



Solomon Island Government

**Ministry of Police, National Security
and Correctional Services**



**CORPORATE PLAN
2025 - 2028**





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The Ministry extends its sincere gratitude to the Honourable Minister for his leadership and guidance, and to the Permanent Secretary and Senior Management Team for their coordination and oversight throughout the planning process.

Special recognition is also given to the Heads and staff of the Royal Solomon Islands Police Force (RSIPF) and the Correctional Service of Solomon Islands (CSSI) for their technical input, as well as to the Directors and officers of all MPNSCS Divisions for their commitment in ensuring that the strategic directions of the Ministry are properly reflected in this plan.

The Ministry further acknowledges the continuous partnership and support of the Ministry of Finance and Treasury, the Ministry of Public Service, the Office of the Prime Minister and Cabinet, and other Government Ministries and Agencies, that have provided advice and inputs during the formulation of this plan.

Finally, appreciation is extended to the Government of Australia, New Zealand, the People's Republic of China, and other Development Partners for their ongoing support towards the strengthening of policing, correctional, and national security services in the Solomon Islands.

This Corporate Plan reflects a shared vision and collective effort to build a safe, peaceful, and secure Solomon Islands for all.



MINISTER'S FOREWORD



It is my great pleasure to present the Corporate Plan 2025–2028 for the Ministry of Police, National Security and Correctional Services (MPNSCS). This plan is our roadmap for the next four years, outlining our vision, priorities, and commitment to strengthening the rule of law, enhancing public safety, and improving policing, corrections, and national security across the Solomon Islands.

Our nation faces a rapidly changing security environment, from traditional law and order issues to emerging threats such as transnational crime, maritime security risks, and unexploded ordnance. Meeting these challenges requires innovation, adaptability, and strong coordination with our key agencies—the Royal Solomon Islands Police Force and the Correctional Service Solomon Islands. This plan is firmly aligned with the National Development Strategy 2016–2035, the National Security Strategy, and the Government agenda for peace, stability, and prosperity.

I commend the Permanent Secretary, Senior Management Team, and all Ministry staff for their dedication in shaping this plan. I also thank our international and domestic partners for their continued support. As we move into implementation, I call on all officers, partners, and stakeholders to work together with shared purpose and accountability. Together, we will build safer communities, protect our borders, and secure a brighter future for every Solomon Islander.

Hon. John Tuhaika Junior

Minister for Police, National Security, and Correctional Services

Ministry of Police, National Security and
Correctional Services
Solomon Islands Government



PERMANENT SECRETARY'S STATEMENT



The Ministry of Police, National Security and Correctional Services (MPNSCS) is central to safeguarding the sovereignty, public order, and domestic security of our nation. As Permanent Secretary, I am proud to present the Corporate Plan 2025–2028, which sets out our institutional goals, policy priorities, and operational targets for the next four years. This plan reaffirms our commitment to public service excellence and to creating a safe, stable, and well-governed Solomon Islands.

Our strategy rests on three pillars: (1) Effective Policy and Corporate Governance embedding sound leadership, fiscal accountability, and a corruption-free public service; (2) Institutional Strengthening and Reform, driving innovation in human resources, expanding capacity, upgrading infrastructure, and modernizing workflows; and (3) Security Coordination and Resilience strengthening intelligence, maritime border protection, and community safety through strong

partnerships. Achieving these priorities depends on adequate funding, teamwork, and strategic resource allocation.

I thank the Honourable Minister for his visionary leadership, our divisional heads and Secretariat staff for their tireless efforts, and our international and local partners for their invaluable support. I urge all officers to work smart, diligently, and collaboratively to deliver on this plan. More than a blueprint, this document is our collective promise to build an adaptive, forward-looking security sector that responds to the needs of our people. With unity and shared accountability, we will build a stronger, safer, and more resilient Solomon Islands.



Ms. Julia Twumasi

Permanent Secretary (Acting)

Ministry of Police, National Security and
Correctional Services
Solomon Islands Government



ABBREVIATION

CSSI	Correctional Services of Solomon Islands
EMB	Executive Management Board
SMT	Senior Management Team
FCCG	Functional Coordination Cluster Group
HRU/HRM	Human Resources Unit/Human Resource Manager
JIC	Joint Infrastructure Committee
MID	Ministry of Infrastructure
MPNSCS	Ministry of Police, National Security and Correctional Services
SIG	Solomon Islands Government
NSS	National Security Strategy
PS	Permanent Secretary
RSIPF	Royal Solomon Island Police Force
OPMC	Office of the Prime Minister and Cabinet
MHQ	Ministry Headquarter
DS	Deputy Secretary
NBCC	National Border Coordinating Committee
NSD	National Security Division
LEAs	Law Enforcement Agencies
NSWG	National Security Working Group
MOU	Memorandum of Understanding
KRAs	Key Result Areas
M&E	Monitoring & Evaluation.
IPLD	Infrastructure, Property and Logistic Division
SIPDP	Solomon Islands Police Development Program
SIPSP	Solomon Islands Police Support Program
AFP	Australia Federal Police
RAPPP	Policing Partnership Program
LEAs	Law Enforcement Agencies
MSS	Maritime Security Strategy
UXO	Unexploded Ordnance
GBV	Gender Based Violence
DV	Domestic Violence
PSO	Public Solicitor's Office
NDS	National Development Strategy
MTS	Medium Term Strategy
SWOT	Strengths, Weaknesses, Opportunities and Threats



1 INTRODUCTION

As globalization continues to reconfigure societies worldwide, countries around the world are developing in terms of the economy, technology, and social space, and the Solomon Islands is no exception. With the changing society, the security environment is also evolving, where traditional crimes and new emerging crimes are on the rise. This requires sectors, including the MPNSCS, to be more strategic in their provision of services to the people of Solomon Islands.

The MPNSCS coordinates national security, policing, and correctional services to provide a safe and secure Solomon Islands. The overarching mandate of the Ministry is to support the corporate functions and the operations of the RSIPF and the CSSI, agencies of the state, in the law and justice management and administration system. The Ministry is tasked with the responsibility of rendering support to the RSIPF and CSSI in their joint pursuit to achieve national security in the country.

The purpose of this MPNSCS Corporate Plan 2025-2028 is to define the Ministry's strategic priorities, operational focus, and performance expectations, ensuring alignment between its mandate and the delivery of measurable security outcomes. Additional purposes that the plan serves are;

- Prioritization: identifying the key areas of focus and allocating resources accordingly
- Performance measurement: establishing indicators and targets to measure progress and evaluate success
- Accountability: providing a framework for accountability to stakeholders, including the public, parliament, and other government agencies
- Resource allocation: guiding budgeting and resource allocation decisions to support strategic objectives
- Transparency and reporting: reporting on progress, challenges, and outcomes.



1.1 MINISTRY'S VISION, MISSION, GOALS, VALUES AND PRINCIPLES

OUR VISION

A safe and secure Solomon Islands enabled by coordinated and effective national security, policing and correctional services



OUR MISSION

To deliver trusted policy advice to the Executive and ensure effective policy implementation, coordination, and oversight through strong management and fiscal discipline



VALUES AND PRINCIPLES

The Ministry, as part of the overall Solomon Islands Government Public Service, is adopting the values and principles of Public Services, which are provided below;



VALUES AND PRINCIPLES	EXPLANATIONS
RESPECT FOR THE LAW AND GOVERNMENT	Uphold all laws and execute official decisions and policies faithfully and impartially.
INTEGRITY AND HONESTY	Act with honesty and integrity, and avoid or disclose any conflict of interest.
DILIGENCE AND COMPETENCE	Perform duties in a competent, unbiased, accurate, and timely manner, and maintain good work attendance and punctuality.
ECONOMY AND EFFICIENCY	Ensure public resources are not wasted, abused, or used improperly, and maintain proper records.
ACCOUNTABILITY	Be accountable for actions and decisions, which includes disclosing fraud, corruption, or maladministration.
CONFIDENTIALITY	Maintain confidentiality as required.
PROFESSIONAL BEHAVIOUR	Decline inappropriate gifts or benefits and maintain a high standard of professionalism.
TRANSPARENCY	Be as open as possible about decisions and actions, giving reasons for them.

