

*Government of Sierra Leone*



**MANAGEMENT AND FUNCTIONAL REVIEW  
OF THE  
MINISTRY OF INTERNAL AFFAIRS**

**Project : Management and Functional Reviews Across the Full Range of  
Government of Sierra Leone Ministries**

*Sponsored by*  
**DFID CNTR 04 5564**

**Consultation  
Draft**

**Authors:**

**Alpha Sesay GRS Consultant  
Matthew Beckhio, PAI Consultant  
Priscilla Kanneh PAI Consultant  
Paul Nartey , PAI Consultant  
Stephen Catchpole PAI Consultant**

**Governance Reform Secretariat**  
*supported by Public Administration International  
in partnership with CoEn Consulting*

**Freetown, January 2007**



**PAi**

**GOVERNANCE  
REFORM  
SECRETARIAT**

**TABLE OF CONTENTS**

GLOSSARY ... ..

EXECUTIVE SUMMARY ... ..

SUMMARY OF RECOMMENDATIONS ... ..

MAIN REPORT

1.0 INTRODUCTION ... ..

2.0 TERMS OF REFERENCE ... ..

3.0 APPROACH TO THE STUDY ... ..

4.0 RESPONSIBILITY

5.0 ACKNOWLEDGEMENTS

6.0 OVERVIEW OF PRESENT ARRANGEMENTS

7.0 ANALYSIS AND RECOMMENDATIONS

8.0 INSTITUTIONAL ARRANGEMENTS FOR MANAGING CHANGE AND CHANGE PROCESSES.

**APPENDICES**

APPENDIX 1 - Copy of Questionnaire ... ..

APPENDIX 2 – List of People Consulted ... ..

APPENDIX 3 - Staff List (Inventory) ... ..

APPENDIX 4 – Documents and Publications Examined ... ..

APPENDIX 5 – Current Organisational Structure of MIA ... ..

APPENDIX 6 – Proposed Organisational Structure of the MIA ... ..

APPENDIX 7 – Essential Equipment List ... ..

APPENDIX 8 - Job Descriptions ... ..

**FIGURES**

Figure 1 - Staff Types ... ..

Figure 2 – Types of Qualifications ... ..

Figure 3 – Staff Age Profile ... ..

## **GLOSSARY OF ABBREVIATIONS AND ACRONYMS**

DCA	-	District Chief Administrator.
DFID	-	UK Department for International Development
DISEC	-	District Security Committee
ESO	-	Establishment Secretary's Office
GBAA	-	Government Budget and Accountability Act of 2005
GoSL	-	Government of Sierra Leone
GRS	-	Governance Reform Secretariat
HRM	-	Human Resource Management
HRMD	-	Human Resource Management and Development
HRMO	-	Human Resource Management Office.
IRMT	-	International Records Management Trust
IT	-	Information Technology
JSDP	-	Justice Sector Development Programme
MDAs	-	Ministries, Departments and Agencies
MFR	-	Management and Functional Reviews
MIA	-	Ministry of Internal Affairs
MTEF	-	Medium Term Expenditure Framework
ONS	-	Office of National Security
PAI	-	Public Administration International
PROSEC	-	Provincial Security Committee
PRSP	-	Poverty Reduction Strategy Paper
PS	-	Permanent Secretary
RMT	-	Records Management Team
RSA	-	Royal Society of Arts
SES	-	Senior Executive Service
SILSEP	-	Sierra Leone Security Programme
SLP	-	Sierra Leone Police

## **EXECUTIVE SUMMARY**

1. As part of the Government of Sierra Leone's (GoSL's) programme to promote good governance in the management of the public services in order to restore efficiency and improve service delivery to the population, the UK Department for International Development (DFID) commissioned a series of pilot Management and Functional Reviews (MFR) of five key Ministries in 2002. These reviews were endorsed by the Steering Committee on Good Governance, and their recommendations approved by Cabinet in 2002. The GOSL requested a re-review in 2005 of these five ministries and a review of all remaining ministries in the light of major changes affecting the proposed restructuring arising from the impact of the Local Government Act 2004, and the implementation of the devolution process.
2. Following on from these initial reviews, DFID is funding reviews across all Government Ministries over a three-year period 2005-2007. These new reviews are part of an integrated programme funded by DFID and delivered by Public Administration International (PAI) with its partners the International Records Management Trust (IRMT) and CoEn Consulting. The wider programme includes modernizing the Establishment Secretary's Office to create a Human Resources Management Office (HRMO) and a Records Management (RM) component supported by PAI in partnership with the International Records Management Trust (IRMT). This Report covers the Management and Functional Review (MFR) of the Ministry of Internal Affairs (MIA).
3. The Ministry of Internal Affairs is classified as one of the key Ministries in Sierra Leone in view of its strategic role in overseeing the agencies involved in co-ordinating the policy and strategy for ensuring the maintenance of internal safety and security. Indeed, the Ministry is considered by many as the cornerstone of security and considered very important in Government machinery. There are a number of security institutions (Agencies) for which the Ministry is responsible. These are the Sierra Leone Police, Prisons Department, Immigration, National Fire Force and the National Registration Secretariat.
4. 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. Successive changes in structure and allocation of responsibilities to outside agencies have given rise to a strengthening of these individual institutions' autonomy whilst inadvertently undermining the relevance of the central role of the MIA. In essence the MIA appears to all intents and purposes to be defunct and unable to provide a fully comprehensive oversight mechanism for this important sector. Some provisions in the laws have as a consequence become obsolete and need revision to make them relevant to the present day needs of the Ministry in particular and the country in general. It could be said that the significant development of agencies such as the Police negates the need for the MIA to continue in its present form. However there is a need for a permanent civil regulatory framework and a means of providing adequate political oversight.

5. The core mandate of the Ministry does not overlap or conflict with any function of any other Ministry, Department, Agency or Commission. However, there is the need to clarify the roles and relationships that exists between the Ministry and the various Security Institutions reporting it, to ensure a synergy. The environment in the security sector has significantly change in recent years with the emergence of global terrorism and cross border trafficking of goods and people which impacts on the responses required by the agencies dealing with internal security. The Office of National Security (ONS) is a relatively new organization and has strategic links with the MIA due to the inter-relationship of internal safety and security and these wider national and external parameters. It is important that MIA rebuilds its ability to work on the former issues with the security agencies so that a co-ordinated response to national security is developed.
6. The current mission statements of the Ministry are not comprehensive or focused sufficiently in these areas to provide a clear direction for the Ministry. We have provided a suggested mission statement for consideration by the Ministry which reflects its relevance of this environment to the provision of the integration of a strategic policy framework for the sector, the agencies working in it and for ensuring effective policy implementation is monitored and reported to the Minister.
7. A number of critical functions of the Ministry are missing from the listed by Gazette No 73 of 2002, the MTEF Document and the PRSP. Notably Policy Development and Strategic Planning, Monitoring and Evaluation, Research and Statistics among others. These functions are central to the operations of the Ministry.
8. The present organization structure of the MIA is based on the traditional Civil Service structures, procedures, and conditions of service is disorganised and inadequately resourced (human and capital) to drive the Ministry in the new direction required to fulfil its purpose. . Underlying this dysfunctionality is the ambiguity in the role of the MIA in an effective policy process. This has critically weakened strategic analysis and planning the latter being almost non existent leading to an inability to deliver the appropriate co-ordination and integration of an effective service response across the sector. Where planning and policy making exists it is ad hoc, reactive and does not provide direction or support for the senior tier and political leadership of the Ministry. An appropriate organization structure has been recommended for adoption by the Ministry. The qualities and characteristics of the recommended structure have been outlined and discussed with the top echelon of the Ministry who has accepted its merits. Furthermore, the recommended structure complies with the Architecture of Government Review Blueprint. The recommended structure moves the MIA to a two Directorate system. These are the Policy Development and Strategic Planning Directorate the main core function for service co-ordination and policy development and the Administration and Finance Directorate including Human Resource Management.
9. The Ministry has reduced to such an extent that policies and practice in human resource and records management have fallen into disrepair. We have stressed that records and information management are critical issues that cut across the Ministry and its agencies. We have recommended the need for revamping the registry and records keeping systems

with assistance from the RM office and the introduction of a central information management unit as part of the Policy and Planning Directorate to assist in co-ordinating and drawing together an integrated strategy for the sector.

10. The current operating staffing structure is limited to a handful of senior professional/administrative staff supported by junior support staff with limited calibre and skills through lack of development who are underutilized as a consequence.

11. The Ministry requires an immediate injection of quality qualified staff to jump start a renaissance in internal security and safety policy development and strategic planning and co-ordination.

12. A full summary of our recommendations on strengthening the Ministry's own internal administrative apparatus is presented overleaf and includes the following in priority order:

- Strengthening the Senior Management team as a priority
- Revising and updating the statutory framework governing MIA's operations and making them relevant to the present day
- Revising of the functions and organisation structure
- Clarifying MIA's relationship with its partner Security and Safety Institutions
- Using the new Policy Development and Strategic Planning Directorate to lead MIA in its planning and budgets prioritization processes
- Revamping relationship management processes with stakeholders and public
- Ceding the decentralized functions of the Ministry to other appropriate agencies or institutions
- Review of existing staff inventory and staffing arrangements
- Strengthening HRM functions and revamping records and information management
- Identifying priority equipment needs
- Creating institutional arrangements for managing change and change processes

13 We believe that these measures will revitalize the MIA to enable it to fulfil the role of strategic co-ordination of the sector, provide the appropriate mechanisms for support the security and safety agencies to provide relevant and timely data upon which the Ministry can act in its policy development and advice to the Minister and other stakeholders and ensure that the service delivery systems are monitored and evaluated to ensure efficient and effective delivery of the policy mandates.

## SUMMARY OF RECOMMENDATIONS

For ease of reference recommendations are grouped under the broad headings in line with the Terms of Reference. Each recommendation is cross referred to the main body of the report containing the relevant analysis

### A. Statutory Framework and Mandate Recommendations

1. **We recommend** that all the obsolete laws, regulations and conventions be reviewed, updated and made relevant to the security and safety needs of Sierra Leone and its global dimensions (paragraph 7.04)
2. **We recommend** that relationship between the Ministry and the various institutions under its aegis work collaboratively in clearly defining their respective roles to facilitate effective coordination of security directives and policies. (paragraph 7.06)
3. **We support** the present vision of the Ministry as focuses on aspiration and inspirational priorities. (paragraph 6.08 and 7.08)
4. **We recommend** for consideration the following Mission Statement for the Ministry of Internal Affairs:

*The Ministry exists to ensure the maintenance of internal security and protection of the international borders and the peaceful development within the law, of Sierra Leone. We do this by reviewing, formulating, and evaluating policies and monitoring, implementing and creating the enabling environment for relevant agencies to deliver services relating to the registration of all manner of persons; protection of life and property; preventing and mitigating effects of disaster; immigration control; prevention and detention of crime; ensuring safe custody and facilitating the reformation and rehabilitation of offenders by employing and establishing good relations with them being guided by our belief in integrity, transparency, efficiency and prompt responsiveness to our clients. The latter comprises all persons in Sierra Leone and especially the vulnerable in society.* (paragraph 7.13)

### B. Recommendations on Functions

5. **We recommend** (paragraph 7.22) that the Ministry move into an two Directorate Structure to cover:
  - Policy Development and Strategic Planning
  - Administration and Finance and Human Resource Management
6. **We recommend** (paragraph 7.23) the Directorates are structured to incorporate functions for :
  - Policy and Planning
  - Legal and Regulatory Frameworks, Advice and Guidance

- Operational Monitoring and Evaluation
- Research and Statistics and Information Management
- Human Resource Management
- General Administration support
- Finance and Budgeting
- Records Management

7. **We recommend** also that MIA work with the Justice Sector Development Project to immediately install a senior management team and adopt the SES policy to remove the dual hierarchy (paragraph 7.02 and 7.24)

### **C. Recommendations on Organisational Structure**

8. **We recommend** that the Horizontal Review Report proposed Architecture of Government blueprint for a Ministry be applied in constructing the organization structure. This is shown in **Appendix 6** and 6A(paragraph 7.26)
9. **We recommend** that a Policy Development and Strategic Planning Directorate be established to lead the Ministry forward.(paragraph 7.27)
10. **We recommend** the integration and development of an Information and Communication Secretariat incorporating a research and statistics facility to provide the basis for policy and briefing.

