

MANAGEMENT AND FUNCTIONAL REVIEW OF THE IMMIGRATION DEPARTMENT

PUBLIC SECTOR REFORM UNIT

2011

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ABBREVIATIONS

ACC	–	Anti-Corruption Commission
AIOs	–	Assistant Immigration Officers
CIO	–	Chief Immigration Officer
DCIO	–	Deputy Chief Immigration Officer
DFID	–	Department for Foreign and International Development
ETCs	–	Emergency Travelling Certificates
HR	–	Human Resource
HRMO	–	Human Resource Management Office
ICMPD	–	International Centre for Migration Policy Development
IMATT	–	International Military Advisory Training Team
IOs	–	Immigration Officers
IOM	–	International Office of Migration
MDAs	–	Ministries Departments and Agencies
M&E	–	Monitoring and Evaluation
MFAIC	–	Ministry of Foreign Affairs and International Cooperation
MIA	–	Ministry of Internal Affairs
MWHI	–	Ministry of Works, Housing and Infrastructure
NRA	–	National Revenue Authority
NSC	–	National Security Council
NSCG	–	National Security Coordinating Group
ONS	–	Office of National Security
PIO	–	Principal Immigration Officer
PSC	–	Public Service Commission
PSRU	–	Public Sector Reform Unit
RIO	–	Regional Immigration Officer
SIO	–	Senior Immigration Officer

EXECUTIVE SUMMARY

Like many of its counterpart institutions in the security sector, restructuring of the Immigration Department is long overdue. Previous efforts in reforming the Department were mainly concerned with linking it with other institutions for supervisory purposes, rather than institutional restructuring. For instance, after Independence in 1961, the management of the Immigration Department was transferred from the Civil Service to the Sierra Leone Police. Police officers posted to the Department retained their ranks in the Force and were assigned various duties at the Immigration Department. The argument proffered for this change was that there were high number of cases of illegal migration with subsequent rise in associated criminal activity. Also the issuance of passports and visas was alleged to be fraught with corrupt practices.

Part II of the constitution of Sierra Leone, 1991 (Act No.6 of 1991) and the sections thereof, established the Police Council, making provisions for appointments in the police force, and functions of Police Council. For sometime after the Constitution came into operation, the Sierra Leone Police continued with the status quo using the Establishment Secretary's Office as the "clearing house" for personnel matters, including promotions and appointments to the Police Council. This situation went on for a while until 1999, when the then Establishment Secretary determined that recruitment and appointment of

the police force should be carried out by the Sierra Leone Police and not the Establishment Secretary's Office.

In October 2002, in the process of reforming the Sierra Leone Police, the Immigration Department was again transferred to the Civil Service, with some police officers opting not to revert to the regular police duties. Those that remained in the Department became civilian employees, the most senior being the Chief Immigration Officer. Apart from the mere change of personnel, nothing was done to restructure the Department and address management structures and systems.

The Immigration Department has embarked on a restructuring process, in order to improve service delivery. This management review is part of the process to creating an efficient and highly effective Immigration Department of Sierra Leone. The review of the Immigration Department focused primarily on management structures and systems. One of the issues of concern that immediately came to light is the incoherence of the statutory framework through which the Department operates. There is an urgent need for all statutory instruments relating to immigration in Sierra Leone to be harmonized and made effective. In this regard, we have recommended development of a policy on immigration matters.

Other urgent issues that need to be addressed immediately include developing a comprehensive structure for both Headquarters and provincial offices, updating the staffing structure, recruitment of middle and senior staff, and effective financial and strategic management practices. Conditions of service remain very poor and have reduced staff morale and performance. Basic working tools such as computers, printers, and copiers are not in use in many of the regional offices. Even more disturbing is the lack of electricity and vehicles for staff working in key border crossing points in Kambia and Jendema.

In recent years, the current CIO has made some improvements, but there is more to be done. The Immigration Department maintains that the limited financial support it receives from Government is one of the factors affecting its performance and that this has hampered efforts at modernising. We have recommended that the Department engage the Human Resource Management Office, Ministry of Finance and Economic Development on matters relating to modernisation and restructuring.

RESPONSIBILITY

Although this report was at the request of the Chief Immigration Officer, the PSRU takes full responsibility for the views and recommendations expressed therein.

ACKNOWLEDGEMENTS

We are grateful for the keen interest of Mr. Kholifa Koroma, Chief Immigration Officer, in this review process. We also acknowledge the support provided by Mrs Kona Koroma, Permanent Secretary of the Ministry of Internal Affairs, the Director General of the Ministry of Foreign Affairs and International Cooperation, the Chairman of the Public Service Commission, and the Human Resource Management Office.

Thanks are also due to the many officials in the Immigration Department who gave generously of their time. Special thanks must go to the Administrative /Human Resource Officer, Mr. Alusine Joaque, our liaison officer, who made our task easier, with his coordination of our visits to the Immigration offices in Freetown and in the provinces.

INTRODUCTION

At the request of the Chief Immigration Officer (CIO), the Public Sector Reform Unit (PSRU) was invited to conduct a review of the Immigration Department, taking into consideration its mandate, structure, human resources and management systems. The review started on the 1st of November 2010. From inception, the review team realized the need to address the challenges with the structure and human resource management of the Immigration Department. Most significant of these were the need to develop a modern structure and accompanying professional staff component; modernise the legal and regulatory structure; human resource development and career planning; and development of information technology systems. Addressing these challenges will require support from the Human Resource Management Office (HRMO) Ministry Finance and Economic Development (MoFED), and Ministry of Justice. Some of these activities can be implemented immediately, while others, particularly those that have legal implications, may be addressed over time.

TERMS OF REFERENCE

The team was to examine the Immigration Department and make recommendations on the following, with the view to enhancing service delivery:

- Functions
- Structure
- Legal framework

- Management systems
- Working Arrangements
- Human Resource, mainly recruitment, retention and capacity development
- Communications with Stakeholders
- Relationship with some other relevant institutions such as the Ministry of Internal affairs, the National Registration Secretariat, the Ministry of Foreign Affairs and International Cooperation, among others.

APPROACH TO THE STUDY

The CIO was alerted two weeks before the commencement of the review Briefing sessions were held with the CIO and his management staff during which a liaison officer and office accommodation were identified for the team. The main method of collecting data was through comprehensive structured interviews with senior and middle level staff. Questionnaires designed to assist this process were administered and collected in advance of interviews. A copy of the questionnaire is attached as Annex 1. The names of the people interviewed are listed as Annex 2.

During the review visits were made to the field offices, including the main border entry points (Grade A border points) at Lungi Airport, Mano River Bridge (Jendema) and Kambia (Gbalamuya). Detailed discussions were also held with the Permanent Secretary of the Ministry of Internal Affairs (MIA), the Director General of the Ministry of Foreign Affairs and International Cooperation (MFAIC), Directors of the Human Resource Management Office (HRMO), and the Chairman of the Public Service Commission (PSC). Other stakeholder views taken into consideration include the National Revenue Authority (NRA).