CORPORATE GOALS

The corporate goals outlined below operationalise the Ministry's mission and align its efforts with national policy priorities. They establish a clear framework for coordinated action across divisions and agencies, and underpin the Ministry's Key Result Areas, implementation plans, and monitoring and evaluation processes.

Goal 1: Effective and accountable policy leadership and governance

To ensure strong, coordinated, and accountable leadership in policing, national security, and correctional services through high-quality policy advice, robust governance systems, and whole-of-government coordination.

Goal 2: A capable, professional, and high-performing Ministry

To build a competent, ethical, and well-managed workforce supported by effective organisational systems, structures, and performance management practices that enable efficient service delivery.

Goal 3: Efficient, transparent and sustainable resource management

To ensure public resources are managed responsibly, transparently and efficiently, with strong financial systems that support strategic priorities and long-term sustainability.

Goal 4: Strengthened national security co-ordination and operational readiness

To enhance national security management through improved coordination, intelligence, border and maritime systems and strengthened infrastructure and logistical support for operational effectiveness.



Goal 5: Improved service delivery, reform outcomes and public trust

To support effective policing, correctional and security services through coordinated reform implementation, improved service delivery outcomes and strengthened public confidence and community safety.

1.2 LEGISLATIVE MECHANISMS AND THE MINISTER'S MANDATE

For the Ministry to undertake its mandated responsibilities, several legislations provide the basis and guidance for the Ministry's operations, and these are;

- Constitution of Solomon Islands
- Explosive Ordinance Act (Cap.79)
- Firearms and Ammunition Act (Cap. 80)
- Correctional Services Act 2007
- Police Act 2013
- Public Financial Management Act 2013
- Public Service Act and General Orders

The Portfolio functions assigned to the Minister of Police, National Security, and Correctional Services under Gazette 791 of 2024 are;

- Police and Correctional Service and Training
- Traffic Policing

- Bomb Disposal
- Law and Order
- National Security
- Naval surveillance
- Defence and Security Planning
- Firearms Licensing
- Community Policing
- Parole Board

In the next four-year corporate period, the Ministry is expected to provide administrative services and policy, and program reforms to achieve the following development programs of the Executive Government;

- RSIPF Strengthening Program
- RSIPF and CSSI Infrastructure Program
- CSSI Rehabilitation and Reintegration Program
- National Security Program

2 MPNSCS CORPORATE AMBITIONS FOR THE PERIOD 2025-2028

This Corporate Plan builds on the previous Corporate Plan and strengthens its achievements. This Corporate Plan is a four-year plan that will allow the Ministry to realign its resources and corporate programs, and in the short term, MPNSCS hopes to adopt and follow a systematic approach towards the fulfillment of its vision, mission, and objectives. In the course of implementing this plan, the MPNSCS will fulfil its executive mandate through the administration and management of Key Result Areas (KRA) outlined in this Corporate Plan.



This Plan is structured around ten Key Result Areas (KRAs), which reflect the Ministry's core functions and strategic priorities. These KRAs are not goals in themselves but provide the organisational and operational domains through which the Ministry will pursue its strategic objectives. The KRAs align with the following divisions and areas of responsibility:

Key Results Areas	Objectives
I. Human Resources Management	To strengthen workforce capability and organisational effectiveness
II. Financial Management	To ensure transparent and efficient financial management
III. Infrastructure, Property and Logistic Management	To deliver reliable infrastructure, assets and logistical support
IV. National Security	To enhance coordination and implementation of national security policy
V. Border Security, Maritime Security	To strengthen border and maritime security systems and coordination
VI. Information and Assessment	To improve information collection, analysis and information sharing
VII. Strategic Planning, Policy Development and Management	To strengthen policy, planning and performance monitoring systems
VIII. MPNSCS Institutional Strengthening Reform Programs	To coordinate and deliver effective reform and capacity-building programs
IX. National UXO	To improve management and coordination of UXO risks and operations
X. Seif Ples	To enhance community safety through coordinated prevention initiatives



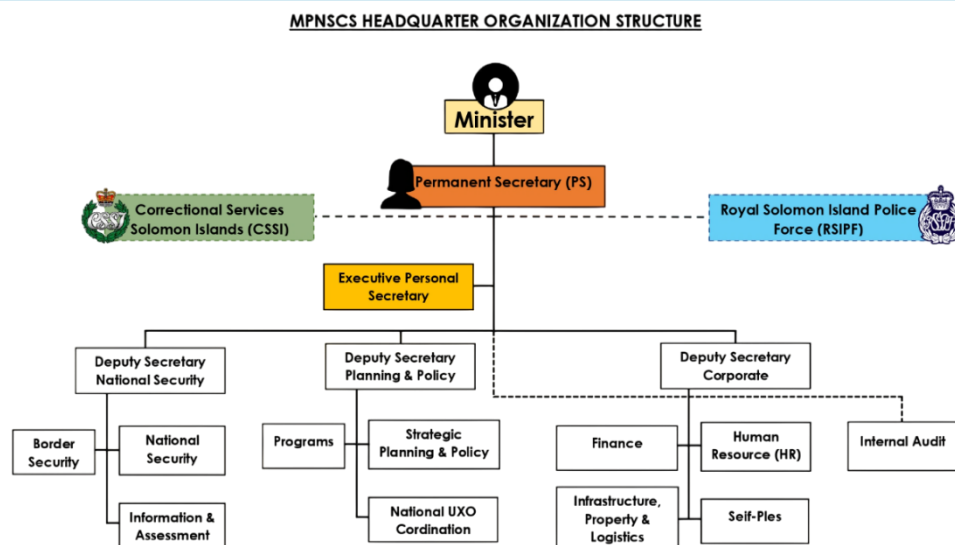
3 ORGANISATIONAL STRUCTURE

In response to a changing strategic environment, the Ministry has begun a vital phase of organizational reform to improve its institutional structure. Given a rapidly evolving security landscape marked by complex non-traditional threats, technological progress, and shifting regional dynamics, the Ministry is carefully updating its organizational structure. This proactive change is supported by broad workforce reforms to boost professionalism, develop specialized skills, and ensure resources are well aligned across all levels of administration. To maintain operational flexibility amid ongoing transformation and reforms,

the Corporate Plan specifies a functional structure that designates Heads of Divisions and sections, supported by specialized units or essential operational functions. Moving to a self-sufficient, progress-focused internal setup, the Ministry ensures its organizational framework is guided by institutional growth, operational readiness, and national security needs.

As of 2025, the MPNSCS has ten (10) functional divisions and units. It is from these divisions that the KRA's are derived. The complete organizational structure is provided below:

3.1 MPNSCS STRUCTURE



The Minister is the Political Head of the Ministry. The Permanent Secretary is the administrative and management head and is supported by three Deputy Secretaries (DSs). They are responsible for Strategic Planning and Policy, National Security, and Corporate Services. RSIPF and CSSI are featured in the structure to show the administrative, financial support, and overarching management role played by the Ministry towards the two agencies.