### **D. General Management Recommendations**

11. **We recommend** that an Internal Audit Unit is created, to operate in compliance with GBAA 2005 Section 6 (5) (paragraph 7.28)

### **E. Recommendations on relationship with other MDAs**

11. **We recommend** that the Ministry should be transformed to make the Policy and Planning Directorate the focal point for liaison between the security and safety institutions in formulating sector policy and appraising the effectiveness of service delivery. Substantive Directors representing their respective institutions being placed to work within and closely with MIA Liaison Officer(s) to enhance a formal communication system and reporting regimes to promote and enhance Ministerial and Departmental interactions. (paragraph 7.22 and 7.29-7.33)

### **F. Recommendations on Communication with the Public**

13. **We recommend** that the Ministry identifies priority areas and devises a strategy for relationship management (paragraph 7.36)

14. **We recommend** that the Ministry establishes a Information Unit to deal with issues emanating from the public and other stakeholders (paragraph 7.36)

#### **G. Recommendations on Decentralisation**

15. **We support and recommend** the ceding of the functions earmarked for decentralization to the Ministry of Local Government and Rural Development which is the appropriate institution (paragraph 7.37)

#### **H. Recommendations on Human Resource Management**

16. **We recommend** that MIA should seek the assistance of the ESO/HRMO/JSDP to prepare a human resource plan to determine the requirements for recruitment and fill the positions created for the new structure of the Ministry (paragraph 7.40)
17. **We recommend** that the Ministry should seek assistance of the ESO/HRMO to restructure and reorganize the personnel function and transform it its Human Resource Management and Development operations (paragraph 7.41)
18. **We recommend** that the HRMO should keep custody of all duplicates of Personnel Records as part of the central administration unit adhere to central policy guidelines on access and management of personnel records. (paragraph 7.42 )
19. **We recommend** that potential surplus staff be identified and seek assistance from the HRMO to retain or reallocate them accordingly (paragraph 7.43)
20. **We recommend** that the Ministry seeks the assistance from the ESO/HRMO to prepare a succession plan. (paragraph 7.44)
21. **We recommend** that the Ministry should seek the assistance of the ESO/HRMO to develop updated job schedules to cover all categories of staff members beginning from the top through to the lower level positions (paragraph 7.45) and in preparing a Scheme of Service / Job Descriptions to meet the needs of the Ministry, its Directorates(paragraph 7.47)

#### **I. Recommendations on Staff Training and Development**

26. **We recommend** that the Ministry should seek assistance from the ESO/HRMO to prepare a training policy and plan (paragraph 7.49)
27. **We recommend** that the Ministry should seek assistance from the ESO/HRMO to prepare a comprehensive career development programme for both professional and support categories of staff (paragraph 7.50)

**J. Recommendations on Records Management**

28. **We recommend** that the Registry and records keeping systems be revamped with the assistance of the Records Management (RM) Team. (paragraph 7.52)
29. **We recommend** that Management demonstrates interest in the records management function by allocating resources and funding to the registry for essential equipment and stationery and for staff training (paragraph 7.53)

**K. Equipment and Office Accommodation related Recommendations**

30. **We recommend** that the Policy Development and Strategic Planning Directorate take a lead with the Budget Committee in prioritizing equipment expenditure (paragraph 7.55)
31. **We recommend** that provision for running and repair costs of equipment and vehicles should be prioritised by the Ministry and funds provided for them when available.(paragraph 7.56)
32. **We recommend** that the MIA should discuss with GRS for guidelines in accessing the Essential Equipment Fund facility. A list is provided as **Appendix 7** (paragraph 7.57)
33. **We recommend** that as a priority the Ministry should make efforts to house staff in a more conducive/suitable office accommodation. (paragraph 7.58)

**L. Recommendations on Institutional Arrangements: The Way Forward**

34. We reiterate the fact that the Ministry is poised for fundamental changes in its operations.
35. **We recommend** that the Permanent Secretary should identify and lead a Team of reform-minded staff from a range of grades from the MIA who would oversee all MIA changes and performance improvements, including the work on decentralization. (paragraph 8.01)
36. **We recommend** that the Ministry widely circulate this report and facilitate, through the proposed Change Management Team, a collective response to the Report's recommendations (paragraph 8.02).

## **MAIN REPORT: MANAGEMENT AND FUNCTIONAL REVIEW OF THE MINISTRY OF INTERNAL AFFAIRS**

### **1.0 INTRODUCTION**

- 1.01 As part of the GoSL's programme to promote good governance in the management of the public services in order to restore efficiency and improve service delivery to the population, the UK Department for International Development (DFID) commissioned pilot management and functional reviews (MFRs) of five key Ministries in 2002. These reviews were endorsed by the Steering Committee on Good Governance, and their recommendations approved by Cabinet in 2002.
- 1.02 Following on from these initial reviews, DFID is funding reviews across all Government Ministries over a three-year period 2005-2008. These new reviews are part of an integrated programme funded by DFID and delivered by Public Administration International (PAI) with its partners the International Records Management Trust (IRMT) and CoEn Consulting. The wider programme includes modernizing the Establishment Secretary's Office to create a Human Resources Management Office (HRMO) and a Records Management component supported by PAI partner, the International Records Management Trust (IRMT).
- 1.03 This Report covers the Management and Functional Review (MFR) of the Ministry of Internal Affairs (MIA).

### **2.0 TERMS OF REFERENCE**

- 2.01 The following terms of reference were agreed for the study:

#### **1. Review and Redefine the Ministry's Mandate.**

**Objective:** Review and redefine the mandate and role of the Ministry to ensure that it directly relates to and is consistent with the development objectives of Government, including the consequences of decentralization, the devolution plans of the Ministry, budget reforms and its role in the Poverty Reduction Strategy.

**Output:** - Redefined mandate of Ministry, vision and mission statement, functions of Ministry.

#### **2. Review of Organizational Structure.**

**Objective:** Review organizational structure to determine how the functions and responsibilities of the various units relate to the achievement of the mandate and mission of the Ministry.

**Output:** Reviewed, and redefined organizational structure setting out functions, responsibilities and priority areas of the units within the Ministry.

3. **Review of Administrative Procedures.**

**Objective:** Review administrative procedures, processes and facilities to determine efficiency and effectiveness in delivering mandate and mission.

**Output:** Recommendations on changes required to administrative procedures to enhance decision making and delivery.

4. **Existing Staff Inventory and Staff Requirements for the Ministry.**

**Objective:** To document existing staff inventory, qualifications and skills, undertake any sample job inspections, additional job analysis and evaluations, develop selected job descriptions and establish the future staffing requirement with necessary skills to achieve the mandate and perform the functions identified.

**Output:** Detailed existing staff inventory, job descriptions and detailed staff requirements which can be used for manpower planning.

5. **Staff Rationalization.**

**Objective:** Determine the “fit” between existing and future staff requirements of the Ministry.

**Output:** Detailed information on the rationalization of staff to be retained, retired, devolved to Local Government and retrenched.

6. **Communication.**

**Objective:** To review the pattern of communications between the Ministry and the public to assess whether their interests are being satisfactorily communicated to the Ministry and whether Ministry’s decisions and policies are being satisfactorily communicated and understood.

**Output:** Recommendations on improvements in communications.

7. **Equipment Estimates.**

**Objective:** To support the ministry in the preparation of estimates of equipment required for supply from the Essential Equipment Fund.

**Output:** Equipment estimates.

### 3.0 **APPROACH TO THE STUDY**

- 3.01 The main tool employed was the process consulting approach which entailed the involvement of the staff of the Ministry, particularly top management in the identification of the problems, finding solutions to them and decisions on implementation of the necessary changes/recommendations.
- 3.02 Prior to the commencement of the assignment, the Minister and top management were briefed about the review, the parameters and the expected roles they were to play in the process, particularly the setting up of the Change Management Team/Contact Group. This was to ensure acceptance, ownership, transfer of skills and smooth implementation of the recommendations.
- 3.03 Structured Interview protocols as well as questionnaires (**Appendix 1**) were used as the basis for data collection. Completed questionnaires and the follow up interviews gave a picture of the existing situation with regards to mandate, vision, mission, functions, organizational structures, staffing and working arrangements including policy formulation processes as well as internal and external relationships.
- 3.04 Field visits were also undertaken to the three (3) Regions, namely: Makeni, Bo and Kenema.
- 3.05 Interviews were held with selected officials from the Ministry. The names of those interviewed/ consulted are listed in (**Appendix 2**).
- 3.06 In addition to the interviews and meetings, information on workloads, staffing numbers, skills mix and vacancies, where available, was collected and analyzed. Relevant reports and documents e.g. MTEF reports, Poverty Reduction and the Horizontal Review Reports were studied.
- 3.07 Contentious issues identified during the review were discussed thoroughly with the Permanent Secretary (PS) for his views.

### 4.0 **RESPONSIBILITY**

- 4.01 Although this Report has been commissioned by DFID under British Aid arrangements, the British Government bears no responsibility and is not in any way committed to the views and recommendations expressed therein.

### 5.0 **ACKNOWLEDGEMENTS**

- 5.01 We are very grateful for the support and facilities provided by the Ministry of Internal Affairs (MIA). We are also grateful for the support and interest shown and advice given by Mr E. B. Osho Coker (Coordinator of the Public Service Reform) and Stephen Catchpole, PAI Resident Team Leader who acted as technical advisor and editor. Our thanks also go to the GRS staff and Lansana Boima (Administrative Officer, PAI) for their assistance and hard work.

## 6.0 OVERVIEW OF PRESENT ARRANGEMENTS

### Background

6.01 The Ministry of Internal Affairs (MIA) is one of the key Ministries of the country in view of its assigned role of maintaining internal safety and security. Coming immediately after a civil war, security and safety has assumed great importance in the governance of the country. Peace and security are a **sine qua non** if Government is to implement its programmes successfully and members of the public are to go about their work in a congenial atmosphere. There are a number of security service institutions under this Ministry. These are the Police, Prisons, Immigration, National Fire Force and National Registration Secretariat. The MIA is therefore considered as the cornerstone of security and therefore the stability of Sierra Leone. It is for this reason that the MIA is considered important in the Government machinery.

### Statutory Framework

6.02 The 1991 Constitution and a number of diverse laws and regulations provide the regulatory framework for the Ministry of Internal Affairs. All these laws and regulations impact on the operations of the Ministry. These laws and regulations are highlighted below:

- Section 156 of the 1991 Constitution of Sierra Leone (establishes the Police Council and makes the Minister of Internal Affairs a member and the PS Secretary to the Council).
- The Police Act. Cap 150 of 1950 repealed by Sections 3 and 4 of Part 11 of Act. A66 No. 7 of 1964 (specifically establishes the Sierra Leone Police and delineates its functions).
- Section 155 (10) of the 1991 Constitution Act. No. 6 of 1991 further legitimizes the existence of the SLP).
- Prisons Department Ordinance No.22 dated 14<sup>th</sup> January, 1961 (to be cited as Prisons Ordinance 1960 provides for the organization, powers, duties and privileges of Prison Officers and for matters incidental thereto).
- The Prisons Rules (No.2) of 21<sup>st</sup> September 1961 (governs the arrangement of prison rules to be applied, due allowance being made for differences in character and respect for discipline of various types of prisoners in accordance with specifically laid down principles).
- Immigration Restriction Cap 86.
- The National Fire Service Act. No. 8 of 1980.
- The National Registration Act. 1974 No.20 published on 13<sup>th</sup> October, 1977 as PN.119 No. B.233.

6.03 Some of these Acts are over forty (40) years old however, most of these laws and regulations are under review currently to make them relevant to the present time

especially in the context of increased global terrorism and cross border trafficking in people and goods.

### **Mandate**

6.04 The Ministry's mandate reads as follows:-

“To assume full responsibility for the supervision, management and control of the Ministry of Internal Affairs including all sectoral institutions under its purview”. These institutions are:-

- Sierra Leone Police;
- Prisons Department;
- National Fire Authority;
- Immigration Department;
- National Registration Secretariat;
- The Coroner's office, i.e. burials, cremations and exhumations;
- Fire Arms Protection and Safety Control.

6.05 Overall, the Ministry is responsible for the safety and security of Sierra Leone citizens. It does this in collaboration with the Military High Command.

### **Vision**

6.06 The vision of the Ministry is as follows: “A Ministry that is a credit to the Nation through vigorously pursuing programmes that ensure internal security – a peaceful environment that leads to economic growth and stability”.

### **Mission**

6.07 Two Mission Statements were provided by the Ministry, the first which is from the MTEF document of 10<sup>th</sup> December, 2002 and states:

“To provide and maintain effective internal security in the country through the provision of supervision, control, co-ordination and monitoring the Police, Prisons, Immigration, National Fire Force and National Registration Secretariat”.

6.08 The second, taken from the Gazette of 10<sup>th</sup> December, 2002 reads as follows:-

“Development of policies and programmes for maintaining internal security and safety by undertaking activities under the following headings; the Police (Internal Security), the Prisons and after care of Prisoners, Immigration Control at Sierra Leone's Sea and Airports, National Registration Secretariat, Public Safety matters, Extradition of Dangerous Criminals, Coroner's Office, Burials, Cremations and

Exhumations, Firearms Control, Dangerous Drugs and Drug Prevention Initiatives, National Drug Abuse Control and Co-ordination Secretariat, collaboration with relevant Government Ministries and National and International Organisations/Institutions.”

## **Functions**

### **6.09 Core Functions**

6.10 The Ministry provided the following as its core functions:

- To co-ordinate, supervise and monitor the activities of the various departments, i.e. the Sierra Leone Police, Prisons, National Fire Force, Immigration and national Registration Secretariat;
- To ensure effective and appropriate responses to national emergency security issues;
- To implement Government Policy;
- Preparation of Policy/Cabinet Papers;
- To proffer advice to Government.

### **6.11 Non-Core Functions**

6.12 The following were stated as non-core functions:

- Disbursement of funds allocated to the Ministry (Vote Controller);
- To meet specific goals set by Government;
- Writing Confidential/Secret Memoranda;
- Preparation of the Ministry’s Annual Budget;
- Attending conferences, meetings seminars/workshop.