During the interviews and meetings, attempts were made to seek agreement on the recommendations and ownership of new ideas so as to reduce resistance to change when implementation begins.

This report presents the findings and recommendations of the review from discussions held with staff of the Immigration Department, the Ministry of Internal Affairs; the Public Service Commission; the Human Resource Management Office and the Ministry of Foreign Affairs and International Cooperation.

STRUCTURE AND SYSTEMS

Background

The Immigration Department is one of five institutions for which the Ministry of Internal Affairs has oversight responsibilities; the others being the Sierra Leone Police, the Prisons Department, National Fire Prevention Services, and the National Registration Secretariat. According to officials of the Ministry of Internal Affairs, the 1991 Constitution (Act No. 6 of 1991) provides for its control of the Immigration Department. However this control has been limited to policy issues and interfacing with Cabinet. In an earlier review conducted of the Ministry of Internal Affairs, mention was made of its relationship with the Immigration Department, to wit: *that a senior officer of the Department should be posted to the Ministry to act as liaison officer.*

Previous efforts in reforming the Immigration Department were mainly concerned with its status rather than its organizational structure and effectiveness. After Independence in 1961, the Immigration Department was transformed from a civil entity and incorporated into the Sierra Leone Police; this change effectively meant that all the personnel working for the Immigration Department were recruited from the Sierra Leone Police. The argument given for this change was that there were a high number of cases of illegal migration with subsequent rise in associated criminal activities. Also the issuance of passports and visa was alleged to have been fraught with corrupt practices.

Meanwhile the personnel administration of the Immigration Department continued to be supervised by the Establishment Secretary's Office, now HRMO, who had the mandate for personnel management in the Civil Service. Section 156 (1) of the 1991 Constitution of Sierra Leone established the Police Council, and section 157 gave it the mandate of making appointments in the police force. However for many years after the Sierra Leone Police continued with the practice of using the Establishment Secretary's Office as a "clearing house" for human resource matters such as promotions and appointments in the Police Force. It was only in 1999 that the Establishment Secretary determined that this activity should be carried out by the Sierra Leone Police Council.

In October 2002 the Immigration Department was once again returned to the civil service, with some police officers opting not to revert to the regular police force duties. Those that remained in the Department became civilian employees. For the second time management supervision in the Department was changed, but very little was done to address the systems, processes and capacity of the Department. This was the status when the current CIO was appointed in 2008. The Department was not only improperly structured and managed, it was also underfunded and had severe capacity challenges relating to human resource and tools. The CIO has recently embarked on a reform agenda with the long-term objective of creating an autonomous Department, in control of its budget. With

an Administrative/ Human Resource Officer deployed from the HRMO, some early gains were made, including development of draft organograms and schemes of service for several positions; absorption of temporary workers into the payroll and establishment of Border Patrol Assistants to perform intelligence and security functions at the entry points. Throughout this process, the Department worked with the HRMO. Most recently, it was decided that the PSRU should be engaged to conduct a management and functional review, as it has done for other MDAs. The Department intends to use the report as a starting point for comprehensive restructuring.

Statutory Framework

The Immigration Department draws its statutory powers from a host of Ordinances, Acts of Parliament and International conventions. These instruments have been compiled into a booklet by the Department for ease of reference. These include;

- 1951 Convention Relating to the Status of Refugees
- The Immigration Restriction (Amendment) Rules, 1960
- The Immigration Restriction(Fishermen) (Prohibition) Order 1961
- The Consular Fees Act 1964
- The Non-citizen(Registration Immigration and Expulsion) Act 1965 No 14 of 1965
- The Non-Citizen (Registration) Rules) 1967

- The Non-Citizen (Registration Order)1967
- The Non Citizen (Trade and Business) Amendment Act 1970
- Sierra Leone Citizenship Act 1973
- The Non – Citizen(Commercial Residential Permit) Rules 1974
- The Passport (Amendment) Act 1974
- The Hotel and Restaurant Act 1979
- The Non – Citizen (Registration(Amendment) Rules 1985
- The Development of Tourism Act 1990.
- *The Immigration Restriction Act (Cap86) Laws of Sierra Leone*
- *The Immigration Restriction Rules*
- *The Immigration (Recognition and Airports and Airfields) Order*
The Immigration (Abolition of Visa) Order

The fragmentation of the legal framework into many Acts and Instruments makes it difficult for new officers to comprehend the legal requirements within which they are supposed to carry out their functional responsibilities. Only those officers who have worked in the Department for a long period can articulate and refer to the legal framework relating to particular tasks as a result of their past experiences on the job. Ordinary citizens and visitors find it twice as hard to determine which of the laws apply to them, and which are the most current or relevant.

The legal framework poses many obstacles to the development of the Immigration Department. The laws are not comprehensive enough and the absence of policy leads to misinterpretation. There is a need to revise and update the legal framework to consider the new structure including border patrols and the current functions performed by the Department. For instance, we were informed that the Committee for the approval of granting naturalization, which was at one time relocated to the Immigration Department from State House, has again been transferred to State House. There are also current and emerging issues relating to citizenship and refugees that are not adequately addressed in the laws. There is therefore a need for a clarifying policy on immigration matters to be developed and approved by Cabinet.

Given the above scenarios **we recommend as follows: -**

- **That Government should develop a comprehensive policy on immigration matters. This should articulate the national requirements, and should also provide guidance as to the institutional arrangements within the Immigration Department.**
- **Government should review all statutory instruments dealing with Immigration, with the intention of updating and consolidating them into a concise composite law.**

Functions of the Immigration Department

The Immigration Department has five key responsibilities: -

- The administration and control of the movement and stay of foreign citizens within the national borders, including state territory;
- The regulation of national passports, including printing and issuance;
- The issuance of Emergency Travel Certificates (ETCs);
- Non-Citizens Registration;
- Seamen's Travelling Documents (Seaman's Book)

Functions of Regional Offices

Most of the above functions are performed at regional offices. Specifically, these provincial operations extend to the following;

- i. Vet applicants for passports- Applicants fill the necessary forms and pay the appropriate fees to the NRA officer who is on site. The data is kept in ledgers, and the forms are taken to Freetown weekly or bi-weekly depending on the distance and the volume of requests. The successful applicants later collect their passports from the regional offices. In cases where requests are made for emergency processing of passports, applicants in the regions are advised to take the forms directly to Freetown themselves, as the regional offices are unable to facilitate the issuance of passports in the 3 day period stipulated for these cases.

- ii. Monitor non-citizens/ visitors to ensure they comply with immigration laws- officers conduct periodic spot checks on hotels and guest houses to ensure that visitors have legal visas and clearance papers. These checks also extend to businesses that typically employ foreigners, such as mining companies, to ensure that the appropriate visa fees have been paid. In conducting these checks, the Immigration Department personnel are assisted by local police officers.
- iii. Monitor movement in and out of the country and region- The regional offices supervise the work of the sub-regional offices and the Border Patrol Assistants that monitor strategic border crossing points. Periodic visits are paid to these areas to ensure that security measures preventing illegal crossings are in place.
- iv. Monitor the flow of travellers along the border- the offices at the three main crossing points in Lungi, Jendema, and Gbalamuya have the primary function of regulating the flow of travellers, both Sierra Leoneans and foreign, in and out of the country. At Lungi for instance, they check the authenticity of passports, visas and any other travel documents. At the other two posts, they check the authenticity of visas, travelling documents, and permits, issue out Emergency Travelling Certificates (ETCs), and verify vehicular laissez pass . All entry fees for visitors are paid to the NRA officers on site. The Immigration personnel enter data into their ledgers and scan passports.

