



MINISTRY OF INTERNAL AFFAIRS STRATEGIC PLAN 2026-2030



SLP



SLCS



SLeCAA



IPCB



NFF



NDLEA



CME



NCRA



SLID



MINISTRY OF INTERNAL AFFAIRS



STRATEGIC PLAN 2026-2030

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FOREWORD

It is with great pride and a sense of profound responsibility that I present the Ministry of Internal Affairs' Strategic Plan for the period 2026–2030. This document is more than just a plan; it is our solemn commitment to the people of Sierra Leone to build a more secure, stable, and prosperous nation.

The Ministry of Internal Affairs sits at the very heart of our nation's security and civil administration. Our mandate is broad and essential, encompassing everything from national security and public order to civil registration and immigration. We are the guardians of our borders and the keepers of our records; we are also the first responders to crises and the facilitators of a safe and orderly society. The challenges we face are complex and ever-evolving, from the persistent threats of transnational crime to domestic issues of public safety and social cohesion.

This Strategic Plan is the culmination of extensive consultations and rigorous analysis. It is a roadmap that will guide our efforts over the next five years, ensuring that our actions are deliberate, coordinated, and impactful. Our strategic priorities are clear: we will enhance national security capabilities, modernize our civil registration and immigration systems, strengthen public safety and law enforcement, and promote a culture of transparency and accountability within the Ministry.

At this juncture, I wish to express my deepest gratitude to His Excellency, the President, Brigadier General Rtd. Dr. Julius Maada Wonie Bio for the honour and privilege of appointing me to serve in this capacity. To lead this Ministry during such a pivotal phase of our country's development is a responsibility I do not take lightly.

Furthermore, the development of this roadmap would not have been realized without the critical support of our partners. I wish to extend our sincere thanks and appreciation to the United Nations Development Programme (UNDP), whose generous provision of funds made the development of this Strategic Plan possible. We also acknowledge the Government of Sierra Leone for its co-funding and steadfast commitment to this undertaking. Their collective support underscores the importance of a robust internal security framework for our nation's growth.

I must also extend my sincere appreciation to the Senior Management and the entire staff of the Ministry of Internal Affairs. This document represents a historic milestone, the very first Strategic Plan in the history of this Ministry. Its successful formulation would not have been possible without your unwavering cooperation, professional insights, and collective support.

We will achieve these goals through a multi-pronged approach, investing in advanced technology and training for our personnel while fostering stronger collaboration with government agencies, international partners, and our communities. Our staff remain the backbone of our operations; their courage and resilience make our work possible.

I am confident that with the collective will of all stakeholders, we will successfully implement this Strategic Plan. Let us embark on this journey together, with a shared vision of a safer, more secure, and more prosperous Sierra Leone for all.



AIG. Rtd. Morie Lengor Esq.

Hon. Minister of Internal Affairs

Sierra Leone

EXECUTIVE SUMMARY

Overview

The Ministry of Internal Affairs (MIA) stands as the primary custodian of Sierra Leone's domestic stability and human security. As we navigate a global landscape marked by rapid technological change and evolving security threats, this **Strategic Plan 2026–2030** serves as our definitive blueprint for reform. It transitions the Ministry from reactive management to a proactive, data-driven, and citizen-centric governance model.

The Power of Nine: Our Integrated Mandate

Our success is inseparable from the performance of our nine specialized agencies and departments. This plan provides the policy framework and oversight necessary to empower:

1. **Sierra Leone Police (SLP):** To uphold the rule of law with integrity.
2. **Sierra Leone Correctional Service (SLCS):** To shift from incarceration to meaningful rehabilitation.
3. **National Fire Force (NFF):** To enhance rapid response and disaster resilience.
4. **Sierra Leone Commission on Arms and Ammunition (SLCAA):** To curb the proliferation of small arms.
5. **National Civil Registration Authority (NCRA):** To secure a "single source of truth" for identity and vital statistics.
6. **National Drug Law Enforcement Agency (NDLEA):** To combat substance abuse and trafficking.
7. **Office of the Medical Examiner (OME):** To professionalize forensic investigations.
8. **Independent Police Complaint Board (IPCB):** To ensure institutional accountability of the Sierra Leone Police.
9. **Sierra Leone Immigration Department (SLID):** To facilitate safe migration while securing our borders.

Thematic Pillars for 2026–2030

This strategy is anchored in **ten thematic areas**—one dedicated to the institutional strengthening of the Ministry itself, and nine focused on the specialized mandates of our agencies. Our approach is defined by:

- **Digital Transformation:** Modernizing immigration and civil registration systems (NCRA/SLID) to eliminate identity fraud and streamline service delivery.
- **Security Modernization:** Equipping the SLP and NDLEA with advanced intelligence-gathering tools to dismantle transnational crime networks.
- **Rehabilitative Justice:** Transforming our correctional facilities (SLCS) into centres of reform that reduce recidivism.
- **Human Capital Investment:** Prioritizing the specialized training and welfare of our first responders and administrative staff.
- **Accountability & Forensics:** Strengthening the OME and IPCB to ensure justice is transparent and evidence-based.

Delivery and Accountability

This plan is not a static document; it is a commitment to performance. Implementation will be monitored through rigorous **Key Performance Indicators (KPIs)** and quarterly reviews. We will foster deep-rooted collaboration between the Ministry and its agencies to break down "silos," ensuring that every Leone spent is an investment in the safety of our mothers, the future of our youth, and the stability of our economy.

Conclusion

The 2026–2030 cycle will be defined by **impact over intent**. By harmonizing the efforts of our nine agencies under a unified strategic vision, the Ministry of Internal Affairs will ensure that Sierra Leone remains a sanctuary of peace and a model of administrative excellence in the West African sub-region.

ABBREVIATIONS

ADB	Africa Development Bank
AU	African Union
CMS	Complaint Management Systems
CSOs	Civil Society Organizations
EU	European Union
FLC	Forensic Laboratory Centre
FSU	Family Support Unit
GEWE	Gender Equality and Women's Empowerment
HQ	Headquarter HR Human Resource
HRMO	Human Resource Management Office
ICT	Information and Communication Technology
ID	Identification
IOM	International Organization for Migration
IPCB	Independent Police Complaint Board
IT	Information Technology
LPPBs	Local Police Partnership Boards
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MIA	Ministry of Internal Affairs
MoF	Ministry of Finance
MOU	Memorandum of Understanding
MTNDP	Medium Term National Development Plan
NaMEMIS	National Monitoring and Evaluation Management Information System
NCRA	National Civil Registration Authority
NDLEA	National Drug Law Enforcement Agency
NFF	National Fire Force

NIS	National Immigration Service
OCME	Office of the Chief Medical Examiner
OME	Office of the Medical Examiner
PDC	Primary Data Centre
PR	Public Relations
PTT	Performance Tracking Table
SDGs	Sustainable Development Goals
SGBV	Sexual and Gender-Based Violence
SIPITA	Selflessness, Integrity, Professionalism, Impartiality, Transparency and Accountability
SLCS	Sierra Leone Correctional Service
SLeCAA	Sierra Leone Commission on Arms and Ammunition
SLID	Sierra Leone Immigration Department
SLP	Sierra Leone Police
SMP	Strategic Master Plan
ToC	Theory of Change
TWG	Technical Working Group
UN	United Nations
UNDP	United Nation Development Programme



