



SIERRA LEONE POLICE

STRATEGIC DEVELOPMENT PLAN (2025 - 2029)



Transition from a Police Force to Police Service



SIERRA LEONE POLICE Strategic Development Plan

— 2025 - 2029



Transition from a Police Force to Police Service



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ACRONYMS

| | | |
|-----------------|---|---|
| ALPR | - | Automated License Plate Recognition |
| AU | - | African Union |
| BECE | - | Basic Education Certificate Examination |
| CCTV | - | Closed Circuit Television |
| CDIID | - | Complaint, Discipline & Internal Investigation Department |
| CID | - | Criminal Investigation Department |
| CTS | - | Child Trafficking Syndicate |
| ECG | - | Electrocardiogram |
| ECOWAS | - | Economic Community of West African States |
| EMB | - | Executive Management Board |
| EPA | - | Environment Protection Agency |
| FIA | - | Financial Intelligence Authority |
| FM | - | Frequency Modulation |
| FSSO | - | Force Stores Supplies Office |
| FSU | - | Family Support Unit |
| GoSL | - | Government of Sierra Leone |
| GPS | - | Global Positioning System |
| HRC-SL | - | Human Rights Commission-Sierra Leone |
| HRM | - | Human Resource Management |
| ICPNC | - | Independent Commission for Peace & National Cohesion |
| ICT | - | Information Communication Technology |
| IMC | - | Integrity Management Committee |
| INTEL | - | Intelligence |
| INTERPOL | - | International Police |
| IPCB | - | Independent Police Complaint Board |
| JSCO | - | Justice Sector Coordination Office |
| LPPB | - | Local Policing Partnership Boards |
| LUC | - | Local Unit Commander |
| MDA | - | Ministries, Departments, and Agencies |
| MOWIP | - | Measuring Opportunities for Women in Peace Operations |
| MTNDP | - | Medium Term National Development Plan |
| NDLEA | - | National Drug Law Enforcement Agency |
| NMA | - | National Mineral Agency |
| OPS | - | Operations |
| OSD | - | Operations Support Department |
| PESTEL | - | Political, Economic, Social, Technological, Environment & Legal |
| PPRC | - | Political Parties Regulation Commission |
| PZ | - | Paterson Zochonis |
| REGPOL | - | Regional Police |
| RSLAF | - | Republic of Sierra Leone Armed Forces |
| SDP | - | Strategic Development Plan |
| SGBV | - | Sexual Gender Based Violence |
| SILEA | - | Sierra Leone Peacekeeping and Law Enforcement Academy |
| SLDTP | - | Sierra Leone Digital Transformation Project |
| SLG | - | Sierra Leone Government Grant-in-Aid |
| SLP | - | Sierra Leone Police |

| | | |
|---------------|---|--|
| SLRSA | - | Sierra Leone Road Safety Authority |
| SOP | - | Standard Operating Procedure |
| SWOT | - | Strengths, Weaknesses, Opportunities, Threats |
| TCG | - | Tasking and Coordinating Group |
| TOCU | - | Transnational Organized Crime Unit |
| TV | - | Television |
| UNDP | - | United Nations Development Program |
| UNFPA | - | United Nations Population Fund |
| UNICEF | - | United Nations International Children's Emergency Fund |
| UNSDG | - | United Nations Sustainable Development Goals |
| USA | - | United States of America |
| WAEC | - | West African Examination Council |
| WAPIS | - | West African Police Information System |
| WAPP | - | West African Power Pool |
| WASSCE | - | West African Senior Secondary Certificate Examination |

Inspector General's Foreword

As the Inspector General of Police (IGP), I am pleased to present the Strategic Development Plan (SDP) of the Sierra Leone Police (SLP) for the next five years (2025–2029). This document outlines the roadmap for transitioning the SLP from a force to a service, emphasizing our commitment to community policing. I acknowledge the invaluable contributions of all stakeholders to the achievements of the previous SDP (2020–2024), especially given the critical challenges we faced.

This SDP is a comprehensive blueprint that will guide the SLP in delivering services aligned with our core values: professionalism, transparency, accountability, honesty, impartiality, and commitment to being corruption-free. We pledge to uphold the highest standards of integrity, adhering to laws and policies, respecting human rights, and ensuring the freedom of all individuals while maintaining a politically neutral stance in the discharge of our duties.

I understand that you are all aware of the global challenges posed by Information and Communication Technology (ICT), especially as it relates to organized and transnational crimes such as cybercrime, human trafficking, drug trafficking, arms smuggling, terrorism, and money laundering. Additionally, I recognize the environmental threats brought about by climate change, including illegal timber logging, sand and stone mining, and river dredging, which impact both the environment and your livelihoods. Let me reassure you that our strength lies in our collective determination to confront and overcome these challenges, which continue to hold our country back.

I am pleased to report that the objectives of this SDP have been deliberately designed to align with five key strategic goals and their respective outcomes.

I am equally delighted by the involvement and commitment of various stakeholders in the development of this document. I personally pledge my unwavering dedication to the implementation of this plan, as safety and security can only be achieved through shared responsibility.

This SDP is distinctive in that it is aligned with both global and national frameworks, including the United Nations (UN) Sustainable Development Goals (SDGs) and the Government of Sierra Leone's Medium-Term National Development Plan (MTNDP) / Big 5 Game Changers. The SDP outlines how the SLP will contribute to the attainment of the goals set forth in these documents. A monitoring framework has been established, with clear quarterly and annual reporting mechanisms to track our progress. Let me assure you that we will not solely rely on internal monitoring; we will also seek your input as stakeholders to ensure effective implementation.

We remain committed to working with the Government of Sierra Leone and our partners—including but not limited to UNDP, UNFPA, embassies, development partners, and local communities - as we strive to transition from a force to a service. However, we require the full commitment of our hardworking police officers, their families, and the broader community to achieve the objectives of this SDP.

On behalf of the Sierra Leone Police, I extend my sincere thanks and appreciation to everyone involved in the production and publication of this new SDP. I look forward to your continued involvement and cooperation in the effective implementation of this vital roadmap for the next five years.



William Fayia Sellu
Inspector General of Police

EXECUTIVE SUMMARY

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|---|
| SIERRA LEONE POLICE STRATEGIC DEVELOPMENT PLAN (2025 – 2029) "TRANSITIONING FROM A FORCE TO SERVICE" |
| THE AIM |
| To create safe and secured communities that will foster national development |
| OUR VISION STATEMENT |
| "A friendly, fair but firm organization which the people can trust" |
| MISSION STATEMENT |
| The Police will work with the public to enhance access to criminal justice, security, and stability conducive for social, economic, and political development in Sierra Leone |

| Strategic Goal 1: Enhance Public Safety & Crime Reduction | Strategic Goal 2: Enhance Community Policing | Strategic Goal 3: Improve Professionalism, Transparency & Accountability | Strategic Goal 4: Innovation and Use of Technology | Strategic Goal 5: Improve Conditions of Service of Personnel |
|---|--|--|--|---|
| Outcome 1: Overall reported crimes reduced and people feeling safe | Outcome 2: Win public confidence and support | Outcome 3: SLP trusted by the people | Outcome 4: Technology-based policing | Outcome 5: A motivated workforce with improved conditions of service |
| Key Interventions 1.1 Recruit additional | Key Interventions 2.1 Design a strategic | Key Interventions 3.1 Maintain zero tolerance for | Key Interventions 4.1 Establish a Scientific | Key Interventions 5.1 Revive and fulfill the terms |
| Key Interventions personnel to mitigate the attrition rate. | Key Interventions communication on the strategic transition from a Force to a Service & engage community members & police officers continuously. | Key Interventions corruption | Key Interventions Support Directorate with a Director to provide strategic leadership in innovation. | Key Interventions and conditions of service for personnel. |
| 1.2 Further mainstream gender & equity by addressing gender imbalances with strategic deployments across the country. | 2.2 Reintroduce informal resolution mechanisms for minor offenses. | 3.2 Uphold the core value of being apolitical. | 4.2 Migrate from paper-based to digital personnel records management systems. | 5.2 Work with the Wages & Compensation Commission to harmonize salaries. |
| 1.3 Increase female representation in leadership positions with follow-up building of their capacities | 2.3 Improve and increase police visibility in communities to bring the SLP closer to the public. | 3.3 Ensure a robust and well-motivated internal discipline mechanism (CDIID) with three years tenure of service for personnel. | 4.3 Establish an efficient e-Case Management System | 5.3 Implement a personnel retention policy with a focus on female officers. |

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|---|---|--|--|---|
| 1.4 Enforce all gender-related laws and policies. | 2.4 Strengthen partnerships with local communities and stakeholders through Local Partnership Boards (LPPBs). | 3.4 Maintain effective Integrity Management Committees in all divisions and departments. | 4.4 Provide solar power to police stations and other facilities | 5.4 Reclaim and protect all SLP land assets. |
| 1.5 Review and implement specialized training programs | 2.5 Utilize the media to regularly educate the | 3.5 Ensure prompt investigation of all public and internal | 4.5 Establish dedicated internet connectivity for all | 5.5 Improve conditions in existing barracks across the |
| Key Interventions | Key Interventions | Key Interventions | Key Interventions | Key Interventions |
| for personnel at all levels. | public on security issues. | complaints regarding police misconduct. | police stations and departments nationwide. | country |
| 1.6 Recruit more trained and qualified mechanics, auto electricians and diagnostic staff; and provide them with modern equipment. | 2.6 Conduct community outreach programs through sports, music, drama etc. | 3.6 Regularly update the public on the status of their complaints with the CDIID. | 4.6 Develop an integrated command and control center with GPS tracking for patrol vehicles and toll-free lines for distress calls. | 5.6 Construct new barracks accommodations for personnel. |
| 1.7 Strengthen SLP's transport and communication capabilities. | 2.7 Transition the SLP Peace and Community FM Radio from analog to digital and expand its coverage and establish a Police TV station | 3.7 Ensure a well-resourced and active Internal Audit Department. | 4.7 Improve on drone capabilities. | 5.7 Improve toilet facilities, and ensure reliable water and electricity supply in police facilities |
| 1.8 Enhance preparedness to effectively police the 2028 general elections. | 2.8 Transform the Kingdom Police field into a mini-stadium & develop additional recreational facilities through strategic partnerships. | 3.8 Maintain a fully equipped and effective Asset Management Unit with an up-dated Asset Register. | 4.8 Introduce the use of body-worn cameras (Bodycams) | 5.8 Improve medical services at the Kingdom Police Hospital and establish similar facilities in provincial regional headquarters. |