National Security

The Immigration Department is part of the security sector and therefore submits its work plans to the National Security Coordinating Group (NSCCG) for the consideration of the National Security Council (NSC). The Department develops strategies to forestall threats to immigration laws and related regulations.

As recent as 2010, the Department recruited Border Patrol Assistants (security/intelligence officers) to enhance its function of monitoring movement and stay of foreigners. As a result of the porous nature of Sierra Leone's borders, free movement has been a common phenomenon and often threatened the security of the state. However, since the recruitment and deployment of border guards, it is reported that there has been an increase in revenue generated from entry fees. Nevertheless, in spite of this possible positive outcome, the establishment of and recruitment for the post of Border Patrol Assistant needs to be regularised within the civil service with the HRMO. Presently, the justification for these security-related activities is not explicitly stated as one of the functions of the Department.

We recommend that the security function is explicitly incorporated into the mandate and functions of the Department. We provide this as one possible expression;

‘To monitor, control, and reduce fraudulent acquisition and use of travel documents, and illegal movement across our borders, through conduct of patrols and intelligence operations.’

Structure of the Immigration Department

As already indicated, previous reform initiatives did not go as far as the restructuring of the core institutional activities of the Department. Although some improvements have been made, organisational structure and staffing still pose a challenge. Functional units have not been fully developed, and it is still difficult to distinguish the technical professionals from auxiliary staff. The nomenclature of 'Immigration Officer' seems to apply to a large majority of staff, regardless of function. In addition, most staff seem to work directly on processing passport forms or other related documents.

Currently, the Immigration Department has the following functional units;

Administration, including senior management which comprises the Chief Immigration Officer/ CIO, Deputy Chief Immigration Officer/ DCIO, and the Controller of Operations; and an Administrative/HR Officer

Records

IT

Finance, which comprises of an Accountant from the Accountant-General's Department

Non-Citizens

Passports

Intelligence and Investigations

Central Processing Unit, which focuses on internal investigations

Field Offices

There are three main regional offices, one for each Province, located in Bo, Makeni, and Kenema. Within each Province, there are also sub-regional offices located at strategic border crossing points. Three of the most significant sub-regional offices are those located at Lungi International Airport; Mano River Bridge (Jendema), the main crossing point into Liberia; and at Kambia (Gbalamuya), the main crossing point into Guinea. These three are known as the Grade A crossing points.

The regional offices are headed by Regional Immigration Officers (RIO), supervising a host of officers including Immigration Officers, Immigration Assistants, First Grade Clerks, Second Grade Clerks, Second Class Officers, and Data Entry Clerks. The RIO also supervises the activities of the Border Patrol Assistants in his/her region. The Grade A border points in Lungi, Jendema, and Gbalamuya are each headed by an Assistant Immigration Officer (AIO). Each of the regional and sub-regional offices has an officer from the National Revenue Authority (NRA) to whom all fees are paid. The structure and staffing composition of the provincial offices will have to be reviewed and updated in line with their functions as part of the restructuring of the Immigration Department.

We reviewed both the current structure as well as a proposed draft organogram designed by the HR Officer and have developed a simple alternative. Both proposed structures, which are based on a directorate system, are attached as

Annexes 4 and 5. The structure proposed by the PSRU includes the following directorates and units;

- Administration and Finance
 - Human resource management
 - Training and staff development
 - Records management
 - Accounts
 - Procurement
 - Internal Audit
 - Logistics and Estate Management
- Corporate Strategy and Planning
 - Public Relations
 - Research and planning
 - Legal Affairs
 - Investigations
- Technical Operations
 - Regional Operations
 - Passport Bureau
 - Non-citizens bureau
 - Consular Matters

Organograms and job descriptions will have to be developed for each of the directorates and their respective units. We believe that the new (proposed) structure will bring professionalism into the Immigration Department and facilitate efficient division of labour and specialisation. Having said that however, it must be emphasized that merely putting in place a functional structure is not the answer to chaos and poor performance; it should be informed by good policies, management and technical systems.

Functions of Key Units/ Directorates

Office of the Chief Immigration Officer –The CIO is the head of the Immigration Department and is responsible for the implementation of government policies on immigration matters and reports to oversight institutions including the Ministry of Internal Affairs and Parliament. He is responsible for the administration and management of the Immigration Department for efficiency and effectiveness. He is also responsible for effective planning, and provides leadership and strategic direction. He is the chief accounting officer.

The Deputy Chief Immigration Officer – the DCIO assists the CIO in the implementation of his duties, including representing the Department at meetings in the absence of the CIO. He is responsible for the coordination of all directorates and directly supervises the directors and reports to the CIO on all matters.

The Directorate of Technical Operations –The Directorate of Operations is the technical wing of the Department and implements the core mandate of the issuance of passports, consular matters, and regional operations.

The Directorate of Administration and Finance – The Directorate of Administration and Finance is responsible for general administration of staff, logistics and finance. Its functions are institution-wide and cut across all directorates. Within this directorate are the Accounting and Internal Audit units that will ensure proper and efficient use of the finances of the Department for the smooth implementation of its mandate. The latter function is especially important and will guide the Department in proper use of its resources, and serve as a liaison to any external audit exercise.

The Directorate of Corporate Strategy and Planning – The Directorate of Corporate Strategy and Planning is responsible for policy development and strategic planning of the Immigration Department. It will produce annual work plans, assisting the senior management in determining and communicating the priorities of the institution. It will gather and collate data on the work of the Department and use these to inform decision-making, and make information available to the general public. It also incorporates the investigations and legal functions.

WORKING ARRANGEMENTS

Systems and Processes

Over the years, the Immigration Department has undergone a series of transformations with no comprehensive policy to guide the process. In terms of working processes, it is not readily clear what the role of officers are since personnel in the various units are more or less engaged in the processing of passports for clients rather than performing clearly defined roles. In the administrative wing of the Department for instance, there is very little coordination, which has in turn affected management and technical operations across the institution. HR management and the need for effective management systems only came to the forefront very recently. The former is particularly problematic as will be discussed later.

Budgetary and Financial Procedures

In terms of financial and budgetary management, the Department operates on government allocation through the Ministry of Internal Affairs who responds to the Budget Call Circular. Although the Department does not have a budget committee, it is represented in the Ministry's budget committee where its budget is discussed and factored into the overall plan of the Ministry of Internal Affairs budget.

The Department maintains that government allocation is inadequate and is not reflective of its strategic role in national governance and security. Officials further argue that the Department generates huge amounts of money from its revenue based activities (sale of passports, Emergency Travelling Certificates, Sea-mans book, passport application forms). These monies are collected by NRA officials assigned to the various immigration offices across the country.