**His Excellency Brig. Gen (Rtd) Dr. Julius Maada Wonie Bio (GCRS)
PRESIDENT OF THE REPUBLIC OF SIERRA LEONE**



**Hon. Dr. Mohamed Juldeh Jalloh
VICE PRESIDENT OF THE REPUBLIC OF SIERRA LEONE**



**Dr. David Moinina Sengh
CHIEF MINISTER**

LEADERSHIP



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SECTION 1:

INTRODUCTION

1.0 Background

The Strategic Plan 2026–2030 of the Ministry of Internal Affairs (MIA) outlines a clear roadmap for strengthening internal security, public safety, and institutional governance across MIA Agencies and Departments. As a core institution charged with oversight and coordination of critical national agencies - including the Sierra Leone Police (SLP), the Sierra Leone Correctional Service (SLCS), the Sierra Leone Immigration Department (SLID), the National Fire Force (NFF), the National Drug Law Enforcement Agency (NDLEA), the National Civil Registration Authority (NCRA), the Sierra Leone Commission on Arms and Ammunition (SLeCAA), the Office of the Medical Examiner (OME) and the Independent Police Complaints Board (IPCB) - the Ministry plays a pivotal role in promoting peace, rule of law, and public trust.

This Plan has been developed in alignment with the Government of Sierra Leone's Medium-Term National Development Plan (2024–2030), the Sustainable Development Goals (SDGs), and the African Union Agenda 2063. It reflects the Ministry's commitment to inclusive governance, citizen-centered service delivery, and institutional reform.

Through wide stakeholder consultations and data-driven analysis, the Strategic Plan identifies priority areas, strategic objectives, and implementation strategies that aim to modernize service delivery, strengthen agency coordination, improve public safety, and uphold human rights and accountability.

The Ministry remains committed to ensuring that this Strategic Plan becomes a living document that drives action, attracts partnerships, and delivers tangible impact for the people of Sierra Leone.

1.1 THE MANDATE OF THE MINISTRY OF INTERNAL AFFAIRS

The Ministry of Internal Affairs (MIA) plays a central and indispensable role in national development. While its core mandate is to ensure internal security and public safety, this function is the bedrock upon which all other development initiatives, such as economic growth, good governance, and human capital development, are built. By overseeing key security and civil-focused agencies, the MIA directly contributes to a stable and secure environment that attracts investment, fosters a functional society, and protects citizens' rights.

The 1991 Constitution of Sierra Leone and a number of laws and regulations provide the statutory framework and mandate for the Ministry of Internal Affairs of the Republic of Sierra Leone to ensure internal security, public safety, law and order, and effective civil administration in Sierra Leone. It provides policy oversight, coordination, and supervision to agencies under its purview to maintain national stability and support good governance.

Providing Policy Oversight and Supervision - Coordinating the operations of agencies to ensure they deliver on their statutory responsibilities effectively and in line with government priorities.

Maintaining Internal Security and Public Order - Overseeing the Sierra Leone Police, Correctional Service, Immigration Department, Fire Force, and the Sierra Leone Arms and Ammunition Commission.

Enforcing Laws and Regulations - Supporting the enforcement of national laws on crime prevention, border control, drug control, fire safety, and civil registration.

Promoting Public Safety and Civil Protection - Ensuring systems are in place to prevent, respond to, and recover from threats to public safety, including fire, drug abuse, and arms control.

Strengthening National Identity and Records - Supervising the National Civil Registration Authority and the Office of the Medical Examiner to manage identity systems, record causes of deaths and maintain vital statistics.

Advancing Human Rights and Oversight - Supporting agencies like the Independent Police Complaints Board to promote accountability, justice, and human rights within the internal security sector.

1.1.1 VISION STATEMENT

The vision of the Ministry of internal Affairs is:

“Making Sierra Leone the safest place to be in the world.”

This bold ambitious but achievable vision is a reflection of the role of the Ministry as a leading institution in promoting internal security, public safety, effective civil administration, and accountable governance for a peaceful and resilient Sierra Leone.

1.1.2 MISSION STATEMENT

The mission of the Ministry of internal Affairs is:

“Working together to build a resilient Ministry to support its institutions to deliver on their mandates.”

1.1.3 CORE VALUES

The Core Values of the Ministry of internal Affairs are the same as the Civil Service Principles but rearranged to create the acronym SIPITA for easy remembrance.

- Selflessness
- Integrity
- Professionalism
- Impartiality
- Transparency and
- Accountability

Selflessness - Demonstrating unwavering commitment to national interest and public good above personal gain, by serving with dedication, sacrifice, and a sense of duty to protect and support all citizens. It reflects the Ministry's obligation to act in the best interest of the nation, especially in matters of security, public safety, and civil protection.

Integrity - Upholding honesty, transparency, and ethical conduct in all operations and decision-making. Upholding the highest standards of honesty, transparency, and ethical conduct in all actions, decisions, and interactions. It reinforces the Ministry's commitment to building public trust, promoting accountability, and ensuring that all officers and institutions under its purview act in accordance with the law and national interest.

Professionalism - Demonstrating competence, discipline, respect, and a commitment to high standards in the execution of duties. This value reflects the Ministry's dedication to maintaining an efficient, well-trained, and responsive workforce that delivers quality services with integrity and excellence.

Impartiality - Ensuring fairness, objectivity, and neutrality in decision-making, service delivery, and enforcement of laws without fear, favour, or discrimination. This core value reinforces the Ministry's role in upholding justice, equal treatment, and public confidence in internal security and administrative institutions.

Transparency - Promoting openness, clarity, and accessibility in all processes, decisions, and use of public resources. This value underscores the Ministry's commitment to building public trust, preventing corruption, and ensuring that its operations and those of its agencies are visible, understandable, and accountable to citizens.

Accountability - Taking responsibility for actions, decisions, and performance while upholding obligations to the government and citizens. This core value reflects the Ministry's commitment to ensuring that all departments, agencies, and personnel under its supervision deliver on their mandates efficiently, transparently, and in alignment with national laws and priorities.

SECTION 2:

2.0 THE STRATEGIC DEVELOPMENT PLAN PROCESS

The strategic planning process is a systematic and collaborative exercise that moves an organization from its current state to a desired future state. For a Ministry, it is a critical tool for providing clear direction and accountability. The process typically followed several key phases:

2.1 Strategic Planning Phases

Phase 1: Preparatory Phase & Stakeholder Mapping

Before the writing began, the groundwork was laid. The first step was to establish a steering committee or a strategic planning team responsible for leading the process and a Technical Working Group (TWG) to manage the process. A concept note was then developed to outline the project's scope, timeline, and budget. This phase also involved stakeholder mapping, a crucial step in which the Ministry identified all individuals, groups, and organizations with an interest in or influence over its operations. This included:

Internal Stakeholders: Departments and agencies under the Ministry, staff, and management.

External Stakeholders: Other government Ministries (e.g., Finance), United Nation Development Programme (UNDP), civil society organizations (CSOs), traditional leaders, women and youth leaders, local communities, the media and the general public.