It is important to note that despite this organizational structure, the Ministry is currently progressing with work on a functional review. Upon completion, this exercise will enable the Ministry to adopt a revised organizational structure that positions it to effectively deliver its mandates and corporate support activities, enhancing service delivery to the people of the Solomon Islands.



3.2 MPNSCS WORKFORCE

The Ministry's approved establishment increased from 2,674 positions in 2024 to 3,011 positions in 2026. This establishment includes both training pool and supernumerary positions. The table below presents the approved establishment and staffing levels across the Ministry's agencies over the three-year period from 2025 to 2026.

MPNSCS Agency	Year-2026 Establishment	Year-2025 Establishment	Year-2024 Establishment
Headquarters & Administration	150	146	136
Correctional Service Solomon Islands	811	762	746
Royal Solomon Islands Police Force	2,050	1,918	1,792
Total:	3,011	2,826	2,674

4 GOVERNANCE AND MANAGEMENT SYSTEM

The mechanisms of governance, administration, and management in place for the Ministry and the two Agencies are:

- i. The Executive Management Board (EMB)
- ii. The Senior Management Team (SMT)
- iii. The Functional Coordination Cluster Groups (FCCG)
- iv. Joint Infrastructure Group (JIG)
- v. National Security Committees (NSWG/NBCC)

These groupings are crucial to the Ministry's functioning. They provide oversight and contribute to the governance of programmed activities of the Ministry and the agencies.

The Executive Management Board: The EMB consists of the Permanent Secretary and the Commissioners of Police and Correctional Services, respectively. The EMB is led by the Permanent Secretary and is responsible for providing strong leadership and policy directions to the ministry and its agencies. The team also provides direction to divisional heads to ensure that the two agencies are sufficiently resourced to execute government policies and programs. This group meets as and when the need arises regularly. Matters discussed in various cluster groups are forwarded to EMB for action at their level.

The Senior Management Team: The SMT includes the Permanent Secretary, Deputy Secretaries, and all Divisional Heads of the Ministry. This group meets monthly to discuss, provide, and hear updates from the various divisions. These updates assist the team in closely monitoring and assessing the progress of programs and provide updates and information to the EMB.

Functional Coordination Cluster Groups: The Functional Coordination Cluster groups consist of similar divisions across the ministry and agencies. These cluster



groups are currently active but need to be effective.

- Finance Management and Audit
- Human Resources Management
- Strategic Planning and Policy
- Infrastructure, Property, and Logistics

The National Security Division and the Border Security Unit have clustered with law

enforcement stakeholders across the government on their overarching security coordination role.

The cluster groups are essentially working with official teams of the ministry; therefore, their proactive roles in program delivery are crucial to the success of the corporate plan. The FCCG will update and realign work plans as and when required.

5 MANDATE AND FUNCTIONS

The previous Corporate Plan provides the baseline information for this 2025 -2028 Corporate Plan. This Corporate Plan is a five-year plan that allows the Ministry to realign its resources and corporate programs. In the short term, MPNSCS hopes to adopt and follow a systematic approach toward the fulfillment of its vision, mission, and objectives. In the course of implementing this plan, the MPNSCS will fulfill its executive mandate through the administration and management of Key Result Areas (KRA) outlined in this corporate plan.

There are ten KRAs with related objectives presented in this plan. These areas are

conceived from the main functions of the Ministry and its executive mandate.

By strategically developing and improving these corporate areas, the Ministry will continue to enhance its capacity in the long term. The implementation of this plan—programs, activities, timeframes, and reporting—will be the objectives related to the KRAs are successfully achieved in the timeframe of this plan, 2025-2028, it means the Ministry has delivered highly on the KRA's of this Corporate Plan. Outlined below are the mandates and functions of the Ministry Divisions.

5.1 HUMAN RESOURCE DIVISION

Human Resource Management is a core function within the MPNSCS Corporate Services, led by the Human Resource Manager (HRM), who reports to the Deputy Secretary Corporate Services. The Division is responsible for delivering effective, efficient, and strategic human resource management and administrative support across the Ministry departments and agencies. Its goal is to develop and sustain a professional, competent, and motivated workforce with the capacity to deliver the Ministry's mandate, uphold the rule of law,

and contribute to a safer, more secure, and prosperous Solomon Islands.

The key functions are;

Workforce Planning & Organisational Design – Develop and maintain an organisational structure aligned with the Ministry's strategic objectives.

Recruitment & Selection – Attract, assess, and appoint qualified personnel to meet operational and strategic requirements.



Training & Development – Implement targeted capacity-building programmes to ensure a competent and high-performing workforce.

Performance Management – Operate an effective appraisal system to drive productivity, accountability, and professional growth.

Regulatory Compliance – Ensure adherence to the Labour Act, Public Service Regulations, General Orders, relevant policies, and the Code of Conduct.

Compensation & Benefits Administration – Administration of payroll, benefits, and leave entitlements accurately and in a timely manner in consultation with Public Service and MoFT payroll.

Human Resource Information Management – Maintain accurate, secure, and up-to-date staff records.

Workplace Health & Safety – Promote a safe, healthy, and productive working environment.

Staff Welfare – Provide support services that enhance employee well-being and engagement.

Employee Relations – Foster respectful, inclusive, and harmonious relations between management and staff.

Secretarial and Clerical services – ensure efficient administrative support to the Executive management and to key strategic operational areas across the country.

5.2 FINANCE MANAGEMENT DIVISION

The Finance Division consists of three core units: Accounts, Procurement, and Internal Audit. The Accounts and Procurement Units are led by the Financial Controller, reporting to the Deputy Secretary Corporate Services, while the Internal Audit Unit operates independently under the leadership of the Chief Auditor.

Operating within the legal framework of the Public Financial Management Act 2013, the Public Financial (Procurement) Regulations 2021, Financial Instructions, General Orders, and other relevant policies, the Division upholds the highest standards of fiscal responsibility, transparency, and accountability. Its mission ensures transparent, accountable, and effective financial management that strengthens governance, builds public confidence, and supports sustainable service delivery in policing, correctional, and national security services

The core functions of the Accounts and Procurement units are;

- **Budget Planning & Coordination** – Lead annual budget preparation in alignment with strategic priorities.
- **Procurement Management** – Conduct transparent, timely, and compliant procurement of goods, works, and services.
- **Payments & Disbursements** – Process financial transactions, purchase requisitions, and imprests in compliance with statutory requirements.
- **Financial Control & Monitoring** – Implement controls to prevent misuse or mismanagement of resources.
- **Financial Information & Reporting** – Maintain accurate financial records and produce timely, reliable reports.



- **Financial Advisory Services** – Provide expert guidance for informed decision-making.
- **Support to Government Financial Strategy** – Contribute to national financial management reform initiatives.
- Conduct systematic reviews to strengthen accountability and efficiency.
- Ensure compliance with financial legislation, regulations, and best practice.
- Recommend improvements to financial controls, risk management, and organisational performance.

Internal Audit Unit key services include;

5.3 INFRASTRUCTURE, PROPERTY & LOGISTICS DIVISION

The Infrastructure, Property and Logistics Division (IPLD) is a core function under Corporate Services, responsible for the planning, coordination, delivery of sustainable, fit-for-purpose infrastructure, asset management, ICT systems, and logistical support in alignment with the Ministry's strategic objectives. These functions are essential for enabling effective policing, correctional, and national security operations.