## **Decentralisation**

6.13 As part of the on-going decentralization process, the MIA is to devolve the following activities to the Local Councils. These functions are:-

- Sensitisation and education on fire prevention
- Basic non-technical fire fighting
- Environmental management and protection
- Fire prevention and control
- Energy conservation
- Conservation of national forests
- Community forests woodlots

- Forest utilization
- Sensitisation campaigns on forest conservation
- Professional development
- Wildlife conservation

## **ORGANISATIONAL STRUCTURE**

- 6.14 The MIA, like other Ministries, Departments and Agencies (MDAs), is headed by the Minister as the political head with the Permanent Secretary as his Principal Assistant and Administrative Head. The Minister as the political head is held accountable/responsible for the success or failure of the administration in delivering government policy. This situation is not the best as it could, among other reasons, explain the politicization of Ministries in particular and the Sierra Leonean Civil Service in general. One significant and worrisome feature of MIA is that, unlike most Ministries, the MIA does not have a technical or professional wing carrying out its core functions. It is in essence a purely administrative Ministry with few administrative staff in a hierarchical chain of Permanent Secretary, Deputy Secretary, Senior Assistant Secretary and Assistant Secretary. These officers are supported by one Sub-Accountant from the Accountant General's Department and some clerical and other support staff.
- 6.15 The Ministry has an additional portfolio which is the 'supervision and control' of a number of Institutions such as the Prisons Department, Police, National Fire Force, Immigration, etc. Although these institutions operate in a semi-autonomous manner, the Ministry should be in a position to coordinate and ensure a synergy in policy development and organisation of their activities through regular exchange of information. In addition to this relationship, the Ministry in practice is responsible for making representations on their behalf to Cabinet, Parliament and other related bodies and further ensures that Cabinet decisions and policies are implemented.
- 6.16 The existing Organisational Chart of the Ministry is shown in **Appendix 5**.

## **WORKING ARRANGEMENTS**

- 6.17 The Permanent Secretary is the Vote Controller, Chairman of the Budget and Procurement Committees of the Ministry with supervision from the Minister. As the Vote-Controller of the Ministry, the Permanent Secretary supervises the Accounts Section and gives approval to budgets and procurements. There is an internal audit Unit which has recently been established. The Government Budget and Accountability Act (GBAA) of 2005 Section 20 (2) requires each Ministry to establish a Budget Committee, which has responsibility for budget planning. Section 23 (b) of the GBAA requires the adoption of a Medium Term Expenditure Framework (MTEF) process for budget planning which calls for the development of a strategic plan by each Ministry. Until the advent of this directive, the process of

budget planning was the sole preserve of the Permanent Secretary who assents the Ministry of Finance's Budget Circulars.

- 6.18 The Permanent Secretary also doubles as the Manager responsible for the day-to-day running of the Ministry as well as allocating work to administrative and support staff. Furthermore, the Permanent Secretary chairs all management meetings although this team is made up of five key staff members who are all members of the Procurement and Budget Committees.
- 6.19 In line with the provisions of the new Procurement Act, the Ministry has set up a Procurement Committee. This Committee is made up of the Permanent Secretary who is the Chairman, the Accountant and two other Senior Staff as Members.

### **Relationship with MDAs**

- 6.20 The Ministry maintains working relationships with a number of institutions over which it has oversight, - Defense, Police, Prisons and other organizations, some of which are on regular basis. Monthly scheduled meetings with stakeholders engaged in internal security rarely occur due to lack of resources. These meetings are imperative for the development of strategies and action plans on security matters and to provide conduits for the PS to brief the Minister. Most of the institutional heads have direct access to the Minister which places the PS in an invidious position in the exercise of his duties. .

### **Communication with the Public**

- 6.21 The Ministry has a poor track record in communication with the public. There appears to be no discernable mechanism in place for communicating with the public either on policy dissemination or to obtain feedback. There is also no Complaints Unit within the Ministry to manage public complaints. Complaints from the public regarding the performance of the Departments under the Ministry are usually dealt with by setting up of independent investigation teams to deal with the issues or by requesting a formal report from the Institution concerned. Reports from such investigations teams are acted upon by the Ministry and feedback given to the institutions concerned.

### **Records Management<sup>1</sup>**

- 6.22 The Ministry has one main records office headed by a Staff Superintendent. The records office has five (5) support clerks of different grades. A Deputy Secretary supervises the records office. The stock of files in the Ministry is not substantial although the Ministry is an old one. This situation is the result of relinquishing the

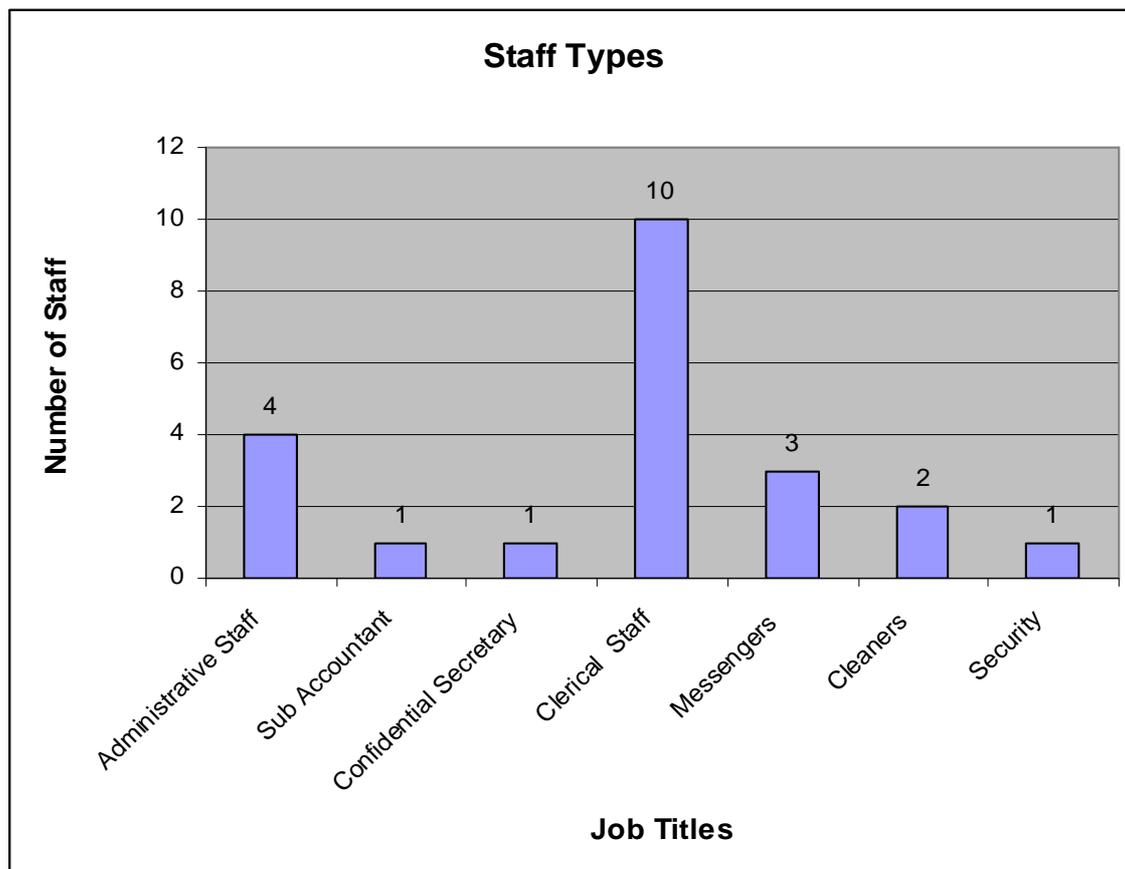
---

<sup>1</sup> Source: An Investigative Report on how records are managed in the Ministry of Internal Affairs compiled and submitted by Olivia E. Pratt, Francis T. Turay, Muctarr K. Sowa, Alfred Fornah, Santigie S. Kamara, undated

- provincial administrative offices to the Ministry of Local Government and Community Development in compliance with the restructuring and decentralization policy. Due to the implementation of the decentralization policy, a lot of interference into the records management of the Ministry has taken place and a lot of the essential documents have migrated to the Ministry of Local Government and Community Development.
- 6.23 The records office operates a chaotic system. Mail is often wrongly classified through inappropriate use of the alphanumeric system and bulky files are not closed and cannot be easily handled. There are no procedures or manuals on registry processes and records management. The majority of the staff of the registry lack records management skills.
- 6.24 Office equipment is lacking and there are inadequate storage facilities, no trays or card indexes to record the movement of files from the registry to action officers. An incoming register and a messenger way book, but neither is kept in an accurate manner. Staff rely on memory alone since the records are not well kept. There are no IT facilities there is no link or contact between the records office and with the National Records Centre for professional assistance.
- 6.25 No specific budgetary allocation for running the registry is made. Supplies such as stationery, equipment, computers and photocopiers are inadequate to facilitate the work. The registry is misused by staff for keeping unwanted items such as empty bottles, crates of soft drinks, broken chairs and tables. Senior managers apparently do not treat records with seriousness, therefore there is less attention and support given to the records office.

### **Human Resource Management**

- 6.26 The current staff strength of the Ministry is twenty-two (22), spanning Administrative, Clerical, Accounts and Support Staff. The breakdown is illustrated in figure 1:-



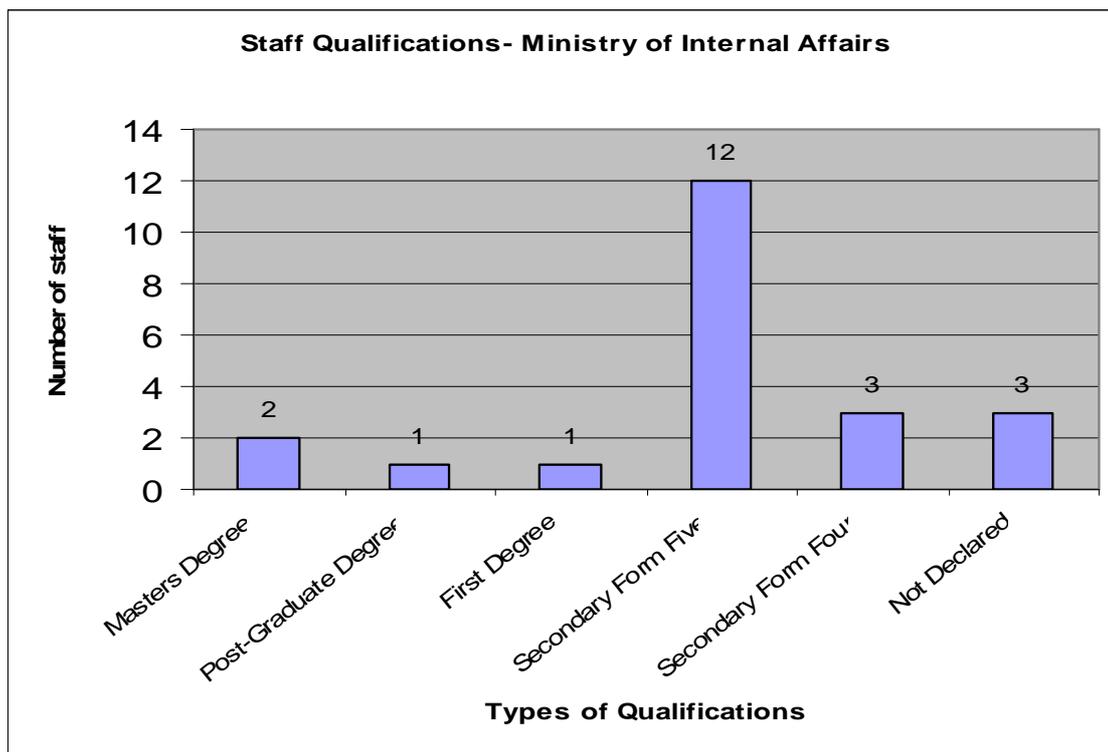
**Figure 1 – Staff Types**

### **Staff Inventory**

6.27 The current staff inventory is provided as **Appendix 3**

### **Qualifications – Skills Mix**

6.28 The four (4) officers in the Administrative Grades of the Ministry have at least a University degree and some Post-Graduate qualification in the field of Public Administration and Management. Three (3) of the four (4) Administrative officers are computer. Eight (8) Clerical Staff have Certificates ranging from Financial Accounting, Computers (MS Word and Excel) to RSA Stages 1, 2 and 3 while four (4) other Clerical Staff and the Sub-Accountant have not declared their qualifications. Furthermore six (6) support staff members made up of messengers and security do not have certificates. (**Figure 2** provides details). Some only have O levels.



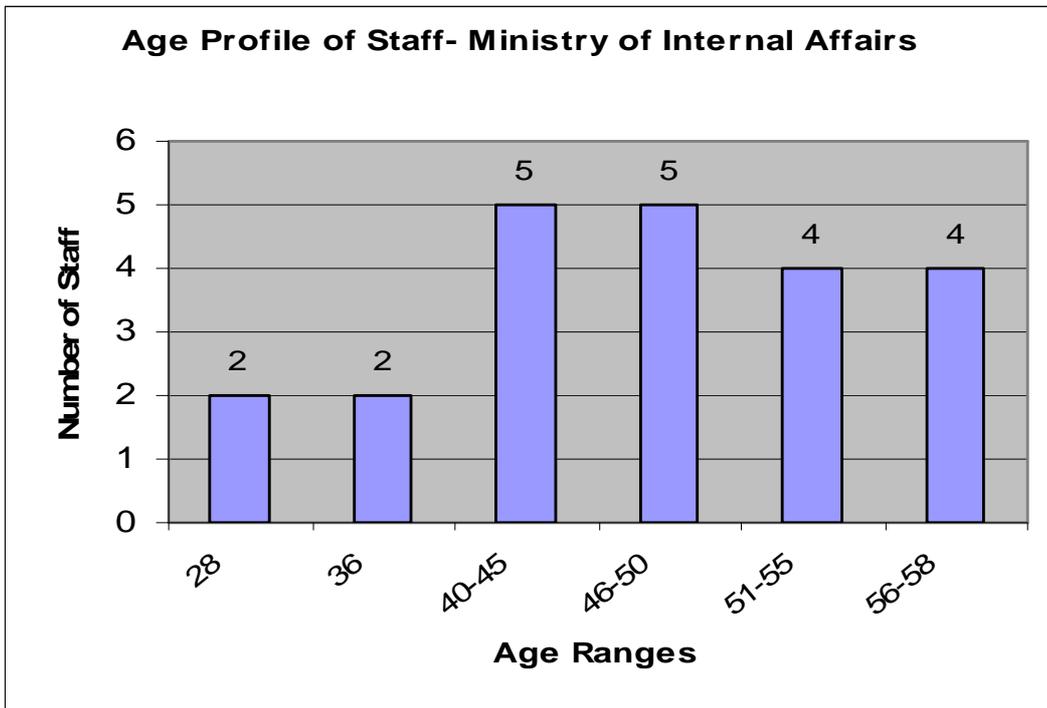
**Figure 2 – Types of Qualifications**

### **Scheme of Service**

6.29 The Ministry has no Scheme of Service for all categories of staff of the Ministry. There are expectations that when Ministry of Internal affairs is restructured a scheme of service will be prepared with the assistance of ESO/HRMO.

