

MANAGEMENT AND FUNCTIONAL REVIEW OF MINISTRY OF WORKS, HOUSING AND INFRASTRUCTURE

PUBLIC SECTOR REFORM UNIT
2010

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ABBREVIATIONS AND ACRONYMS

DfID	-	UK Department for International Development
GBAA	-	Government Budget and Accountability Act of 2005
GoSL	-	Government of Sierra Leone
HRMO	-	Human Resource Management Office
ICT	-	Information and Communication Technology
MDAs	-	Ministries, Departments and Agencies
MFR	-	Management and Functional Reviews
MEYS	-	Ministry of Education, Youths and Sports
MOESS	-	Ministry of Employment and Social Security
MSWGCA	-	Ministry of Social Welfare, Gender, and Children's Affairs
MWHI	-	Ministry of Works, Housing and Infrastructure
MTEF	-	Medium Term Expenditure Framework
NaCSA	-	National Commission on Social Action
NASSIT	-	National Social Security and Insurance Trust
NCP	-	National Commission for Privatization
NPPA	-	National Public Procurement Authority
PRSP	-	Poverty Reduction Strategy Paper
PS	-	Permanent Secretary
PSRU	-	Public Sector Reform Unit
RMT	-	Records Management Team
SALHOC	-	Sierra Leone Housing Corporation
SLRA	-	Sierra Leone Roads Authority
SL	-	Sierra Leone
UNDP	-	United Nations Development Fund

EXECUTIVE SUMMARY

As part of Government's on-going Public Sector Reform Programme, the PSRU undertook a Management and Functional Review (MFR) of the Ministry of Works, Housing and Infrastructure (MWHI) in December 2009.

The nomenclature of the Ministry of Works has been changed several times over the years, reflecting new assignment and direction. That notwithstanding, the mandate of the Ministry has always centred around infrastructural development in Sierra Leone. To fulfil this function effectively, maintenance workshops were at some point in time created throughout the country to up keep and maintain facilities associated with infrastructural development – from the construction and maintenance of roads to housing facilities, and such other associated activities.

As Government business and the need for increased service delivery grew, the capacity of the Ministry to effectively perform the expanded functions became questionable. New institutions and management structures had to be developed, resulting in the hiving-off of some of the functions originally performed by the Ministry. Despite this shift, the Ministry still maintains a dated structure that does not reflect its current operational functions, and therefore considerably impedes its efficiency. We recognize this shift in function and the existing structure, and have accordingly recommended an organogram reflecting the mandate of the current Ministry of Works, Housing and Infrastructure.

Associated with the structural incongruity is the problem of lack of human resource capacity in the Ministry. This has been compounded by the recent addition of new units to the existing Ministry.

The process of reinvigorating the Ministry will have to address the severe shortage of qualified, well-trained and well-remunerated personnel. It requires new strategies, new policies, new technologies and a purposeful human capacity drive. It will also require a continued dedication to coordination and collaboration with other Ministries, Departments and Agencies (MDAs), particularly where functional overlaps do occur.

RESPONSIBILITY

The Public Sector Reform Unit takes full responsibility for this Report. The Report will be presented to the Steering Committee on Public Sector Reform (SC PSR) for discussion and approval. Thereafter the Report and its Recommendations will be submitted for the consideration of Cabinet.

ACKNOWLEDGEMENTS

We are very grateful for the support and facilities provided by the Minister, Deputy Minister, Permanent Secretary, and staff of the Ministry of Works, Housing and Infrastructure.

SUMMARY OF RECOMMENDATIONS

1. We recommend a review of the legal framework of the Ministry considering its new mandate and responsibilities.
2. We strongly recommend that the National Commission for Privatization (NCP) Act and the SLAHOC Act be reviewed to state in very clear terms its roles, responsibilities and relationships with MWHI, SLRA, and SALHOC.
3. We recommend a new Policy and Planning Unit to provide centralized strategic guidance, planning, and monitoring.
4. We further recommend that this unit take the lead in developing a strategic plan for the Ministry in line with its mandate and its role in the Agenda for Change.
5. We propose a modified structure for the Ministry
6. We recommend that the retention and operations of the Carpentry and Mechanical workshops be reviewed with the view to either closing the Units or making them economically viable. In the event that closure becomes the preferred option, residual material resources should be transferred to the Trade Centre for youth training.
7. We recommend the following posts to be established to kick start the work of the Housing Division -
 - Chief Housing Officer
 - Principal Housing Officer
 - Senior Housing Officer
 - Housing Officers
8. We further recommend that this Division effectively collaborates with the City/Town Councils which now have the mandate to collect building fees.