The Division is led by a Director who also chairs the Joint Infrastructure Committee (JIC), a multi-agency body comprising representatives from MPNSCS Headquarters, RSIPF, CSSI, and the Ministry of Infrastructure Development (MID). The Committee provides governance, quality assurance, and oversight to ensure projects are delivered on time, within budget, and in compliance with required standards. Its goal is to deliver and maintain modern, compliant, and efficient infrastructure, assets, and logistics that enable operational excellence in policing, correctional, and national security services. The IPLD key functions are;

Infrastructure Project Delivery – Plan, manage, and oversee construction projects to ensure facilities meet operational and safety requirements.

Asset Management – Maintain, optimise, and monitor the lifecycle of Ministry assets to maximise value and service life.

ICT Support – Provide secure, reliable, and efficient information and communication technology systems to support operational effectiveness.

Logistics Coordination – Manage transport, fleet, and supply chain services to support operational readiness and continuity.

Legal & Regulatory Compliance – Ensure all projects adhere to building codes, occupational health and safety standards, and environmental laws.

5.4 STRATEGIC PLANNING & POLICY DIVISION

The Strategic Planning and Policy Division (SPPD) is responsible for supporting the Ministry and its agencies in implementing government priorities through strategic planning, policy development, monitoring and evaluation, and research. Led by the

Director of Policy and Planning and reporting to the Deputy Secretary Policy and Planning, the Division plays a central role in ensuring policy coherence, evidence-based decision-making, and alignment of corporate programs with national priorities.

**Core Functions:**

- Provide policy analysis, development and alignment of corporate programs
- Coordinate implementation of government policy priorities
- Support legislative policy development and review reforms
- Compile annual reports and provide regular policy implementation updates
- Provide technical support for planning and monitoring and evaluation
- Conduct research and analysis to inform policy and strategy
- Coordinate engagement with agencies and development partners
- Develop and implement the Ministry's M&E framework
- Manage data collection systems and standard operating procedures

5.5 PROGRAM COORDINATION DIVISION

The Program Coordination Division is responsible for overseeing and coordinating all institutional strengthening and reform programs to enhance policing, correctional and national security services. Led by the Program Manager and reporting to the Deputy Secretary Policy and Planning, the Division ensures that reform initiatives are effectively planned, implemented and aligned with the Ministry's strategic priorities.

Core Functions:

- Coordinate planning, implementation and monitoring of reform programs
- Ensure program governance, accountability and compliance
- Provide strategic leadership and guidance on reform initiatives
- Support executive decision-making through policy advice and analysis
- Coordinate stakeholder engagement across government and partners
- Monitor, evaluate and report on program performance

5.6 NATIONAL UXO COORDINATION OFFICE

The National UXO Coordination Office is responsible for coordinating and managing unexploded ordnance (UXO) activities in Solomon Islands, addressing legacy risks and strengthening national response efforts. Led by the Director of National UXO and reporting to the Deputy Secretary and

Permanent Secretary, the Division plays a central role in policy implementation, regulation, coordination and public awareness relating to UXO.

Core Functions:



- Coordinate all UXO-related activities at the national level
- Implement UXO policy and enforce national standards
- Regulate UXO survey, clearance and disposal operations
- Maintain the national UXO database and information systems
- Develop and deliver UXO awareness and advocacy programs
- Facilitate coordination with government, partners and operators
- Ensure compliance with relevant international treaties and conventions
- Develop policy, standards and legislative frameworks
- Monitor and evaluate UXO operations and ensure quality control
- Support capacity building and resource mobilisation efforts

5.7 NATIONAL SECURITY DIVISION

The National Security Division (NSD) is responsible for leading the coordination of national security policy, strategy and implementation through a whole-of-government approach. Working closely with government agencies, provincial authorities, the private sector and regional partners, the Division ensures that national security frameworks are responsive to emerging threats and aligned with the country's strategic priorities.

Core Functions:

- Develop, review and implement national security policies and strategies
- Provide strategic policy advice to the Minister and Executive Government
- Coordinate whole-of-government responses to security threats
- Strengthen national security coordination mechanisms and partnerships
- Support implementation of the National Security Strategy and related frameworks
- Facilitate engagement with law enforcement, provincial and regional stakeholders
- Identify policy gaps and support legislative and strategic reforms
- Oversee coordination across security, border and intelligence functions.
- Maintain working relations with respective law enforcement agencies.
- Liaise with the agencies towards an effective response to internal and external threats to the country's sovereignty and territorial integrity.

5.7.1 POLICY AND SECURITY UNIT

The Security and Policy Unit functions are;

- Coordination of National Security matters in the Ministry and with stakeholders.



- Lead the consultation of the Security Bills.
- Lead the implementation of the NSS
- Support drafting and progress of the MSS
- Support the establishment of the security secretariat at the OPMC.
- Initiate, engage and participate in programs or activities that address internal and external security interests of Solomon Islands.
- Facilitate Reviews and make recommendations to the National Security Committee on policy matters relating to National Security and the NSS.
- Oversee the functions to the National Security Working Group (NSWG).

5.7.2 NATIONAL BORDER SECURITY UNIT

The National Border Security Unit provides support and a coordination role in managing the Solomon Islands' national borders. Its mandate is to oversee the implementation of the National Border Security Strategy and support the law enforcement agencies in their role at the frontline. Also, developing a framework to support the National Border Strategy implementation review and coordination. The border security is also responsible for the NBCC which serves as a central coordination mechanism to support border security efforts. These are some of the key functions of the Division are;

- Strengthening border coordination management through participation of whole of government approaches (LEAs/Border Agencies and stakeholders)

- Review and make recommendations to the National Border Committee on policy matters relating to National Border Security.
- Develop and maintain a network with international Border security stakeholders.
- Provide secretariat support to the National Border Coordination Committee (NBCC).
- Maintain work relations with Border Security agencies and provincial governments.
- Provide strategic policy advice on border security-related matters.
- Coordinate the intelligence sharing among the law enforcement agencies.

5.7.3 INFORMATION AND ASSESSMENT UNIT

The Information and Assessment Unit was established in 2023. The unit was created purposely to support the area of intelligence and strategic assessment. The key functions of the unit are;

- Set up the frameworks that support the operational capability of the office
- Led the policies
- Led the recruitment process for the human resources capacity of the office
- Set up a collecting mechanism for intelligence within the division
- Collaborate with agencies for the sharing of information
- Support the national security council with a briefing
- Provide strategic assessment and briefing to the ministry executive on security matters.



- Liaise with the security secretariat at the Office of the Prime Minister and Cabinet.

5.7.4 MARITIME SECURITY UNIT

The Ministry is embarking on a new Maritime Security Strategy, which is a government flagship policy. The policy complements the National Security strategy and Border Security policy in addressing the challenges that. The Solomon Islands is a maritime country; safeguarding the maritime domain is critical to our sovereignty. The Maritime Security Unit will focus on governance of the MSS and implementing some of the key strategic actions.

Mandate and functions

- Coordination with Maritime agencies on national security maritime issues.
- Liaise with partner agencies to support in implementation of the MSS.
- Lead the strategic vision to establish a surveillance and maritime domain
- A hub that supports intelligence sharing and leads awareness on maritime domain risk and threats.
- Coordinate with regional partners on maritime security matters.
- Work with maritime agencies on the legal and policy framework to strengthen compliance.
- Create a mechanism for emergency responses to maritime national security emergencies.
- Management, planning, and budgetary support of the unit.