### **Age Profile and Succession Planning**

6.30 The age profile of staff ranges between 28-58 years. While the ages of four (4) of staff range between 56-58 years, nine (9) others between 46-55 years, and five (5) between 40-45 years; and four (4) of them are 28 and 36 years old. **Figure 3** provides a graphic picture of the age profile of the existing staff. There is no succession plan in place, 2 of the 4 senior staff are within sight of retirement and a significant number of others are also over 50.



**Figure 3- Age Profile of Staff**

- 6.31 There are few current job descriptions available and those that are in existence do not reflect the reality of what staff are supposed to do
- 6.32 Annual Confidential Report systems operated. However the value placed on them is small. It appears that determining the usefulness and the relevance of the staff appraisal process lies more with the Public Services Commission than the Ministry.

**Training**

- 6.33 Although the Ministry has a budget line for training, there is no comprehensive training programme. The current training budget of the Ministry is Six Million Leones (Le 6m) which is 3.2% of the Ministry’s overall budget exclusive of wages and salaries. The Ministry has, however, identified training needs in the areas of Procurement, Computer Literacy and Records Management for its staff. Administrative and Clerical Staff of the Ministry are currently pursuing programmes in these identified areas. Training is carried out locally as there are no opportunities for overseas training. In the past where training has been acquired, it had been on an ad hoc basis and at the initiative of staff.

## **ESSENTIAL EQUIPMENT LIST/LOGISTICS**

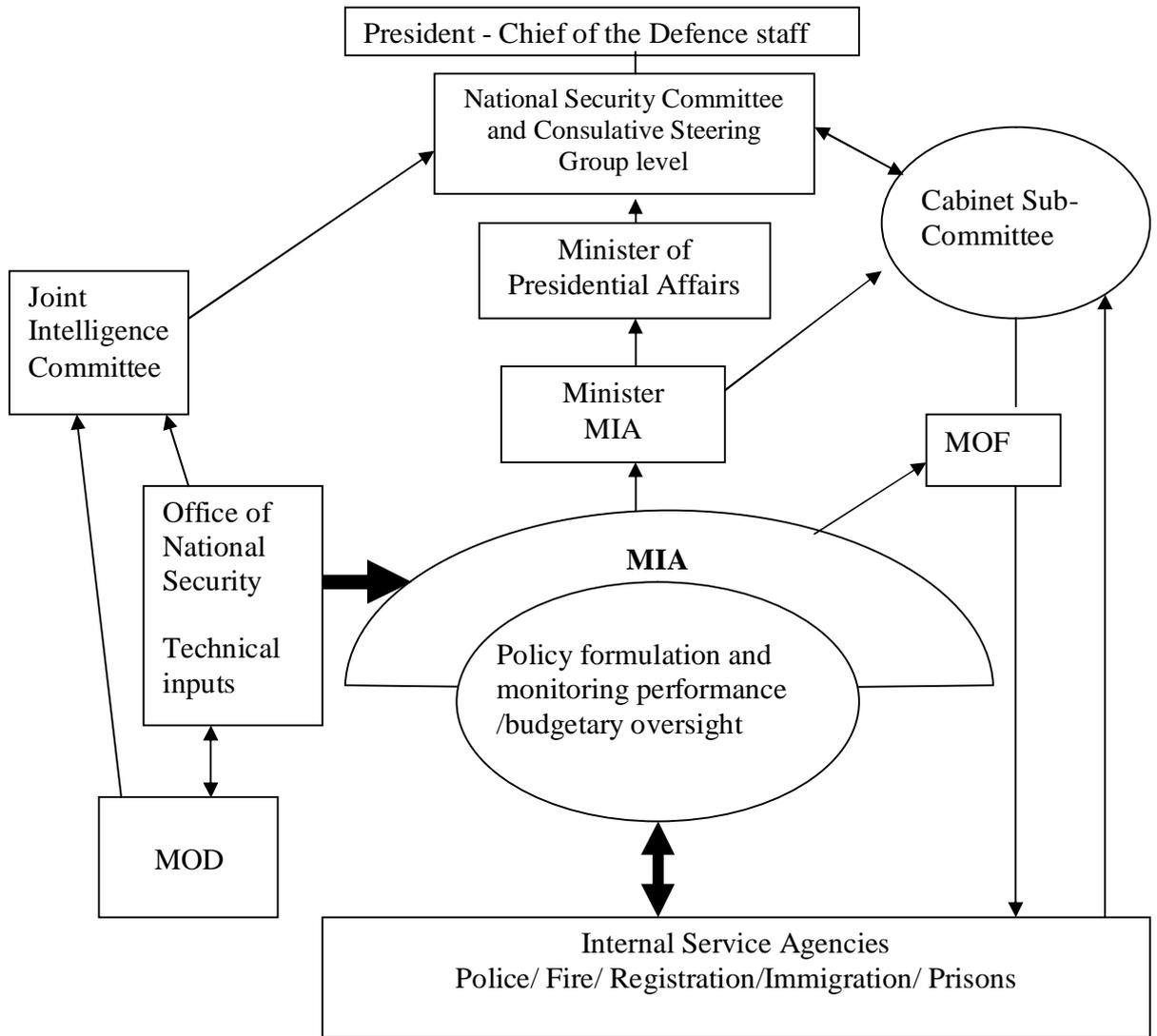
- 6.34 Office equipment in the Ministry appears grossly inadequate. A few of the computers and printers are in good order. Although some Senior Officers in the Ministry have access to computers, its accessories, especially printers, are few. The majority of the clerks who are computer literate cannot use the skills due to inadequate computers. The Ministry's standby generator is fraught with a lot of problems and so electricity supply is irregular. The Ministry had no vehicle until very recently when it was given one to use for monitoring purposes.
- 6.35 The equipment list or requirements of the Ministry for Essential Equipment is provided in **Appendix 7**.

## **ACCOMMODATION**

- 6.36 The office accommodation of the Ministry is inadequate. The Ministry is housed in a two - storey structure supported at the basement by a garage, which has been converted into an office. The top storey of the building accommodates the Senior Officers who are crammed together in very small rooms. The rest of staff members have their offices in the middle floor or downstairs. Staff members have to shuttle regularly between the top and middle floors and basement in order to get work done. The premises have no intercom facilities to facilitate communication. This situation creates problems with easy communication and movement. Thus working in that condition is very demoralizing, frustrating and undermines dignity.

## **PROVINCIAL LEVEL**

- 6.37 The Ministry is not represented at the provincial level. A semblance of the Ministry's presence is only demonstrated through the Provincial Security Committee (PROSEC) and the District Security Committee (DISEC) meetings which are coordinated by Office of National Security (ONS) and chaired by the District Chief Administrator (DCA).



**A diagrammatic representation of the inter-relationships between the agencies responsible for internal and external security**

## 7.0 ANALYSIS AND RECOMMENDATIONS

### Introduction

- 7.01 It is evident that the MIA is in need of a major renaissance of its structure and operations to bring together a radical refocusing of the ministries role in formulating policy and leading a co-ordinated response to the delivery of operational service delivery through its sister agencies. The diagram opposite illustrates the MIA's central role in this synergistic relationship.
- 7.02 There is a need for an immediate injection of quality and qualified senior management staff and **we recommend** that MIA work with the Justice Sector Development Project and SILSEP to immediately install a senior management team.

### Statutory Framework

- 7.03 The various laws establishing the various institutions under the Ministry have been on the books for quite a long time. In actual fact many are obsolete and do not respond to the modern day requirements of internal security, international terrorism and cross border regulation. Recent developments and practices particularly within the sub-region require that these laws be reviewed, updated and be made precise. This needs to be done urgently. Again, the present role of the ONS vis-à-vis the Ministry regarding security coordination is not clear and the Ministry appears to be too marginalized. It is therefore, **recommended**, that the roles of the various institutions involved in security be clearly defined and stated to avoid overlaps and duplications and enable the MIA to fulfil its lead role in the co-ordination of internal security policy development and monitoring.
- 7.04 **We recommend** most urgently that all the obsolete laws, regulations and conventions be reviewed, updated and made relevant to the security and safety needs of Sierra Leone.

### Mandate

- 7.05 The mandate of the Ministry does not overlap or conflict with any function of any Ministry/ Department/Agency. However, the Ministry and the institutions in its pervue cannot work in isolation and there is a need to clearly define the relationship that should exist between the Ministry and these institutions. The extent and limits of the Ministry's oversight responsibility should also be clearly defined to facilitate security co-ordination and implementation of security directives and policies.
- 7.06 **We therefore recommend** that the Ministry and the various institutions under it aegis work collaboratively in defining their respective role and responsibilities to facilitate effective coordination of security directives and policies.

## **Vision**

- 7.07 We do not have any major comment about the vision. We are of the view that it satisfies the two important criteria: public relations and internal inspiration on one hand and strategic management and future aspirations on the other.
- 7.08 **We support** the present vision of the Ministry but suggest that the newly formed senior management team may wish to consider how they encourage staff to aspire to the 'ideals' expressed

## **Mission Statement**

- 7.09 Mission Statements serve a very important function. They provide the justification for the existence of an organization or institution. They also provide focal points to which organizations gravitate as well as serve as yardsticks by which stakeholders and beneficiaries of the service provided measure/assess the performance of the organization/institution. Furthermore, if properly formulated, mission statements help in the design of the work agenda, the organizational structure, (which will be performance based) and also facilitate the determination of the skills mix required to deliver the expected outputs/deliverables.
- 7.10 In assessing the current Mission Statements, the issues stated above were considered alongside the following:-
- What is the purpose of setting up or establishing the Ministry of Internal Affairs, i.e. what are the reasons for setting the Ministry up? The purpose must be unique and applicable only to the Ministry and to no other institution (Ministry, Department, Agency etc.);
  - How does the Ministry intend to carry out this purpose i.e. the means of achieving the purpose/mission;
  - Who are the stakeholders, clients, beneficiaries etc. who must be satisfied and who can in turn assess the performance of the Ministry?
  - What are the core values of the Ministry?
- 7.11 Reviewing the present Mission Statements against these criteria, we find that the two (2) Mission Statements do not adequately address all the above conditions. Whilst the MTEF version has a purpose, the appropriate means of achieving the purpose has not been stated. The Gazette version on the other hand does not have a purpose but has elements of the means of achieving the purpose.

- 7.12 The purpose of the Ministry as contained in part of the MTEF version is “to provide and maintain effective internal security” appears to have captured the reason for its existence. However, the means of achieving the above purpose is missing but partly contained in the gazette version i.e. “through policy formulation, monitoring and evaluation”.
- 7.13 Subsequent to reviewing the two mission statements, **we recommend** for consideration the following Mission Statement for the Ministry of Internal Affairs:

*The Ministry exists to ensure the maintenance of internal security and protection of the international borders and the peaceful development within the law, of Sierra Leone. We do this by reviewing, formulating, and evaluating policies and monitoring, implementing and creating the enabling environment for relevant agencies to deliver services relating to the registration of all manner of persons; protection of life and property; preventing and mitigating effects of disaster; immigration control; prevention and detention of crime; ensuring safe custody and facilitating the reformation and rehabilitation of offenders by employing and establishing good relations with them being guided by our belief in integrity, transparency, efficiency and prompt responsiveness to our clients. The latter comprises all persons in Sierra Leone and especially the vulnerable in society.*

- 7.14 We believe that the Mission Statement proposed above will provide the necessary focal point and direction for the Ministry and ensure the setting of specific targets/deliverables.

### **Functions**

- 7.15 In the analysis of the functions, we considered the mandate in Gazette No.73 of 2002 the MTEF, PRSP and Decentralization imperatives. We also considered new functions necessary for the attainment of the mandate.
- 7.16 As noted in our Horizontal Review Report, most of the functions of the Ministry provided in the gazette are routine activities and cannot ensure delivery of the mandate of the Ministry. The majority of the activities are nothing but a list of the duties and responsibilities of the Permanent Secretary - e.g. attendance at seminars, conferences, meetings, workshops, signing of cheques, disbursement of funds, and preparation of annual budgets. Such activities cannot in any way ensure achievement of the mandate or be of any guide in the development, design of an organizational structure that is performance based. These activities cannot also form the basis of determining appropriate staffing levels and skills mix necessary for the attainment of outputs/deliverables across the security sector
- 7.17 Some of the key missing functions noted are policy formulation, monitoring and evaluation and research activities. There was no evidence of any policy covering the sector. A study of available documentation reveals that some directives have been issued from the Ministry regarding security. However, these directives are not comprehensive enough in content to pass for policies as they also lack the key

ingredient of participation by the key stakeholders, which is a crucial requirement of any public policy process.