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|---|--|---|--|--|
| 1.9 Deepen collaboration with other security sector agencies, MDAs, CSOs and the Media | | 3.9 Reactivate the Inspectorate Unit | 4.9 Provide modern surveillance and operational equipment | 5.9 Expand the scope of the Guidance & Counseling Department to include issues beyond medical counseling. |
| 1.10 Conduct more intelligence-led operations to reduce crime | | 3.10 Improve on conditions of custody/detention facilities and holding centers and build more facilities. | 4.10 Transition from biometric ID cards to bar-coded police badges for all personnel. | 5.10 Transform the Garment Factory as the main source to sew uniforms for police officers and at the same time serving as sustainable internal revenue-generating unit |
| 1.11 Increase investigation and prosecution of crop farmer-cattle herder disputes to a reasonable extent within five years. | | 3.11 Review and update existing policies and develop new ones. | 4.11 Collaborate with the Sierra Leone Road Safety Authority (SLRSA) and other stakeholders to implement an Automated License Plate Recognition (ALPR) system. | 5.11 Revitalize the MAKUMP Hydraform Block Making facility to support SLP construction and revenue generation. |
| 1.12 Improve investigation of arms trafficking and the activities of local firearms craftsmen. | | | 4.12 Introduce smart police stations, equipped with modern technology for communication, surveillance, and real-time data sharing through mobile apps and data dashboards. | 5.12 Reactivate and invest in the 'Bus Service' system in the Western Area and all provincial headquarters. |
| 1.13 Review the Public Order Act by including gang related activities. | | | 4.13 Implement the "Safe City" project, installing CCTV cameras in Freetown and other major cities to improve public safety. | 5.13 Introduce an Annual Award scheme to recognize exceptional performance and conduct. |
| | | Key Interventions | Key Interventions | Key Interventions |

| | | | | | |
|---|--------------------------|--------------------------|--------------------------|--------------------------|---|
| 1.14 Reduce reported violent crime offenses within five years. | | | | | 5.14 Introduce a responsive insurance scheme including medical insurance that will address overseas treatment for |
| Key Interventions | Key Interventions | Key Interventions | Key Interventions | Key Interventions | Key Interventions |
| 1.15 Reduce land-grabbing offenses within five years. | | | | | 5.15 Reintroduce the three shift system, day-offs and leave for personnel to ensure efficiency |
| 1.16 Enhance support to the FSU, IIS, CID & Cyber Unit to help reduce reported SGBV cases within five years. | | | | | |
| 1.17 Improve traffic management and road safety measures. | | | | | |
| 1.18 Reduce road accidents within five years. | | | | | |
| 1.19 Work with relevant state institutions including local councils and develop protected parking sites for towed vehicles and motorcycles. | | | | | |

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|---|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <p>1.20 Support the EPA and other stakeholders in discouraging deforestation, illegal timber logging, indiscriminate sand and stone mining, and river dredging while promoting wildlife conservation.</p> | | | | |
| <p>Key Interventions</p> | <p>Key Interventions</p> | <p>Key Interventions</p> | <p>Key Interventions</p> | <p>Key Interventions</p> |
| <p>1.21 Upgrade Forward Operating Bases to enhance marine operations.</p> | | | | |
| <p>1.22 Increase deployment of personnel in peace support operations (ECOWAS, AU & UN).</p> | | | | |
| <p>1.23 Deploy Police Attachés to Sierra Leone’s permanent missions at the UN, AU & ECOWAS</p> | | | | |

INTRODUCTION

Building on the successes achieved during the implementation of the SLP SDP (2020–2024) and despite the many critical challenges, the need for further improvements to deliver effective and professional services to the people of Sierra Leone has been recognized.

The SLP is firmly committed to transitioning from a Police Force to a Police Service, with a strong emphasis on community-oriented policing as the foundation for our service delivery. The aim of the SLP SDP (2025–2029) is to **"create safe and secured communities that will foster national development."**

To achieve this, the following five strategic goals have been identified and aligned with our objectives namely; Public Safety and Crime Reduction, Community Policing, Improving Professionalism, Transparency and Accountability, Innovation and Technology, and Improving Conditions of Service for our personnel. The new plan will also focus on meeting the outcomes of the five strategic goals.

The successful realization of this transformation requires a shift from a "force mentality" to "servant-master" or service-oriented approach in policing. This will provide many opportunities in the delivery of high-quality services including the promotion of human rights.

It should be noted that the strategic priorities and activities from the previous SDP, along with their emerging challenges have been incorporated into this new plan.

This SDP has also been aligned with the United Nations (UN) Sustainable Development Goals (SDGs) and the Government of Sierra Leone's (GoSL) Medium-Term National Development Plan (MTNDP) / Big 5 Game Changers, clearly demonstrating how the SLP will contribute to the achievement of the goals set in these frameworks.

The SLP will not only rely on its internal governance systems but will also seek the contributions of external oversight bodies and stakeholders in various communities to monitor and evaluate the implementation progress of the SDP. To this end, clear timelines have been established for quarterly and annual reporting on the implementation process.

THE PROCESS / METHODOLOGY ADOPTED IN DEVELOPING THE SLP STRATEGIC DEVELOPMENT PLAN (2025-2029)

The development process for the SLP SDP (2025-2029) involved several key steps including desk review and extensive consultations. Two strategic management tools, PESTEL and SWOT, were employed to perform a situational analysis that identified the current state of the SLP.

The review of the SLP SDP (2020-2024), and a consideration of the UN-SDGs and the GoSL MTNDP / Big 5 Game Changers, also contributed to shaping the new plan. Additionally, data from perception surveys, crime statistics, and other relevant documents were integrated into the process.

Notwithstanding, participants in these consultative meeting were taken from the following sample framework:

- ▶ The Executive Management Board (EMB)
- ▶ Various Directorates
- ▶ Local Unit Commanders (LUCs) and their Tasking & Coordinating Groups (TCGs) in divisions and departments
- ▶ Officers and personnel deployed in Peace Support Operations / peacekeeping missions
- ▶ The Ministries of Internal Affairs, Finance, and other relevant MDAs
- ▶ Community stakeholders such as traditional leaders, political actors, LPPBs, civil society groups, oversight bodies, Drivers' Union, and bike & Kekeh riders
- ▶ Development partners, including UNDP, UNFPA, and embassies

Although the intention was to cover the entire country, limitations in resources and time confined the consultations to Freetown and the provincial regional command headquarters in Bo, Kenema, Makeni, and Port Loko.

Building on the successes of the previous SLP SDP in capacity building, the SLP relied on in-house expertise to guide the development of the 2025-2029 plan. This approach not only helped save funds but also enhanced the capacity of personnel, making the plan a product owned by the SLP.

THE AIM

To create safe and secured communities that will foster national development.

OBJECTIVES

- i. To fulfill our core mandates.
- ii. To enhance public trust.
- iii. To promote professionalism, accountability, and transparency.
- iv. To drive strategic innovation and leverage technology.
- v. To improve personnel welfare.

VISION STATEMENT

“A friendly, fair, and firm organization that the people can trust.”

MISSION STATEMENT

The Police will collaborate with the public to enhance access to criminal justice and ensure security and stability conducive to social, economic, and political development in Sierra Leone.

CORE VALUES

We:

- Respect human rights and the freedoms of all individuals.
- Are honest, impartial, caring, and free from corruption.
- Maintain professionalism, transparency, and accountability in all actions.
- Uphold integrity by adhering to laws and policies.
- Remain apolitical in the discharge of our duties.

REVIEW OF THE SLP 2020 -2024 STRATEGIC DEVELOPMENT PLAN ACHIEVEMENTS

Strategic Area 1: Core Business

- ▣ Deployed personnel and ensured security for critical national infrastructure nationwide.
- ▣ Provided adequate security for by elections and the June 2023 general elections.
- ▣ Developed and executed a robust operational strategy for the protection of Aberdeen Creek, preventing dynamite blasting that could weaken the bridge.
- ▣ Designed and implemented various operations, including ‘Operation Maintain Peace,’ which addressed social media threats to public order.
- ▣ Conducted nationwide road safety awareness campaigns targeting drivers, passengers, and pedestrians.
- ▣ Carried out strategic patrols to enforce the Sierra Leone Maritime Administration Act of 2000, including a ban on the movement of motorized and non motorized wooden boats during designated periods.
- ▣ Purchased three fiberglass speed boats and spare outboard motors to enhance maritime safety and security, depolying personnel and patrol boats at Banana and Bonthe Islands.
- ▣ Recruited 2,098 police officers between May and November 2023 to address attrition and support police expansion and deployments across the country.
- ▣ Recruited and trained radio operators, journalists, and operation officers, enhancing compliance with the Right to Access Information Act, 2013, and demonstrating SLP accountability.
- ▣ Organized and executed nationwide training on crime management and data collection for police prosecutors to enhance skills and standardize data performance for quality legal outcomes.
- ▣ Collaborated with UNICEF and JSCO to train 100 police personnel and social workers on the National Framework on Diversion and Alternatives to Detention.
- ▣ The Operations Support Division(OSD) supported police operations and facilitated the arrest of major drug dealers (KUSH), reducing drug consumption in various communities.
- ▣ Conducted a total of 2,674 local and international in -service development and management training programs for personnel to enhance their policing skills.
- ▣ Played a crucial role in suppressing and repelling coup plotters on November 26, 2023.
- ▣ Participated in drafting the Counter-Terrorism Bill, strategy, and Standard Operating Procedures (SOPs).
- ▣ Partnered with the National Drug Law Enforcement Agency (NDLEA) and other agencies to dispose of dangerous and prohibited drugs at TOCU Headquarters.

Strategic Area 2: Improving the Accountability Framework

- ▣ Implemented effective stores management systems for the issuance and delivery stationary and materials
- ▣ Provided strategic leadership for corporate governance to enhance organizational development as outlined in the SLP Change Management Strategy.
- ▣ Monitored and evaluated the implementation of the 2014 SLP twin gender policie (gender mainstreaming and sexual exploitation, abuse, and harassment).

- Collaborated with UNDP to develop a concept note for SLP's transition from a force to a service, including benchmarking trips to Ghana.
- Printed and distributed 18,450 brochures on the Code of Conduct for policing public elections.
- Cooperated with the Audit Service Sierra Leone in their auditing activities.
- Conducted training workshops for regional and divisional Tasking and Coordinating Group (TCG) members on monitoring and evaluation of the Strategic Development Plan 2020-2024.
- Completed the review of the revised Discipline Regulations Code 2001 and submitted it to the Office of the Solicitor General.
- Activated Integrity Management Committees (IMC) in all divisions and major departments.
- Recruited, trained, and deployed Information Officers to ensure compliance with the Right to Access Information Act, 2013.

Strategic Area 3: Maintaining and Improving Partnerships & Community Relations

- Collaborated with gender-related offices such as UN Women and the Ministry of Internal Affairs to promote the SLP gender mainstreaming policy.
- Partnered with UN Women to validate the Sierra Leone Barrier Assessment Report.
- Conducted nationwide capacity-building training for SLP and RSLAF personnel on the protection of women against violence in elections (sponsored by Irish Aid through UN Women).
- Reviewed the SLP twin gender policies (gender mainstreaming and sexual exploitation, abuse, and harassment).
- Collaborated with UN Women to research "Measuring Opportunities for Women in Peace Operations" (MOWIP), supported by the Elsie Initiative.
- Successfully re-registered and resumed operations of the SLP community peace radio station FM 91.1.
- Collaborated with government agencies and partners to train personnel and engage communities, schools, and institutions in awareness-raising on SGBV matters and reporting/referral pathways.
- Worked with relevant partners to review laws and policies improving investigative processes and effective responses to SGBV issues, including the Child Rights Act and the Anti-Human Trafficking and Smuggling Act.
- Worked with partners to operationalize the West Africa Police Information System (WAPIS) to foster collaboration and share criminal data on organized crime, money laundering, and human trafficking among law enforcement agencies nationally, regionally, and globally.
- With UNDP support, conducted nationwide consultative meetings with police officers and community stakeholders on transitioning from a police force to a police service.