5.8 SEIF PLES

Seif Ples is a multi-sectoral service centre established in 2014 under a Memorandum of Understanding between the MPNSCS, the RSIPF, the Ministry of Health and Medical Services (MHMS), and the Honiara City Council (HCC). Operating for over a decade, the centre provides integrated support services to victims and survivors of sexual and gender-based violence (SGBV). MPNSCS and RSIPF play a central role in supporting its operations, including facility provision, staffing, and administrative and logistical support, while also contributing to the RSIPF's obligations under the Family Protection Act to assist affected persons in accessing protection and essential services.

Core Functions:

- Provide safe and secure temporary accommodation, including meals

- Facilitate access to medical care and referral services
- Coordinate case management and referrals to relevant agencies and service providers
- Support repatriation of survivors to home communities where appropriate
- Maintain and manage client data, including inputs to the National GBV Helpline
- Support monitoring and coordination of SGBV service delivery under SafeNet and national protection frameworks
- Data Collection and Monitoring: Seif Ples maintains comprehensive records of clients accessing its services, including data from the National GBV Helpline and accommodation



and medical services. This contributes to improve cross-sector delivery under SafeNet and national protection strategies.

6 ALIGNMENTS OF MPNSCS CORPORATE OBJECTIVES TO RSIPF AND CSSI ORGANIZATIONAL OBJECTIVES

The Royal Solomon Islands Police Force and the Correctional Services of Solomon Islands received direct policy, administrative, financial, and overarching management support from the MPNSCS. The two agencies also have their own Strategic Plans and Annual Business Plans to deliver on. In this corporate period, RSIPF has in place the RSIPF Strategic Directions 2026-2036, supported by its Annual Business plans, which are prepared annually. The CSSI has the CSSI Strategic Plan 2023-2026 and its related CSSI Annual Business Plans. These strategic plans were derived from

the objectives of the NDS 2016-2035, the Government policies aligned to developing and strengthening those institutions, and the corporate objectives of the organizations. At the Ministerial level, the MPNSCS offered the overarching management support to assist the agencies in reaching their corporate goals and deliver government policies reflected in the institutional outputs of these organizations. This support to the agencies is also reflected in this corporate plan through the various divisional objectives.

6.1 ROYAL SOLOMON ISLANDS POLICE FORCE (RSIPF)

The RSIPF is mandated to provide a safe, secure, and peaceful environment for the country's citizens.

Core Functions

- Maintain law and order: Uphold and enforce all laws of the Solomon Islands.
- Preserve the peace: Take all necessary steps to ensure public safety and a secure environment.
- Protect life and property: Safeguard citizens and their possessions.
- Prevent and detect crime: Actively work to prevent criminal activities and investigate crimes that occur.
- Apprehend offenders: Bring those who have broken the law to justice.



- Maintain national security: Address and manage national security threats, including border security.
- Assist court processes: Aid in the service and execution of court orders.
- Emergency response: Assist with emergencies and conduct land and marine search and rescue operations.



- Fire services: Manage fire prevention and suppression services.
- Explosive ordnance disposal: Handle explosive ordnance, a crucial

function in the post-conflict context.

- Dispute resolution: Assist in resolving disputes, often through community-led committees.

6.2 CORRECTIONAL SERVICES OF SOLOMON ISLANDS (CSSI)

The CSSI is committed to providing a professional, culturally appropriate, fair, equitable, gender inclusiveness, effective, and sustainable service to support the Solomon Islands law and justice system.

Core Functions

The five (5) core functions of the Correctional Service of Solomon Islands remain as:

- Prisoner management
- Work force management and development
- Resource management
- Governance
- Infrastructure

Goal:

- Safe, secure, and humane Environment
- Capability development through a professional, skilled, and valued workforce that embraces Gender equality and social inclusion
- Accountable and Sustainable cost-effective services and deliveries
- Improved Professional and corporate governance
- Developed infrastructure strategies and planning that provide “Value for money” outcomes and use of resources.





7 POLICY AND PROGRAM MATRIX (2025 – 2028)

The Policy and Programs matrix outlines the aspiration of the Ministry over the next corporate period, which is aligned to the GOVERNMENT Policy Priorities. It outlines the strategic goals, strategic objectives, programs, and key performance targets with expected timelines. The full matrix is provided as well below. In addition, the GOVERNMENT Policy Statements pertaining to MPNSCS are provided below;

NDS Objectives and Policy References (GOVERNMENT Policy Statement)	National Development Strategy (NDS) Objective 5: Unified nation with stable and effective governance and public order
	Medium Term Strategy (MTS) 15: Improve national security, law and order and foreign relations Effective coordination and collaboration with the Security Institutions

NATIONAL SECURITY STRATEGY 2025–2028

STRATEGIC GOAL	KEY OBJECTIVES
Goal 1: Enhance National Sovereignty and Territorial Integrity	1.1 Strengthen border security and surveillance to prevent illegal activities, including smuggling and unauthorized entry. 1.2 Collaborate with regional and international partners to bolster maritime security and protect the country's waters from illegal fishing and intrusion. 1.3 Implement robust policies to manage traditional border crossings while ensuring the safety and security of local communities.
Goal 2: Promote and Protect Internal Security and Social Cohesion	2.1 Address unresolved tensions and grievances through fully implementing the Townsville Peace Agreement and community-based reconciliation programs. 2.2 Develop and enhance community-policing strategies that foster trust and cooperation between law enforcement and local communities. 2.3 Strengthen the capacity of all national and local law enforcement agencies to respond effectively to security threats, including crime and civil unrest.



Goal 3: Safeguard Human Security and Well-being	3.1 Promote policies and programs that address the root causes of insecurity, including poverty, unemployment, and access to services. 3.2 Enhance disaster preparedness and response mechanisms to mitigate the impact of natural disasters and climate change on vulnerable communities. 3.3 Support initiatives to protect human rights, particularly for marginalized and at-risk populations. 3.4 Promote Gender equality and empowerment of women and youth in peacebuilding and conflict resolution.
Goal 4: Strengthen National Governance and Institutional Frameworks	4.1 Build public trust and accountability and foster good governance and transparency within national security institutions. 4.2 Establish a coordinated national security framework integrating various government agencies, civil society, and local communities in security planning and implementation. 4.3 Enhance legal and regulatory frameworks to address emerging security challenges, including those related to technology, cyber threats, and organized crime.
Goal 5: Build Resilience against External Threats and Influences	5.1 Enhance diplomatic relations and security cooperation with regional, bilateral, and other global partners to address transnational threats like terrorism and trafficking. 5.2 Develop a comprehensive strategy for managing potential threats linked to the Citizenship by Investment and Ship Registration schemes, ensuring rigorous vetting and oversight. 5.3 Engage in regional security dialogues and initiatives to promote stability and peace in the South Pacific.