This mapping helped tailored the engagement strategy to each group's level of influence and interest.

Phase 2: Consultations and Data Collection

This is the information-gathering phase. It involved two main components:

Desk Review: A thorough analysis of existing documents, including previous reports, legislation, policies, and national development plans (e.g., the MTNDP).

Stakeholder Consultations: A series of meetings, workshops, and focus groups held with the mapped stakeholders. The purpose was to solicit their input on the Ministry's strengths and weaknesses and to identify key challenges and opportunities in the internal security sector. These consultations were vital for ensuring the plan is inclusive and nationally-owned.

Phase 3: Validation

Once the TWG produced a final draft, a validation workshop was held. This was a crucial step for gaining formal buy-in. It brought together a wide range of stakeholders, including the Minister, senior staff, and representatives from all key groups to review the plan's contents. During the validation, participants scrutinized the document to ensure that:

- The plan accurately reflected the feedback from the consultations.
- The objectives were relevant, achievable, and well-articulated.
- All key stakeholders agreed with the plan's direction and priorities.
- Feedback from that session was used to make final revisions.

Phase 4: Finalization and Printing

Following validation, the strategic planning team incorporated all final comments and recommendations. The document was then professionally edited, designed, and printed. This was an important phase that transformed the working document into a formal, user-friendly, and visually appealing publication. It was produced in both hard copy and digital formats for wider dissemination.

Phase 5: Launching and Dissemination

The final stage was the official launch. The strategic plan was formally introduced to the public at an event presided over by the Chief Minister. This was a powerful signal of the Ministry's commitment to the plan's vision. Following the launch, the document was widely disseminated to all stakeholders, agencies, and the public to ensure everyone is aware of the Ministry's new direction. This marked the beginning of the plan's implementation phase.

2.2 Alignment with National, Regional and Global Development Frameworks

The Ministry of Internal Affairs (MIA) role is fundamentally aligned with national and international development frameworks because security is the foundation of all sustainable development. Its functions directly contribute to creating a stable and safe environment, which is a prerequisite for achieving economic, social, and political goals.

2.2.1 Alignment with Sierra Leone's Medium-Term National Development Plan (MTNDP) & "Big Five Game Changers"

Sierra Leone's MTNDP (2024–2030) and the "Big Five Game Changers" prioritize a series of key reforms supported by Five Enablers. The Ministry of Internal Affairs' role is critical to their success.

2.2.2 Alignment with AU Agenda 2063

The MIA's role is also aligned with the African Union Agenda 2063, particularly its aspirational goals for a peaceful and well-governed Africa.

Aspiration 1: A Prosperous Africa Based on Inclusive Growth and Sustainable Development - Civil registration and identity systems enable access to education and services.

Aspiration 2: An Integrated Continent, Politically United - Immigration services, border control, and migration management.

Aspiration 3: An Africa of Good Governance, Democracy, Human Rights, Justice and the Rule of Law - The MIA is at the forefront of this aspiration. Through its oversight of the police and correctional services, it is responsible for enforcing the rule of law, protecting human rights, and ensuring justice is served. Reforms to the security sector, such as modernizing the police force and improving conditions in prisons, directly contribute to this goal.

Aspiration 4: A Peaceful and Secure Africa - This is the most direct alignment. The MIA's core mandate is to ensure peace and security, both by preventing internal conflict and by combating transnational crime. By managing borders, fighting organized crime, and addressing social unrest, the Ministry helps Sierra Leone contribute to a peaceful and stable African continent.

2.2.3 Alignment with the Sustainable Development Goals (SDGs)

The MIA's work aligns with several of the United Nations Sustainable Development Goals (SDGs), which are a universal call to action to end poverty, protect the planet, and ensure prosperity for all.

SDG 1: No Poverty - Through social protection services (e.g. identity registration for access to benefits, support to victims of disasters or trafficking).

SDG 5: Gender Equality - The Ministry's work in combating Sexual and Gender-Based Violence (SGBV) is a direct contribution to this goal. The Sierra Leone Police's Family Support Unit (FSU) is a prime example of an initiative specifically designed to protect women and girls and promote gender equality.

SDG 8: Decent Work and Economic Growth - By ensuring a secure environment, the MIA enables economic activity and attracts investment. It also contributes by providing rehabilitation programs in correctional facilities and earning schemes, which give former inmates skills for a second chance at decent work.

SDG 11: Sustainable Cities and Communities - The MIA's urban policing city projects safe and fire services are essential for making cities and human settlements inclusive, safe, and resilient. The work of the National Fire Force in fire prevention and response is a key service that protects both property and lives in urban areas.

SDG 16: Peace, Justice and Strong Institutions. The MIA is a key institution for promoting peaceful and inclusive societies by providing access to justice for all and building effective, accountable, and inclusive institutions at all levels. Its efforts to reduce crime the fear of crimes, combat corruption, and strengthen the justice system are central to achieving this goal.

SECTION 3:

3.0 SITUATIONAL ANALYSIS

3.1 Strengths, Weaknesses, Opportunities and Threats (SWOT)

Internal Factors	
<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> ▪ Established institutional mandate and legal framework. ▪ Political will ▪ Established oversight of key security agencies. ▪ existing inter-agency coordination mechanisms. ▪ Wide national presence through agencies (Police, Immigration, Fire Force, etc.). ▪ Experienced leadership and technical staff in some departments. ▪ Coordination role in internal security and public safety. ▪ Strong partnerships with development partners and security stakeholders. 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> ▪ Inadequate infrastructure and logistics across agencies. ▪ Limited internal M&E systems for tracking performance. ▪ Capacity gaps and limited continuous professional development. ▪ Weak coordination and information-sharing across agencies. ▪ Inconsistent data systems and manual processes. ▪ Limited staff capacity both in number and skills. ▪ Demotivated staff ▪ Lack of mobility ▪ Limited office space
External Factors	
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> ▪ National focus on security and public sector reform under MTNDP 2024–2030. ▪ Availability of donor support for justice, security, migration, and governance. ▪ Advances in technology for digital transformation and service delivery. ▪ Regional cooperation on transnational crimes, border security, and migration. 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> ▪ Rising security threats (crime, drug abuse, trafficking, cybercrime). ▪ Political interference and bureaucratic delays. ▪ Limited fiscal space and unreliable budget allocations. ▪ Public distrust in law enforcement and state institutions.
<ul style="list-style-type: none"> ▪ Gender and human rights frameworks to promote inclusive service delivery. ▪ Potential for international partnerships. ▪ Ongoing Public Sector Reforms. 	<ul style="list-style-type: none"> ▪ Natural disasters and urban risks affecting service continuity. ▪ Donor fatigue ▪ None partners and stakeholders support ▪ Inadequate cooperation and support from other MDAs ▪ None support from Cabinet

SECTION 4:

4.0 STRATEGIC OBJECTIVES

4.1 Pillar 1: Ministry of Internal Affairs

4.1.1 Strategic Objective 1 - To strengthen the institutional, human resource, and logistical capacity of the Ministry to effectively perform its oversight, administrative, and political supervisory functions over the internal security and safety institutions.