Strategic Area 4: Strategic Innovation

- Overhauled the SLP communication system, replacing it with modern digital radio technology.
- Established a centralized database (WAPIS) at CID Headquarters and regional offices, training personnel to manage and disseminate information within the SLP.
- Established Child Trafficking Syndicates (CTS) at FSU Headquarters and regional offices.
- Worked with legal experts to define legal parameters for information sharing and storage within WAPIS, crafting guidelines to ensure lawful data collection and protection while adhering to international privacy standards.

- ❑ Installed CCTV cameras in specific locations in the Western Area, monitored 24/7, including within the Police Headquarters building.
- ❑ Equipped all SLP operational vehicles in the Western Area with GPS for efficient tracking and response to distress calls.
- ❑ Reviewed the revenue generation scheme and adopted new strategies to enhance internal revenue generation to address budget gaps.

Strategic Area 5: Welfare & Conditions of Service for Police Officers and Staff

- ❑ The Human Resource Management Directorate decentralized loans from the Welfare Fund and facilitated bank loans for interested personnel.
 - ❑ Granted study leave with pay to 782 personnel for various tertiary studies.
 - ❑ Facilitated Sierra Leone Government Grant-in-Aid (SLG) for 160 personnel through the Ministry of Technical, Senior Secondary, and Higher Education.
 - ❑ Ensured timely payment of gratuities to retired personnel.
 - ❑ Processed end-of-service and death benefits regularly and promptly.
 - ❑ Supplied uniforms and accoutrements for the funerals of police officers who die in active service.
 - ❑ Provided free surgeries for 500 police officers and civilians through a partnership with Surgeons in Action Foundation doctors from Spain.
 - ❑ Supplied two ECG machines and trained personnel in their use.
 - ❑ Purchased two large and two medium oxygen cylinders for the Kingtom Police Hospital theatre.
 - ❑ Procured a modern Hematology and Biochemistry Analyzer for the Kingtom Police Hospital Laboratory.
- Refurbished and standardized health centers in Bo, Makeni, and Kenema, supplying them with drugs and hospital gear.

CRITICAL CHALLENGES

The following critical challenges have been identified by the SLP in the implementation of the 2020–2024 Strategic Development Plan (SDP):

- ▶▶ **Budgetary Shortfalls:** Insufficient and untimely disbursement of budget allocations.
- ▶▶ **Development Budget Constraints:** Inadequate and irregular development budget, hindering various infrastructural projects.
- ▶▶ **Personnel Attrition:** Increasing gap in personnel strength due to high attrition rates.
- ▶▶ **Resource Pressure:** Strain on limited police resources resulting from rising public demands for services beyond the SLP's core mandate and heightened public expectations.
- ▶▶ **Limited Training Opportunities:** Insufficient local and international training options for personnel.
- ▶▶ **Public Order Management:** Inadequate capability for managing public order effectively.
- ▶▶ **Under-resourced Garage:** Insufficient resources for the repair and maintenance of SLP vehicles.
- ▶▶ **Mobility Challenges:** Lack of adequate patrol vehicles, including specialized traffic operation vehicles, ambulances, motorcycles, and other utility vehicles like tow/recovery vehicles, water bowzers, and cesspit vehicles.
- ▶▶ **Communication Equipment:** Inadequate communication tools and technology.
- ▶▶ **Forensic and Cybercrime Support:** Low technical and scientific support in forensic science and cybercrime technology.
- ▶▶ **Office Equipment Shortages:** Insufficient office equipment, including computers, laptops, printers, photocopiers, risograph machines, and projectors.
- ▶▶ **Internet Connectivity Issues:** Poor internet service in most police facilities.
- ▶▶ **Gender Imbalance:** Gender disparities in some regions negatively affecting police deployment and the investigation of SGBV cases.
- ▶▶ **Delays in Sensitive Case Handling:** Prolonged processing of sensitive cases, such as murder and sexual penetration, due to reliance on expert opinions.
- ▶▶ **Accommodation Shortages:** Inadequate barracks accommodation and office space for personnel across the country.
- ▶▶ **Poor Conditions of Service:** Unsatisfactory working conditions characterized by inadequate personnel welfare, medical facilities, and low remuneration.
- ▶▶ **Eroding Discipline:** Declining discipline across the organization.

Barracks Accommodation

| S/NO. | Region | No. of personnel Occupying Barracks |
|-------|--------------|-------------------------------------|
| 1. | Western Area | 975 |
| 2. | North West | 231 |
| 3. | North East | 149 |
| 4. | South | 489 |
| 5. | East | 191 |
| | Total | 2,035 |

Table 1 shows the number of personnel occupying barracks accommodation

RECRUITMENT

| Year | Male | Female | Total |
|--------------|--------------|------------|--------------|
| 2020 | - | - | - |
| 2021 | 7 | - | 7 |
| 2022 | 768 | 234 | 1,002 |
| 2023 | 809 | 289 | 1,098 |
| 2024 | - | - | - |
| Total | 1,584 | 523 | 2,107 |

Table 2 illustrates the recruitment pattern

POSITIONING THE SLP: SITUATIONAL ANALYSIS USING SWOT AND PESTEL

Based on input from various consultative engagements with stakeholders, including SLP personnel, and research conducted, we have identified the following principal strengths, weaknesses, opportunities, and threats facing the SLP. While not exhaustive, this analysis highlights critical issues using the strategic tools of SWOT, supported by PESTEL.

STRENGTHS

- **Personnel Capacity:** The SLP employs approximately 14,000 staff across various specialist departments. The Sierra Leone Peacekeeping and Law Enforcement Academy (SILEA) focuses on building personnel capacity, while the Operations Support Division and its skilled instructors enhance public order management capabilities.
- **Fleet and Infrastructure:** The SLP has an existing fleet of vehicles, motorcycles, and a few boats, supported by a dedicated repair and maintenance department. This, along with ongoing communication projects, strengthens operations and crime-fighting efforts.

- ▶▶ **Government Budgetary Allocation:** Despite its limitedness and delays in remittances, budgetary allocation from government remains the main thrust of funding for the SLP. However, the internal revenue generation scheme has to some extent help filled budgetary gaps.
- ▶▶ **Commitment to Professionalism, Transparency and Accountability:** The SLP is firmly committed to upholding principles of professionalism and its core values in fulfilling its mandate. It further promotes transparency and accountability through the Professional Standards Directorate which supervises the Complaints, Discipline and Internal Investigations Department (CDIID) in enforcing internal discipline under the 2001 Discipline Regulations. Integrity Management Committees in all divisions help implement the Anti-Corruption Strategy, supported by a robust Internal Audit Department and Asset Management Unit.
- ▶▶ **Uniform and Housing Solutions:** The establishment of a garment factory addresses uniform supply issues, while the SLP Estate Department and the MAKUMP brick-making facility aims to meet accommodation needs, thereby enhancing personnel welfare.
- ▶▶ **Health Sector Prioritization:** The SLP prioritizes health improvements, with the Kingtom Police Hospital as the main facility and peripheral clinics at regional headquarters.
- ▶▶ **Community Policing Framework:** Existing Local Policing Partnership Boards (LPPBs) and the SLP Media and Community Relations Department serve as valuable tools for community policing, essential for the SLP's transition from a force to a service.

WEAKNESSES

- ▶▶ **Budgetary shortfalls and delays:** Limited Budgetary allocation and delays in disbursements pose challenge to operational effectiveness and capacity building endeavours. Improved government budget allocations and timely disbursement will enhance SILEA's capacity-building programs, addressing knowledge gaps and supporting sustained recruitments to counter personnel attrition.
- ▶▶ **Resource Limitations:** There is a pressing need for additional vehicles and communication equipment, as well as for the equipping of the under-resourced police garage to enhance operational efficiency.
- ▶▶ **Transition Implementation:** Actualizing the transition from a force to a service is crucial for rebuilding public trust in the SLP.
- ▶▶ **Garment Factory:** In its current state, the SLP Garment factory has not lived up to its intended objectives. Transforming the SLP garment factory into a more responsive unit for uniform supply and internal revenue generation is essential.
- ▶▶ **Barracks Accommodation:** the current ratio of barracked and non-barracked personnel is untenable. Addressing limited barracks accommodation through an enhanced SLP Estate Department and effective utilization of the MAKUMP brick-making facility is vital.
- ▶▶ **Health Service Limitations:** Despite recent investments in health services, personnel continue to face limitations in medical care, adversely affecting overall working conditions.
- ▶▶ **Records Management:** Effective records management is essential for modern policing, yet current internal interventions have not yielded desired outcomes. Implementing a digital records management system is necessary.
- ▶▶ **Electricity and Connectivity Issues:** Inadequate electricity supply in police facilities, especially in rural areas has left the SLP relying heavily on environmentally unfriendly thermal generators. Poor internet connectivity further undermines organizational effectiveness. Solar solutions could mitigate these issues.

OPPORTUNITIES

- ▶▶ **Government Support:** Despite competing demands from other MDAs, the GoSL is committed to improving budgetary support for the SLP. Leadership should continue to seek strategic partnerships for external support and specialized international training.
- ▶▶ **Collaboration with Oversight Bodies:** Continued cooperation with external oversight bodies such as the ACC and the Audit Service will help address internal corruption and enhance transparency.
- ▶▶ **Energy Initiatives:** The GoSL's energy initiatives, including the West African Power Pool (WAPP) project, promise to improve electricity supply in police facilities.
- ▶▶ **Digital Connectivity:** Sierra Leone's terrestrial fibre backbone and participation in the Amilcar Cabral submarine cable present opportunities for enhanced connectivity. The Sierra Leone Digital Transformation Project (SLDTP) will bolster the SLP's capabilities, particularly in cybercrime investigations.
- ▶▶ **Legal Framework Development:** Collaborating with relevant MDAs to establish a legal framework for regulating agricultural activities and addressing gang-related issues can mitigate ongoing conflicts.
- ▶▶ **Political Collaboration:** Engagement with local and national political actors, including the Political Parties Regulation Commission and the Independent Commission for Peace & National Cohesion, can enhance community policing efforts and improve the political environment.
- ▶▶ **Health Sector Investments:** Prioritizing health sector investments and leveraging GoSL health programs will enhance medical services for personnel, contributing to improved morale and service delivery.

THREATS

- ▶▶ **Evolving Police Functions:** Modern policing extends beyond crime prevention to include human security issues, with climate change-related challenges, such as illegal logging and mining, threatening the ecosystem.
- ▶▶ **National Security Risks:** Despite community sensitization efforts, issues like SGBV, illicit drug trade, and the proliferation of small arms remain significant threats to national security.
- ▶▶ **Rural Conflicts:** Increasing tensions between farmers and cattle herders in rural communities pose serious security challenges.
- ▶▶ **Political Hostility:** A hostile political environment places additional strain on the SLP's limited resources, requiring constant operational responses.