9. We recommend that immediate steps be taken to evict all Garages and other businesses located at the Pademba Road site. We further recommend that the Ministry take the lead in exploring alternative uses for this land.
10. We recommend therefore, that the Ministry should continue to implement the procurement rules as prescribed and that the Procurement Committee and Procurement unit should continue to carry out their functions accordingly. We further recommend that where the Procurement unit does not form a quorum, bids tendered and selection of potential supplier(s) should not be discussed.
11. We recommend that a strict mechanism be put in place for all technical maintenance on government infrastructure to be channelled through the MWHI.
12. We also recommend that the Ministry participate in developing a registry of Government assets to help it develop a maintenance schedule for all MDAs.
13. We recommend that Internal Auditors sent to the Ministry are well trained, and that they are allowed access to all relevant information.
14. We recommend that record officers are given adequate training and have copies of manuals on procedures, policies, and practices for effective records management. Optimally, the training programme should integrate paper and electronic personnel information and provides reliable and verifiable information on Human Resource management functions, to IFMIS and for supporting National Registration and NASSIT.
15. Ensure that the Human Resource Officers in the Ministry are trained in personnel management and are able to create complete and current personnel files for all new employees as well as ensure that working files are kept in line with the master files held at HRMO.

16. Development of a functional organogram that incorporates all functions performed by the Ministry.
17. Development of job descriptions for all divisions.
18. Development of a comprehensive scheme of service.
19. A personnel management plan that addresses the excess junior level staff and deployment of technical staff to government buildings.
20. Immediate referral of unqualified and overage staff to the HRMO for action.
21. Removal of the Work Study Officer post and absorption of qualified personnel currently performing this function into the HR division.
22. Development of a comprehensive Training Plan to ensure improvement in the technical capacity in the Ministry.

1.0 BACKGROUND

1.1 The Ministry of Works, Housing and Infrastructure is responsible for the construction and maintenance of all Government Buildings including the Airport. Its key functions include:

- Developing regulations for buildings and civil engineering standards;
- Identifying Quarrying sites;
- Registration of all civil works Contractors;
- Developing and implementing a National Housing Policy;
- Providing housing for Public servants and Low cost housing for the communities;
- Approving Building Plans and issuing Building permits;
- Ensuring compliance with building regulations;
- Collaborating with other MDAs/Institutions to develop a National Infrastructural Policy;
- Providing professional advice to all MDAs/Institutions/Non-state involved in infrastructural development (These include for example electricity, water, sewage and sanitation);
- Providing oversight responsibilities for the Sierra Leone Housing Corporation (SALHOC) and the Sierra Leone Roads Authority (SLRA).

1.2 As a member of the West African Building Research Institute and the International Roads Federation, the Ministry also has international obligations.

1.3 In the 1960's the Ministry was known as the Public Works Department. During this period, the Department had responsibility for road construction and the provision of all the needs of Government buildings from furniture to carpets. Therefore, the Public Works Department was responsible for not only the

infrastructure but also all utility installation in Government buildings nationwide.

1.4 As the Government infrastructure expanded, the demands on the Ministry also increased, becoming the second largest technical Department to the then Sierra Leone Railways.

1.5 The Ministry has undergone several *cosmetic* structural changes over the years, resulting in changes in nomenclature. While the changes occurred, the operational structure had little or no change until in 2002 when the Sierra Leone Roads Authority (SLRA) was created by an Act of Parliament, hiving-off the largest operational unit, i.e., the Roads component, from the Ministry. Despite this major restructuring, very little was done by way of reviewing the new functions and human capacity needs of the Ministry. For example, the Roads Division had plants, machinery and fleets of vehicles, with a functioning Mechanical Engineering Division. When the roads component was hived-off, much was not done to adapt the Mechanical Division to the new challenges. To date, there is only one qualified engineer overseeing a dysfunctional Mechanical Engineering Division.