4.1.1.1. Actions

- Restructure the Ministry in collaboration with the Public Sector Reform Unit and define roles and responsibilities for efficient and effective service delivery.
- Train and capacitate staff for ethical and professional service delivery.
- Identify human resource gaps and fill vacancies in collaboration with HRMO.
- Popularize and implement the Civil Service Code and rules.
- Enhance the IT capacity to digitize the MIA records and operations.
- Enhance the PR capability in information dissemination and sharing to improve on the image of MIA.
- Improve the working environment to reflect the dignity and respect of the Ministry by rehabilitating, refurbishing and equipping the building.
- Secure vehicles for Minister, Deputy Minister, Senior Management Staff and for utilities and operations.
- Identify and engage donor partners and hold a discussion meeting to rationalize and streamline their intervention to the Ministry and its Agencies.
- Developed strategies to prevent and reduce irregular migration and the receipt and reintegration of returning migrant and deportees.
- To have a migration and naturalization desk in the Ministry.
- Identify and engage the relevant civil society organizations other none state actors and sign MOUs for cooperation and collaboration with the Ministry.
- Collaborate and coordinate with other MDAs to enhance border security and controls.
- Map out a clear entry and exit strategies to prevent unending reliance or entrapment of donor partners.
- Identify and engage in-country partners to support the Ministry and its agencies and department.
- Engage and encourage ex-service personnel of the Police, Fire Force, Correctional Service and Immigration to support the Ministry for the protection, safety and security of our nation.
- Hold management meetings to review our strategy, operations and administration.
- To leverage on the National Monitoring and Evaluation Management System and existing ICT monitoring base system (NaMEMIS).
- Identification and registration of stateless persons.

- Making conscientious concessions to save every penny and to make every penny for government.
- Develop a plan to address lawlessness and indiscipline.
- Develop a plan to address the urgent welfare and accommodation needs of Ministry of Internal Affairs Agencies personnel and staff of the Ministry.
- Create Ministry of Internal Affairs local committees to support the Ministry to implement its strategic plan.
- Decentralize the Ministry of Internal Affairs to all regions.
- Support and facilitate the implement the Safe City project for Freetown and other cities.

4.1.1. Strategic Objective 2 - To provide effective support, supervision, and policy guidance to the Agencies and Departments under the Ministry of Internal Affairs to ensure they deliver on their statutory mandates in alignment with national development priorities.

4.1.1.1. Actions

- Develop and disseminate sectoral policies, strategic plans, and operational guidelines.
- Align Agencies work plans with national priorities (MTNDP, SDGs, AU Agenda 2063).
- Conduct regular reviews and assessments of agency performance in line with the Performance Tracking Table.
- Establish performance contracts and reporting systems for agency heads.
- Hold regular interagency meetings for planning, reporting, and joint problem-solving.
- Facilitate communication and collaboration among agencies on cross-cutting issues.
- Support training and professional development for agency staff.
- Facilitate resource mobilization for institutional strengthening.
- Monitor financial compliance and ensure accountability in resource use.
- Initiate or support the review and enactment of laws governing agency operations.
- Ensure agencies operate within their legal mandates.
- Coordinate donor and partner support across agencies.
- Represent agency interests in Cabinet, Parliament and inter-ministerial platforms.

4.1.1. Strategic Objective 3 - To promote gender equality and women's empowerment within the internal security and public safety sector by mainstreaming the Gender Equality and Women's Empowerment Act across the Ministry and its Agencies, ensuring inclusive policies, leadership, and service delivery.

4.1.1.1. Actions

- Conduct Baseline Assessment to determine the Gender responsiveness of the Ministry and its Agencies.
- Create/support the establishment of Gender Desk in the Ministry and Agencies.
- Appoint and empower Gender Focal Points in the Ministry and all agencies.

- Work with the Ministry of Gender and Children Affairs to train Gender focal persons and Staff on gender equality, women's rights, and the GEWE Act.
- Develop and implement gender policies and action plans aligned with the GEWE Act.
- Integrate gender considerations into strategic plans, budgets, and programming.
- Ensure at least 30% representation of women in leadership and decision-making roles, as mandated by the GEWE Act.
- Promote female candidates for senior positions within the Ministry and security agencies.
- Review recruitment policies to remove gender bias.
- Ensure gender balance in new hires, especially in uniformed services (Police, Corrections, Immigration, Fire Force).
- Conduct awareness sessions on workplace harassment, discrimination, and reporting mechanisms.
- Include gender indicators in the Ministry's M&E framework.
- Collect sex-disaggregated data to monitor progress on women's participation and protection.
- Report annually on GEWE Act implementation across the sector.
- Support the review or development of laws and policies that promote women's rights and protection in internal security.
- Align agency Standard Operating Procedures and operational frameworks with gender-responsive standards.

4.1.1. Strategic Objective 4 - To strengthen partnerships and resource mobilization by leveraging external and international support for the Ministry and its Agencies to enhance institutional capacity, service delivery, and alignment with national and global development priorities.

4.1.1.1. Actions

- Create a dedicated unit or desk for donor coordination and partnership management.
- Map existing and potential development partners and their areas of interest.
- Draft and implement a resource mobilization plan aligned with the Ministry's priorities.
- Identify funding opportunities from multilateral, bilateral, and regional partners (e.g., World Bank, EU, AfDB, UNDP, IOM). Embassies and High commissions etc
- Organize regular partner engagement forums and interagency briefings.
- Participate in national donor coordination platforms to align with broader development goals.
- Develop bankable project proposals targeting institutional strengthening, infrastructure, digital transformation, or human security.
- Align proposals with national plans (MTNDP), SDGs, AU Agenda 2063, and donor frameworks.
- Build robust M&E systems to ensure transparency and accountability in project implementation.
- Provide regular progress reports and impact assessments to donors and Partners
- Facilitate joint proposals and programmes between MIA and its agencies (e.g., Immigration, Correctional Service, Police, Fire Force).

- Encourage cross-sectoral initiatives (e.g., justice, security, governance).
- Publicize success stories, reform efforts, and impact of donor-funded projects.
- Maintain a digital presence (website, reports, press releases) to attract interest and build credibility.

4.2 Pillar 2: The Sierra Leone Police

The Sierra Leone Police (SLP) is Sierra Leone's national police force, established in 1894 and operating under the Ministry of Internal Affairs to provide internal security, enforce laws, and protect lives and property. Headed by an Inspector General of Police, the SLP is organized into regional divisions and employs a range of specialized units, including criminal investigation, transnational organized crime, and an Operations Support Division for public order and key protection.

As a key institution in the internal and public safety sector, it is considered as a pillar in determining the strategic objectives of the Strategic Plan of the Ministry.

4.2.1 Strategic Objective 5 - Support, supervise and monitor the Sierra Leone Police to deliver on its strategic plan to ensure an effective, efficient and professional Police Force in line with the Justice Sector Reform Strategy.