STRATEGIC PRIORITIES

Based on the situational analysis, crime trends, and emerging crime issues - both national and transnational - the following priorities have been identified for the Sierra Leone Police (SLP) for the period 2025–2029:

- ▶▶ Transition from a Police Force to a Police Service, ensuring professionalism, transparency, and accountability through community partnerships.
- ▶▶ Engage in regular consultations and lobbying efforts to secure improved budgetary allocations and ensure timely disbursement of funds.
- ▶▶ Strengthen strategic partnerships with international organizations, agencies, and embassies to obtain external support.
- ▶▶ Recruit 5,000 personnel over the five-year period to address the attrition rate.
- ▶▶ Address gender gaps in provincial divisions by narrowing the male-to-female ratio.
- ▶▶ Review and update the training curriculum, and roll out various programs for personnel at all levels to address knowledge gaps.
- ▶▶ Equip and modernize the police garage to enhance operational readiness.
- ▶▶ Acquire additional vehicles, including utility vehicles and motorcycles, to support police administration and field operations.
- ▶▶ Procure modern public order management equipment.
- ▶▶ Enhance intelligence-led policing to improve crime prevention and response.
- ▶▶ Strengthen capabilities in ICT, forensic science, and combating cybercrime.
- ▶▶ Improve collaboration with other security sector agencies.
- ▶▶ Continue the inter-agency partnership approach in the fight against Sexual and Gender-Based Violence (SGBV).
- ▶▶ Strengthen collaboration in combating illicit drug trade, proliferation of small arms and light weapons, and unregulated firearm production by local craftsmen.
- ▶▶ Advocate for a legal framework to regulate crop farmers and cattle herders within the agricultural sector.
- ▶▶ Support relevant Ministries, Departments, and Agencies (MDAs) and stakeholders in addressing climate change issues, including deforestation, illegal timber logging, indiscriminate sand and stone mining, and river dredging in protected areas.
- ▶▶ Transform the Garment Factory as the main source to sew uniforms for police officers and at the same time serving as sustainable internal revenue-generating unit.
- ▶▶ Upgrade the Kingom Police Hospital and build tertiary hospitals in the four provincial regional headquarters—Bo, Kenema, Makeni, and Port Loko—and establish clinics in each provincial divisional and Operational Support Division (OSD) headquarters.
- ▶▶ Train staff in the Estate Department and reactivate the SLP Makump Brick Making Facility to support rehabilitation of existing barracks and police facilities, while constructing new accommodations for personnel.
- ▶▶ Transition from a paper-based to a digital records management system.
- ▶▶ Deploy an e-Case Management System for efficient case tracking and processing.
- ▶▶ Build capacity within the Complaints, Discipline, and Internal Investigations Department (CDIID), Integrity Management Committees, Inspectorate Unit, Asset Management Unit, and Internal Audit Department to combat internal corruption.
- ▶▶ Enhance collaboration with external oversight bodies such as the Anti-Corruption Commission (ACC), Audit Service Sierra Leone, Parliament, Independent Police Complaints Board (IPCB), Human Rights Commission, Office of the Ombudsman, media, and civil society to promote discipline, justice, and transparency.
- ▶▶ Foster a "service-oriented" approach, moving away from the "force mentality" to a "servant-master" relationship that strengthens police-community relations through continuous engagement.
- ▶▶ Further equip the SLP Regimental and Dance Bands, using sports, music, and drama for community outreach and engagement.
- ▶▶ Transition the SLP Peace and Community FM Radio from analog to digital, and establish a Police TV station (with UNDP support for strategic communication).

- ▶▶ Build the capacity of women in leadership positions and increase their representation, with support from the UNDP for the Gender Equality and Women’s Empowerment (GEWE) Act.
- ▶▶ Expand the number of personnel deployed in peace support operations under ECOWAS, AU, and UN missions.
- ▶▶ Deploy Police Attachés to Sierra Leone’s permanent missions at the UN, AU, and ECOWAS.

GENERAL CRIME TREND

| Year | Overall crime Reported | Crime rate in % |
|------|------------------------|-----------------|
| 2020 | 63,411 | 0.78% |
| 2021 | 41,459 | 0.50% |
| 2022 | 33,251 | 0.40% |
| 2023 | 30,491 | 0.35% |
| 2024 | 29,015 | 0.33% |

Table 3. Indicates the general crime trend

SPECIFIC CRIME TREND

| Crime | Year | | | | | Total |
|--------------------------------|--------|--------|--------|-------|-------|--------|
| | 2020 | 2021 | 2022 | 2023 | 2024 | |
| Homicide | 176 | 164 | 153 | 167 | 150 | 180 |
| Economic crime | 7,786 | 4,800 | 3,655 | 3,992 | 3,559 | 23,795 |
| SGBV | 12,830 | 10,840 | 10,978 | 9,678 | 9,167 | 53,493 |
| Offences against Property | 15,926 | 9,581 | 8,043 | 7,033 | 7,222 | 47,805 |
| Transnational organized crimes | 115 | 117 | 199 | 169 | 496 | 1,096 |
| Traffic | 4,337 | 4,156 | 4,124 | 3,953 | 1,809 | 18,379 |
| Public order | 2,407 | 1,865 | 898 | 1,435 | 1,471 | 8,076 |
| Subversion | - | - | - | 1 | 18 | 19 |

Table 4. Depicts the trend of various categories of crime

STRATEGIC GOALS, OUTCOMES, AND KEY INTERVENTIONS

Strategic Goal 1: Enhance Public Safety & Crime Reduction

Strategic Outcome 1: Reduced overall reported crime and improved public safety.

Key Interventions:

1. Recruit additional personnel to mitigate the attrition rate.
2. Further mainstream gender and equity by addressing gender imbalances with strategic deployments across the country.
3. Increase female representation in leadership positions with follow-up capacity building
4. Enforce all gender-related laws and policies.
5. Review and implement specialized training programs for personnel at all levels.
6. Recruit more trained and qualified mechanics, auto electricians and diagnostic staff; and provide them with modern equipment.
7. Strengthen SLP's transport and communication capabilities.
8. Enhance preparedness to effectively police the 2028 general elections.
9. Deepen collaboration with other security sector agencies, MDAs, CSOs and the Media etc.
10. Conduct more intelligence-led operations to reduce crime
11. Increase investigation and prosecution of crop farmer-cattle herder disputes to a reasonable extent within five years.
12. Improve investigation of arms trafficking and the activities of local firearms craftsmen.
13. Review the Public Order Act by including gang related activities.
14. Reduce reported violent crime offenses within five years.
15. Reduce land-grabbing offenses within five years.
16. Enhance support to the FSU, IIS, CID & Cyber Unit to help reduce reported SGBV cases within five years.
17. Improve traffic management and road safety measures.
18. Reduce road accidents within five years.
19. Work with relevant state institutions including local councils and develop protected parking sites for towed vehicles and motorcycles.
20. Support the EPA and other stakeholders in discouraging deforestation, illegal timber logging, indiscriminate sand and stone mining, and river dredging while promoting wildlife conservation.
21. Upgrade Forward Operating Bases to enhance marine operations.
22. Increase deployment of personnel in peace support operations (ECOWAS, AU & UN).
23. Deploy Police Attachés to Sierra Leone's permanent missions at the UN, AU & ECOWAS

Strategic Goal 2: Enhance Community Policing

Strategic Outcome 2: Increased public confidence and support.

Key Interventions:

1. Engage community members and police officers continuously on the transition from a Force to a Service.
2. Reintroduce informal resolution mechanisms for minor offenses.
3. Improve and increase police visibility in communities to bring the SLP closer to the public.
4. Strengthen partnerships with local communities and stakeholders through Local Policing Partnership Boards (LPPBs).
5. Utilize the Media to regularly educate the public on security issues.
6. Conduct community outreach programs through sports, music, drama etc.
7. Transition the SLP Peace and Community FM Radio from analog to digital and expand its coverage and establish a Police TV station
8. Transform the Kingtom Police field into a mini-stadium for sport and other social activities and develop additional recreational facilities through strategic partnerships.

Strategic Goal 3: Improve Professionalism, Transparency & Accountability

Strategic Outcome 3: SLP is trusted by the people.

Key Interventions:

1. Maintain zero tolerance for corruption.
2. Uphold the core value of being apolitical.
3. Ensure a robust and well-motivated internal discipline mechanism (CDIID) with three years tenure of service for personnel.
4. Establish effective Integrity Management Committees in all divisions and departments.
5. Ensure prompt investigation of all public and internal complaints regarding police misconduct.
6. Regularly update the public on the status of their complaints with the CDIID.
7. Ensure a well-capacitated and active Internal Audit Department.
8. Maintain a fully equipped and effective Asset Management Unit with an updated Asset Register.
9. Reactivate the Inspectorate Unit.
10. Improve on conditions of custody/detention facilities and holding centers and build more facilities.
11. Review and update existing policies and develop new ones.

Strategic Goal 4: Promote Innovation and Use of Technology

Strategic Outcome 4: Technology-driven policing.

Key Interventions:

1. Establish a Scientific Support Directorate with an AIG to provide strategic leadership
2. Migrate from paper-based to digital personnel records management systems.
3. Establish an effective e-Case Management System.
4. Provide solar power for police stations and other facilities.
5. Establish dedicated internet connectivity for all police stations and departments across the country.
6. Develop an integrated command and control center with GPS tracking for patrol vehicles and toll-free lines for distress calls.
7. Improve drone capabilities
8. Introduce the use of body-worn cameras (Bodycams).
9. Equip the SLP with modern surveillance and operational equipment.
10. Transition from biometric ID cards to bar-coded police badges for all personnel.
11. Collaborate with SLRSA and transport sector stakeholders to introduce an Automated License Plate Recognition (ALPR) system.
12. Introduce smart police stations incorporated with modern technology for communication and surveillance including mobile apps and data dashboards for online reporting and real-time information sharing.
13. Implement the "Safe City" project, installing CCTV in Freetown and major cities

Strategic Goal 5: Improve Conditions of Service for Personnel

Strategic Outcome 5: A motivated staff with improved conditions of service.

Key Interventions:

1. Revive and fulfill the terms and conditions of service for personnel.
2. Work with the Wages & Compensation Commission to harmonize salaries.
3. Implement a personnel retention policy with a focus on female officers.
4. Reclaim and protect all SLP land assets.
5. Improve conditions in existing barracks across the country.
6. Construct new barracks accommodations for personnel.
7. Improve toilet facilities, and ensure reliable water and electricity supply in police facilities
8. Improve medical services at Kingtom Police Hospital and establish similar facilities in provincial regional headquarters.
9. Expand the scope of the Guidance & Counseling Department to include issues beyond medical counseling.
10. Transform the Garment Factory as the main source to sew uniforms for police officers and at the same time serving as sustainable internal revenue-generating unit
11. Revitalize the MAKUMP Hydraform Block Making facility to support SLP construction and revenue generation.
12. Reactivate and invest in the 'Bus Service' system in the Western Area and all provincial headquarters.
13. Introduce an Annual Award scheme to recognize exceptional performance and conduct.