1.6 With the hiving-off of the Roads component, the Ministry was left with the following Divisions: Civil Engineering; Architectural Design and Construction; Housing; Mechanical Engineering; and Administration. Up to the period of this review the newly added Housing Division was in the process of being properly incorporated into the Ministry and the Building Inspectorate Unit was moved only quite recently over from the Ministry of Lands, Country Planning and the Environment.

1.7 The Ministry has been granted oversight responsibilities for two Government institutions namely, Sierra Leone Roads Authority (SLRA) and Sierra Leone Housing Corporation (SALHOC). However, this responsibility is being challenged by the provisions of the National Commission for Privatisation (NCP) Act 2002. In repealing the earlier Acts of existing parastatal institutions, the NCP Act 2002 removes all Ministerial relationships and substitutes their representation within the NCP and the NCP Board. We understand that these challenges are being addressed by the Law Officers Department and a Bill to correct this normally will be presented shortly to Parliament.

1.8 Information provided by the Ministry indicates that the Ministry has a skeletal staff at the Regional Headquarters managing what is left of the resources after the establishment of SLRA. The inventory of these resources could not be ascertained and there are no documents to give a status report on them.

1.9 The Ministry is faced with a myriad of new challenges that need to be addressed urgently. Among these is the fact that many public sector institutions, including the Ministry itself no longer make use of its services, but rather choose to get them from the private sector. For instance, we noted that even though the Ministry has a furniture workshop, it procures from private vendors.

1.10 Some progress has, however, been made with the development of a National Housing Policy and Programme, as well as a Slums and Informal Settlement Report. What is needed now are for these to be reviewed and updated into an implementable framework and plan of action to address the shortage of low income housing and the ever increasing slum dwellings.

2.0 OVERVIEW OF PRESENT ARRANGEMENTS

2.1 Statutory Framework

The existence and functions of the Ministry of Works Housing and Infrastructure is regulated by a number of Statutory Instruments, including:

- The National Commission For Privation Act, 2002
- The Sierra Leone Housing Corporation Act 1982(Act No 5 of 1982) and it's Amendment in 1986.
- The Laws of Sierra Leone Chapter 66 (FREETOWN IMPROVEMENT)
- Govt Notice No 72 published in The Sierra Leone Gazette of 30th April, 2008, Assignment of Responsibilities to Ministers.

2.2 We discovered during this exercise that, like many other MDAs, there are many statutory overlaps, resulting, in lack of role clarity and inefficiency.

2.3 We discovered also that despite major structural reforms, the Statutory Instruments have not been reviewed to reflect these changes, rendering some of such Instruments or the provisions thereof, obsolete, and fail to provide the appropriate operating frameworks. Where regulations apply or should apply to the Ministry's activities, they are in most cases inadequate and in some cases non-existent. The effect of this is that officers have been adapting to change by altering regulations, resulting in severe disconnect between Acts and Regulations.

2.4 Policy

The Ministry lacks a Policy / Planning Unit. Even though it and its agencies have been developing Strategic Plans, and its Ministers are guided by the Performance Tracking Tables, impactful outcomes have not been sustained. One of the key accomplishments of the Ministry is that it is currently implementing the revised National Housing Policy. This revised policy was adapted in 1999 to guide Government, private sector and NGOs in their singular or collective efforts in the provision of Housing. With the assistance of UNDP, UN-HABITAT a National Housing Programme has been developed.

The main strategies identified in the National Housing Policy are:

- To achieve the objective of ensuring an orderly and more efficient use of urban land, Government will:
- Revise land laws to ensure efficient land management and promote land equity in the country.
- Institute the appropriate machinery to speedily produce urban development plans and detailed planning schemes to guide the development of Freetown and the provincial urban centres, and to ensure effective land use control. In this regard, Government will ensure that the process of preparing a Structure Plan for Greater Freetown which was interrupted in 1997 due to the civil conflict, be revived and completed as a matter of priority.
- In the short term, and in view of the lack of sufficient town planners and the required support staff and equipment, seek donor technical assistance to assist in the preparation of a national planning framework for the country and the preparation of town plans for the main urban settlements;
- Ensure greater co-ordination between the Surveys and Lands, Country Planning and Environment and other agencies including the Ministry of

Works, Housing and Technical Maintenance and the Office of the Administrator and Registrar General.