Whether the insufficiency of funds is a result of inadequate allocations from Government or lack of proper financial planning in the Department, lack of funds is one of the serious challenges facing the Department, and it has impacted negatively on overall performance. The Department finds itself unable to procure technical equipment and provide professional training opportunities for its personnel to ensure that they are abreast with the latest and most efficient technologies and methodologies for their work. **We recommend that Government should provide adequate funding for the Department that enables it to implement its activities effectively.**

We also recommend that a Budget Committee comprising senior management, and including the accountant, internal auditor and administrative/HR officer is immediately established. This committee will not only limit itself to the annual budget, but will also guide the Department in terms of overall financial management, especially in developing annual budgets. **We further recommend that every office, including those in the Provinces should submit an annual work plan accompanied by quarterly budgets to**

the officers in charge of administration and finance, and planning. These will be collated and incorporated into the Department's overall quarterly and annual budget. The budget committee with assistance from the proposed Director for Corporate Strategy and Planning will have the task of assessing these budgets and assisting in yearlong planning of resource utilisation with the work plans. This will greatly improve the disbursement of equipment and other resources.

Procurement

The review team was informed that the Department has a Procurement Committee that is ineffective since decisions to procure goods and services are taken by the CIO and the Accountant. This situation does not augur well for the effective and efficient running of the Department. For instance, it was reported that the supply of fuel was very irregular, with sub-regional officers not having received supplies for a period of about six months. The review team was also informed of instances wherein personnel made requests for supplies and equipment that were granted by the CIO, but were vetoed by the Accountant on the grounds of inadequate funds/supplies. The lack of transparency in terms of financial management and provision of supplies has impacted negatively on performance and morale in the Department. While we are not in place to assess the validity of the reports, we contend that they indicate the urgent need to establish functioning and participatory budget and procurement committees that will ensure that all expenditures are planned and aligned with the available

budget. **We recommend that the composition of the Procurement Committee is revised to ensure it is participatory and includes RIOs.**

We further recommend that the Procurement Committee meets as and when necessary, and that it ensures full compliance with the regulations of the National Public Procurement Authority (NPPA).

Internal Audit

The Department has an Internal Auditor provided by the Ministry of Finance and Economic Development (MOFED). It is envisaged that this Internal Auditor will be in place to guide the Department in the implementation of not only its financial management systems and procedures, but also in other administrative processes like procurement. It was noted that the NRA Internal Audit Controls Unit periodically carries out audit on the Department to verify the amount of revenue collected by NRA officials on behalf of the Department. While we endorse the periodic audits conducted by the NRA to monitor and prevent seepages in the generation and collection of revenue, and recommend that this be carried out at least annually, we believe that an external audit of the Immigration Department itself must be conducted at least annually by the Audit Services Sierra Leone. Accordingly, **we recommend that an external audit of the Immigration Department should be conducted at least annually to monitor and ensure effective financial management of public resources.**

Human Resource Management

The current staff strength of the Immigration Department is 275. As recently as January 2010 the staff size was approximately 175. The increase to its current strength of 275 is due to the regularization and absorption of the Border Patrol Assistants, most of who previously worked as volunteers or temporary staff. The decision to regularize volunteer staff was taken in a bid to address the serious problems with human resource capacity.

Human resource management is relatively new in the Immigration Department. Having previously been merely one component within the operations of the Sierra Leone Police, manpower planning had been limited to deploying police officers to serve as Immigration Officers.

Presently roles of staff are not clearly defined in the day-to-day operations of the Department. The administrative functions have not been effectively performed and in fact, there is only one administrative officer to perform these functions. It was observed that passport control officers who are supposed to perform routine immigration assignments also play the role of administrative assistants.

The current structure is not reflective of its large mandate. The need for an effective organisational structure with clear role definitions and established

reporting lines is imperative. We have proposed a revised structure (Annex 5) for improved service delivery. Once a structure is approved, the Department must endeavour to fill various positions within these units with qualified technical and administrative staff.

A new scheme of service has been developed by the Administrative Officer, and several of the proposed positions such as the Border Patrol Assistants (Border Guards) have already been approved and filled by the HRMO. There is a need to ensure that all positions within the units are functional and clearly defined to avoid the current problem of over-staffing in some units and role duplication.

The Department is aware that it needs to update its staffing hierarchies, and has proposed a revised scheme of service that makes provision for removing the post of Regional Immigration Officer and replacing it with two new positions, Senior and Principal Immigration Assistant. Both the current and proposed posts are indicated below;

Current:

Assistant Immigration Officer → *Immigration Officer* → *Regional Immigration Officer.*

Proposed:

Immigration Assistant → *Assistant Immigration Officer* → *Immigration Officer* → *Senior Immigration Officer* → *Principal Immigration Officer*

The Immigration Department will have to seek the concurrence of the Postings Committee in establishing these new posts and will have to engage the HRMO, PSC, and MoFED in the process.

It must be kept in mind that these generic titles depict a salary scale as is similar to some institutions such as NRA and some cadres within the Civil Service. Even though the positions are all uniform across a grade, the functions performed by each officer will differ depending on the unit he/ she is assigned to. For instance, the Immigration Officer working within the Research and Planning Unit as an M&E officer will have a different job description from his counterpart working within the Regional Operations unit. Furthermore, the new staffing structure will have to take into consideration the level of staff for the regional offices. Currently the RIOs head Regional Offices, but it is AIOs, and not IOs who are next in line to RIOs in the hierarchy, that head the Grade A border posts. The Grade A posts are strategic high-level entry points, and should be managed by professionals. **We therefore recommend that the Immigration Department consider posting IOs (or PIOs if this scheme of service is approved) to head the Grade A border posts.**

With regards to staffing in general, **we recommend that functions and roles should be clearly defined, clarified and developed to enable immigration personnel to perform their duties in an efficient manner.**

Even though we are proposing the creation of new directorates, we believe that any development in terms of institutional capacity must first be informed by a comprehensive Job Evaluation. This exercise will review the existing and proposed positions in light of the proposed structure. It will also assess the quality of current staff and their ability to fill these positions. In this regard we have made the following recommendations;

We recommend that a comprehensive Job Evaluation be undertaken to inform restructuring of the human resources.

We recommend that the HRMO review all the proposed positions and schemes of service and forward them for approval to the Re-grading Committee.

Staff capacity is very weak both in terms of numbers and competency. This applies to both the administrative and technical staff. Junior level staff from Grades 1-3 comprise the bulk of the staff, as indicated in the Staff List provided to the Review team. There are several reasons for this. First, a large percentage of staff in the Immigration Department are former police officers, who were converted into Second and Third Class Officers. Second, Border Patrol Assistants are a large proportion of the total staff force. Third is the relatively large number of Clerks within the organization. In order for the Immigration Department to be efficient and professional, there is need to recruit middle and senior level professionals for both the technical and administrative functions.

