



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

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.

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.

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
					serving members in need
1.15 Reduce land-grabbing offenses within five years.					5.15 Reinroduce 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.					

<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 Kingtom 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)
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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>
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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