4.2.1 Actions

- Repeal and replace the Police Act, 1964 and transition the Sierra Leone Police into a Police Service;
- Build capacity for police officers including human rights policing;
- Provision of modern policing equipment;
- Expansion of Police visibility in new locations and communities.
- Participate in International Peacekeeping Missions;
- Construction of more Police Stations with Family Support Units
- Implement the SLP Strategic Development Plan (2025–2029).
- Expand community policing units nationwide.
- Upgrade forensic and investigative technologies.
- Conduct regular human rights and ethics training.
- Strengthen the management and operations in various Police Divisions.
- Provide accommodation for Police officers nationwide.

4.3 Pillar 3: The Sierra Leone Correctional Service

The SLCS was created by the Sierra Leone Correctional Service Act 2014, replacing the former Sierra Leone Prisons Service and introducing a significant shift from a punitive model to one focused on rehabilitation and reintegration. The service aims to protect society by keeping inmates in secure and humane conditions respect for human rights, safety, and security within its 19 centers, while actively facilitating their rehabilitation and reintegration into society through professional workforce development.

As a key institution in the internal and public safety sector, it is considered as a pillar in determining the strategic objectives of the Strategic Plan of the Ministry.

4.3.1 Strategic Objective 6 - To support, supervise and monitor the Sierra Leone Correctional Service to deliver on its Strategic plan to ensure an effective, efficient and professional service in line with the Justice Sector Reform Strategy.

4.3.1.1 Actions

- Relocate the Freetown Main Correctional Centre from Pademba Road to a more suitable location outside Freetown;
- Recruitment of additional Correctional Officers.
- Provision of modern digital Case Management infrastructure and equipment;
- Discourage overcrowded correction service facilities;
- Construction of Remand Homes in Makeni and Kenema;
- Improve on the welfare of personnel and provide decent living quarters;
- Explore and exploit income generation activities, including food security to support the feed Sierra Leone program and enhance the National Budget.
- Construct and renovate correctional facilities to meet international standards.
- Develop vocational training and educational programs for inmates.
- Provide continuous professional development and earning schemes for correctional officers.

4.4 Pillar 4: The National Fire Force

The Sierra Leone National Fire Force (NFF) is the national agency responsible for firefighting, search and rescue, and fire prevention in Sierra Leone. Established in 1920 as the Freetown Fire Brigade, it was formally recognized as the NFF under a 1980 act. The organization's mission is to protect lives and property from fire disasters and to reduce poverty through effective firefighting and disaster preparedness. The main headquarters in Freetown houses the administrative department, fire engines, and equipment. The NFF has expanded its presence beyond Freetown, establishing stations in major towns and regions across the country, including Bo, Kenema, Makeni, and Kono.

As a key institution in the internal and public safety sector, it is considered as a pillar in determining the strategic objectives of the Strategic Plan of the Ministry.

4.4.1 Strategic Objective 7 - To transform the National Fire Force into an efficient, effective and professional National Fire Service capable of generating revenue to enhance the national budget.

4.4.1.1 Actions

- Develop a policy proposal for the transformation of the National Fire Force and seek Cabinet and Parliamentary approval.
- Develop a National Fire Safety Policy and Bill and seek Cabinet and Parliamentary approval.
- Develop a Strategic Plan for the implementation of the new mandate as provided by the legislation.
- Develop annual work plans for delivery.
- Improve on the welfare of the personnel.
- Build living quarters for fire service personnel to improve on their response time to fire incidents and other emergencies.
- Monitor and evaluate the delivery on the mandate of the Fire Service and submit quarterly reports.
- Establish new fire stations in underserved areas.
- Launch nationwide fire safety awareness campaigns.
- Procure modern firefighting equipment and protective gear.
- Coordinate for the revitalization of existing hydrants in urban Centres and establish new ones.

4.5 Pillar 5: The Sierra Leone Commission on Arms and Ammunition

The Sierra Leone Commission on Arms and Ammunition (SLeCAA) is a body established by a 2023 Act of Parliament to regulate and supervise the manufacturing, trade, possession, and use of arms, ammunition, and related materials in Sierra Leone, aiming to control proliferation and enhance national security. The Commission replaced the 2010 Sierra Leone National Commission on Small Arms and is involved in efforts such as marking weapons and destroying obsolete weapons, refurbishing storage facilities, and validating national action plans in collaboration with international partners.

As a key institution in the internal and public safety sector, it is considered as a pillar in determining the strategic objectives of the Strategic Plan of the Ministry.

4.5.1 Strategic Objective 8 - To support, supervise and advise the Sierra Leone commission on arms and ammunition for efficient, effective and professional service delivery.

4.5.1.1 Actions

- Improve the institutional and operational capacities of the SLeCAA
- Reduce the risks of unregulated arms, ammunition, and other related materials
- Strengthen national awareness and coordination on arms and ammunition acquisition and control.
- Conduct nationwide arms registration and licensing.
- Organize community-based disarmament programs.
- Develop partnerships with civil society for awareness campaigns.
- Support SLeCAA to license all civilian weapon holders and local gun manufacturers in Sierra Leone.
- Support SLeCAA to mark and record into an Arms Register all weapons owned by the military, police, and those licensed for civilian use.
- Support SLeCAA to handover to SLeCAA for destruction of all unserviceable weapons owned by the military, police and those seized from criminals.

4.6 Pillar 6: The National Civil Registration Authority

The National Civil Registration Authority (NCRA) is Sierra Leone's government body responsible for continuously and compulsorily recording vital events like births, deaths, marriages, divorces, and adoptions, as established by the National Civil Registration Act of 2016. Its mandate includes providing multi-purpose identification documents and vital statistics, and ensuring access to these services for both citizens and non-citizens resident in Sierra Leone.

As a key institution in the internal and public safety sector, it is considered as a pillar in determining the strategic objectives of the Strategic Plan of the Ministry.

4.6.1 Strategic Objective 9 - To support, supervise and monitor the National Civil Registration Authority to deliver efficient, effective and professional services as outlined in its strategic Plan.

4.6.1.1 Actions

- Support the review and amendment of the Revised NCR Act 2016 and its attendant Regulations: Civil Registration, National Identity, National Identification Number and the Vital Statistics Regulations.
- Support for the provision of new Biometric Registration Kits and other equipment to replace worn-out equipment.
- Support for the provision of additional Registration equipment / Materials (Laptops, Generators/Solar, Internet Connectivity, etc.)
- Increase support towards Civil Registration and Vital Statistics and ID Management services to cover Internet, Electricity/Solar power for 1500 Health Facilities nationwide.
- Support for the provision of technical, maintenance and service support to the functioning of the Tier III Primary Data Centre (PDC) for at least 3 years.

- Conduct nationwide birth and death registration campaigns.
- Issue biometric national identity cards.
- Collaborate with health and education sectors for data integration.
- Support NCRA to mobilize resources to establish 1,800 functional Permanent Registration Centres nationwide.

4.7 Pillar 7: The National Drug Law Enforcement Agency

The National Drug Law Enforcement Agency (NDLEA) is the principal government institution responsible for coordinating and enforcing drug control efforts in Sierra Leone. It operates under the supervision of the Ministry of Internal Affairs and is guided by national laws and international conventions on drug control. It was established under the National Drug Control Act, 2008, which is currently under review for modernization. Aligned with international drug control treaties such as the UN Convention Against Illicit Traffic in Narcotic Drugs and Psychotropic Substances (1988).