We recommend that once the new structure has been approved, the

Immigration Department work with the HRMO and PSC to recruit competent staff.

With the recruitment of these professionals, there will no longer be a need for the large number of clerks in the organization, and these will need to be either given the opportunity to apply for other positions during the recruitment process, or be retrenched. **We recommend that the Immigration Department identify suitably qualified clerks who can be trained as Immigration Assistants.** All officers should be given the opportunity to apply for any other positions once recruitment commences.

During the review, it came to the team's attention that majority of the current Border Patrol Assistants and Immigration Assistants have incomplete records, and many do not possess Pin codes linking them to the Payroll records at the Accountant-General's Department. This again is because these staff were regularised without being verified. We were informed that these staff have been asked to come to Freetown to be verified at the HRMO, and that several have gone through the process. Because of the security function they perform and the remoteness of the regions where some work, this process has had to be conducted in batches. **We recommend that the Immigration Department expedites efforts to ensure that all staff without Pin codes are verified by the end of first Quarter 2011.**

Staff Development

The Immigration Department does not have a Training Policy. Support for training has been provided by Development Partners, including DfID in enhancing Integrated Border Management. Most recently, RIOs, AIOs, and IOs received training in security and intelligence gathering, and fraud detection and intelligence with support from the International Military Advisory and Training Team (IMATT). A training session for trainers was also held with support from the International Centre for Migration Policy Development (ICMPD). There are also plans to hold orientation training for the recently established Border Patrol Assistants and Immigration Assistants. **We recommend that the Immigration Department develop a comprehensive Training Policy and Plan to reflect the current and future needs of a relevant and effectual Immigration Department, and that this should be reflected in the Annual budget.**

Records Management

The records management systems in use at the Department are ineffectual and do not address the needs of an institution that deals with sensitive bio-data with high security implications. There is a record keeping unit that deals with passport files and other relevant immigration documents. This unit is barely provided with the most basic essential equipment/furniture to carry out storage of records. Outdated passport files are clustered in a tight single room without a proper filing system. Personnel in this unit are not trained as record officers,

and almost all of them were employed as Immigration Assistants. **We recommend that the Immigration Department should benefit from the on-going Records Management Programme coordinated by the PSRU and that urgent training should be provided for staff in the Records Unit.**

Working Conditions

Tools and Equipment

The lack of office equipment and tools pose a major challenge for staff. During our visits to the various offices nationwide we observed a noticeable absence of operational computers, printers, scanners, and copiers. These are all essential tools for the work performed by these offices, and their absence has hampered productivity. In the provinces especially, officers have to use their own resources to access these equipment at nearby Internet cafes, and it has led to inefficiencies in performance. In cases where the offices do have some equipment, they are not used because of the absence of electricity. Of all the provincial offices visited, only Lungi had constant electricity, though the few computers don't work. Most other posts have to rely on generators, but they all reported that fuel supply is sporadic, with gaps as long as six months, rendering the generators virtually useless. The regional office in Bo has not been provided with neither electricity nor a generator. Office supplies for provincial offices are collected from headquarters in Freetown upon request. Financial support to regional offices is minimal. For instance, the quarterly imprest sent to the RIO in Kenema, for the entire Eastern region, is Le 500,000. This is expected to

cover fuel, vehicle maintenance, and general office costs. These problems are due to the lack of planning at headquarters and the lack of coordination with regional offices. We have already made recommendations about developing budgeted work plans to guide procurement and financial management; we emphasize once again that this applies to all offices nationwide.

Data collection is one of the key functions of the Immigration Department, and officers have had to resort to handwritten ledgers to input data. This method of record keeping is slow, time consuming, labour intensive, and very unsafe. It also does very little to enhance transparency and accountability. All fees levied by Immigration Department are paid to NRA officers on site, and the NRA does not report to the former on total revenue collected. Having electronic records that not only capture the personal data but also the total fees payable will ensure a system of checks and balances with NRA. It will also enable the Immigration Department to maintain valuable records for a longer time and keep track of its operations. **We therefore recommend that the Department seek to provide computers, printers, and other essential working tools for all offices.**

We further recommend that all regional offices and border entry posts be immediately provided with generators and fuel to enable them to perform their work.

Conditions of Service

The general consensus amongst the staff we spoke with was that conditions of service are appalling. While staff working both in Freetown and in regional offices face these challenges, the latter are particularly disadvantaged. Staff in the regional offices are given Le 30,000 monthly as rent allowance, whereas a minimal sum in housing markets is about Le300, 000 a month in Lungi and Bo. In the more remote areas such as Jendema and Gbalamuya, the staff rent rooms from NRA officers they work with. Regional officers are not paid hardship or transfer allowance. This has made postings difficult to enforce with staff refusing to take up their posts. These challenges of working in the field create the environment for staff to be co-opted into unlawful and corrupt practices, particularly when they are at liberty to apply arbitrary methods. **We recommend that the Immigration Department provide an allowance to staff in the regional offices to assist with relocation and accommodation.**

Movement is also a challenge for Immigration Department staff. In Freetown, only the senior staff have access to official vehicles; other staff have to use private and commercial transport to attend meetings. In the case of regional staff, only the RIOs in Bo, Kenema, and Makeni have been provided with vehicles; those in the Grade A border posts and all other posts do not have any to facilitate their work. The Grade A border posts are in strategic locations and millions of people go through them, most of them in vehicles. If the Immigration Department is expected to prevent illegal border crossing, they

need to be able to apprehend violators. These are high-risk areas, and it is imperative that staff have access to their own vehicles. During our visit to Gbalamuya, we witnessed over 40 individuals come across the border from Guinea into Sierra Leone shouting slogans and waving banners in support of the candidates in the Guinean presidential elections. Some were clearly intoxicated and entered the Customs compound. If this situation had descended into violence, the Immigration Department staff would have been in a very precarious position, with no means of escape. Border Guard Assistants have not been issued with motorbikes or any communication gadgets to facilitate their work, and have to walk everywhere or use public transportation in doing their work. We were informed that personnel located at Rutila have had to depend on the mining company located there to assist them, which compromises their work greatly. One of the most troubling revelations from staff in the provinces was that they have to use their personal resources when travelling on official business to headquarters in Freetown. This includes bringing passport applications, approved passports, ETC books, etc. Refunds of personal resources spent on official business are few and most times not made. **We recommend that the Immigration Department seek to procure additional vehicles and motorbikes for staff both in Freetown and in the regional offices.** It is imperative that all Grade A crossing points have a four-wheel drive vehicle, and that Border entry posts have motorbikes.

Salaries continue to be quite low, and this has de-motivated staff. While we understand that Immigration Department staff are paid according to the normal Civil Service salary scale, we observed that those in the regional posts work way beyond the normal 8-hour day. In fact at the three Grade A posts, staff work more than 12-hour shifts. The border to Guinea is open from 7 am to 9 pm, and Immigration Department staff work throughout these hours every day, even on weekends. They are also expected to work in situations wherein Border Guards apprehend illegal border crossers in the middle of the night. Border Guards are appointed at Grade 2 and paid a monthly salary of Le 53,000 on average; they are not given any bonuses to enhance this meagre salary, even in cases where they have to cover long distances along the border, as in the Eastern provinces. Salaries this low are a major factor for engaging in corrupt practices and for non-performance.