- 7.18 A key if not fundamental aspect of the senior management role and function is the briefing of the Minister, who in turn needs to be in possession of a clearly independent view of the effectiveness of policy and service delivery and the performance of the ministry and its operational agencies, in his reporting to the Office of the President, Cabinet and Parliament and to be able to address external stakeholder concerns.
- 7.19 The present lack of capacity and conduits for information gathering and dissemination inevitably results in the annulment of the value of the MIA contribution. The Minister is reliant on direct feedback from individual agencies heads rather than an integrated view from the MIA.
- 7.20 The absence of monitoring and evaluation activities in the Ministry does not provide systematic feedback for measurement of the implementation or the development of corrective measures/actions. Indeed, the Ministry lacks the capability for accomplishing this task.
- 7.21 Furthermore, research activities to support policy formulation are also non-existent. There is also no arrangement in place for consulting or liaising with appropriate research institutions for their assistance with policy formulation. The absence of research activities is affecting policy formulation, particularly the quality of policies that are made. The policy formulation function is very important and must therefore feature prominently in the activities/functions of the Ministry.
- 7.22 **We accordingly recommend** that the Ministry move to a structure based on two integrated Directorates to cover:
- Policy Development and Strategic Planning
  - Administration Support and Finance and Human Resource Management

The former will provide for a focal point for liaison and policy formulation. We **recommend** that the Directorate is manned with one professional staff member for each specified agency, who will act as the pivot between the MIA and a nominated liaison point in the agency. This point of contact would ideally be a senior management post in the agency which is in a position to provide the MIA with succinct data on policy issues and feedback on service delivery aspects. The placement of this agency liaison officer in the MIA itself on a full or part-time basis would also provide opportunity for improving the mechanisms for interaction.

- 7.22 **We recommend** the structure is subdivided to provide for the following functions under listed Divisions as well:
- Policy and Planning

- Legal and Regulatory Framework, Advice and Guidance
- Operational Monitoring and Evaluation
- Research and Statistics and Information Management
- Human Resource Management
- General Administration and Finance and Budgeting
- Records Management

7.23 **We recommend** also that the proposed SES policy should be applied to the MIA and the dual hierarchy abolished.

7.24 **Organisational Structure**

7.25 As outlined in **paragraphs 6.14 – 6.16** the organizational structure presented by the Ministry (**Appendix 5**) illustrates manning levels/positions and not functions. The structure is skewed rather towards career progression than functional capacity. It is primarily linear in nature and does not provide a breadth of expertise at the policy level. It is not obvious how the structure provides for a clear demarcation of duties and responsibility especially of junior staff which is reflected in the absence of job description and schedules of duty. The structure cannot therefore in anyway be said to be the effective or efficient.

7.26 **We recommend** the adoption of the Horizontal Review Report proposed architecture of Government blueprint for a Ministry to provide for a clear definition of roles and responsibilities. This is shown in **Appendix 6**. We have also recommended a staffing structure Appendix 6A but this would require further analysis and discussion with the JSDP advisors and the HRMO before finalization.

7.27 **We recommend** that a Policy Development and Strategic Planning Directorate be established to lead the Ministry forward. As we have suggested earlier this entity with specialist liaison points for the establishment of policy and strategy as well as maintaining a continuous monitoring and evaluation is not an operational management role but clearly a regulatory oversight role which enables the MIA to provide a comprehensive policy and service delivery framework on behalf of government. Particularly important in this is the access to data collection and information dissemination. We therefore **recommend** the integration and development of an Information and Communication Secretariat incorporating a research and statistics facility to provide the basis for policy and briefing.

7.28 The MIA has no Internal Audit. This is surprising because this is a requirement that all Ministries are expected to fulfill. **We recommend** that an Internal Audit Unit is created, to operate in compliance with GBAA 2005 Section 6 (5)<sup>2</sup>.

---

<sup>2</sup> The Government Budgeting and Accountability Act 2005

## Relationship with other MDAs

- 7.29 We have mentioned the lack of communication between the Ministry and other Departments/Institutions. Apart from meetings at the National Security level, which are for coordination purposes, there are no scheduled meetings for the Departments under the Ministry for the latter to perform its coordinating role effectively. Also regular and periodic reports are not submitted by the Departments to the Ministry. The only exception is with the Prisons Department where regular meetings are held. Since the Ministry has reneged on its policy formulation role, it has, therefore tended to be reactive rather than being proactive to issues. This position should change when the Ministry assumes its policy formulation, monitoring and evaluation and oversight role.
- 7.30 Although not reflected directly in the vision or mission it is implicit that the MIA should work with individuals and agencies connected to the community to build a comprehensive picture of the requirements for ensuring a safe, just and tolerant society enhancing opportunities for all in which rights and obligations go hand in hand, for their protection and security. In order to do this we have **recommended** the development of a core Directorate with the imperative for liaison with Security. This will enhance a formal communication system through a mechanism for regular meetings and reporting regimes between these Institutions and Departments and the Ministry. One key aspect of this interaction is the provision of information up and down the chain of command especially to enable the MIA and the Agency to ensure adequate Ministerial and Parliamentary briefing and to deal with correspondence.
- 7.31 The agencies are undoubtedly the ‘experts’ in their particular domain. However the MIA must be in a position to co-ordinate and integrate ‘national’ responses to for example Riot control, Disaster Management, Drug trafficking etc. The MIA must have the structure and capability to organize and technically interpret and if necessary advise the agencies collectively to accommodate effective responses as well as remove potential confusions and obstacles to integrated working. The MIA should almost act as an arbiter for potential interagency rivalry or conflicts, typically in resource and funding allocations for instance which invariably occur in this type of sector. Strengthening the MIA senior management team is of paramount importance. Agencies rightly have significant power and autonomy but the MIA must equally have the ability to influence and determine the appropriateness of security and safety policy and activity.
- 7.32 We reflect this in our recommended organisational structure. We are not however suggesting that the MIA requires large amounts of staffing. A small but qualified team will suffice to provide the functions we envisage. This would be headed by the Permanent Secretary, supported by a Director of Policy and Planning with a small team of ‘liaison officers’ appropriately graded to provide the authority and expertise of this role.

- 7.33 The JSDP with ‘expertise in this sector is working extensively with the MIA as part of the justice sector review and many of the issues we have mentioned cut across this. A number of models could be applied to the revival of the MIA. However we consider that this simple structure and team strengthening provides a starting point upon which the MIA can build as the need arises.

### **Communication with the Public**

- 7.34 Although the Ministry is privileged to have a variety of stakeholders, it appears not to have been able to make any major impressions on them. Communication between the Ministry and the public is poor because the Ministry has not got the capacity to carry out this duty. There is no formal or laid down procedure for consulting the public or for receiving feedback on the impact of delivery of services/policies. Without effective participation in the policy formulation process by the public, the anticipated results of the Ministry will not be achieved.
- 7.35 The Ministry should therefore strengthen its relationship with its stakeholders. We recommend the development of an external communications strategy inclusive for example of ‘Meet-the-Press’ sessions to be organized by the Ministry on a regular basis to discuss non-sensitive security issues and to enhance relationship with the public. Certainly proactive analysis of press coverage and decisions on responses should be handled sensitively by the Permanent Secretary in the MIA in conjunction with the Agencies. The MIA may wish to discuss with the Agencies whether there are sufficient avenues for this external information management and the use of existing bodies as conduits e.g. Police Advisory Board
- 7.36 **We therefore recommend** that the Ministry identifies priority areas and devises a strategy for relationship management. **We recommend** that the Ministry establishes an information unit to deal with issues emanating from the public and other stakeholders.

### **Decentralisation**

- 7.37 **We support and recommend** the ceding of the functions earmarked for decentralization to the Ministry of Local Government and Rural Development which is the appropriate institution.

### **Human Resource Management**

- 7.38 Human Resource is the most valued asset for the achievement of the mandate of any organization, be it a public institution or a private enterprise. This is also true of the Ministry.

- 7.39 However, a review of the staffing position reveals that the support staff members outnumber the professional/administrative staff. The present ratio of support staff to Professional staff is 5:1. This shows that the core functions do not have enough qualified professional staff for the delivery of policy development and planning. The MFR Team agrees with this observation.
- 7.40 **We therefore recommend** that MIA should seek the assistance of the ESO/HRMO /JSDP to prepare a human resource plan to determine the requirements for recruitment/placement of suitably qualified staff for the new structure.
- 7.41 **We recommend** that the Ministry should seek assistance of the ESO/HRMO to restructure, reorganize the personnel function and provide for a focus on Human Resource Management and Development issues.
- 7.42 **We recommend** that the MIA adhere to central policy guidelines on access and management of personnel records and ensure all relevant personnel information is secured in the Administration Directorate.
- 7.43 **We recommend** that potential surplus staff be identified and seek assistance from the HRMO to retain or reallocate them accordingly
- 7.44 The age profile Figure 3 **paragraph 6.41.** indicates a significant number of staff proceeding to retirement a few years time. There is need therefore for immediate action to be taken to find appropriate or possible successors. There is the need for a succession plan to be put in place. **We recommend** that the Ministry seek assistance from the ESO/HRMO to prepare a succession plan.
- 7.45 **We recommend** that the Ministry should seek the assistance of the ESO/HRMO to develop updated job schedules to cover all categories of staff members beginning from the top through to the junior level positions.

#### **Scheme of Service**

- 7.46 The Ministry has no Scheme of Service in place. As a result of this Staff members are unable to plan their career and they tend to rely on patronage.
- 7.47 **We recommend** that the Ministry should seek the assistance from the ESO/HRMO in preparing a Scheme of Service / Job Descriptions to meet the needs of the Ministry in its two Directorates.

#### **Training**

- 7.48 Training and Manpower Development is necessary for modernizing and sharpening the skills of staff and this must be systematic and sustained. The Ministry has no

training policy and programme in place. As a result staff arrange for their own training. The training that is acquired does not have direct bearing on the work of the Ministry. This situation must not be allowed to continue.

- 7.49 **We therefore recommend** that the Ministry should seek assistance from the ESO/HRMO to prepare a training policy and plan.
- 7.50 **We recommend** that the Ministry should seek assistance from the ESO/HRMO to prepare a comprehensive career development programme for both professional and support categories of staff.

### **Records and Information Management**

- 7.51 Records and information management in the Ministry on the whole is very poor, few resources are allocated and staff are unskilled
- 7.52 **We recommend** that the Registry and records keeping systems be revamped with the assistance of the Records Management (RM) Team.
- 7.53 **We recommend** that management allocate resources to registry and provide for essential equipment and stationery and other supplies.

### **Logistics/Equipment**

- 7.54 The Ministry lacks basic office equipment, notably computers, photocopiers and filing cabinets. GRS administers a small fund as part of the MFR – the Essential Equipment Fund. The Ministry can enter into discussions with GRS to access some funds to meet its most essential equipment needs. This is contingent upon the Ministry taking steps to implement the recommendations stated in this review
- 7.55 **We therefore recommend** that the Policy Development and Strategic Planning Directorate should take the lead with the Budget Committee in prioritizing equipment expenditure in consultation with the other Directorates.
- 7.56 **We recommend** that provision for running and repair cost of equipment and vehicles should be placed on priority by the Ministry and funds provided for them when available.
- 7.57 **We recommend** that the Ministry discuss with GRS guidelines for accessing Essential Equipment Fund facility and in consultation with the JSDP advisors determine priorities. A suggested list is provided as **Appendix 7**.

## **Accommodation**

7.58 The Ministry is faced with an acute office accommodation problem. The current office space is woefully inadequate. Staff members are crammed in rooms/offices and this does not promote/constitute a good working environment. This situation does not only affect morale and dignity of staff members but undermines the institutional or organization culture as well.

7.59 **We recommend** that as a priority the Ministry should make efforts to house staff in more conducive/suitable office accommodation for its gradual expansion

## **8.0 Institutional Arrangements for Managing Change and Change Processes.**

8.01 At present there is no Change Management Team in MIA. Given that the Ministry is poised for fundamental changes in its operations **we recommend** that the PS leads a team of reformed-minded staff who would oversee all MIA changes and performance improvements, including the work on decentralisation. The team should, if possible, receive training in Change Management Techniques and processes. In addition the DFID and PAI consultants can be contacted through the Governance Reform Secretariat, and whenever possible, they would assist MIA with ongoing advice on implementation issues.

8.02 The next step is for the Ministry to widely circulate this report and facilitate through the proposed Change Management Team, a collective response to the Report's recommendations. The Ministry of Internal Affairs is asked to then prepare a strategy or position paper for submission to the Governance Reform Secretariat. The Steering Committee on Good Governance will then be convened to consider the Ministry's response, and agree with MIA on amendment and final approval of recommendations to go forward to Cabinet for ratification for implementation.

**APPENDIX 1 – COPY OF QUESTIONNAIRE**

**Management and Functional Reviews Governance Reform Secretariat /Public Administration International 2005- 2008**

**JOB ANALYSIS QUESTIONNAIRE**

Please complete this questionnaire to give a clear description of your role and duties as agreed by your supervisor and reflected in your daily activities. This will assist the review team in their interviews If you need advice on completion please contact .....

**1. ORGANISATIONAL DETAILS**

**Department/Division/Section:**

**Job Title:**

**Direct Supervisor:**

**2. YOUR POSITION IN THE ORGANISATION**

Draw a simple chart indicating clearly where your position fits into the organization.