As a key institution in the internal and public safety sector, it is considered as a pillar in determining the strategic objectives of the Strategic Plan of the Ministry.

4.7.1 Strategic Objective 10 - To support, supervise and monitor the National Drug Law Enforcement Agency to effectively, efficiently and professionally deliver on its Strategic Master Plan.

4.7.1.1 Actions

- Support NDLEA to amend the Drug Control Act 2008 and develop associated regulations and policies.
- Support NDLEA to reduce drug demand by 60% and increase social integration by 40%.
- Support NDLEA to increase education, sensitization and awareness raising on the dangers of drug abuse by 50%.
- Support NDLEA for capacity building for efficient service delivery.
- Support NDLEA for enforcement and implementation of the Drug Laws and Regulations;
- Conduct Research and Monitor Illegal Drug use and illicit trafficking.
- Improve on the welfare of staff and enhance their output.
- Support NDLEA to implement the National Drug Control Strategic Master Plan (2023–2028).
- Enhance inter-agency collaboration and intelligence sharing.
- Support NDLEA to establish rehabilitation centers for drug-dependent individuals.

4.8 Pillar 8: The Office of the Medical Examiner

The Office of the Medical Examiner of Sierra Leone was established by the Medical Examiners Act, 2021, replacing the old Coroners Act of 1907, to provide a modern forensic framework for investigating and reporting "reportable deaths". Key functions include determining the cause of death through post-mortem examinations, preserving body control and records, issuing certificates, and providing expert testimony in court to aid public health and justice.

As a key institution in the internal and public safety sector, it is considered as a pillar in determining the strategic objectives of the Strategic Plan of the Ministry.

4.8.1 Strategic Objective 11 - To support, supervise and monitor the Office of the Medical Examiner to effectively, efficiently and professionally deliver on its Strategic Plan

4.8.1.1 Actions

- Support OCME to conduct the district/regional consultations, validation and launch of the zero draft of its Strategic Master Plan (SMP), by 2026.
- Support OCME to prepare its yearly annual work plan from 2026-2030
- Support OCME on recruitment of staff to fill existing vacancies of 150 staff by 2028.
- support OCME to improve staff capacity/training locally and internationally by 20% annually
- Support OCME to refurbish and equip its already secured Headquarter (HQ) for the Office of the Chief Medical Examiner by 2026.
- Support OCME to construct an ultramodern HQ equipped to house a Forensic Laboratory Center (FLC) with modern mortuary and laboratory facilities by end of 2028.
- Support OCME to develop digitalized medicolegal services (paperless) and communication handles including a website to aid vital statistics management.
- Support OCME to develop standard operating procedures for the office by 2026.
- Support OCME to construct and establish a Medicolegal and Forensic School and collaborate with academic institutions for specialized training programs.
- Support OCME to acquire operational and administrative mobilities

4.9 Pillar 9: The Independent Police Complaints Board

The Independent Police Complaints Board (IPCB) of Sierra Leone is a civilian oversight body established in 2013 to receive, investigate, and monitor complaints against the Sierra Leone Police (SLP). Its mandate is to improve police accountability, identify and address systemic issues within the force, and build public trust by ensuring that misconduct allegations are properly addressed. The IPCB's functions are outlined in the Independent Police Complaints Board Regulations, 2013.

As a key institution in the internal and public safety sector, it is considered as a pillar in determining the strategic objectives of the Strategic Plan of the Ministry.

4.9.1 Strategic Objective 12 - To support, supervise and monitor the Independent Police Complaints Board (IPCB) to effectively, efficiently and professionally deliver on its Strategic Plan.

4.9.1.1 Actions

- Support the IPCB to recruit additional staff by 50% by end of 2026.
- Transform the IPCB into a Commission through an Act of Parliament by 2026.
- Support the ICPB with logistics including vehicles and office equipment by the end of 2026.
- Assist the ICPB to develop digital Complaint Management Systems (CMS) and restore it already dysfunctional website.

- Assist the ICPB to decentralize its operations to district levels and sustain regional ones.
- Support the ICPB investigators with capacity building program targeting 10 staff annually.
- Assist the ICPB to launch its management and functional review report and implement recommendations therein.

4.10 Pillar 10: The Sierra Leone Immigration Department

The Sierra Leone Immigration Department (SLID) manages the movement of people and controls who enters, exits, and resides in the country by issuing travel documents, visas, and residence permits. Originally under police control, the department became a civilian institution in 2002. Modern efforts focus on attracting investment and talent by enhancing immigration frameworks, aligning with global best practices, and simplifying processes like obtaining a Visa-On-Landing an eVisa.

As a key institution in the internal and public safety sector, it is considered as a pillar in determining the strategic objectives of the Strategic Plan of the Ministry.

4.10.1 Strategic Objective 13 - To support, supervise and monitor the Sierra Leone Immigration Department to effectively, efficiently and professionally deliver on its strategic plan and mandates.

4.10.1.1 Actions

- Support SLID to become a National Immigration Service (NIS) through reviews of its laws and policies with support from a private law firm.
- Support the modernization and digitalization of SLID's core service productions of passports, resident permits and online visas.
- Support SLID to recruit and train 124 staff to enhance their capacity for robust enforcement of immigration laws and regulations as well as fill sub-professional and professional levels.
- Support SLID to enhance public relations and improve service delivery and customer care services through a public education and information unit.
- Assist SLID to create a Refugee/Asylum Seekers and Deportee/Returnee Management Unit.
- Support SLID for the creation of Border Security Committees to Strengthen relationships between SLID and Border communities/stakeholders.
- Support SLID to deploy advanced border control technologies and establish an Integrated Immigration and Security linking Border Posts with SLID Headquarters.
- Support SLID to simplify visa and residency application procedures.
- Support SLID to integrate immigration databases with other national security systems.

4.11 Theory of Change

The Theory of Change (ToC) of the Ministry of Internal Affairs Strategic Plan provides a visual map of the high-level outcomes and objectives of the Strategic Plan. It illustrates the linkages between short- and long-term outcomes and objectives, which are expected to happen towards the end of implementation period or beyond. The ToC includes only outcome levels as linked to the pillars of the Strategic Plan.

Narrative ToC

The ToC narrative further specifies how the planned actions under each pillar of the Strategic Plan and their associated outputs will contribute to achieving the expected outcomes and strategic objectives of the Strategic Plan over time.

The main goal of the strategy is to improve the management of internal security and public safety in Sierra Leone through collaboration, accountability, and continuous improvement, which will, in turn, enhance national security. To achieve this goal, thirteen critical, interlinked strategic objectives aligned with the Ministry of Internal Affairs mandate need to be achieved.

SECTION 5:

5.0 IMPLEMENTATION AND REVIEW

5.1. Coordination

The Directorate of Policy and Coordination in the Ministry of Internal Affairs will monitor and coordinate the implementation of the Strategic Plan and accompanying Action Plans. The Directorate will convene regular meetings with the stakeholders responsible for each strategic objective.

5.2. Action Planning

The Ministry of Internal Affairs will deliver the five-year Strategic Plan through Annual Action Plans, which will:

- Outline the Results Framework, breaking down the strategic objectives into outcomes, outputs, activities and inputs.
- Assign lead stakeholders for each expected result.
- Allocate budget for each expected result.
- Identify baseline data, M&E indicators, and means of verification for each expected result.
- The annual MIA Work Plans will align with the Strategic Plan and corresponding Action Plans.