Low salaries are a problem across the public service and long-term solutions have to be system-wide to be impactful. Any public sector pay reform packages will include the Immigration Department. The CIO intends to pursue the objective of an autonomous Immigration Department, whereby they would be able to pay a more competitive wage. However, this is a long-term objective. In the short-run, **we recommend that the Immigration Department, HRMO and the MoFED review the pay scales of the Border Patrol Assistants for possible increase/ top-up.**

Uniforms and badges are supplied on appointment, and staff are expected to replace these from private vendors and at their own cost, as the Department has not identified official suppliers to provide a standard service. As such, we observed staff wearing different shades of uniform. Similarly, the badges are easily replicated and this poses concerns for national security. **We recommend that the Immigration Department identify an official uniform supplier, and supply staff with uniforms once a year.**

ACCOMODATION AND MATERIAL REOURCES

The Immigration Department does not own permanent office accommodation.

The headquarters office is located in an overcrowded rented space at Rawdon Street in Freetown. The offices are cramped and lack ventilation, and the staircases are dark and dingy. The majority of staff work in an overcrowded, unhealthy and unproductive environment. The review team observed that staff at headquarters roam around the corridors because of the lack of office space.

The file/correspondence section is housed in cramped and totally unsuitable conditions for the work being undertaken. The small size of the current building also means that there will be challenges with accommodating the additional staff and equipment that the Department so desperately needs.

Inadequate office space presents an even bigger challenge in the provincial offices. In Lungi for instance, the Immigration Department uses two medium sized rooms for about 25 people including the AIO in charge. The rooms are dilapidated, and there are not enough chairs or desks for officers to use; officers in Lungi work in shifts and are only active during arrivals and departures. During the 'down time' they have to wander around because of the lack of office space. The regional office in Bo is in even worse state. Here, officers work in a building that should have been condemned and demolished; the leaking roof is about to cave in, the walls leak and officers are unable to keep paper records because of damp. In fact the RIO does not use the room allocated to him because of the water damage. In Makeni, the Immigration Department

uses a room provided to them by the NRA in their offices, and the space is grossly inadequate for the number of staff and volume of files. During our meeting with the staff, the people present were crammed in this small space. We were informed that arrangements had been made to secure a Government-owned building across the street, and that a cheque had even been issued to the caretaker to assist in his relocation. However, the caretaker has refused to vacate the premises. The Immigration Department has also requested assistance from the Provincial Secretary, and he has allocated some space in his office.

In Gbalamuya, the Immigration Department has been allocated two rooms in the Customs building. Here too, there are only about 4 chairs and 2 desks for staff to use and barely enough room to hold 1 steel cabinet. One of the consequences of the limited office space is that documents such as ETC books have to be taken to Freetown monthly, rather than being kept in the office. Having previously visited this office during a prior tour with NRA and observed the problems with ownership and maintaining what is in effect a Government building put up with DfID support to enhance integrated border management, we were curious to know whether some solutions have been made. It is understood that each institution maintains its own offices. We observed that the bathroom inside is controlled by NRA and that Immigration Department personnel, as well as travellers going across the border use the bathroom outside the main building. The Kenema regional offices are temporarily housed in the

unfinished Kenema City Council being constructed. We were also informed that this arrangement is a private one made by the current RIO and, were he to be posted elsewhere, would no longer apply. Here too, there are only a few chairs and desks. In fact, the desk and chairs in the RIO's office were paid for by him personally. The problems with office space are even more serious in the sub-regional posts such as Kailahun and Koindu.

Although the Department had plans to relocate both its Freetown and its regional offices to more conducive locations, possibly newly constructed facilities, this is a long term goal. In the meantime there is need for better short term office accommodation. **We recommend that arrangements that are currently being made to secure office space in the Provinces must be expedited.**

We recommend that the Department work with the Accommodations Committee and the Ministry of Works, Housing and Infrastructure (MWHI) to secure a better office space for Headquarters operations.

COMMUNICATION WITH STAKEHOLDERS

The Immigration Department does not operate in isolation, but has strategic relationships with several institutions, including the Ministry of Internal Affairs, Ministry of Foreign Affairs and International Cooperation, the Human Resource Management Office, Public Service Commission, the Sierra Leone Police Force, Office of National Security (ONS), and the National Revenue Authority (NRA). In earlier sections of this report we commented on the relationships between the Department and the HRMO, NRA, ONS, and the Sierra Leone Police. We now move on to the functional relationships between the Department and the Ministry of Internal Affairs, as well as the Ministry of Foreign Affairs and International Cooperation.

By virtue of its constitutional role, the Ministry of Internal Affairs has oversight responsibility of the Immigration Department. However, as the latter continues to evolve, possibly into a more independent institution, this relationship needs to be reviewed. Whether or not the latter retains a functional supervisory role or not, there will be continued need for collaboration to ensure coherence in policy on immigration and security matters.

The Sierra Leone Government through its diplomatic missions has nineteen Embassies and High Commissions abroad. The MFAIC is charged with the responsibility of providing policy guidelines for the smooth running of these institutions abroad. In that respect the Ministry was entrusted with the duty of

issuing visas to Sierra Leone Embassies and High Commissions on behalf of the Government of Sierra Leone. Such activities are directly undertaken by the Ministry's consular officers, First and Second Secretaries, assigned to Embassies and High Commissions. The Immigration Department has raised concerns about the MFAIC performing this function and would prefer if its staff are deployed to perform this function abroad; the Department maintains that little reference is made to migration policies and regulations in terms of granting visas. Similarly, the MFAIC has raised serious concern about their role in collecting visa revenue, since officials assigned to Embassies are supposed to be engaged in normal diplomatic and political relationship in the host countries. Both institutions have considered the possibility of Immigration officers performing this function, especially as they do so in country. In addition, the NRA who collects all revenue on behalf of the Government of Sierra Leone has raised concerns with the legality of the MFAIC or Immigration Department to collect revenue on visas which they maintain is contrary to the NRA Act 2002 and subsequent regulations on the issue.

We are recommending that the CIO and senior management of the MFAIC discuss the possibility of the Immigration Department undertaking this function which by all accounts is within its mandate.

Public Relations

One of the most significant steps the Department has undertaken is the development of a Service Charter. This document was developed with support from the Anti-Corruption Commission (ACC), and it presents the full list of services provided by the Department. More importantly, it provides clients with the fees payable on each service, the length of time, and the officers or units responsible. The Service Charter is an effective tool for ensuring customer service, and it facilitates transparency, accountability, and service delivery.

Development Partner Support

Since 2009 the International Organization for Migration (IOM) has supported the Immigration Department by providing scanners, computers and other electronic technology to assist in their work, especially in terms of monitoring and collecting data on the inflows and outflows of travelling passengers. This activity is now being done at all major border crossing points and with the integrated monitoring and data system now in operation. The Department now collects data on passengers and can show the trends and numbers of passengers travelling. IOM only provided this support for one year and the department has

now taken over the implementation, including paying the cost of using the software.