MPNSCS WORK PROGRAMS MATRIX

MPNSCS CORPORATE PLAN 2025 – 2028

POLICY AND PROGRAM MATRIX

PROGRAMME ACTIVITIES	PERFORMANCE TARGETS / MILESTONES	TIMEFRAME
HUMAN RESOURCE MANAGEMENT		
<i>Strategic Objective: TO STRENGTHEN WORKFORCE CAPABILITY AND ORGANISATIONAL EFFECTIVENESS</i>		
Strategic Functional Review of MPNSCS organisational structures, systems and operations	• Assessment of organisational structure, systems and operations • Preparation of the recommended improvements report • Completion of approval processes • Updating of job descriptions	2025-2028
Talent Acquisition and Retention Strategy development and implementation	Revised recruitment procedures	2025-2028
Audit of the Workforce Establishment (Registry) and Payroll positions	Accurate alignment of position numbers, placement and corresponding payroll benefits	2025-2028
Improvement of terms and conditions of Service	• Transition of selected Management position onto fixed-term performance contract completed • An internal recognition system developed and approved	2026-2028
Review and Implementation of the Civilianization Program for RSIPF/CSSI	Qualified staff in key administration and technical positions recruited	2025-2028

PROGRAMME ACTIVITIES	PERFORMANCE TARGETS / MILESTONES	TIMEFRAME
Staff Training and Development Policy/Plan establishment and implementation	• Scope and draft staff training and development policy • Endorsed and implemented policy • Draft and endorsed implementation plan	2025-2028
Introduction of Induction program for Civilian staff	Design, approve and implement structured onboarding for new staff	2025-2028
Modernization and Accreditation of the Police Training Academy	• Strategic HR input into planning, training designing, policies and governance processes for the new Police Academy • Registered and accredited New Recruit Training curriculum	2025-2028
Development and implementation of Workplace OH & Safety Policy and disaster Response SOP	• Developed, approved and implemented OH and safety policy and Disaster Response SOP	2026-2028
Introduce a Human Resource Information System Management	• Successful development, approval and roll-out of new system	2025-2028
Introduction of Biometric attendance management system	• Successful development, approval and roll-out of new system • Improve attendance monitoring and reporting accuracy	2025-2028
Transition to a digital registry and records management system	• Successful scoping, design, approval and roll-out of digital registry	2025-2028
FINANCE OPERATIONS <i>Strategic Objective: TO ENSURE TRANSPARENT AND EFFICIENT FINANCIAL MANAGEMENT</i>		

PROGRAMME ACTIVITIES	PERFORMANCE TARGETS / MILESTONES	TIMEFRAME
Develop and institutionalize internal capabilities to effectively lead and sustain an annual, evidence-based budget planning process for MPNSCS.	• User-friendly budget guidelines for Managers, formulated and socialised. • Ministry budget committee terms of reference reviewed and strengthen	2025-2028
Strengthen internal governance frameworks, controls, and accountability mechanisms for effective and transparent imprest management.	• Established robust management policies, internal controls, dedicated bank accounts • Mandatory training protocols established for all imprest staff • Timely acquittal of public money (imprest)	2025-2028
Streamline and optimize internal payment work-flows and approval mechanisms to enhance efficiency and operational efficiency	• Internal work flow and approval mechanisms reviewed and approved • Reduced average processing time and bottlenecks	2025-2028
Expansion of Financial support services to Provincial level	• Approval of structure • Qualified financial officers are permanently deployed to provincial operational centres. • Improved financial support and compliance	2025-2028
Design and implementation of a comprehensive procurement capacity strengthening program	• Approval of new structure • Staff attained relevant competency benchmarks in procurement • Structured Ministry-wide awareness initiatives	2025-2028

PROGRAMME ACTIVITIES	PERFORMANCE TARGETS / MILESTONES	TIMEFRAME
Strengthen Governance on Special Funds Management	- Reviewed Policies governance structure and operational Procedures - Improved transparency and accountability of funds	2025-2028
Review Revenue Collection point	- Presentation of report on existing and propose revenue collection points - Approved and implemented revenue collection	2025-2028
Design, implement, and institutionalize a risk-based, comprehensive internal audit plan.	- Audit plan developed, approved and implemented. - Regular compliance and operational audit in high-risk areas documented and reported. - strengthen governance, accountability, and ensure compliance across MPNCS operations.	2025-2028
PROPERTY & INFRASTRUCTURE DEVELOPMENT AND MANAGEMENT <i>Strategic Objective: TO DELIVER RELIABLE INFRASTRUCTURE, ASSETS AND LOGISTICAL SUPPORT</i>		
MPNCS Infrastructure Strategic Plan development	- Comprehensive plan and long-term maintenance developed - Approved for implementation	2025-2028
Project Coordination and Delivery Framework development	- Consulted and developed process - Process endorsed and implemented	2025-2028
Monitoring, Evaluation, and Quality Assurance implementation	Strengthened project oversight through effective monitoring, evaluation and quality processes of Project coordination	2025-2028

PROGRAMME ACTIVITIES	PERFORMANCE TARGETS / MILESTONES	TIMEFRAME
Strengthen and modernize asset management and logistics systems to enhance operational efficiency, accountability, and lifecycle management across MPNSCS	• Formalized and expand structure for Property & Logistics unit • Asset Management Policies & Procedures developed, and approved • Successful installation and roll-out of an asset management system • Successful installation and roll-out of a vehicle tracking system	2025-2028
Modernize and standardize building plans for future-ready infrastructure development.	• Standard building plans development and approved • Achieved compliance with national building codes, safety, and environmental standards	2025-2028
STRATEGIC PLANNING & POLICY DEVELOPMENT AND MANAGEMENT <i>Strategic Objective: TO STRENGTHEN POLICY, PLANNING AND PERFORMANCE MONITORING SYSTEMS</i>		
Ministry's Corporate Plan and Directions development and implementation	• Formulated, consulted, reviewed, and executed the Ministry's Annual Work Plan • Aligned, approved, and implemented operational work plans across all Ministry divisions • Developed and utilized Program Tracking Matrix templates to monitor progress	2025-2028

PROGRAMME ACTIVITIES	PERFORMANCE TARGETS / MILESTONES	TIMEFRAME
Policy development and implementation	• Strengthened institutional governance through the application of evidence-based policies • Conducted comprehensive stakeholder consultations • Executed targeted research initiatives • Finalized and secured endorsements for key policy papers • Produced high-quality policy briefs	2025-2028
Undertake Legislative and organizational Reform initiatives	• Completed the legislative review of the Police Act (2013), Correctional Act (2007), and the Dangerous Drugs Act • Finalized the development of the National Security Bill, Information and Assessment Bill, National UXO Bill, and Maritime Security Bill • Conducted stakeholder consultations • Convened regular Legislative Inter-Agency Committee meetings • Submitted Legislative Policy Papers, Bills, and drafting instructions to the Cabinet for endorsement • Parliament passed all related legislation	2025-2028
Establish a Monitoring and Evaluation framework	• Established and deployed a comprehensive M&E framework to systematically measure and report on development programs and policy priorities • Utilized the M&E framework to track, assess, and report on progress	2025-2028

PROGRAMME ACTIVITIES	PERFORMANCE TARGETS / MILESTONES	TIMEFRAME
Capacity Building programs implementation	• Implemented targeted capacity-building programs to enhance organizational capabilities • Relevant staff completed specialized training in policy development, monitoring, and evaluation	2025-2028
BORDER SECURITY UNIT <i>Strategic Objective: TO STRENGTHEN BORDER AND MARITIME SECURITY SYSTEMS AND COORDINATION</i>		
Review the National Border Strategy (NBS) & Implementation Plan	• National Border Strategy (NBS) fully implemented by the Solomon Islands government and stakeholders • Implementation Plan fully operational	2025-2027
Policy Framework development and implementation	• Consultation completed with key LEAs and Border agencies • Developed policy framework • Endorsed policy framework • Collaboration with key LEAs and Border agencies strengthened	2026-2028
Implementation of border agreements	• Strengthened National Border Security Management and control through existing bilateral partnerships • Consulted and signed agreements with new partners	2025-2028
Improve Border infrastructure development at the International Port of Entries	Established advanced infrastructures at borders and international ports of entry (Honiara, Noro & Munda)	2026-2028
Border Security capacity development & training program	• Staff trained in specific border training programs • Skilled and capable workforce across border agencies	2026-2027