5.3. Monitoring, Evaluation and Learning

The Directorate of Policy and Coordination will be responsible for ensuring the monitoring and evaluation of the Strategic Plan and the corresponding Action Plans, including developing the Results Frameworks.

In particular, the Directorate of Policy and Coordination will:

- Monitor and evaluate implementation of each Annual Action Plan.
- Carry out the final evaluation of the Strategic Plan (during the period 2029-2030).
- Document the good practices and lessons learnt from implementation of the Strategic Plan.

The key high-level indicators for measuring the success of the Strategic Plan are outlined in Annex 1.

Annex I: Expected Impacts, Outcomes and Key Indicators

The following table translates the thirteen strategic objectives into expected outcome-level results, along with indicators that MIA will use to track progress towards achieving these results. The higher-level impacts of all thirteen strategic objectives (improved internal security and public safety management and enhanced national security) correspond with the object of the Ministry, namely:

- Ensure the effective administration and management of internal security and public safety in the country; and
- Contribute to national security.

Overall Impacts and Indicators	
Impact	Indicator
Improved Internal Security and Public Safety Management	Percentage change in reported crimes
	Percentage change in reported abuses of human rights and professional misconduct
	Percentage change in public perception of fairness, transparency, and equity in the actions of internal security and safety personnel
	Percentage change in individuals re-offending after being involved with internal security and safety institutions
	Percentage change between sprint and response time by the internal security and safety sector
Enhanced National Security	Percentage change in incidence of civil unrest and public disorder
	Percentage change in transnational organised crimes reported
	Percentage change in illegal border-crossing or smuggling

Strategic Objective Outcomes and Indicators	
Outcome	Indicator
Strategic Objective 1	
1. Institutional, human resource, and logistical capacity to perform oversight functions strengthened	Number of MIA staff trained and capacitated for ethical and professional service delivery
	Number of vehicles procured for effective monitoring of Agencies
	Number of Management meetings to review MIA strategy, operations and administration held
1.1. Oversight and coordination of internal security and safety institutions improved	Number of Inter-Agency/Leadership meetings held
	Number of quarterly Monitoring & Evaluation of Agencies conducted
	Number of policies that define roles, reporting lines, and supervisory responsibilities developed
	Number of MIA staff trained on supervision and monitoring of internal security and public safety institutions
1.2. Institutional performance and service delivery capacity enhanced	Organizational Capacity Assessment Report for MIA produced
	Number of MIA staff are trained in administration, M&E, policy implementation, and ICT
	Number of MIA staff that adheres to staff performance appraisals
Strategic Objective 2	
2. Support, supervision, and policy guidance to the MIA Agencies enhanced	Number of Agencies with Work Plans aligned with MIA's Strategic Plan, MTNDP, SDGs and AU Agenda 2063
	Number of MIA Agencies supported with targeted training and professional development programmes
	Number of MIA Agencies supported for mobilization of financial and other resources
2.1. Agencies deliver on their mandates in a coordinated,	Number of clear and relevant policies, plans, and guidelines for Agencies developed and disseminated

accountable, and development-focused manner	Number of regular, structured reviews of Agencies PTT conducted
	Number of regular Inter-Agency meetings for coordinated planning, sharing of best practices, and collaborative solutions to complex, cross-cutting challenges held
	Number of relevant laws governing Agencies operations are reviewed and updated, and new ones enacted
	Number of Agencies with donor and partner support coordinated centrally within MIA
Strategic Objective 3	
3. Gender equality and women’s empowerment within the internal security and public safety sector promoted	Percentage increase in the implementation of the GEWE Act’s mandate for 30% women’s recruitment and leadership
	Number of Agencies in which gender indicators are included and sex-disaggregated data is collected
3.1. Gender-responsive practices and leadership within the Ministry and its Agencies institutionalized	Percentage change in baseline assessment for gender-responsiveness at MIA and Agencies
	Number of Agencies (including MIA) with established Gender Desks and Focal Points
	Number of MIA and Agencies’ staff trained on gender equality, women’s rights, and the GEWE Act
Strategic Objective 4	
4. Partnerships and resource mobilization for MIA and Agencies by leveraging external and international support strengthened	Percentage change in the areas of interest of existing and potential development partners mapped
	Percentage change in the number of regular partner engagement forums and interagency briefings organized
	Percentage change in the number of bankable project proposals targeting institutional strengthening, infrastructure, digital transformation, or human security developed
	Unit for donor coordination and partnership management established

4.1. Sustainably funded institutional capacity enhanced	Donor resource mobilization plan aligned with the Ministry and Agencies’ priorities developed
	Percentage increase in funding opportunities from multilateral, bilateral, and regional partners identified
	Proportion of progress reports and impact assessments provided to donors
Strategic Objective 5	
5. SLP effectively supported, supervised and monitored to deliver on its Strategic Plan	Proportion of activities of the SLP SDP (2025–2029) is implemented
	Percentage increase in the number of Police personnel with accommodation
	Proportion of SLP budget expended on modern policing equipment, forensic and investigative technologies
5.1. SLP transformed into a service-oriented, community-focused organization	The Police Act of 1964 is repealed and replaced
	Number of new Police Stations constructed
	Number of LPPBs and APPCs in all the 36 Police Divisions reactivated
	Number of SLP personnel trained in human rights and community engagement techniques
Strategic Objective 6	
6. SLCS effectively supported, supervised and monitored to deliver on its Strategic Plan	Percentage change in modern digital Case Management infrastructure and equipment provided
	Proportion of activities of the SLCS Strategic Plan (2026–2030) implemented
	Percentage increase in Correctional Officers recruited
6.1. SLCS transformed to meets international human rights standards for both inmates and staff	Percentage change in Correctional officers provided with continuous professional development
	Percentage increase in the number of inmates receiving vocational training and educational programs
	Proportion of new Correctional Centres constructed
	Rate of completion of relocation of the Freetown Main Correctional Centre

Strategic Objective 7	
7. National Fire Force transformed and revenue generated	Percentage increase in revenue generated by NFF due to enactment of the Fire Safety Bill
	Percentage increase in budget expended on personnel welfare
	Percentage increase in NFF personnel recruited
7.1. Fire and emergency response capacity improved	Number of additional Fire Stations established
	Percentage increase in fire safety awareness campaigns conducted
	Proportion of NFF budget expended on modern firefighting equipment and protective gear
Strategic Objective 8	
8. SLeCAA effectively supported, supervised and monitored to deliver on its National Action Plan	Proportion of activities of the SLeCAA National Action Plan implemented
	Percentage increase in partnerships with civil society for awareness campaigns developed
	Percentage increase in registration of local gun manufacturers
8.1. Unregulated arms and ammunition reduced	Percentage increase in unserviceable weapons owned by the military, police and criminals handed over to SLeCAA
	Percentage increase in awareness and coordination campaigns on arms and ammunition acquisition and control conducted
	Percentage increase in arms registration and licensing conducted
Strategic Objective 9	
9. NCRA effectively supported, supervised and monitored to deliver on its Strategic Plan	NCR Act 2016 amended and 4 Regulations developed
	Proportion of activities of the NCRA Strategic Plan (2026–2030) implemented
	Percentage increase in the number functional Permanent Registration Centres established
9.1. An efficient, and inclusive civil registration and identity management system established	Percentage increase in the number of ID Cards issued to citizens and non-citizens
	Proportion of NCRA budget expended on additional laptops, generators/solar power, and internet connectivity