- Ensure that land use is sustainable and will not result in environmental degradation;
- Adopt, in relation to the various residential areas, appropriate plot sizes for residential development and upgrading to facilitate access to land by low-income groups through smaller plot sizes with a view to maximize land use and enhance affordability.

2.5 Functions

The key functions of the Ministry currently include:

- Development of appropriate policies and programmes for the improvement of public infrastructure including housing.
- Construction and maintenance of Government Buildings.
- Oversight of the Sierra Leone Roads Authority (SLRA).
- Regulation of civil Building and Civil Engineering Standards.
- Registration of Civil Works Contractors
- Sea face Protection
- Identification and approval of Quarry Sites
- Implementation of the National Housing Policy
- Provision of housing for public servants
- Establishing Low cost Housing Schemes
- Development of local building materials

- Approval of Building Plans and issuance of Building Permits
- Enforcement of development control and building regulations
- Develop a National Infrastructure Policy
- Provide advice to all MDA's involved in infrastructural developments.

2.6 Even though the Ministry has the mandate of proffering technical assistance and advice to MDAs on infrastructural issues, we note that MDAs do not refer to the Ministry in most cases. For example the Ministry of Education Youths and Sports, and the Ministry of Health occasionally enter into construction agreements or contracts without expert advice from the Ministry of Works Housing and Infrastructure.

2.7 Structure

The Ministry is organized on a divisional/unit basis. Despite this hierarchical structure, roles are not clearly defined. Although no Organisational chart exists, the Ministry has four professional units, as well as an Administrative Division.

The professional units are as follows:

- Housing
- Civil Engineering
- Architectural Design and Construction
- Mechanical Engineering

While all these technical units report to the Professional Head, the Administration Division reports to the Permanent Secretary.

3.0 PROCESSES

3.1 Procurement

The Procurement Act does not discriminate against MDAs with respect to size or volume of activities. There is a Procurement Unit within the Ministry. There is also a Procurement Committee comprising the Permanent Secretary, Professional Head, Principal Accountant, the Chief Architect who serves as Secretary to the Committee, and all other Division heads. According to the Ministry, this Committee is active and ensures adherence to the national Procurement rules in the acceptance of bids and the selection of potential suppliers. Evidence of the effectiveness of this Committee can be found in one instance wherein the NPPA endorsed and upheld the decision of the Ministry in awarding a contract to the most responsive bidder in a challenge issued by a bidder for the rehabilitation of Ministerial building.

3.2 The Ministry should continue to adhere to all procurement rules and procedures since it is directly involved in the technical maintenance of government infrastructures. The 2005 Procurement Act is very specific in terms of procurement rules and guidelines to promote accountability and transparency.

3.3 Projects

We note that the Ministry does not undertake major projects, but concentrates on the maintenance of government infrastructure as and when requested by a MDA or by individual public servants as may be appropriate. This may be either because MDAs themselves prefer to use private contractors or a consequence of the Ministry's limited capacity and planning.

3.4 Budget Committee

We understand that there is a budget committee but its functions are limited to the discussion on the budget call circular and after presentation of the budget, it is no longer operative. The planning process for the budget is a continuous process and does not cease after the preparation of the budget. Under the Change Management process, the budget committee is part of the Planning Committee for the Ministry and should continuously meet to discuss the priorities of the Ministry.

3.5 Internal Audit

The Ministry has two Internal Auditors provided by the Accountant-General's Office. It is envisaged that these Internal Auditors will be strengthened to guide the Ministry in the implementation of not only its financial management systems and procedures, but also other administrative processes like procurement.

3.6 Record Keeping

A number of the current administrative systems and working practices had been operating in the Ministry for many years and no longer meet the requirements of the users. The Ministry has two records keeping units that deal with personnel files (open personnel files and confidential files). These units are barely provided with the essential equipment to carry out the management of records. As a result informal systems and administrative practices have been introduced to circumvent the prescribed arrangements. For example, there are no written procedures, standards, practices and guidelines for the management of records and training has not been provided for staff.