**3. JOB PURPOSE**

Describe briefly (two or three sentences) the overall purpose of your job.

**To .....**

**To .....**

**To .....**

**4. MAIN DUTIES**

List your main duties in order of importance, and estimate the percentage of time spent on each of these duties (The percentages should total 100% e.g. 1 whole day is 20%, one week is 100%).

<b>DUTY</b> <b>in order of importance</b>	<b>PERCENTAGE OF</b> <b>TIME</b>
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	

**5. DECISION MAKING**

Show the nature of your contribution to Decision-Making at a higher level. Give examples.

**I contribute to -----**

**I advise the .....**

**I make decisions on .....**

**6. STATE THE TYPE OF KNOWLEDGE,SKILLS AND EXPERIENCE REQUIRED TO DO THIS JOB**

**Basic qualifications required.....**

**Experience needed .....**

Please complete the table as fully as you can to indicate what skills are needed so training requirements can be assessed. Add any that are not listed which are relevant

Skill/Attribute	Not Required N	Required level of competence to do the job effectively			Your own level of competence
		Basic B	Inter-mediate I	Advanced A	What level are you
Statistical					
Analytical					
Computers and IT Skills					
Use of IT software Word/Excel/Powerpoint/Email					
Drafting Skills (English)					
Communications (written)					
“ (spoken)					
Interviewing					
Negotiating/Mediating					
Presentations					
Managing Staff					
Motivating Others					
Self motivation					
Leadership					
Organise own work					
Plan and organise the work of others					
Planning projects/ programmes					
Team working					
Resource management					
Objective Judgment					
Strategic thinking					
Response to change					
Innovation and Creativity					
Training Skills					
Policy Analysis and Formulation					
Financial Management for Non Finance Staff					
Insert any others you think appropriate					

**7. CONTACTS and REPRESENTATION**

Who are the main people you have contact with in your job? Give their level and the type of contact (e.g. internal, external public, exchange of information, negotiation, representation of your department etc.) and the frequency (e.g. daily, weekly, monthly, annually). Give examples.

PERSONS OR TYPES OF ORGANISATION CONTACTED	REASON (type of contact)	FREQUENCY (daily, weekly, monthly, annually)

**8. RESOURCES**

What resources are you responsible for?

Type	Number / Quantity/ Amount	Grade or Position	Comments
Staff Direct			
Staff Indirect			
Budget			
Other (Specify) E.g. Transport Computers, Equipment			

**JOB HOLDER'S NAME:**

**SIGNED:**

Thank you for your assistance. If there is anything further you wish to draw to the Review Team's attention, add a comment on the back page. Please return the form to .....

**9. ADDITIONAL INFORMATION**

**MANAGEMENT AND FUNCTIONAL REVIEWS OF GOVERNEMENT  
OF SIERRA LEONE MINISTRIES  
QUESTIONNAIRE**

The purpose of this questionnaire is to determine the nature of the overall strategy and structure of the ministry / department/ division/ agency/ unit to enable the MFR team to identify key issues and determine the approach to further research and interview. Please complete questions as thoroughly as possible. A member of the team will be available to answer questions and assist as necessary. Call 022-221566 or 221931  
(Name of contact .....

MINISTRY:.....

NAME OF POST HOLDER: .....

DEPT/ DIV/ AGENCY/ UNIT: .....

JOB TITLE:.....

LOCATION: .....

DATE: ..... TEL (MOB/ LAND): .....

Please answer the following questions as comprehensively as possible. If there is insufficient space to answer fully any question, please record your name and relevant additional comments on page 4 or on a separate sheet of paper and attach it with you name and number.

**SECTION A: LEGAL FRAMEWORK, MANDATE, MISSION AND VISION**

1. Please provide a copy of the legal instrument or any document(s) relevant to the formation of your ministry/department/agency

2. Please state the following clearly (in writing) in relation to the ministry

Mandate:

Mission:

Vision:

3. If you are an agency, department, division or unit, provide your specific mandate/purpose as it relates to the achievement of the Ministry's overall mandate (Add additional sheets if necessary)

---

---

---

---

---

**SECTION B: FUNCTIONS**

4. Please list the main functions of the ministry/ department/ division/ agency/ unit for which you are responsible. These are the key activities that are undertaken which deliver the mandate. (Add additional sheets if necessary)

a. \_\_\_\_\_

b. \_\_\_\_\_

c. \_\_\_\_\_

d. \_\_\_\_\_

e. \_\_\_\_\_

f. \_\_\_\_\_

g. \_\_\_\_\_

5. To improve efficiency and effectiveness, which of functions recorded at 4. above could be:

Expanded \_\_\_\_\_

Outsourced \_\_\_\_\_

Decentralised \_\_\_\_\_

Privatised \_\_\_\_\_

Commercialised \_\_\_\_\_

Stopped \_\_\_\_\_

6. a. How is work organised, distributed, coordinated and monitored?

---

---

---

---

---

6.b. Describe your work processes and procedures

7 Please state any operational problem(s) encountered in carrying out these functions.

---

---

---

---

8 How could procedures, processes and systems be improved to deal with these problems and improve efficiency and effectiveness in the performance of duties and service delivery?

---

---

---

9. Which are the other ministries/ departments/ divisions/ agencies/ units with which you collaborate in the performance of functions? What, if any, difficulties do you experience (including overlaps or duplications of effort).

---

---

---

---

10. State any functions which are planned for decentralisation?

---

---

---

11. What donor funded programmes or projects are you responsible for? (Add additional sheets if necessary)

Donor	Programme/Project	Role	Budget

**SECTION C: ORGANISATION/ OPERATIONAL STRUCTURE**

12. Please provide us with an organisational structure (diagram that presents lines of authority and reporting) for your ministry / agency / department / division / unit.

13. Do you/or the ministry/division operate from more than one office? Yes \_\_\_\_\_ No \_\_\_\_\_  
Where are they located?

---



---



---



---

14. Will any of the offices be affected by decentralisation? How?

---



---



---

**SECTION D: STAFFING**

- 15.a. Please provide information on which staff are to be affected by decentralisation.

- 15.b. Please state any factors/interventions which would lead to staff reduction or redeployment.

**SECTION E: COMMUNICATION**

16.. What are the modes / methods of communication between your ministry/ department/ division/ agency/ unit and the following:

a. Staff: \_\_\_\_\_

b. Departments: \_\_\_\_\_

c. Provincial offices: \_\_\_\_\_

d. Public: \_\_\_\_\_

e. Other MDAs: \_\_\_\_\_

17. How does the public communicate their interest and/or concerns to your ministry / department / agency / division / unit?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

18. How can communications be improved to increase customer service and satisfaction and be more effective:

a. Internally \_\_\_\_\_

b. With other MDAs \_\_\_\_\_

c. With the public \_\_\_\_\_

**SECTION F: EQUIPMENT**

19. Please provide the list and status of equipment considered essential for the effective delivery of your mandate? (Add additional sheets if necessary).

Essential Equipment		Current Condition			Number Needed
Type	# Available	Good	Needs Service	Obsolete	

Please provide a justification for the additional requirements. (How will service delivery be affected or improved ?)

### ADDITIONAL STAFFING INFORMATION

**Table 1. Please complete for staff under your command \*(by grade)**

NO. OF STAFF in Min/ Dept/ Div Agency/ Unit	STATUS			NO. OF VACANCIES
	PERMANENT	TEMPORARY	CASUAL	

If there is any additional information which you would like to draw to the Review Team's attention please make a note here or discuss it with the Review Team directly during the research and interview phase.

Thank you very much for your cooperation

**STAFF OF THE MINISTRY OF INTERNAL AFFAIRS**

1. Victor Kamara...	...	...	...	Permanent Secretary
2. A Samura	...	...	..	Deputy Secretary
3. A. N Samura	...	...	...	Assistant Secretary
4. F.Z Kargbo	...	...	...	S/Supt
5. Monica Bestman	...	...	...	Sub-Accountant
6. Rebecca Hawa Turay	...	...	...	Senior Assistant Secretary

**OTHER AGENCIES**

7. Mr. Amadu Charles	...	...	...	Regional Commander- National Fire Authority, Makeni
8. Mr. Albert Kpaka	...	...	...	Assistant Regional Commander- National Fire Authority, Bo.
9. Commander				National Fire Authority, Kenema, Eastern Province
10. Ms Alice Kamara				Chief Immigration Officer
11. F.S Conteh				Director of Prisons
12. M.A. Showers				Deputy Director Prisons
13. D.K Harman				Assistant Director Prisons
14. S Kamara				Assistant Superintendent Prisons
15. A Turay				Deputy Supr. Prisons
16. I Mumbaya				Chief Supr Prisons
17. S B Kamara				Chief Supr Prisons
18. Lynn Keogh				Justice Sector Development Programme Manager
19. Christopher Rampe				Advisor ONS

**APPENDIX - 3**  
**STAFF INVENTORY**

Name	Position	Grade & Step	Age	Job Description Available		Years in Position	Years in Service	Highest Education Attained	Professional Qualification	Decentralize
				Yes	No					
Mr. Victor A Kamara	Permanent Secretary	G11	55		✓	4 months	16	University Education	M.Sc (Fd Sci) B.Sc (Ed) Certificate in Job Inspection, Certificate in Tomorrows Managers, Certificate in Management of Senior Executives	
Mr. Adikali Samura	Deputy Secretary	G.8	47			4 months	13	University Education	B.A Degree, Post Graduate Diploma in Public Administration and Post Graduate Certificate in Management	

Name	Position	Grade & Step	Age	Job Description Available		Years in Position	Years in Service	Highest Education Attained	Professional Qualification	Decentralize
				Yes	No					
Ms. Rebecca Turay	Senior Assistant Secretary	8:11	54			9 years	30	University Education	Master of Laws Degree, Diploma in the Russian Language, Certificate of Participation in Public Admin and Management from Civil Service Training College	
Mr. Alfred N Samura	Assistant Secretary	7	40			5	5	University Education		

Name	Position	Grade & Step	Age	Job Description Available		Years in Position	Years in Service	Highest Education Attained	Professional Qualification	Decentralize
				Yes	No					
Mrs. Esther I. E. Kamara	Acting Confidential Secretary	4:10	42			5	21	Fifth Form	Pitmans Stage 1 & 11 English, GCE O'Level English, Pitmans Stage 1, 11, 111 Typewriting, RSA Stage 1 & 11 Typewriting (Credit), Pitmans Shorthand Stage 1, 11 & 111 (50, 80, & 100/120 w.p.m.), RSA Stage 1 & 11 Shorthand (50/80 w.p.m.) Diploma in Computing, Computer Certificates; IPAM, HOLRON	
Mrs. Monica Bestman	Sub-Accountant									

Name	Position	Grade & Step	Age	Job Description Available		Years in Position	Years in Service	Highest Education Attained	Professional Qualification	Decentralize
				Yes	No					
Mrs. Fatmata Z Kargbo	Staff Superintendent	G4	58			7	40	Form Four	Union Trade	
Ms. Mary Moina	1 <sup>st</sup> Grade Clerk	3:11	51			7	30	Form Five	RSA Stage 1 Typing, Certificate in Computer Package (IPAM), MS Excel, MS Windows	
Mrs. Assanatu P. Rogers	2 <sup>nd</sup> Grade Clerk	2:11	56			22	32	Form Five	Introduction to Financial Accounting (IPAM), Computer Certificate; MS Windows, Word and Excel	
Mrs. Margaret J. Koker	3 <sup>rd</sup> Grade Clerk	3:11	48			30	30	Form Five	Civil Service Certificate and RSA	

Name	Position	Grade & Step	Age	Job Description Available		Years in Position	Years in Service	Highest Education Attained	Professional Qualification	Decentralize
				Yes	No					
Nancy M. Kamara	3 <sup>rd</sup> Grade Clerk	1:11	43			1	20	Form Five	Pitmans Stage 1 Office Practice, English Language, Typing, Commerce, Computer Certificate, MS Word, Excel and Windows	
Marcella D Taylor	3 <sup>rd</sup> Grade Clerk	1:11	48			1	27	Form Five	Pitmans Stage 1 English	
Mr. Lamin O Kargbo	Temporary Clerical Assistant									
Mrs. Agnes Mansaray	Temporary Clerical Assistant	1:11	50			23	23	Form Five	Computer Certificate MS Windows and Word	
Elizabeth K. Allie	Temporary Clerical Assistant	1:11	45			20	20	Form Five		
Nanah Bangura	Temporary Clerical Assistant	1:11	40			19	19	Form Five		
Mr. Ibrahim Kargbo	Senior Messenger	1:11	36			14	14	Fifth Form		

Name	Position	Grade & Step	Age	Job Description Available		Years in Position	Years in Service	Highest Education Attained	Professional Qualification	Decentralize
				Yes	No					
Mr. David Koroma	Cleaner	1:11	50			6	6	Form Five		
Mr. David Sesay	Cleaner	1:11								
Allieu B. Samura	Messenger	1:11	28			6	6	Form Five		
Mr. Alfred Durah	Messenger	1:11	28			3	3	Form Three		
Ibrahim Kalokoh	Security	1:11	56			6	6	Form Three		