PROGRAMME ACTIVITIES	PERFORMANCE TARGETS / MILESTONES	TIMEFRAME
Improve legitimate trade and travel across borders and develop expansion plan	• Approved Trade, movement, and services facilitated within prescribed legislations • Full implementation of MOU agreements from security LEAs • Consultation and scoping completed on trade Expansion Plan • Developed and approved Expansion Plan • Implementation of possible trade arrangement with SI border provinces, Vanuatu and PNG	2026-2028
NBCC coordination strategies implementation	Strengthened coordination and collaboration between NBCC stakeholders/members	2025-2028
NATIONAL SECURITY DIVISION <i>Strategic Objective: TO ENHANCE COORDINATION AND IMPLEMENTATION OF NATIONAL SECURITY POLICY</i>		
Formulate and implement internal policies to streamline operational roles	• Policy Development Completion • Finalize and implement at least 4 internal policies by the end of year 2	2025-2028
National Security Working Group (NSWG) Annual Work Plan development	• Annual Work Plan developed and approved • Documented NSWG meetings consistently undertaken for each of the 4 quarters with documented outcomes • Improved sustainable dialogue	2025-2028

PROGRAMME ACTIVITIES	PERFORMANCE TARGETS / MILESTONES	TIMEFRAME
Establishment of the National Security Council (NSC) and Advisory Board	• Approval of the formal establishment and appointment of NSC members • Complete consultation, development and approval of ToR/MOU and annual work plan • Documented administrative support provided to the OSA/Secretariat (PMO)	2025-2028
Provincial security committees (PSC) development and implementation	• Complete consultation with provincial governments • Submission of consultation report • Provincial Security Committees established/appointed with clear ToR approved	2025-2028
National Security Bill development and Policy formulation	• Engage with regional partners for study tour • Legal Policy Paper Draft completion • Completed the drafting of the Instruction of the National Security Bill • Developed and executed policy outline for consultation • Nationwide consultation completed • Drafting instructions completed • Bill passed in parliament	2025-2028
Enhance bilateral intelligence relationships	Documented International Partnerships, at least 5 new collaborative agreements with foreign intelligence agencies by the end of Year two	2026-2028

PROGRAMME ACTIVITIES	PERFORMANCE TARGETS / MILESTONES	TIMEFRAME
Organize training programs for NSD personnel in regional security agencies	- Completed 3 joint technical training programs or workshops with international partners by year four - Professional development program implemented	2025-2028
Joint Resource Coordination and Threat Interventions	Approved operational resources and critical assets are mobilized and delivered to LEAs and collaborative line ministries within timelines for emergency threat responses	2025-2028
Implement strategies for recruitment of qualified personnel into NSD	- Completed bid submission on workforce needs - Recruited and onboarded a minimum of 10 new positions in the NSD within the second year	2025-2028
Conduct strategic assessments to identify and analyze security threats	- Completed assessment - Strategic Assessments Produced: Delivered an annual report on strategic risks providing actionable insights	2025-2028
NATIONAL UXO COORDINATION DIVISION <i>Strategic Objective: TO IMPROVE MANAGEMENT AND COORDINATION OF UXO RISKS AND OPERATIONS</i>		
Development of National UXO Bill	- Completed nationwide stakeholder consultations - Finalized the National UXO Legislative Policy Paper and Consultation Report - Completed a validation workshop, finalized drafting instructions, and submitted bill to the Cabinet	2025-2028

PROGRAMME ACTIVITIES	PERFORMANCE TARGETS / MILESTONES	TIMEFRAME
Development of National UXO Strategic Plan	• Established the UXO Accreditation and Provincial UXO Committees • Review the National UXO Standard, and draft key policies for Land Release, Quality Assurance, and Victim Assistance • BAC National Clearance Concept, a Risk Rapid Assessment Tool, and coordinate surveys • Finalized MOUs with GICHD and Laos NRA/UXO	2025-2028
Establishment of Solomon Islands IMSMA Core Information Management system	• Built and implemented the full IMSMA Core system, including data collection tools, specialized workflows/dashboards • Integrated AI assistance (via GICHD), built concept note for Risk Assessment Tool, and developed SOP • Built and launched website and officially rolled out the system	2025-2028
Community Risk Education & Awareness Program	• Fully implemented a nationwide UXO risk education and awareness campaign using tailored packages • Submitted comprehensive risk assessment reports for highly contaminated areas • Secured approval and delivered short-term IMAS training packages via GICHD	2025-2028
MPNSCS REFORM PROGRAMS <i>Strategic Objective: TO COORDINATE AND DELIVER EFFECTIVE REFORM AND CAPACITY-BUILDING PROGRAMS</i>		
Program Coordination Unit establishment	Office fully established and operational	2025-2026

PROGRAMME ACTIVITIES	PERFORMANCE TARGETS / MILESTONES	TIMEFRAME
Develop RSIPF Standard Operating Procedure (SOP) for civil disturbances	Standard Operating Procedures (SOP) developed, approved and implemented	2025-2026
Develop a Policy and Management system for RSIPF mobility and communication assets	• Scoping review conducted • Stakeholder consultation conducted • Policy drafted • Policy approved and disseminated	2025-2026
Strengthen the RSIPF and CSSI by establishing a civilianization program	Program review and roll-out	2025-2026
Establish a Donor Support Coordination Unit in the MPNSCS	Program Management Unit fully staffed and functional	2025-2026
Review the Procession and Public Assemblies Act	Revised Procession and Public Assemblies Act	2026-2027
Develop Policy Paper to strengthen discipline in the RSIPF, CSSI and other Disciplined Forces	• Scoping review conducted • Stakeholder consultation conducted • Draft Policy paper on RSIPF and CSSI Discipline Act produced	2026-2027
Obtain a legal clarification from the Attorney General's Chambers regarding foreign advisors	Formal clarification from AG's Chamber received and follow-up action plan developed	2026-2027
Draft and enact Private Security Act, conduct consultations and legislative processes	Established clear legal framework for the private security sector through the drafting and enactment of a Private Security Act, supported by stakeholder consultations and legislative processes.	2026

PROGRAMME ACTIVITIES	PERFORMANCE TARGETS / MILESTONES	TIMEFRAME
MARITIME SECURITY UNIT		
<i>Strategic Objective: TO STRENGTHEN BORDER AND MARITIME SECURITY SYSTEMS AND COORDINATION</i>		
Undertake feasibility studies in collaboration with national agencies and partners	• Feasibility studies completed and report produced • Established inter-agency working group – Maritime	2026-2027
Developing enabling legislation	Legislative work progressing	2026-2028
Office establishment and Resource allocation	• Office fully established and operational • Developed and approved procurement plan • Procurement of resources approved, processed and collected	2025-2028
Undertake the recruitment needs of the unit	• Bid submission completed and approved • Unit fully staffed	2025-2028
Commissioning, developing SOPs, and undertaking simulations	Commissioning completed, SOPs development, and simulations occurred	2027-2028
INFORMATION & ASSESSMENT		
<i>Strategic Objective: TO IMPROVE INFORMATION COLLECTION, ANALYSIS AND INFORMATION SHARING</i>		
Capacity building and human resource development	• Skilled workforce established • 18 staff within the IA Division	2025-2028