EMERGING ISSUES

Autonomy as a way forward

One of the primary objectives of the current CIO is for the Immigration Department to be autonomous particularly with reference to its finances. The CIO argues that if the Department were in control of its own budget, it will have enough resources to support all its activities. In discussions with staff they all complained about the lack of financial support from Government. They maintain that this small budget allocation has resulted in inefficiency in service provision especially in the field offices, which have had to bear the brunt of the scarcity. Officers complained that even though the Immigration Department contributes a significant percentage of revenue to the consolidated fund, (see Annex 6 for the NRA records on Immigration Department), it has not been receiving the budgetary support that it requires to function (budgetary allocation for 2011 provided in Annex 7). Plans for financial independence range from making the Department semi-autonomous or transforming it into a sub-vented Agency with a Board of Directors. However, these have not yet been fully developed or presented to Government for consideration.

The scope of our review and this report did not extend to consideration of the virtues of autonomy for the Immigration Department. Nevertheless, the recommendations made in this report are dependent on substantial support, primarily financial, from Government. We therefore felt it necessary to include the issue in our discussions with key stakeholders, including the HRMO and

Ministry of Internal Affairs. The officials we spoke with expressed some concerns with the idea, putting forward the following reasons;

- i. The Immigration Department is yet to develop its institutional capacity to function efficiently as an independent institution. The current restructuring is an attempt to address these inefficiencies. Management and structural issues must be addressed fully.
- ii. The Immigration Department is part of the security sector and its mandate is related to national security issues; autonomy or Agency status creates the risk of this function being compromised. It also poses a challenge for coordinating national security strategies.

ANNEX 1: QUESTIONNAIRE

MANAGEMENT AND FUNCTIONAL REVIEWS OF MDAs

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 076-209873/076-737216/033-451810/033-443213; Please use additional paper to provide answers if necessary.

(Name of contact

INSTITUTION:.....
.....

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)

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:

Staff: _____

Departments:

Provincial _____ offices:

Public: _____

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:

Internally _____

With _____ other _____ MDAs

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

ANNEX 2: LIST OF PEOPLE CONTACTED

PUBLIC SERVICE COMMISSION

Mr. Valentine Collier, Chairman, Public Service Commission

HUMAN RESOURCE MANAGEMENT OFFICE

Mr Ansu S. Tucker, Director,

Mrs. Georgiana Kamara, Director, Management Services

MINISTRY OF FOREIGN AFFAIRS AND INTERNATIONAL COOPERATION

Mr. Soulay Daramy, Director-General

Mr. James Sawee, Administrative Officer

MINISTRY OF INTERNAL AFFAIRS

Mrs Konah C. Koroma, Permanent Secretary

Mr. Barba Fortune, Deputy Secretary

IMMIGRATION DEPARTMENT

Mr. Alpha Kholifa Koroma, Chief Immigration Officer

Mr. Ansumana A. Marah, Controller of Operations

Mr. Umaru Kakay, Senior Accountant

Mr. Abdulai Timbo, Regional Immigration Officer, West

Mr. Micheal Baion, Regional Immigration Officer, East

Mr. Dominic Usman, Regional Immigration Officer, South

Ms. Kadie Sesay, Immigration Officer

Mr. Cecil Olu Williams, System Administrator

Mr. Salifu Conteh, Assistant Immigration Officer

Mr. Albert Hull, Administrative Officer

Mr. Mohamed N. Koroma, Investigator

Mr. Abdul K. Fornah, Assistant Immigration Officer

Mr. John Dumbuya, Immigration Assistant

Mr. Abdul K. Fornah, Assistant Immigration Officer, Kambia

Mr. John L. Alpha, Second Grade Clerk, Kambia

Mr. Mohamed M. Kondeh, Second Grade Clerk, Kambia

Mr. Augustine F. Conteh, first Grade Officer, Kambia

Mr. Snatieg Koroma, Third Grade Clerk, Kambia

Mr. John M. Hindowa, Second Grade Clerk, Kambia

Mr. Micheal Lungay, Second Grade Clerk, Kambia

Mr. Samuel E. Sesay, Third Grade Clerk, Kambia

Mr. Sullay Munu, Third Grade Clerk, Kambia

Mr. John Dumbuya, Immigration Assistant, Kambia

Mr. Bockarie Lahai, Temporary Immigration Staff, Zimmi

Mr. Muniru Lebbie, Border Patrol Guard, Zimmi

Mr. Mohamed Kondeyama, Assistant Immigration Officer, Gendema

NATIONAL REVENUE AUTHORITY

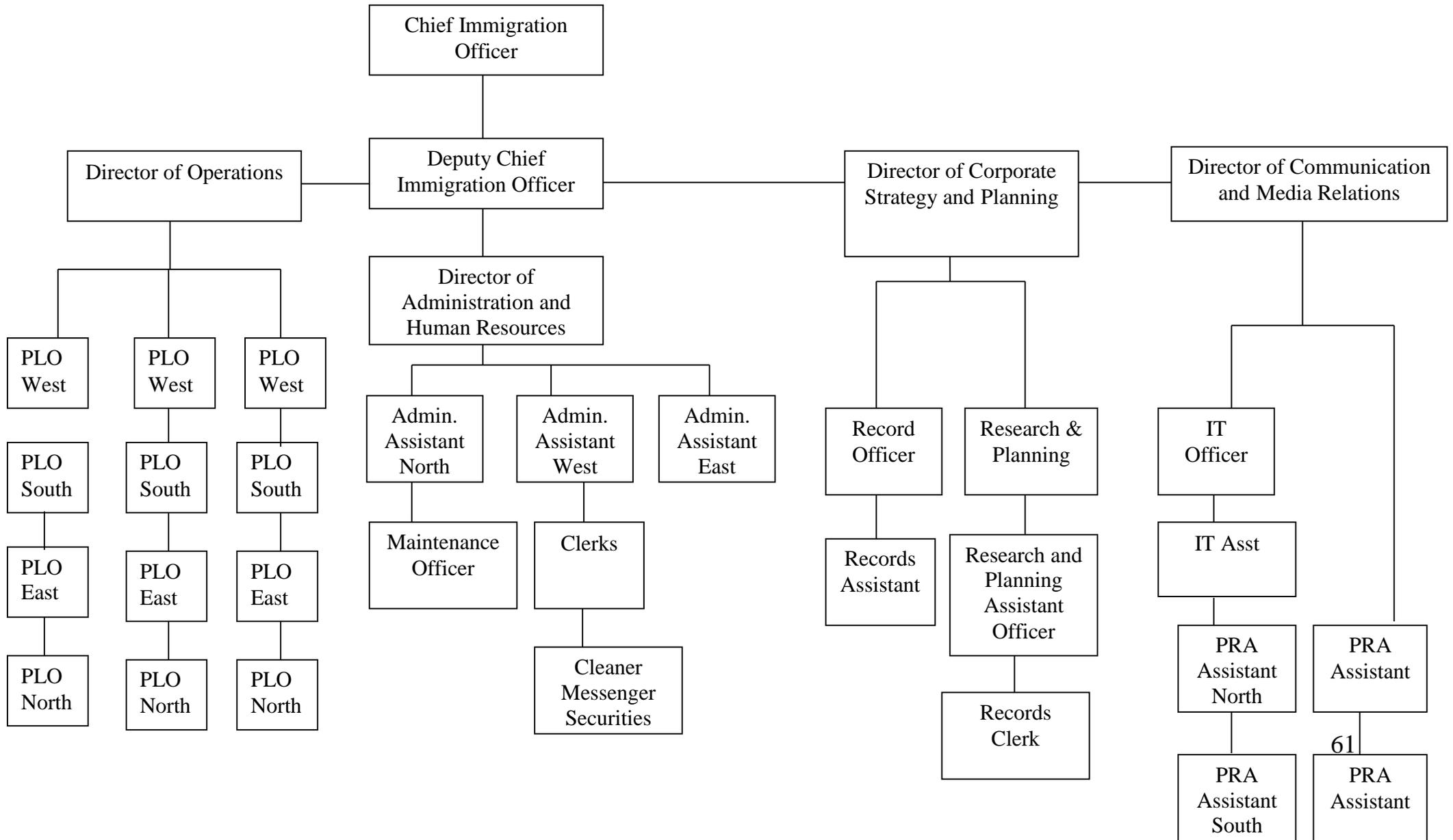
Mr. Alimamy O. Kamara, Deputy Director, Human Resource and Administration