3.7 Human Resource Management

The Ministry has a total staff strength of 702 persons, making it one of the largest employers in the public sector. A majority of the personnel in the Ministry are located at Headquarters in Freetown. Small provincial operations are located in the Kenema, Makeni/Magburaka, Port Loko, Mile 91, Lungi, Kabala, Bo/ Pujehun, Kailahun, and Kono areas. Of the five divisions, Administration Division is headed by the Permanent Secretary, and is responsible for ensuring effective human resource development and management.

3.8 Human resource management has been challenging not only because of the large number of personnel but also because of the lack of effective planning. The Ministry was neither able to provide a current organogram reflective of all units, nor a fully developed and current Scheme of Service or Job Descriptions. Efforts at right-sizing over the years culminated in the creation of the Sierra Leone Roads Authority (SLRA) in 2002, during which a substantial number of staff were removed from the Ministry payroll. Nevertheless, effective personnel management did not follow and a sizeable proportion of excess labour still remains within all divisions, especially the Architectural and Mechanical Engineering Divisions.

3.9 It is envisaged that this review exercise will be immediately followed by a comprehensive Human Resource assessment led by the HRMO that will take into consideration the functions performed by the technical units, the scope of need nation-wide, as well as the qualifications of those currently in place. While we are by no means recommending the closure of either the Building Section or Mechanical Engineering Division, we believe that these should only be manned by qualified and engaged staff. It is a waste of public resources to have a large number of building and maintenance staff at the unit buildings at

Pademba Road, when a sizeable number have already been deployed to various government institutions. Table 1 gives a breakdown of the Building Sections Unit staff in the Western Area by designations.

3.10 The Housing Unit, a recent addition, has been recently incorporated into the Ministry; it is hoped that once the role of its staff of 49 within the existing structure has been finalised, it will focus on operationalizing the Housing Policy and Programme approved by Cabinet.

3.11 Another indication of the challenges with personnel management is that there are two different entities performing this HR function, namely, the Personnel Manager within the Administration Division and the Works Study Unit. There are three Works Study officers at Headquarters, five within the Building Sections Unit at Padema Road and one in each provincial office performing the functions of human resource management and bookkeeping. The unit has been described as a remnant from the pre-SLRA era when the Ministry was involved in road construction and therefore needed officers to monitor the road crews with respect to HR matters. As of now, these officers are performing the same function as HR Officers and sub-accountants, creating confusion and duplicity. The position of Works Study Officer is not needed in the Ministry, and must be dissolved. In addition roles within the Administrative division should be clarified with clear job descriptions and only qualified and competent staff retained.

Table 1: Staffing Profile of the Building Unit

DESIGNATION	NO OF PERSONNEL FROM MANPOWER LIST	NO OF PERSONNEL FROM UNIT LIST	
		Unit	Workshop

Chief Superintendent	1 in acting capacity	1	
Works Inspectors	2	1	1
Carpenter ¹	76	40	34
Plumber	37	36	
Electrician	28	25	
Mason ²	22	34	
Painter	21		
Polisher	5		6
Upholsterer	3		3
Machinist	10		13
Lift Operator	3	5	
Steel Benders		1	
Technicians		4	

3.12 Discussions with Division Heads indicate that staff from this Ministry are deployed to government facilities throughout the country including the Youyi Building, State House, Vice-Presidents Office, Roxy Building, Law Courts, and government residential quarters in Freetown. However this process seems haphazard and based on availability of workers rather than the scope of the need.

3.13 The Ministry has about 95 Daily Wage workers across the country serving as security guards, messengers, cleaners, and junior building staff. There seems to be little need for this excess labour.

3.14 Another major challenge the Ministry faces is the lack of technical staff. Of the 702 people currently in the Ministry only eight fall within the Senior ranks of Grades 9-14, and nine in the Middle ranks of Grades 6-8. As Figure 1 indicates, the vast majority are within the Junior levels of Grades 1-5. Even

¹ This category is sub-divided into Snr. Foreman (3), Foreman carpenter (10), and Leading hand carpenter (62)

² Includes Snr. Foreman (1), Foreman mason (2)

within this “Junior level”, the overwhelming majority are within Grades 1 and 3.

3.15 Qualification levels indicate a similar gap, with only five people having obtained a Masters and nine a Bachelors degree. Since the functions of the Ministry are primarily technical, the lack of qualified middle level and senior level staff has affected its planning and service delivery capacity.