14. Introduce a responsive insurance scheme including medical insurance that will address overseas treatment for serving members in need
15. Reintroduce the three shift system, day-offs and leave for personnel to ensure efficiency

OUR GOVERNANCE SYSTEM

The Sierra Leone Police (SLP) operates through a well-structured internal governance framework, supported by external oversight bodies to ensure transparency, accountability, and integrity in its operations.

Internal Governance Structure:

- ▶▶ **Executive Management Board (EMB):** Responsible for overall leadership and decision-making.
- ▶▶ **Regional Command Management Teams:** Oversee operations at the regional level.
- ▶▶ **Tasking and Coordinating Groups (TCGs):** Function at the divisional and departmental levels to manage tasks and coordinate operations.
- ▶▶ **Budget Committee:** Manages the allocation and oversight of financial resources.
- ▶▶ **Procurement Committee:** Ensures compliance with procurement procedures and policies.
- ▶▶ **Internal Audit Committee:** Monitors internal controls and financial accountability.
- ▶▶ **Complaints, Discipline, and Internal Investigations Department (CDIID):** Handles internal investigations and disciplinary actions.
- ▶▶ **Integrity Management Committees:** Operate within divisions and departments to promote ethical behavior and prevent corruption.
- ▶▶ **Inspectorate Unit:** Conducts inspections to ensure adherence to operational standards.
- ▶▶ **Asset Management Unit:** Manages and safeguards SLP's assets.
- ▶▶ **Force Stores and Supplies Office (FSSO):** Responsible for logistics, supplies, and resource management.

External Oversight:

The SLP is accountable to the people of Sierra Leone through various oversight bodies, including:

- ▶▶ **Sierra Leone Police Council:** Provides strategic direction and policy oversight.
- ▶▶ **Ministry of Internal Affairs:** Oversees SLP operations in line with government policies.
- ▶▶ **Parliament:** Provides legislative oversight.
- ▶▶ **Parliamentary Committee on Internal Affairs:** Reviews and monitors SLP activities.
- ▶▶ **Independent Police Complaint Board (IPCB):** Investigates complaints against police officers.
- ▶▶ **Office of the Ombudsman:** Addresses grievances related to administrative injustices within the SLP.
- ▶▶ **Anti-Corruption Commission (ACC):** Ensures compliance with anti-corruption laws.

- ▶▶ **Human Rights Commission of Sierra Leone (HRC-SL):** Monitors and promotes respect for human rights within the SLP.
- ▶▶ **Media & Civil Society:** Play key roles in holding the SLP accountable through public scrutiny and advocacy.

EMERGING CRIME & SECURITY ISSUES AND THEIR IMPACTS

The following have been identified as key emerging crime and security issues for the next five years. Each has been analyzed using the 5x5 Risk Matrix to assess probability and impact levels, allowing for more targeted interventions:

| CRIME | IMPACT & REQUIRED ACTION |
|---|--|
| Border Insecurity | Unsecured borders pose a high likelihood of arms, ammunition, and contraband influx, threatening national security. Mitigation requires more resources and robust border controls. |
| Sexual Gender-Based Violence (SGBV) | Both the probability and severity of SGBV are at maximum levels. Government and partner interventions, such as UNDP's support and implementation of the GEWE Act, are essential to address this issue. |
| Environmental Protection Issues (e.g., illegal logging, deforestation, sand & stone mining, sea dredging, and pollution) | These environmental crimes occur frequently and have catastrophic impacts on communities. The SLP must collaborate with other security agencies and communities to raise awareness, enforce laws, and develop contingency plans for emergencies. |
| Illicit Mining | Illicit mining threatens both government revenue and the ecosystem. A coordinated effort between stakeholders, the security sector, MDAs, and community leaders is required to tackle this issue holistically. |
| Trafficking of Arms & Ammunitions | This represents a significant threat to national security, with the potential for catastrophic consequences. As such, it must be prioritized by the SLP and the broader security sector. |
| Violent Conflict between Cattle Herders & Crop Farmers | Likely to occur in rural communities, these conflicts not only threaten national security but also impact the government's "Feed Salone" program. Urgent attention is needed. |
| Drug Trafficking and Abuse | The frequency of drug trafficking and abuse is high, with critical consequences. Collaboration with relevant stakeholders, including the security sector, will help mitigate this growing problem. |

| CRIME | IMPACT & REQUIRED ACTION |
|---|--|
| Abuse of Social Media | Social media abuse occurs frequently and has a significant societal impact. Enhancing law enforcement capacity through training, logistics, and legal enforcement will help address this issue. |
| Violent Protest and Subversion | These are likely to occur and have critical impacts. Regular public order management training, simulations, and improved intelligence gathering are recommended to prepare the SLP and the security for these challenges. |
| Cyber Crime | The probability of cybercrime is high, with critical impacts. Investment in personnel training and the acquisition of modern equipment and software is necessary to combat this growing threat. |
| Money Laundering | Money laundering presents a high threat level with catastrophic consequences. Collaboration between the SLP, FIA, intelligence agencies, and the banking sector is crucial to addressing this issue. |
| Lawlessness & Youth Violence | Lawlessness and youth violence occur frequently but with moderate impacts. Enforcing existing laws and enacting specific legislation against cliques and gangs will be key interventions. |
| Illegal Migration & Trafficking in Persons | These issues, particularly involving children, are likely to occur with moderate impacts. Strengthening support to the Transnational Organized Crime Unit (TOCU), Family Support Unit (FSU), INTERPOL, and border divisions will aid in addressing these crimes. |
| Enforced Disappearance of Persons | Though infrequent, enforced disappearances have critical impacts, particularly in affected communities. A community policing approach and strict law enforcement are needed to restore public confidence. |
| External Aggression | The probability level of external aggression is considered to be low though the impact can be catastrophic. Strengthening the intelligence capabilities of the IIS and collaborating with other agencies in the security sector is crucial. |
| Terrorism | While the likelihood of terrorism is low, its potential impact is catastrophic. Continuous investment in counter-terrorism capabilities, including intelligence and equipment, is necessary to ensure readiness. |

Analysis of Probability & Impact Levels of Emerging Crime/Security Issues on the SLP and the Country

| | | |
|-----------------------------|---------------------------------|------------------------|
| 16 – 25 – Red (High) | 9 – 15 – Yellow (medium) | 8 – Green (Low) |
|-----------------------------|---------------------------------|------------------------|

| Probability | Impact | | | | |
|-----------------------|---|--|--|-----------|----------------|
| | 5 – Catastrophic | 4- Critical | 3 - Moderate | 2 – Minor | 1 – Negligible |
| 5 – Frequent | Border Insecurity EPA issues Illicit mining SGBV (25) | Drugs trafficking Abuse of Social media (20) | lawlessness & youth violence (15) | | |
| 4 – Likely | Arms & ammu Cattle herders & crop farmers (20) | violent protest Cyber crime Money laundering (16) | Illegal migration & human trafficking (12) | | |
| 3 - Occasional | | Forceful Disappearance of people (12) | | | |
| 2 – Seldom | Ext. aggression Terrorism 10 | | | | |
| 1 - Improbable | | | | | |

ALIGNING THE SDP (2025 -2029) WITH THE UN SUSTAINABLE DEVELOPMENT GOALS (SDGS)

| SDG Goals | Targets | Police Activities | Whom |
|--|---|---|-----------------------------------|
| Goal 2: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture | Target 2.3: By 2030, double the agricultural productivity and incomes of small-scale food producers | Handle cases between cattle herders & crop farmers Discourage cannabis sativa farms Discourage illegal river dredging that pollutes water sources | Regpols & LUCs |
| | Target 2.b: Correct and prevent trade restrictions and distortions in world agricultural markets | Facilitate the export of agricultural products out of Sierra Leone | PHQ |
| Goal 3: Ensure healthy lives and promote well-being for all at all ages | Target 3.3: By 2030, end the epidemics of AIDS, tuberculosis, malaria, and neglected tropical diseases | Test, vaccinate, and treat more police officers for communicable diseases Treat more civilians at SLP medical facilities Support the GoSL’s Free Healthcare scheme and epidemic response | SLP Hospital |
| | Target 3.5: Strengthen the prevention and treatment of substance abuse | Sensitize communities on illegal drug-related issues Arrest suspects, seize exhibits, investigate and prosecute cases | Regpols & TOCU |
| | Target 3.6: By 2020, halve the number of global deaths and injuries from road traffic accidents | Reduce road crashes, fatalities, and injuries through sensitization, patrols, and enforcement | Regpols & Traffic Mgt. |
| | Target 3.7: By 2030, ensure universal access to sexual and reproductive health-care services | Provide initiative counseling and testing (PICT) for STDs in police hospitals Offer contraceptives and counseling to females at risk in police hospitals Establish obstetrics & gynecology theatre at Kingtom Police hospital | Medical |

| Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all | Target 4.1: By 2030, ensure all boys and girls complete free, equitable, and quality primary and secondary education | Support GoSL Free Quality Education program Support WAEC with NPSE, BECCE & WASSCE Enforce the GEWE Act to discourage Child, Early, and Forced Marriage | Regpols & LUCs |
|--|--|---|----------------|
| Goal 5: Achieve gender equality and empower all women and girls | Target 5.1: End all forms of discrimination against women and girls | Implement the SLP Gender mainstreaming & SEAH Policies Investigate and prosecute SGBV cases | Gender |
| | Target 5.2: Eliminate all forms of violence against women and girls | Raise awareness on SGBV and human trafficking involving women & children Investigate and prosecute all cases | FSU & TOCU |
| | Target 5.3: Eliminate harmful practices such as early and forced marriage and FGM | Raise awareness on domestic violence and human trafficking Investigate and prosecute all such cases | FSU |
| | Target 5.5: Ensure women's full participation and leadership opportunities | Implement the SLP Gender mainstreaming policy Increase women in leadership positions | Gender |
| | Target 5.c: Strengthen policies and enforce legislation for gender equality and empowerment | Implement the twin policies on Gender mainstreaming & SEAH Increase women's leadership roles | Gender |
| Goal 6: Ensure availability and sustainable management of water and sanitation for all | Target 6.3: By 2030, improve water quality by reducing pollution and hazardous waste | Support Guma Valley Water Company, SALWACO & other stakeholders in water supply efforts Discourage illicit mining and protect water sources | Regpols & LUCs |
| Goal 7: Ensure access to affordable, reliable, sustainable energy for all | Target 7.1: By 2030, ensure universal access to affordable energy | Support EDSA and the energy sector Discourage illegal electricity extraction in police barracks by | Regpols & LUCs |

| | | | |
|--|--|--|---|
| <p>Goal 14: Conserve and sustainably use the oceans, seas, and marine resources</p> | <p>Target 14.6: By 2020, prohibit certain forms of fisheries subsidies contributing to overfishing</p> | <p>installing prepaid meters Support the Ministry of Fisheries & Marine Resources</p> | <p>Regpols & LUCs</p> |
| <p>Goal 15: Protect terrestrial ecosystems, combat desertification, halt biodiversity loss</p> | <p>Target 15.3: By 2030, combat desertification and restore degraded land</p> <p>Target 15.c: Combat poaching and trafficking of protected species</p> | <p>Support EPA & other agencies in fighting timber logging, sand mining, deforestation</p> <p>Capacitate Forward Operating Bases to support marine operations and fight trafficking and smuggling</p> | <p>Regpols & LUCs</p> |
| <p>Goal 16: Promote peaceful and inclusive societies, access to justice, and accountable institutions</p> | <p>Target 16.1: Significantly reduce violence and death rates</p> <p>Target 16.2: End abuse, exploitation, trafficking, and torture of children</p> <p>Target 16.4: Reduce illicit arms and financial flows, recover stolen assets, and combat organized crime</p> <p>Target 16.5: Substantially reduce corruption and bribery</p> | <p>Conduct crime prevention sensitization on violent crimes</p> <p>Investigate and prosecute all homicide cases</p> <p>Investigate domestic violence and trafficking cases involving children</p> <p>Strengthen NCB Freetown, WAPIS, TOCU & border divisions</p> <p>Work with National Commission on Arms and Ammunitions</p> <p>Maintain zero tolerance on corruption</p> <p>Strengthen internal control mechanisms and work with external oversight bodies</p> | <p>Regpols, LUCs & CID</p> <p>FSU & TOCU</p> <p>CID & TOCU</p> <p>CDIID</p> |