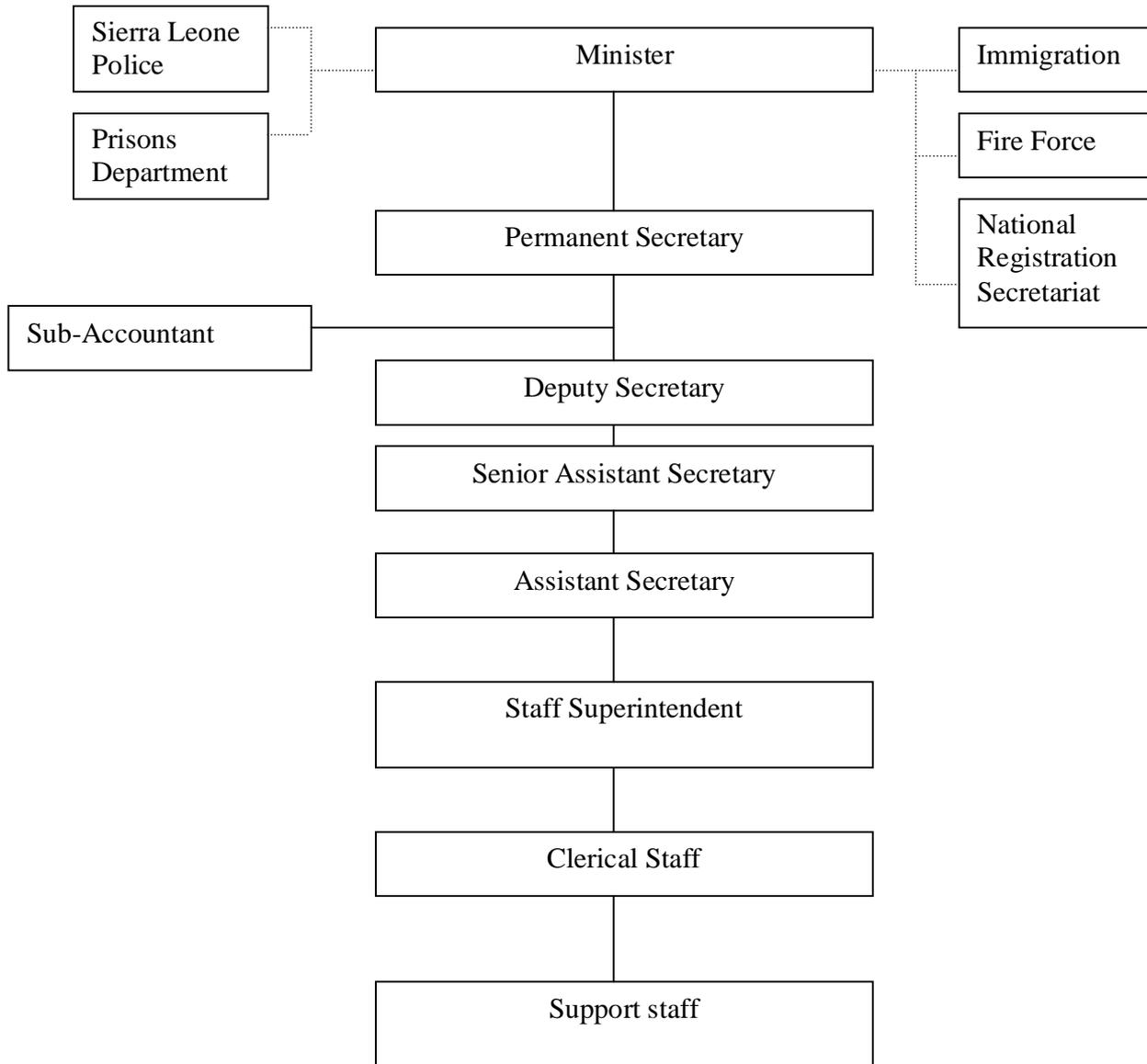
**DOCUMENTS AND PUBLICATIONS EXAMINED**

**APPENDIX 4**

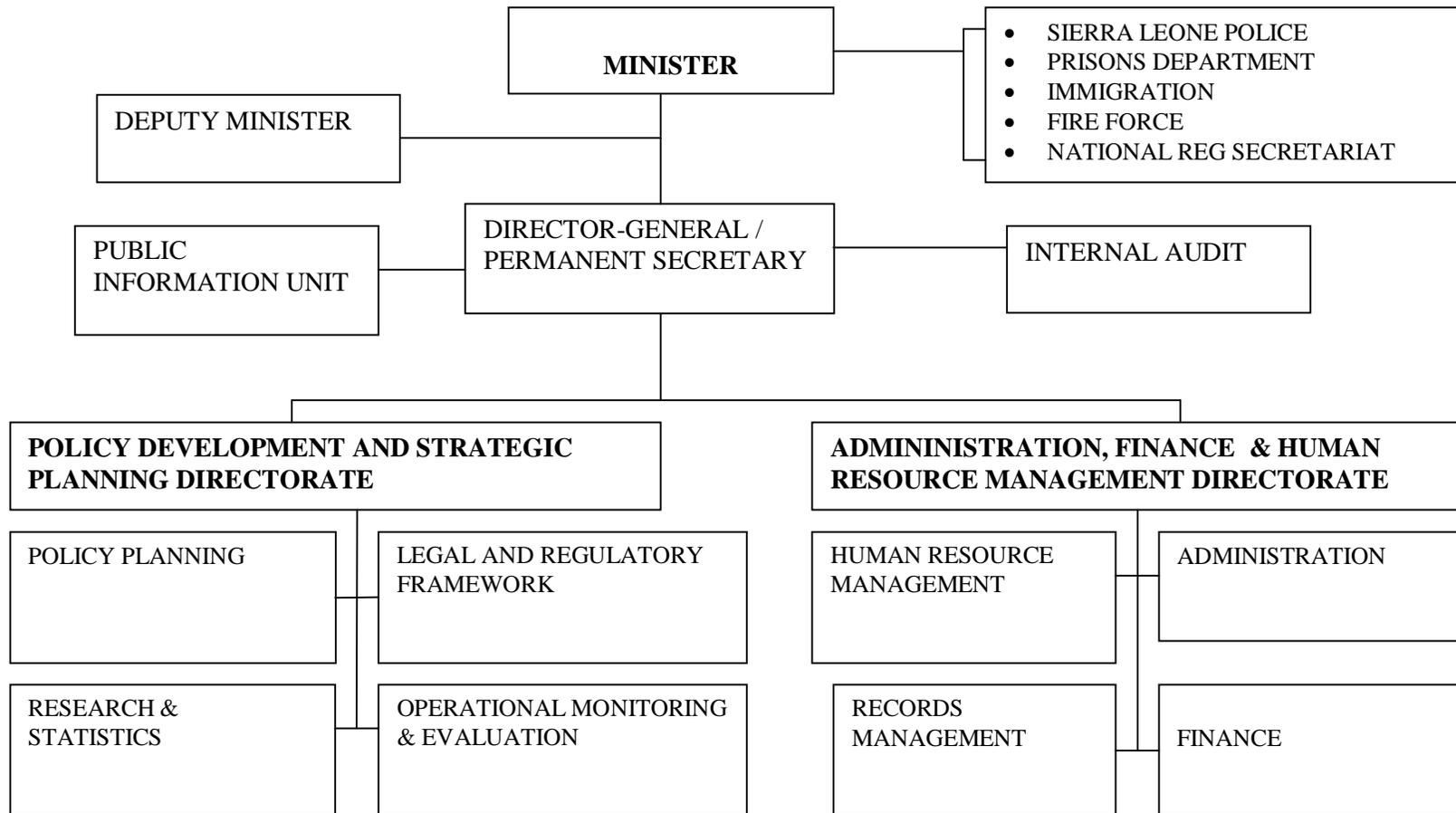
- MTEF Reports,
- Poverty Reduction
- Horizontal Review Reports
- 1991 Constitution of Sierra Leone
- The Police Act. Cap 150 of 1950 repealed by Sections 3 and 4 of Part 11 of Act. A66 No. 7 of 1964
- Prisons Department Ordinance No.22 dated 14<sup>th</sup> January, 1961
- The Prisons Rules (No.2) of 21<sup>st</sup> September 1961
- Immigration Restriction Cap 86
- The National Fire Service Act. No. 8 of 1980.
- The National Registration Act. 1974 No.20 published on 13<sup>th</sup> October, 1977 as PN.119 No. B.233.
- Gazette of 10<sup>th</sup> December, 2002
- Existing Organisational Chart of the Ministry
- Government Budget and Accountability Act (GBAA) of 2005
- Procurement Act of 2002
- An Investigative Report on how records are managed in the Ministry of Internal Affairs compiled and submitted by Olivia E. Pratt, Francis T. Turay, Muctarr K. Sowa, Alfred Fornah, Santigie S. Kamara, undated
- The Local Government Act of 2004
- Staff List

**APPENDIX 5**

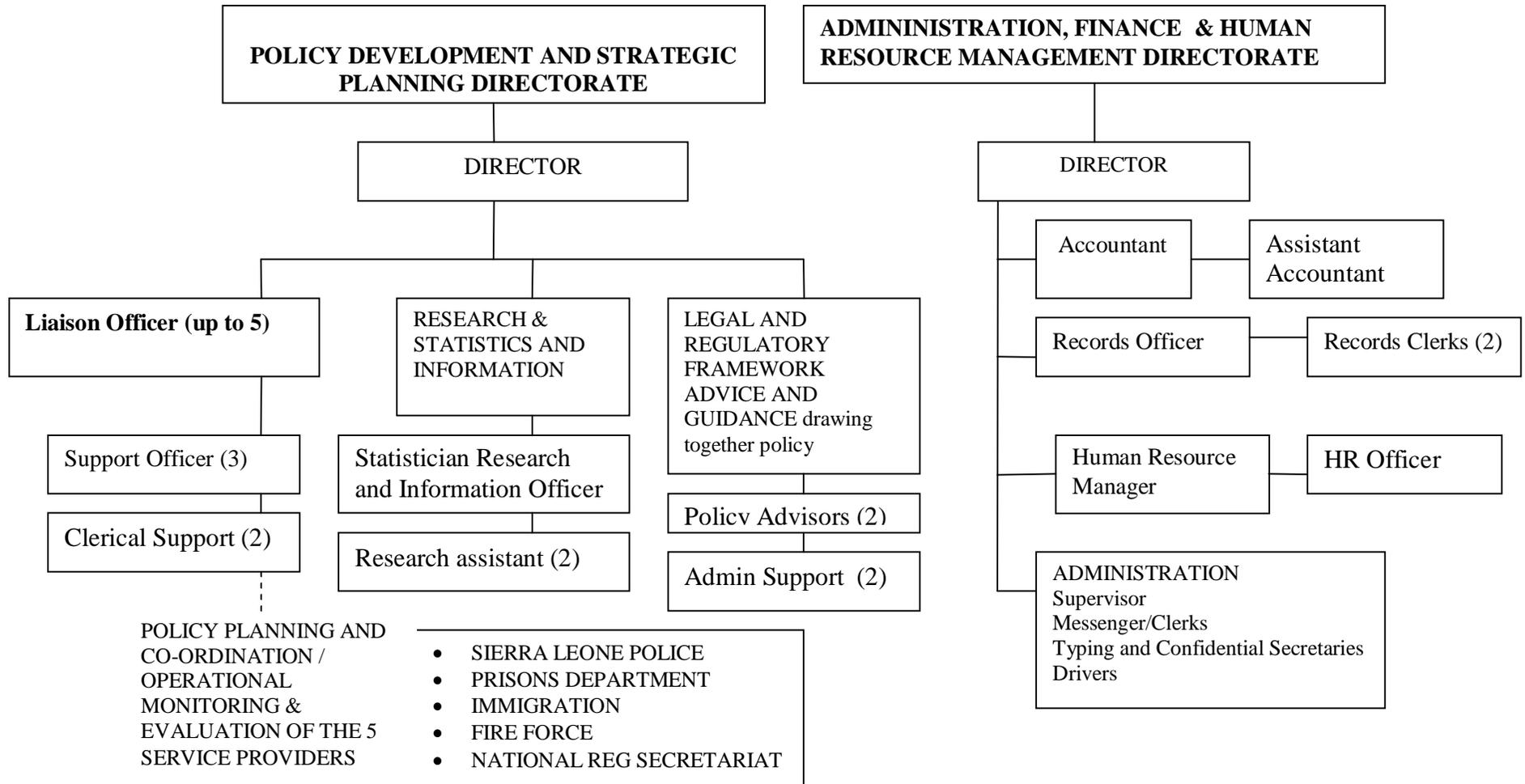
**CURRENT ORGANISATIONAL STRUCTURE OF THE MINISTRY OF  
INTERNAL AFFAIRS**



**PROPOSED ORGANISATIONAL STRUCTURE FOR THE MINISTRY OF INTERNAL AFFAIRS**



## Outline of Staffing Requirements Appendix 6A



**EQUIPMENT LIST**

<b>Essential Equipment</b>		<b>Current condition</b>			
<b>Type</b>	<b>No. Available</b>	<b>Good</b>	<b>Needs Servicing</b>	<b>Obsolete</b>	<b>Number required</b>
Computer	7	7	-	-	9
Photocopier	2	2	-	-	3
Vehicles	1	1	-	-	2
Fax Machine	1	-	1	-	3
Telephone	4	1	3	-	4
Printers	2	2	-	-	9

## **Appendix 8**

### **JOB DESCRIPTION**

<b><u>JOB TITLE:</u></b>	<b>PERMANENT SECRETARY/ DIRECTOR GENERAL</b>
<b><u>JOB GRADE:</u></b>	<b>PERMANENT SECRETARY</b>
<b><u>REPORTS TO:</u></b>	<b>HEAD OF CIVIL SERVICE</b>
<b><u>IMMEDIATE SUBORDINATES:</u></b>	<b>DEPUTY PERMANENT SECRETARY <u>(POLICY AND STRATEGIC PLANNING)</u> DEPUTY PERMANENT SECRETARY (HRM/ADMIN/FINANCE)</b>
<b><u>FUNCTIONAL RELATIONSHIP:</u></b>	<b>PERMANENT SECRETARIES/MINISTER</b>

### **PURPOSE OF JOB:**

Administrative head of the Ministry and Chief Adviser to the Minister on development of policies and other matters related to this Sector and to exercise responsibility for the management of the Ministry of oversight of activity in this sector.