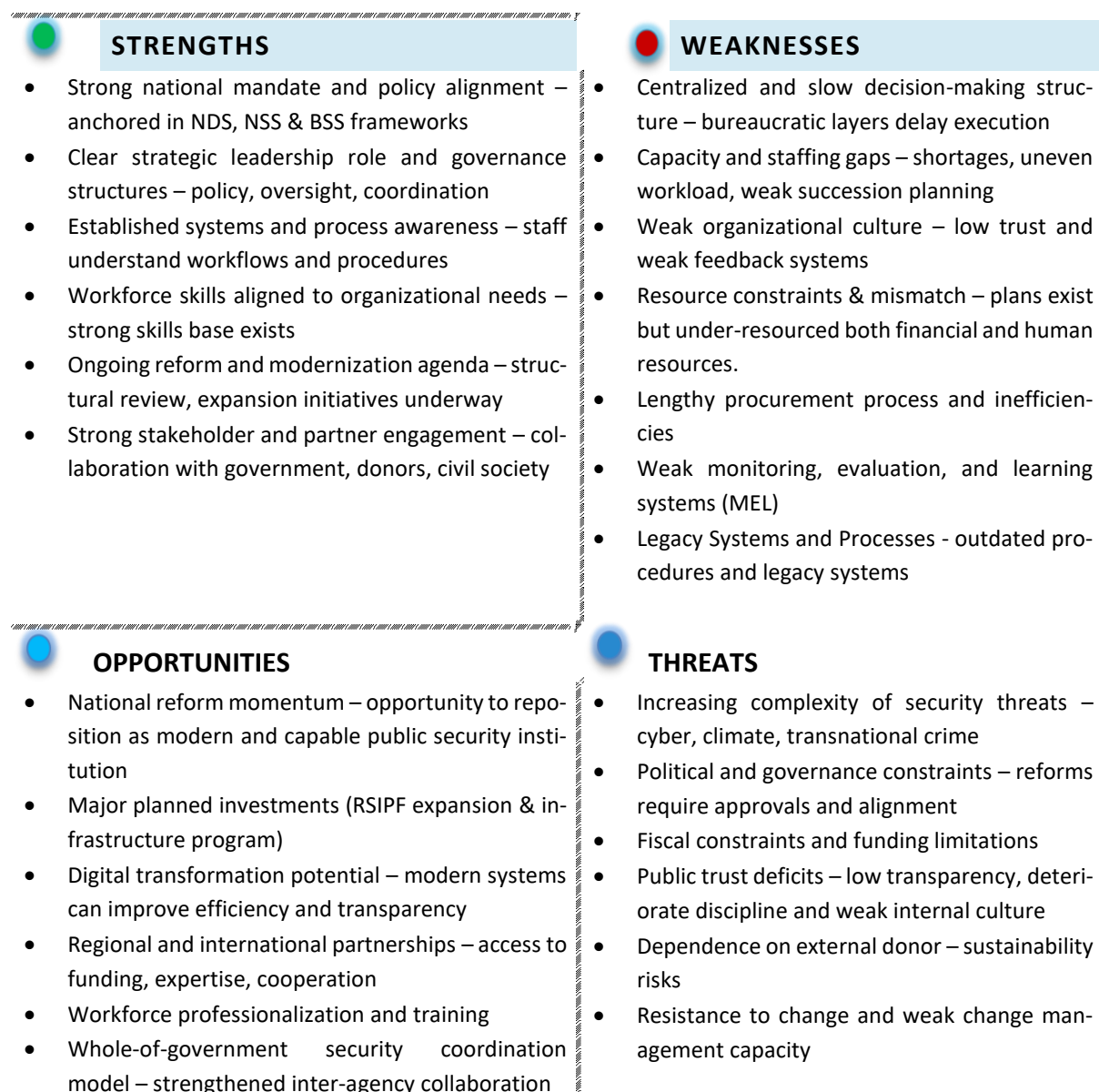
PROGRAMME ACTIVITIES	PERFORMANCE TARGETS / MILESTONES	TIMEFRAME
Institutional establishment and legal framework development	• IA Legal mandate and framework established and operationalised • Established intelligence sharing protocols • Higher satisfaction among government leaders with intelligence quality • Ethics and compliance programs implemented	2025-2028
Infrastructure and Security System Development	• Use of protective security and protocols installed, approved and implemented • Increased use of data-driven and predictive intelligence • Upgraded IT infrastructure for secure data storage • Early-warning systems installed and launched	2025-2028
Explore Intelligence certification training and programs	• Staff training needs submitted • Increased skilled personnel	2025-2028
Improve Intelligence governance	• Develop internal operational policy guidelines • Policies approved, completed and implemented	2025-2028
SEIF PLES <i>Strategic Objective: TO ENHANCE COMMUNITY SAFETY THROUGH COORDINATED PREVENTION INITIATIVES</i>		

PROGRAMME ACTIVITIES	PERFORMANCE TARGETS / MILESTONES	TIMEFRAME
Review of the MOU and organisational structure	• Complete consultation with key partners • Updated MoU and revised organisational structure • Revised partner roles and responsibilities reflected in MoU with clear budget • Improved SP governance structure- BOT, management and operation	2025-2028
Expanding collaborations and partnerships with partners, stakeholders, donors and provincial entities	• Effective partnership Model scoped, developed and roll out • Established a pool of supporting stakeholders and donors • Improved referral network with safenet members and supporting partnerships with NGOs	2025-2028
Improving dedicated services to GBV Survivors	• Consultation completed with key partners • Evaluation of SP Services delivery completed • Completed evaluation report submitted	2025-2028
Review Seif Ples Induction Manual	• Review conducted and completed • Inductions for newly recruited staffs/refresher for permanent staff	2025-2028

8 SWOT ANALYSIS

The diagram below presents **Strengths, Weaknesses, Opportunities** and **Threats** (SWOT) analysis of the Corporate Plan for the MPNSCS. In any circumstance, there has to be a set course, direction, or vision developed as to how these programs and projects can be accomplished. For the Ministry, this analysis laid the foundation of the pathway through which the Ministry will take its course within the next four years.

Figure 1: Diagram below showing SWOT Analysis



9 RISKS AND MANAGEMENT

The Ministry of Police, National Security and Correctional Services are expected to encounter some challenges in meeting the objectives of this Corporate Plan 2025 - 2028. The Ministry will likely encounter risks in:

- Inadequate Human Resources to meet the increasing demand of programs and activities.
- Delay of Funds from the Treasury.
- Absenteeism and laxity attitude to work by officers.
- Poor networking and communication between dependent stakeholders and provinces.
- Lack of commitment and funding support from the government.
- Non-consideration M&E reports and performance improvement measures.

- Inadequate data collection, reporting, collation, storage, and usage for program support.

Measures to alleviate these risks include:

- Officials to undertake appropriate capacity training.
- Increase the Human Resource establishment with recruitment for strategic support areas.
- Utilizing more effective procurement planning to reduce delays in acquiring funds.
- Prudent management of the Ministry's Budget.
- Apply additional reinforcement to Agencies to increase the standard of service in agencies.

10. PERFORMANCE ASSESSMENT AND REPORTING

The Ministry recognises that the successful implementation of this Corporate Plan is subject to a range of operational, financial and strategic risks. To manage these, the Ministry will adopt a structured risk management approach that includes the identification, assessment and regular review of risks at both divisional and corporate levels, with mitigation measures integrated into Annual Work Plans.

Implementation progress will be monitored through a defined reporting cycle comprising quarterly divisional performance reports, bi-annual corporate performance reviews, and an annual consolidated performance report. These processes will track progress against Key Result Areas, objectives and performance indicators, and will be supported by routine monitoring and evaluation activities.

Findings from performance monitoring and risk assessments will be systematically reported through existing governance structures, including the Executive Management Board and Senior Management Team, to inform timely decision-making, resource allocation and any necessary adjustments to priorities, programs or implementation strategies over the 2025–2028 period.

APPENDIX 1: MPNSCS WORK LOCATIONS – HQ, POLICE STATIONS & CORRECTIONAL CENTRES