ALIGNING THE SDP (2025-2029) WITH THE GoSL MEDIUM TERM NATIONAL DEVELOPMENT PLAN (MTNDP / BIG 5 GAME CHANGERS)

| Big 5 Game Changers | Output | Police Activities | Whom |
|--|---|--|---|
| “Feed Salone” | Boost agricultural productivity to ensure food security & inclusive economic growth | Conduct regular high visibility patrols | Ops, Regpols, LUCs |
| | | Discourage cannabis sativa cultivation Investigate cases between cattle herders & crop farmers Provide static deployments where necessary to support agricultural projects Speedily investigate case of theft of agricultural machinery or products Support marine and river patrols to prevent fish smuggling | Regpols & LUCs Regpols & LUCs Ops & Marine |
| Human Capital Development | Nurture skills and a healthy population | Support GoSL Free Education program Speedily investigate all reported cases involving the Free Quality Education materials Review SLP curriculum | Regpols & LUCs Training |
| | | Improve medical services for personnel Speedily investigate all reported cases of GoSL Free Health Care medical supplies | Medical |
| Youth Empowerment Scheme | Create 500,000 jobs for youth in 5 years | Intensify fight against trafficking in person | Ops, Regpols & LUCs |
| | | Recruit 5,000 new officers | HRM |
| Technology & Infrastructure | Increase investment in technology and infrastructure for police service delivery | Improve ICT, forensic, and drone capabilities Build more police stations and barracks Enhance police hospital facilities | Ops & ICT Infra Infra & Medical |
| | | Reform Police Act 1964, Public Order Act | Corp Affairs |
| Public Service Transformation | Ensure efficient, accountable | | |

| | | | |
|--|-------------------|---|--|
| | policing services | <p>1965 & Discipline Regulation 2001</p> <p>Transition to a police force to police service</p> <p>Improve internal oversight mechanisms</p> | <p>Corp Affairs</p> <p>Prof Stds & CDIID</p> |
|--|-------------------|---|--|

APPENDIX “A”

MONITORING FRAMEWORK FOR THE 2025 -2029 STRATEGIC DEVELOPMENT PLAN

| Outcome 1 | Indicator | Source | Baseline | Milestone 1 (2025) | Milestone 2 (2026) | Milestone 3 (2027) | Milestone 4 (2028) | Target (2029) |
|---|--|----------|--|--|---|--|--|---|
| Reduced overall reported crime & improved public safety | Training curriculum reviewed | Training | 2024 | Review of training curriculum & manuals 1,000 recruited | Rollout of revised training curriculum 1000 recruited | Continued rollout of training curriculum 1,000 recruited | Continued rollout of training curriculum 1000 recruited | Improved service delivery aligned with the transition |
| | Number of additional personnel recruited | HRM | 5,000 recruits in 5 years | 1,000 recruited | 1000 recruited | 1,000 recruited | 1000 recruited | Attrition addressed with 5,000 additional personnel |
| | Number of gender policies reviewed | Gender | 2024 | Review twin gender policies | Implement revised gender policies | Continued implementation of revised policies | Continued implementation of revised policies | Gender policies fully implemented |
| | Number of female police officers & other staff trained | Training | Train 3,000 female police officers & other relevant staff (CID to support the mainstreaming gender (local & International) | 750 training per quarter | Train 3,000 female police officers & other staff to support the mainstreaming gender (750 per quarter) | Train 3,000 female police officers & other staff to support the mainstreaming gender (750 per quarter) | Train 3,000 female police officers & other staff to support the mainstreaming gender (750 per quarter) | |

| Outcome 1 | Indicator | Source | Baseline | Milestone 1 (2025) | Milestone 2 (2026) | Milestone 3 (2027) | Milestone 4 (2028) | Target (2029) |
|-----------|--|-----------------------|--|---|---|---|---|--|
| | Number of females deployed in provincial divisions | HRM | Comprehensive gender audit | Deploy 30% females of all provincial divisional strength | Increase by 30% | Increase by 30% | Increase by 30% | 30% females deployed across divisions and departments |
| | Number of females in leadership positions | HRM | Capacitate and deploy females | 30% in leadership roles across the board in the SLP | 30% in leadership roles | 30% in leadership roles | 30% in leadership roles | 30% in leadership roles |
| | Number of high-visibility vehicular patrols conducted per division | Operations & Regpols | 4 vehicular patrols/day | 1,460 patrols per division (4/day) | 1,460 patrols per division (4/day) | 1,460 patrols per division (4/day) | 1,460 patrols per division (4/day) | 7300 patrols reduced crime & improved safety & reassurance |
| | Number of personnel trained | Training | Review & rollout of various training courses | Personnel trained increased by 40% | Personnel trained increased by 10% | Personnel trained increased by 10% | Personnel trained increased by 10% | Increased training reduced crime & enhanced public safety |
| | Number of public order training programs rolled out | Training & Operations | N/A | 80% of personnel trained in public order management | Continued public order training | Continued public order training | Continued public order training | 80% of personnel trained in public order management, improving public safety |
| | Number of personnel trained in crime investigations, traffic management & prosecutions | Training | N/A | Increased training in investigations, traffic management & prosecutions | Continued training | Continued training | Continued training | More trained personnel led to reduced crime rates and improved safety |
| | Number of vehicles acquired | Support Services | 2024 fleet gap | Acquire 15 trucks, 25 4WD & 160 motorcycles | Acquire 15 trucks, 25 4WD & 160 motorcycles | Acquire 15 trucks, 25 4WD & 160 motorcycles | Acquire 15 trucks, 25 4WD & 160 motorcycles | Adequate vehicles enhanced police operation & secured the 2028 elections |

| Outcome 1 | Indicator | Source | Baseline | Milestone 1 (2025) | Milestone 2 (2026) | Milestone 3 (2027) | Milestone 4 (2028) | Target (2029) |
|-----------|--|---------------------------------|---|--|--|--|--|---|
| | Number of communication equipment acquired & installed | Support Services | N/A | Reintroduce HF & VHF sets for personnel and stations | Handsets assigned to personnel & base sets installed in police stations | Handsets assigned to personnel & base sets installed in police stations | Handsets assigned to personnel & base sets installed in police stations | Effective & reliable communication system contributed to secured 2028 elections |
| | Level of cooperation & collaboration, joint operations executed with security sector | Operations | N/A | Increase NSCCG, NJOC & JCCI meetings, joint ops & exercises | Continued collaboration | Continued collaboration | Continued collaboration | Joint ops improved security and public safety |
| | Number of personnel trained on human trafficking | Training & Crime | All LUCs, TCGs, Investigators & Prosecutors | 4 training programs per region/year | 4 training programs per region/year | 4 training programs per region/year | 4 training programs per region/year | Training reduced human trafficking cases |
| | Number of auto mechanics, auto-electricians, diagnostic personnel & others recruited & trained | Training | N/A | Train 10 heavy-duty & 10 light-duty mechanics, 5 motorbike mechanics, 5 auto-electricians, and 10 others | Train 5 heavy-duty & 5 light-duty mechanics, 2 motorbike mechanics, 2 auto-electricians & 2 others | Train 5 heavy-duty & 5 light-duty mechanics, 2 motorbike mechanics, 2 auto-electricians & 2 others | Train 5 heavy-duty & 5 light-duty mechanics, 2 motorbike mechanics, 2 auto-electricians & 2 others | Trained personnel improved vehicle maintenance, supporting operations |
| | Number of intel reports produced & successful operations on illicit drugs & liquor | IIS, Operations, Regpols & LUCs | 2024 | Restructure IIS, provide modern gadgets & implement 50% of National Intel Requirements | Implement 60% of Intel Requirements | Implement 70% of Intel Requirements | Implement 80% of Intel Requirements | Efficient IIS fully supported operations and investigations |

| Outcome 1 | Indicator | Source | Baseline | Milestone 1 (2025) | Milestone 2 (2026) | Milestone 3 (2027) | Milestone 4 (2028) | Target (2029) |
|-----------|---|-----------------------|----------|--|-----------------------------------|-----------------------------------|------------------------------------|--|
| | Number of cases investigated & prosecuted for farmer-herder conflicts | Regpols, Crime & LUCs | 2024 | 5% increase in investigations & prosecutions | 10% increase | 15% increase | 20% increase | Investigations improved agricultural security, supporting food security |
| | Number of arms & weapons cases addressed | Regpols, Crime & LUCs | 2023 | Investigate & prosecute all cases | Continue investigations | Continue investigations | Continue investigations | Improved public safety through prosecution of arms-related cases |
| | Public Order Act reviewed to include clique/gang related activities | Crime | N/A | Public Order Act reviewed & implemented | Clique activities reduced by 5 % | Clique activities reduced by 10% | Clique activities reduced by 10% | Public order Act reviewed & clique activities reduced and public safety improved |
| | Number of violent crimes recorded | Crime, Regpols & LUCs | 2023 | Violent crimes reduced by 5% | Violent crimes reduced by 5% | Violent crimes reduced by 10% | Violent crimes reduced by 5% | Reduced violent crime rates and increased public safety |
| | Number of land grabbing cases recorded | Crime, Regpols & LUCs | 2023 | Land grabbing cases reduced by 5% | Land grabbing cases reduced by 5% | Land grabbing cases reduced by 5% | Land grabbing cases reduced by 10% | Reduced land grabbing cases, improving public confidence in the SLP |
| | Nature of support to FSU to respond to SGBV cases | DSS & Training | 2024 | SGBV cases reduced by 5% | SGBV cases reduced by 5% | SGBV cases reduced by 5% | SGBV cases reduced by 10% | Reduced SGBV cases led to increased safety for women and girls |