### **KEY RESPONSIBILITIES**

- **Policy Development and Service Delivery**
- **Strategic Planning and Business Management**
- **Management of Resources**

### **MAIN DUTIES**

#### **Policy Development and Service Delivery**

- Offers tailored and expert advice to the Minister on all matters relating to his sector.
- Provides leadership and guidance for developing/initiating policies for the consideration of the Minister and approval by Cabinet.
- Acts as Secretary to the Ministerial Advisory Board.

## **Strategic Planning and Business Management**

- Develops strategic plans based on the Ministry's mission statement and government's priorities in collaboration with sector agencies and other stakeholders .
- Develops and reviews monitoring mechanisms in collaboration with sector agencies for the implementation and service delivery related to the sector's policies and objectives.
- Establishes systems for effective inter-ministerial and sectoral collaboration and cooperation to avoid duplication and achieve harmonization of programmes.
- Liaises with civil society in the implementation of sector plans by Departments and Agencies under perview of the Ministry.
- Ensures that Government's strategy for poverty reduction is being pursued by the MDAs in the sectors.
- Ensures the full implementation of reform initiatives as they affect the Ministry and the realization of the perceived impact.

## **Management of Resources**

- Attends cross sectoral meetings to discuss and agree on the sector's objectives, priorities and outputs prior to the preparation of the annual budget with MOF
- Acts as Administrative head responsible for day-to-day management of the Ministry.
- Coordinates the functions and work programmes of the functional directorates and provides rules, guidelines and procedures to facilitate the achievement of targets set by the Ministry.
- Prepares, in consultation with Heads of Departments and Agencies, annual budget for the Sector based on guidelines provided by Ministry of Finance and the sector's prioritized plans and programmes.
- Authorises the disbursement of budgetary allocation in accordance with prevailing financial regulations.
- Ensures the effective organisation and development and implementation of training consistent with sectoral policies and programmes.
- Liaises with the Human Resource Management Office (HRMO) for managerial and leadership training for the Directors and analogous grades in the Ministry and within the sector.

- Prepares and submits annual performance report on the Ministry within stipulated time frame.
- Ensures the development and enforcement of an effective system of discipline.
- Submits annual staff performance appraisal report for the year under review to HRMO by a date specified by that Office.
- Manages and reports on the performance of staff below him.

### **QUALIFICATION AND SPECIAL SKILLS REQUIRED FOR THE JOB**

- At least a Masters Degree, preferably MBA or MPA from a recognized University or an equivalent qualification.
- 15 years working experience; 5 years at Senior Management level.
- Special Skills required:
  - Leadership
  - Ability to manage people
  - Interpersonal and communication skills
  - Integrity
  - Intellect, creativity and judgment.
  - Negotiation skills
  - Analytical skills.
  - 
  - Computer literate (IT)

## **JOB DESCRIPTION**

**TITLE:** DEPUTY PS Finance & Administration

**GRADE:** DEPUTY PS

**REPORTS TO:** PS

### **PURPOSE OF JOB**

To provide administrative support for all the Directorates/Divisions and ensure availability of and effective use of Ministry resources.

### **KEY RESPONSIBILITIES**

#### **Policy development and Planning**

#### **Finance and Human Resource Management**

#### **Organisation and Management**

### **MAIN DUTIES**

#### **Policy development and Planning**

#### **Finance and Human Resource Management**

- Designs systems and issues guidelines for the procurement and use of logistics and modernization of equipment.
- In collaboration with Directors and other heads of Units, prepares the Ministry initial draft budget for the Permanent Secretary/Director General's consideration and subsequent discussions with the Honourable Minister and MoF
- Disburses payment as directed and approved by the Permanent Secretary/Director General.
- Ensures that expenditure conforms to Financial Administration laws and other regulations issued from time to time.
- Attends to Audit Reports/Queries promptly and ensures control measures and systems are put in place to rectify and shortcomings

- Ensures the preparation and submission of quarterly expenditure returns to Ministry of Finance on time.
- Ensures that procurement of supplies is done according to prescribed rules and regulations and approved systems and procedures and that officers are sanctioned for non-compliance.
- Ensures that establishment of standards of recruitment, selection and placement of staff in the Agencies; monitors their progress and ensures their efficiency and commitment to work.

### **Organisation and Staff Management**

- Ensures that the Ministry's organisational structure is properly designed and functions, duties and responsibilities clearly defined and that this is communicated to all staff.
- Ensures that the Directorates/Divisions and other Units are adequately resourced
- Advises Permanent Secretary/Director General and other senior management on the appropriateness of organisation and structure and undertakes reviews as required.
- Manages and appraises the performance of staff under him.
- Co-ordinates the overall HRM practices of the Ministry advising other managers and staff on related issues
- Ensures high discipline is maintained and that prompt disciplinary action is taken where necessary.

### **QUALIFICATION**

- At least Masters Degree, preferably MPA or MBA from a recognised University or equivalent professional qualification.
- 12 years working experience.

### **SPECIAL SKILLS**

- Ability to manage people
- Good interpersonal and communication skills
- Finance and Human Resource Management knowledge
- Integrity
- Intellect, creativity and judgement
- Computer literate

## **JOB DESCRIPTION**

**TITLE:** DEPUTY PERMANENT SECRETARY POLICY  
DEVELOPMENT AND STRATEGIC PLANNING

**GRADE:** DEP SEC

**REPORTS TO:** PERMANENT SECRETARY

**IMMEDIATE SUBORDINATE:** ASSISTANT SECRETARY

### **PRIMARY FUNCTION (PURPOSE OF JOB)**

To facilitate the preparation of sustainable strategic and corporate planning for the sector and ensure the appropriateness costing and budgeting of programmes and projects.

To design and implement monitoring and evaluation systems for the assessment of sectoral policies, plans, programmes.

### **RESPONSIBILITIES**

**Policy Development and Planning**

**Strategic Planning and Business Management**

**Communications and Information Management**

**Staff Management and Organisation**

### **MAIN DUTIES**

#### **Policy Development and Planning**

- Contributes and supports the Permanent Secretary/Director General and the Honourable Minister during cross-sectoral meetings to determine and agree on the objectives, priorities for policy in the sector
- Acts as the focal point for the collection data and development of policy for the co-ordination of the sector activity
- Liaises with sector agencies in the development of their service delivery responses

### **Strategic Planning and Business Management**

- Facilitates the integration of the plans and programmes of all implementing agencies in the sector into a well defined national plan.
- Co-ordinates the integration of plans and the development of funding requirements and outputs prior to the preparation of the annual budget for the sector.
- Prepares and collates plans emanating from policies and objectives of the sector and facilitates the development and determination of strategies and priorities.
- Develops short, medium and long-term plans and projects for the sector in collaboration with service delivery agencies
- Facilitates the monitoring and evaluation of all policies and domestic and foreign aid for all agencies in the sector in relation to national needs.
- Monitors and evaluates the implementation of all programmes and projects in the sector for the achievement of sectoral goals.
- Develops strategies and corrective measures for implementation in the sector.

### **Communications and Information Management**

- Ensures the provision of statistical and other research data in analyzing and informing the sector
- Provides and appropriate network of communications amongst MIA agencies

### **Staff Management and Organisation**

- Manages and reports on staff performance
- Ensures discipline and good conduct amongst staff

### **QUALIFICATION**

- At least Masters Degree, preferably MPA or MBA from a recognized University or an equivalent professional qualification.
- Training in Policy Analysis and Project Management is essential.
- 12 years working experience.

## **SPECIAL SKILLS**

- leadership
- ability to manage change
- interpersonal and communication skills
- negotiation skills
- integrity, judgement and creativity
- computer literate

## **JOB DESCRIPTION**

<b>TITLE:</b>	<b>ASSISTANT SECRETARY RESEARCH, STATISTICS AND INFORMATION MANGEMENT</b>
<b>GRADE:</b>	<b>ASSISTANT SEC</b>
<b>REPORTS TO:</b>	<b>Deputy PS</b>

### **PRIMARY FUNCTION (PURPOSE OF JOB)**

To create and maintain a comprehensive databank of sector related information is available and disseminated across the agencies and castor stakeholders to aide policy development and decision making.

To contribute to the improvement of a good image of the sector by disseminating information on sectoral policies, activities and procedures to stakeholders.

### **RESPONSIBILITIES**

#### **Research and Statistical Analysis**

#### **Information Management**

#### **Organisation and Staff Management**

### **MAIN DUTIES**

#### **Research and Statistical Analysis**

- Undertakes policy research to develop policy options/simulations, plans and programmes to facilitate achievement of national goals/sector targets.
- Initiates research programmes for the Ministry, conducts research and provides information and data to aid decision-making relevant to the achievement of sectoral objectives and goals.
- Plans and determines statistical surveys and designs questionnaires to elicit information required.

## **Information Management**

- Monitors and evaluates the impact on stakeholders of sectoral policies, programmes and activities.
- Maintains records of conventions and treaties of the sector, as well as a library and sources of archival information on sectoral policies, plans and achievements.
- Establishes and maintains systems and procedures to facilitate inter and intra sectoral linkages, information flow, client sensitivities and policy changes.
- Monitors and evaluates the impact of press and public opinion on sectoral activities and programmes.
- Establishes strategies and machinery for the dissemination of information and the promotion of the good image of the sector internally and externally.
- Undertakes periodic reviews of public relations policies relating to overall sectoral plans and priorities and
- Prepares periodic bulletins and publicity material on implementation of sectoral activities for stakeholders.

## **Organisation and Staff Management**

Manages and monitors staff performance

Ensures discipline and conduct of staff is well maintained

## **QUALIFICATION**

- At least a first Degree, preferably computer science or equivalent professional qualification.
- 10 years relevant working experience.

## **SKILLS REQUIRED**

- Leadership
- Ability to management change
- Interpersonal and communication skills
- Creativity

## **JOB DESCRIPTION**

**TITLE:** ASSISTANT SECRETARY LIAISON

**GRADE:** ASSISTANT SECRETARY

**REPORTS TO:** Deputy PS Policy Development and Strategic Planning

### **PURPOSE OF JOB**

To act as a focal points for one or more agencies in the internal security sector to liaise and ensure a synergy and cross sectoral / cross agency response to the needs of the sector.

### **RESPONSIBILITIES**

#### **Liaison and co-ordination**

#### **Policy development and planning**

#### **Organisation and staff Management**

### **MAIN DUTIES**

#### **Liaison and co-ordination**

- Working in close harmony with technical advisors for one of more of the sector's agencies contributes to the determination of policy and overall co-ordination of agency activity in the sector
- Elicits information from the agency and provides regular reports on activity and achievements to enable the PS to provide Ministerial briefing
- Attends and contributes to sectoral planning and advisory meetings
- Establishes and maintains procedures for planning and controlling liaison activity.
- Provide regular reports and feedback to stakeholders on sector and agency
- Assists the agency in determining and obtaining resource requirements a including training needs and programmes
- Establishes appropriate and effective linkages with the other sectors of the economy and governance.

### **Policy development and planning**

- Works with agency and MIA stakeholders in co-ordination of policy development
- Acts a link with the agency in developing budgetary and other resource plans ( including HRM and Development issues)
- Works in collaboration with other liaison officers to regulate and monitor and evaluate activity across the sector

### **Organisation and Staff Management**

- Manages and reports on the performance of staff
- Maintains conduct and discipline amongst staff

### **QUALIFICATION**

- At least first Degree from a recognized University or equivalent professional qualification in Communications and Relationship Management
- 12 years working experience.

### **SPECIAL SKILLS**

- leadership
- ability to manage change
- relationship
- interpersonal and communication skills
- integrity, judgement and creativity
- computer literate

## **JOB DESCRIPTION**

**TITLE:** ASSISTANT SECRETARY  
Legal and Policy Regulation  
**Grade** ASSISTANT SECRETARY

**REPORTS TO:** Deputy PS Policy Development and Strategic Planning

### **PURPOSE OF JOB**

To act as a focal point for the integration of sectoral policy and legal and technical advise to the sector

### **RESPONSIBILITIES**

#### **Policy development and advice**

#### **Organisation and staff Management**

### **MAIN DUTIES**

#### **Policy development and advice**

- Working in close harmony with liaison officer(s), and technical and policy advisors in agencies and with other stakeholders in the internal and external security sector rationalisation and draw together appropriate policy documentation and advisory papers for dissemination.
- Support PS in briefing the Minister on policy and legal issues.
- Provide advice to other MDAs and Agencies of policy and legal issues.
- Prepare and issue appropriate regular reports on issues identified.

#### **Organisation and Staff Management**

- Manages and reports on the performance of staff
- Maintains conduct and discipline amongst staff

### **QUALIFICATION**

- At least first Degree from a recognized University in public administration or equivalent professional qualification in a legal and professional discipline

- 10 years working experience.

### **SPECIAL SKILLS**

- leadership
- ability to manage change
- relationship
- interpersonal and communication skills
- integrity, judgement and creativity
- computer literate