	Percentage change in nationwide birth and death registration campaigns conducted
	Tier III Primary Data Centre (PDC) support sustained technical
Strategic Objective 10	
10. NDLEA effectively supported, supervised and monitored to deliver on its Strategic Master Plan (2023-2027)	Percentage change in illegal drug prosecutions
	Percentage reduction in drug dependence
	Proportion of NDLEA budget expended on training, equipment, and institutional development
10.1. Control of illegal drug supply and demand strengthened	Percentage change in awareness and education campaigns conducted
	Proportion of activities of the National Drug Control Strategic Master Plan (2023–2028) implemented
	Number of drug rehabilitation centers established and operationalized
Strategic Objective 11	
11. OME effectively supported, supervised and monitored to deliver on its Strategic Plan (2025-2030)	OME's Strategic Plan draft validated
	Rate of completion of construction and equipping of a modern OME HQ
	Rate of completion for the establishment of OME Regional offices
11.1. Public trust and confidence in the Office of the Medical Examiner's investigative processes and findings enhanced	Percentage change in medico-legal investigations
	Percentage increase in the number of OME staff trained in specialized programs and expertise
	OME Annual Work Plan developed
Strategic Objective 12	
12. IPCB effectively supported, supervised and monitored to deliver on its Strategic Plan	Percentage increase in the number of Police complaints investigated and concluded
	Percentage increase in public access to police oversight mechanisms

	Percentage increase in institutional and operational gaps identified and addressed
12.1. Public trust and confidence in police accountability increased	Proportion of IPCB budget expended on capacity-building, logistics, and specialized training
	Number of Districts with access to police oversight mechanisms
	IPOC Bill enacted
Strategic Objective 13	
13. SLID effectively supported, supervised and monitored to deliver on its Strategic Plan	Percentage of evaluation recommendations implemented
	Percentage change in public complaints of corruption and perceived corruption
	Percentage change in migration-related prosecutions
13.1. National security and effective border management enhanced	Percentage change in public complaints about immigration processes
	Percentage reduction in coordinated response time to threats across border points
	Percentage change in Passport, Visa and Residence Permit applications received and processed

Annex II: Assumptions and Risks

The following table describes each of the major risks to the successful implementation of the Ministry of Internal Affairs Strategic Plan, alongside an assessment of the likelihood of each risk occurring and the potential consequences should it occur. The Proactive Risk Management column specifies how each risk will be managed.

MIA Strategic Plan 2026-2030 Risk Management Approach				
	Risk	Likelihood	Consequence	Proactive Risk Management
	Financial Constraints: Inadequate budget allocations to support	High	High	Prevent:

	<p>new initiatives or essential operational functions</p>			<ul style="list-style-type: none"> ▪ Early engagement with MoF to align priorities. ▪ Mobilize external donor support and partnerships
	<p>Human Resource Limitations: Shortage of skilled staff, difficulty in retaining talent, or a lack of adequate training for existing personnel to implement strategic goals</p>	<p>High</p>	<p>High</p>	<p>Mitigate:</p> <ul style="list-style-type: none"> ▪ Develop a comprehensive HR strategy aligned with the strategic plan. ▪ Introduce performance-based contracts and appraisals. ▪ Leverage donor-funded technical assistance
	<p>Political and Bureaucratic Obstacles: Interference from political factions or bureaucratic hurdles that delay or impede the implementation of strategic plans</p>	<p>High</p>	<p>High</p>	<p>Prevent:</p> <ul style="list-style-type: none"> ▪ Ensure political and executive buy-in through early engagement with senior government officials. ▪ Align strategic objectives clearly with national development priorities (e.g., MTNDP, SDGs, AU Agenda 2063).

				<ul style="list-style-type: none"> ▪ Engage stakeholders regularly through updates, reports, and policy dialogues to reduce resistance.
	Data Management & Security: Risks of data breaches, misuse, or loss of sensitive citizen information, compromising public trust and service delivery	Medium	High	<p>Mitigate:</p> <ul style="list-style-type: none"> ▪ Develop and implement a Data Protection and Cybersecurity Policy for the Ministry and its Agencies. ▪ Adopt secure digital infrastructure. ▪ Train staff on data protection, privacy, and ethical data handling.
	Inadequate Technology & Infrastructure: Outdated systems, insufficient IT capacity, or poor physical infrastructure hindering operations and service modernization	High	High	<p>Mitigate:</p> <ul style="list-style-type: none"> ▪ Conduct comprehensive ICT and infrastructure needs assessment to inform investment priorities.

				<ul style="list-style-type: none"> ▪ Develop a phased digital transformation plan with clear timelines and funding needs. ▪ Mobilize donor and government funding for infrastructure upgrades.
	<p>External Threats: Increased crime rates, civil unrest, or national security challenges that divert resources and attention from strategic goals.</p>	Medium	High	<p>Preventive:</p> <ul style="list-style-type: none"> ▪ Strengthen early warning and response systems through intelligence and community policing. ▪ Build institutional flexibility to adjust activities and budgets in response to emerging threats.
	<p>The Attorney-General/LOD will not cooperate with Agencies legislation review</p>	Low	Medium	<p>Mitigate: Continuous engagement</p>
	<p>Parliament does not pass the legislation</p>	Low	Medium	<p>Mitigate: Continuous engagement</p>

	on Revised Agencies Acts			
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Staff of the Ministry of Internal Affairs during a Brainstorming Workshop at the Sierra Leone Police Officers' Mess, Kingtom on the Development of the Strategic Plan, 8th February 2025



Participants at the Stakeholders Consultation for the Development of the Strategic Plan (2026 – 2030) in Kenema, Eastern Region



Pouring of Libation by the Chieftom Speaker of Nongowa during the Stakeholders Consultation Meeting in Kenema



Minister of Internal Affairs Delivering his Keynote Address in Bo, Kakua Chieftom During a Stakeholders Consultation Meeting



Participants at the Southern Region Stakeholders Consultation in Bo



Participants at the Stakeholders Consultation in Makeni, Northern Region



UNDP Rep in Makeni



Pouring of Libation by the Paramount Chief in Makeni



Mayor of the Makeni City Council Giving a Welcome Address.



The Director of Policy and Coordination Facilitating in Makeni



Participants at the Stakeholders Consultation on the Development of the Strategic Plan in Port Loko, Northwestern Region.



Focus Group Discussion by Participants in Port Loko



Participants at the Stakeholders Consultation in the Western Region



Focus Group Discussion by Participants in the Western Region



Tribal Heads at Stakeholders Consultation in the Western Region



Strategic Plan Validation Workshop in Freetown



The Hon. Minister, Senior Management and UNDP Representative at Validation Workshop



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