| Outcome 1 | Indicator | Source | Baseline | Milestone 1 (2025) | Milestone 2 (2026) | Milestone 3 (2027) | Milestone 4 (2028) | Target (2029) |
|-----------|---|--------------------------|-------------------------------------|--|--|--|--|--|
| | Nature of support to CID, IIS & Cyber Unit to support fight against SGBV | DSS & Training | 2024 | Improve capacity & equipment by 5% | Improve capacity & equipment by 5% | Improve capacity & equipment by 5% | Improve capacity & equipment by 10% | Improved capacity by 30% contributed in reducing SGBV cases |
| | Compliance with traffic regulation & reduction in road crashes | Regpols & Traffic | 2023 | Increase traffic patrols; reduce RTA cases by 5% | RTA cases reduced by 5% | RTA cases reduced by 5% | RTA cases reduced by 10% | Improved traffic management, reduced accidents, and increased free flow of traffic |
| | Protected parking sites for towed vehicles & motorcycles | Traffic & Infrastructure | N/A | Secure parking sites for towed vehicles in Freetown | Construct perimeter fence & additional facilities | Increase number of towed vehicles by 50% | Increase number of towed vehicles by 70% | Permanent parking sites reduced road obstructions & crashes |
| | Number of environmental protection related operations conducted | Regpols | Reduced environmental crimes by 20% | Reduced environmental crimes by 5% | Reduced environmental crimes by 5% | Reduced environmental crimes by 5% | Reduced environmental crimes by 5% | Increased support to EPA led to reduced disaster |
| | Number of Forward Operation Bases (FOB) upgraded and marine operations executed | Dir of Operations | | Build the Marine Headquarters | Upgrade 3 FOBs | Upgrade 3 FOBs | Upgrade 3 FOBs | 12 FOBs upgraded led to increased surveillance, reduced smuggling & other illegal activities in wharfs |
| | Number of personnel in peace support operation | EMB | 2024 | Increase personnel in various peace support operations | Increase personnel in various peace support operations | Increase personnel in various peace support operations | Increase personnel in various peace support operations | personnel in various peace support |

| Outcome 1 | Indicator | Source | Baseline | Milestone 1 (2025) | Milestone 2 (2026) | Milestone 3 (2027) | Milestone 4 (2028) | Target (2029) |
|-----------|---|--------|----------|--|--|--|--|-----------------------------|
| | (peacekeeping) | | | by 2% | support operations by 3% | support operations by 5% | by 3% | operations Increased by 20% |
| | Number of Sierra Leone's permanent mission with police attaches | EMB | N/A | Deploy Police Attaché in one MRU country | Deploy Police Attaché in one of these; UN, AU & ECOWAS | Deploy Police Attaché in one of these; UN, AU & ECOWAS | Deploy Police Attaché in one of these; UN, AU & ECOWAS | |

| Outcome 2 | Indicator | Source | Baseline | Milestone 1 (2025) | Milestone 2 (2026) | Milestone 3 (2027) | Milestone 4 (2028) | Target (2029) |
|-----------------------------------|---|-------------------------|----------|---|--|---|---|---|
| Win Public Confidence and Support | Number of engagements done with communities and police officers on the transition from a Force to Service | EMB | N/A | Regular engagement of community members and personnel | Regular engagement of community members and personnel | Regular engagement of community members and personnel | Regular engagement of community members and personnel | Well-informed personnel and community on the transition led to improved police accountability and community support |
| | Extent of informal resolution mechanisms | Corp | N/A | Design a new policy for informal resolution across all investigation departments | Quarterly and annual reports on policy implementation | Quarterly and annual reports on policy implementation | Quarterly and annual reports on policy implementation | Informal resolutions implemented, improving police-community relations |
| | Number of police stations constructed | Estate & Infrastructure | N/A | Complete all uncompleted projects including police stations; rehabilitate Police HQ & Mountain Police Station | Complete stalled projects from 2025 and build 2 additional stations, including Koindu Div HQ | Build 3 additional police stations | Build 2 additional police stations | New police stations brought SLP closer to the public |

| Outcome 2 | Indicator | Source | Baseline | Milestone 1 (2025) | Milestone 2 (2026) | Milestone 3 (2027) | Milestone 4 (2028) | Target (2029) |
|-----------|---|--|--|--|---|---|---|--|
| | Number of foot/beat patrols conducted | Regpols & LUCs | 5 beat/foot patrols per day per division (190 patrols/day) | 69,350 foot patrols | 69,350 foot patrols | 69,350 foot patrols | 69,350 foot patrols | Consistent beat patrols led to increased public safety |
| | Effectiveness of LPPBs, APPCs, & CSVs | Corp & Community Affairs | 2014 | LPPB constitution reviewed and validated | 1 monthly LPPB meeting per division | -1 monthly LPPB meeting per division | -1 monthly LPPB meeting per division | Effective LPPBs, APPCs, & CSVs improved public trust & safety |
| | Number of LPPBs and CSVs trained | Corp & Community Affairs, Regpols & LUCs | N/A | Train 38 LPPB members, APPCs, and CSVs | Refresher training for 38 LPPB members, APPCs, and CSVs | Refresher training for 38 LPPB members, APPCs, and CSVs | Refresher training for 38 LPPB members, APPCs, and CSVs | Effective community policing contributed to crime reduction and public safety |
| | Number of press conferences, TV & radio programs | Media, Regpols & LUCs | N/A | Increased media coverage by 60% | Increased media coverage by 70% | Increased media coverage by 80% | Full 100% media coverage | Informed public on police activities increased trust in the SLP |
| | Number of musical concerts, sports programs, and skits/dramas | Community & Sports | N/A | 1 musical concert in each of the 6 regions, participate in 1 sports program, produce 2 skits for each crime category | Same as 2025 | Same as 2025 | Same as 2025 | Participation in social activities (concerts & sports) fostered stronger community relations |

| Outcome 2 | Indicator | Source | Baseline | Milestone 1 (2025) | Milestone 2 (2026) | Milestone 3 (2027) | Milestone 4 (2028) | Target (2029) |
|-----------|--|--------|---------------------------------------|---|--|---|--|---|
| | Transformation of SLP Peace & Community FM Radio from analog to digital with expanded coverage | Media | Part of Freetown | Acquire digital radio equipment and expand coverage in part of Western Area | Expand coverage across the Western Area | Expand coverage in part of North-West & North | Expand coverage in part of South & East | Expanded digital radio coverage made SLP more accessible to the public |
| | Establishment of SLP TV | Media | SLP radio and concept note for SLP TV | Explore strategic partnerships for SLP TV | Secure funding, office space and recruit T.V crews | Test broadcast SLP T.V in the Western Area | SLP T.V to go live to regional HQs | A functional SLP TV station improved public outreach and transparency |
| | Construction of a modern mini-stadium | Sports | Kingdom field | Identify a suitable partner and sign MoU | Start construction | Progress with Construction by 80% | Complete construction work and open mini stadium to the public | A functional mini-stadium contributed to crime reduction through sports & other social activities |

| Outcome 3 | Indicator | Source | Baseline | Milestone 1 (2025) | Milestone 2 (2026) | Milestone 3 (2027) | Milestone 4 (2028) | Target (2029) |
|----------------------------------|---|--------|----------|--|---|---|---|--|
| SLP trusted by the people | Number of legal reforms on the transition from Force to Service | EMB | 2024 | Review of the 1965 Police Act, the 1965 Public Order Act, & the Discipline | Implementation of the revised legal framework supporting the transition | Continued implementation of the revised legal framework | Continued implementation of the revised legal framework | A fully functional police service that is professional, transparent, |

| Outcome 3 | Indicator | Source | Baseline | Milestone 1 (2025) | Milestone 2 (2026) | Milestone 3 (2027) | Milestone 4 (2028) | Target (2029) |
|-----------|---|------------------------------|----------|--|---|---|---|--|
| | | | | Regulation of 2001 | | | | &accountable |
| | Number of police officers disciplined for corruption & breaches of discipline | Professional Standards | 2024 | Increased number of personnel disciplined for corruption & breaches by 50% | Increased number of personnel disciplined by 30% | Increased number of personnel disciplined by 20% | Increased number of personnel disciplined by 10% | Corruption minimized to its lowest possible level |
| | Number of public complaints against the police investigated | Professional Standards | 2024 | Investigated cases increased by 100% | Investigated cases increased by 100% | Investigated cases increased by 100% | Investigated cases increased by 100% | More complaints investigated improved public trust |
| | Number of corruption issues addressed by Integrity Management Committees (IMCs) | Professional Standards | N/A | Develop data of all corruption matters address | All reported corruption issues addressed by IMCs 100% | All reported corruption issues addressed by IMCs 100% | All reported corruption issues addressed by IMCs 100% | More corruption issues addressed by IMCs, public trust enhanced |
| | Frequency of feedback to complainants on their cases with CDIID | Professional Standards | N/A | At least twice a week | At least twice a week | At least twice a week | At least twice a week | Frequent feedback to complainants improved public trust and confidence |
| | Number of “Annual Awards” organized | Professional Standards & HRM | N/A | Annually | Annually | Annually | Annually | Awards for exceptional performance & conduct motivated personnel |

| Outcome 3 | Indicator | Source | Baseline | Milestone 1 (2025) | Milestone 2 (2026) | Milestone 3 (2027) | Milestone 4 (2028) | Target (2029) |
|-----------|---|-----------------|-------------------------------------|---|--|--|--|--|
| | Number of internal audit exercises executed, and external and internal audit issues addressed | Internal Audit | N/A | Increased number of external audit issues addressed and internal audits executed by 100% | Continued increase by 100% | Continued increase by 100% | Continued increase by 100% | A robust internal audit system improved accountability and public trust |
| | Extent of updates to the Asset Register | Corporate | N/A | Asset Register updated by 30% | Asset Register updated by 30% | Asset Register updated by 30% | Asset Register updated by 30% | Regularly updated Asset Register enhanced accountability and trust |
| | Number of custody/detention/holding facilities rehabilitated and built | Regpols & Crime | 2 Holding Centres in poor condition | 7 additional Holding Centres built & rehabilitated 5% of such facilities | 5% of custody/detention/holding centres built & rehabilitated | 5% of custody/detention/holding centres built & rehabilitated | 5% of custody/detention/holding centres built & rehabilitated | Additional Holding Centres built & conditions of existing facilities improved strengthened public trust and confidence |
| | Number of policies reviewed & new ones developed | Corp | 2024 | Review of policies no longer relevant & develop new policies | Review of policies no longer relevant & develop new policies | Review of policies no longer relevant & develop new policies | Review of policies no longer relevant & develop new policies | Existing policies reviewed & new one developed led an effective & accountable police service |
| | Extent of effectiveness of the Inspectorate Unit & number of inspections done | Corp | 2024 | Increase inspection of barracks, custody / detention centres and police stations & departments by | Increase inspection of barracks, custody / detention centres and police stations & departments by 5% | Increase inspection of barracks, custody / detention centres and police stations & departments by 5% | Increase inspection of barracks, custody / detention centres and police stations & departments by 5% | An effective Inspectorate Unit led to an accountable & transparent police service |

| Outcome 3 | Indicator | Source | Baseline | Milestone 1 (2025) | Milestone 2 (2026) | Milestone 3 (2027) | Milestone 4 (2028) | Target (2029) |
|-----------|-----------|--------|----------|--------------------|--------------------|--------------------|--------------------|---------------|
| | | | | 5% | | | | |