Mr. John Moseray, Officer-in-Charge, Non-Tax Revenue

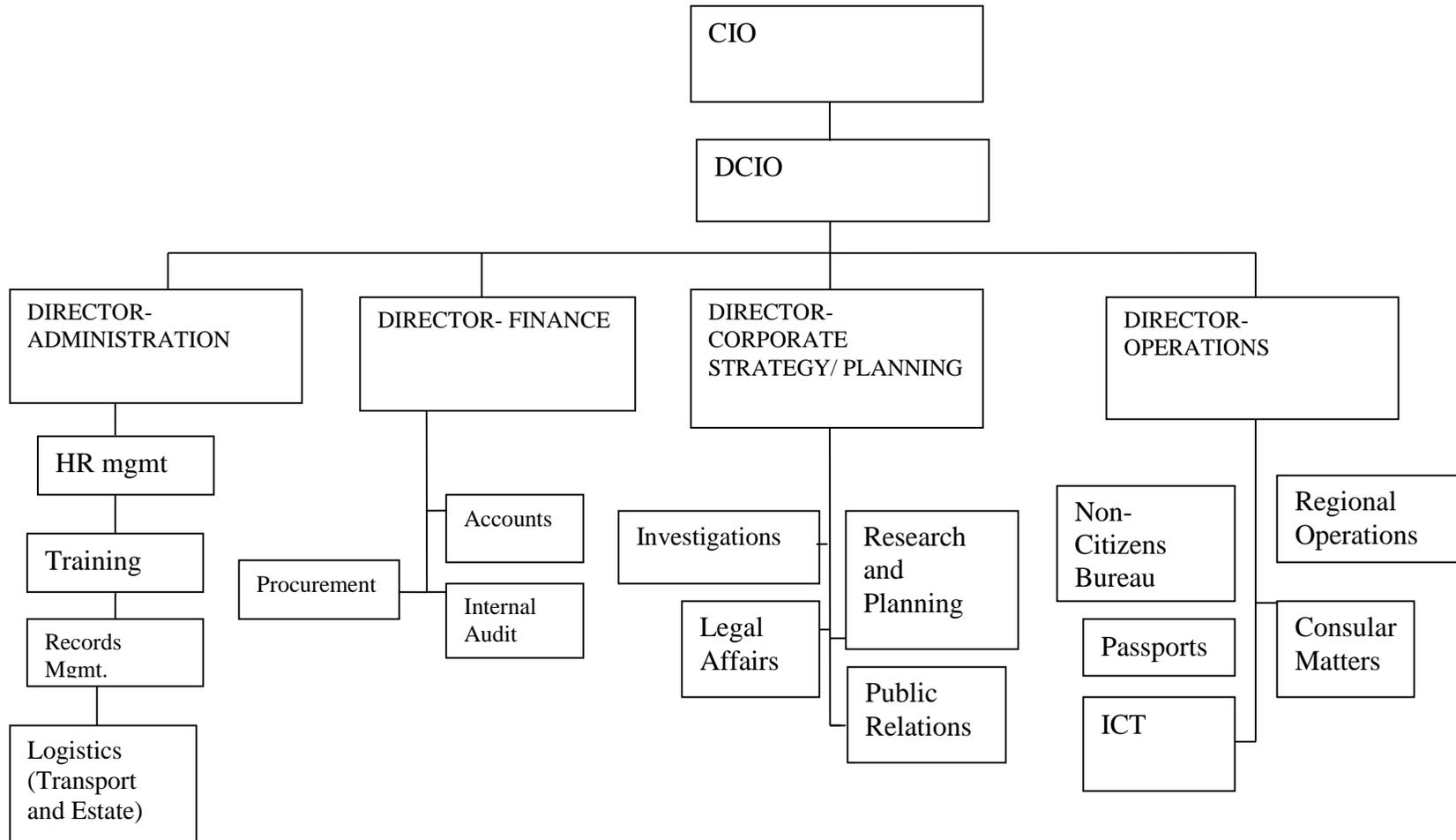
Mr. Philip Koroma, Deputy Director, Internal Controls and Audit

ANNEX 3: STAFF LIST OF IMMIGRATION DEPARTMENT

ANNEX 4: ORGANIZATIONAL STRUCTURE PROPOSED BY IMMIGRATION DEPARTMENT



ANNEX 5: ORGANIZATIONAL STRUCTURE PROPOSED BY PSRU



ANNEX 6: REVENUE COLLECTED BY NRA ON BEHALF OF IMMIGRATION DEPARTMENT 2010

NO	MONTH	AMOUNT COLLECTED (LE- 000's)
1	JANUARY	250,406,000
2	FEBRUARY	200,296,500
3	MARCH	411,463,000
4	APRIL	335,955,500
5	MAY	298,619,500
6	JUNE	378,538,000
7	JULY	403,631,000
8	AUGUST	374,806,500
9	SEPTEMBER	243,052,500
10	OCTOBER	434,775,000
11	NOVEMBER	372,833,000
12	DECEMBER	596,545,000
	TOTAL	4,300,921,500

ANNEX 7: BUDGETARY ALLOCATIONS TO IMMIGRATION DEPARTMENT 2010

DETAILS	FY 2010 Budget Le' m	FY 2010 Revised Budget	FY 2010 Q1-Q2 Allocation (JAN-JUN)	FY 2010 Total Commitments (JAN-JUN)	FY 2010 Q3 Allocation (JUL-SEP)
Immigration Dept	1,560.0	1,560.0	780.0	780.0	390.0