| Outcome 4 | Indicator | Source | Baseline | Milestone 1 (2025) | Milestone 2 (2026) | Milestone 3 (2027) | Milestone 4 (2028) | Target (2029) |
|---------------------------|---|-------------------------|----------|--|--|--|--|---|
| Technology-based policing | A Scientific Support Directorate created | EMB | N/A | A concept note justifying the establishment of the Directorate | A functional Scientific Support Directorate | A functional Scientific Support Directorate | A functional Scientific Support Directorate | A functional Scientific Support Directorate led to improved Intel gathering, operations, investigation and crime prevention |
| | Number of personnel trained in ICT & cybercrime | Crime | N/A | More personnel trained in ICT & cybercrime | More personnel trained in ICT & cybercrime | More personnel trained in ICT & cybercrime | More personnel trained in ICT & cybercrime | More personnel trained and equipped led to improved efficiency in overall service delivery |
| | Number of ICT / Cybercrime equipment acquired | Crime | N/A | More equipment & software acquired | More equipment & software acquired | More equipment & software acquired | More equipment & software acquired | More equipment & software acquired |
| | Migrate from paper-based records management system & deploy an e-case management system | HRM, Operations & Crime | 2024 | Project Initiation Documents (PID) & identification of partner for sponsorship | Implementation of personnel & criminal digital records management system | Continued implementation of personnel & criminal digital records management system | Continued implementation of personnel & criminal digital records management system | Digital records management system led to efficiency in personnel & criminal records management |
| | E-Case management system | Crime Services | 2024 | Survey on the status of case management | Implementation of the recommendations | Implementation of the recommendations | Implementation of the recommendations | An effective e-case management system improved |

| Outcome 4 | Indicator | Source | Baseline | Milestone 1 (2025) | Milestone 2 (2026) | Milestone 3 (2027) | Milestone 4 (2028) | Target (2029) |
|-----------|---|----------------|----------|---|--|--|---|---|
| | | | | | of the survey | of the survey | of the survey | efficiency in the areas of investigation & prosecution |
| | Number of police stations, posts & facilities provided with solar electricity | Infrastructure | 2024 | 8 divisional HQs, 7 police stations & SILEA Hastings solarized | 8 divisional HQs & 7 police stations solarized | 8 divisional HQs & 7 police stations solarized | 8 divisional HQs & 7 police stations solarized | 2 divisional HQs & 7 police stations solarized |
| | Number of police facilities with internet connectivity | Operations | 2024 | Internet connectivity to all 6 Regional HQs & training facilities | Internet connectivity to divisions & departments in Western Area | Internet connectivity to provincial divisional HQs | Internet connectivity to provincial divisional HQs | Improved internet access led to more efficient service delivery |
| | A functional integrated command and control centre | Operations | 2023 | Expand & co-locate toll-free lines & GPS at the Command Centre | Operational command & control centre with additional personnel, TV screens, phones & GPS | Operational command & control centre with more equipment & patrol vehicles | Dedicated command & control structure with full components & facilities | Fully operational command & control centre enhanced public safety |
| | Number of high capability drones acquired for public order management | Operations | 2024 | To acquire 5 high capability drones | Acquire 2 additional high capability drones | Acquire 2 additional high capability drones | Acquire 3 additional high capability drones | 15 high capability drones acquired improved public order mgt. |
| | Number of body cameras acquired | Operations | N/A | Acquire 200 body cameras | Acquire 200 body cameras | Acquire 200 body cameras | Acquire 200 body cameras | 1000 body cameras improved transparency & accountability |

| Outcome 4 | Indicator | Source | Baseline | Milestone 1 (2025) | Milestone 2 (2026) | Milestone 3 (2027) | Milestone 4 (2028) | Target (2029) |
|-----------|--|----------------------|----------|--|--|---|---|---|
| | A functional Automated License Plate Recognition (ALPR) system | Traffic Management | N/A | Consultative meetings with SLRSA, insurance companies, & road safety stakeholders | Pilot implementation in Western Area | Full implementation across the country | Full implementation across the country | Functional ALPR system improved road safety & helped fight crime |
| | Number of modern surveillance equipment acquired | IIS | N/A | Various modern surveillance equipment acquired | Increased by 5% | Increased by 10% | Increased by 15% | Enhanced intelligence gathering with more modern surveillance equipment |
| | Number of mobile apps & data dashboards created | ICT | N/A | Mobile apps & dashboards for information sharing, crime reporting, & operations coordination | Implementation in Western Area | Extended to provincial regional HQs | Extended to provincial divisions | Mobile apps & dashboards enabled online reporting, real-time information access, and improved communication |
| | "Safe City" project – implemented | Operations & Support | N/A | Engagement with donor partners for funding | Pilot implementation in part of Freetown | Expand project to the whole of Freetown | Expand project to provincial regional HQs | "Safe City" project fully implemented, reducing crime & improving public safety |

| Outcome 5 | Indicator | Source | Baseline | Milestone 1 (2025) | Milestone 2 (2026) | Milestone 3 (2027) | Milestone 4 (2028) | Target (2029) |
|-----------|-----------|--------|----------|--------------------|--------------------|--------------------|--------------------|---------------|
| | | | | | | | | |

| Outcome | Indicator | Source | Baseline | Milestone 1 (2025) | Milestone 2 (2026) | Milestone 3 (2027) | Milestone 4 (2028) | Target (2029) |
|--|---|-------------------------|------------------------------------|---|---|---|---|---|
| Outcome 5 Motivated staff with improved conditions of service | Terms and Conditions of Service (TACOS) | Corp & HRM | 2024 | Status of the work of the last committee on the TACOS & reconstituting a new committee | Committee to work with the relevant MDAs | | | Improved TACOS led to well-motivated personnel and effective service delivery |
| | A policy on retention of personnel drafted | Corp | 2024 | Survey on the extension of personnel leaving the SLP especially females | Implementation of the recommendation of the survey | Implementation of the recommendation of the survey | Implementation of the recommendation of the survey | A policy on retention of personnel drafted |
| | Number of SLP lands surveyed, documented, and protected | Estate & Infrastructure | N/A | Survey & document all SLP lands Erect perimeter pillars Build temporary facility for caretakers | Continue survey & documentation Continue erecting perimeter pillars Continue provision for caretakers | Continue survey & documentation Continue erecting perimeter pillars Continue provision for caretakers | Continue survey & documentation Continue erecting perimeter pillars Continue provision for caretakers | More lands secured and protected for future infrastructural projects |
| | Number of barracks rehabilitated | Infrastructure | 2023 | Rehabilitate at least 10 barracks blocks | Rehabilitate at least 10 more barracks blocks | Rehabilitate at least 10 more barracks blocks | Rehabilitate at least 10 more barracks blocks | 50 barracks blocks rehabilitated |
| | Number of new block quarters built | Infrastructure | 2024 (2,035 personnel in barracks) | Increase number of personnel in barracks by 5% | Increase number of personnel in barracks by 5% | Increase number of personnel in barracks by 5% | Increase number of personnel in barracks by 5% | Increase barracks capacity by 25% |
| | Number of toilet & water supply facilities provided | Infrastructure | 2024 | Rehabilitate the sewage system at Kingtom & Jui barracks | Rehabilitate sewage systems at Grafton & Mayeme barracks | Rehabilitate sewage systems at Kissy & Ross Road barracks | Rehabilitate sewage system at Aberdeen barracks | Improved sewage systems contributed to better welfare |
| | Quality & types of medical services | Medical Services | 2024 | Increase specialist medical equipment | Increase specialist medical equipment | Increase specialist medical | Increase specialist medical equipment | Enhanced healthcare |

| Outcome | Indicator | Source | Baseline | Milestone 1 (2025) | Milestone 2 (2026) | Milestone 3 (2027) | Milestone 4 (2028) | Target (2029) |
|-----------|---|------------------|--|--|---|---|---|--|
| Outcome 5 | provided | | | by 5% | by 5% | equipment by 5% | by 5% | services with more specialist equipment |
| | Number of police officers & dependents treated at the Kingdom Police Hospital | Medical Services | 2024 | Increase number of officers & dependents by 10% | Increase number of officers & dependents by 10% | Increase number of officers & dependents by 10% | Increase number of officers & dependents by 10% | Increased access to medical care for officers & their families |
| | Number of hospitals & clinics built in provincial regional HQs & divisional HQs | Infrastructure | 2024 | Build one hospital & clinic in the South | Build one hospital & clinic in the North East | Build one hospital & clinic in the East | Build one hospital & clinic in the North West | Healthcare infrastructure improved for personnel in all regions |
| | Effective garment factory sewing uniforms for personnel & generating revenue | Support Services | Existing structure, personnel (tailors) & machines | Recruit more personnel (tailors) Acquire modern machines Provide materials for 30,000 pairs of uniform | Sew 2 pairs of uniforms for each personnel | Increase uniforms sewn to cover 100% of personnel | Open SLP showrooms & shops in all Regional HQs | Uniform production & revenue generation increased, improving personnel welfare |
| | Effective End-of-Service Unit | HRM | Inadequate office & mobility | Capacitate the End-of-Service Unit Decentralize the unit to provinces | Decentralize unit to all Regional HQs & OSD HQs | Reduce bereaved families & retirees visiting PHQ by 40% | Reduce bereaved families & retirees visiting PHQ by 50% | Reduced end-of-service processing improved personnel welfare |
| | Number of vehicles allocated for "Bus Service" | Support Services | N/A | 5 buses/trucks (Kingtom Garage, PHQ, OSD HQ, FW, FE) | Increase bus service vehicles to 10 | Extend bus service to all provincial HQs | Sustain the bus service | "Bus Service" contributed to improved personnel |

| Outcome | Indicator | Source | Baseline | Milestone 1 (2025) | Milestone 2 (2026) | Milestone 3 (2027) | Milestone 4 (2028) | Target (2029) |
|-----------|--|---------------------|---|---|---|---|---|---|
| Outcome 5 | | | | | | | | satisfaction and welfare |
| | Effectiveness of the Guidance & Counseling Unit | Medical Services | Medical Guidance & Counseling Unit at Police Hospital | Train more personnel Improve unit to include non-medical counseling | Appoint guidance officers for Regional HQs, OSD HQs & SILEA | Appoint guidance officers for each division | Improved personnel well-being through guidance and counseling services | |
| | Develop an SLP owned Insurance Scheme to include medical insurance | HRM | N/A | Hire consultant to design an effective SLP Insurance Scheme including medical insurance | Sensitize personnel and progress with the modalities in establishing the SLP Insurance Scheme including medical insurance | Progress with the modalities in establishing the SLP Insurance Scheme including medical insurance | SLP Insurance Scheme established and all personnel joined in the Scheme including medical insurance | Fully operational insurance system improved personnel welfare |
| | 3 shift system reintroduced with day-offs & leave | Regpols & Directors | 2 shift system | Restructure the shift system & implement the 3 shift system with day-offs | implement the 3 shift system with day-offs | implement the 3 shift system with day-offs | implement the 3 shift system with day-offs | The 3 shift system with day-offs & leave improves personnel performance |