3.16 Further compounding this is the limited training support being provided to staff. As is common throughout the Civil Service only a minute number of staff have been privileged with training opportunities. This is indeed unfortunate as indicated by the small percentage of college graduates working in the Ministry.

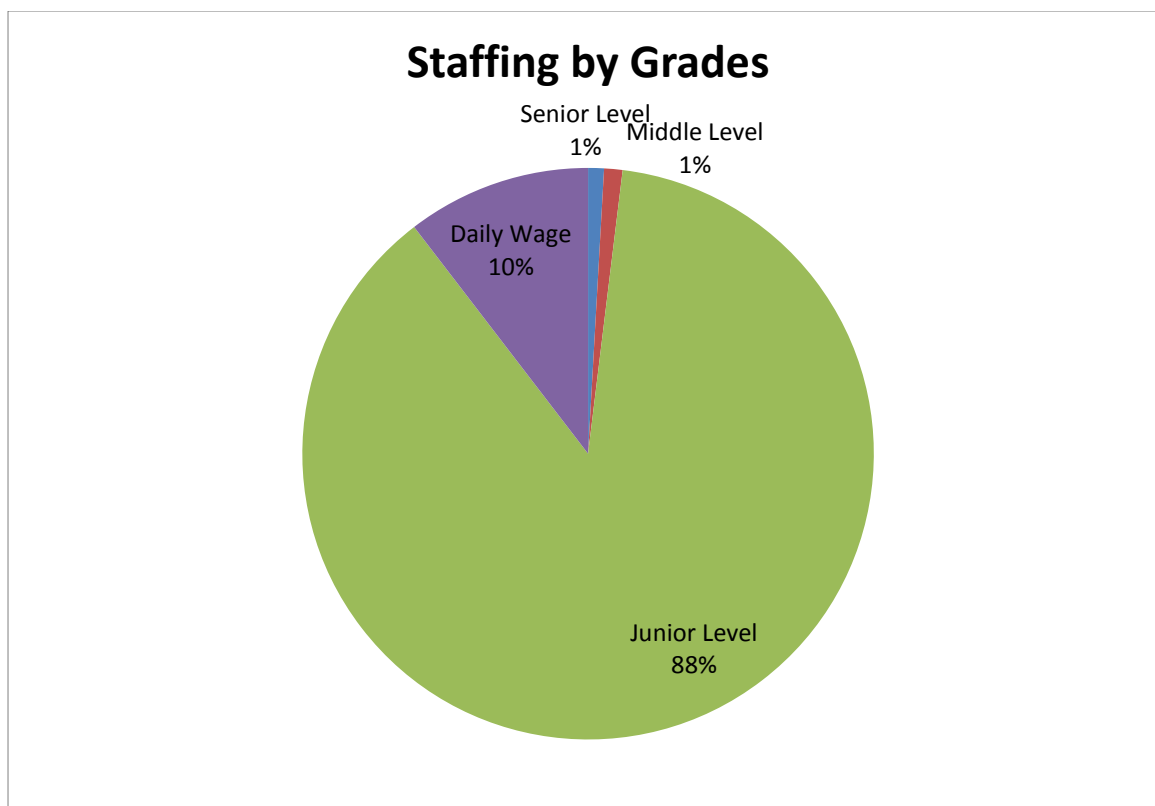


Figure 1: Grade levels in the Ministry of Works, Housing and Infrastructure

3.17 The age profile of staff ranges from 22-63 years. Approximately 500 out of the total staff are aged 50 years and older, evidence of the need for strategic HR planning to replace these workers and transfer knowledge to those incoming. The Manpower Budgeting for Fiscal Year 2010 indicates that thirty-two (32) members of staff are due retirement between 2009 and 2012. According to estimates by the PSRU team, a total of thirty-five (35) people should have retired by the end of 2009. The Manpower Budgeting document also indicates that a total of one hundred and twenty-three (123) staff may be due for promotion to a higher grade. The Manpower Budgeting provides ample information for developing a succession plan for the Ministry, but this process has not begun. **Annex 3** provides details on the retirement profile for 2009-2013.

4.0 DEVOLUTION

4.1 Provincial Operations

We note that in the process of separation of the Roads component in its remit, the Ministry failed to reassess its mandate with respect to the regional components. Staff that were not integrated into SLRA after the restructuring were left at the regional headquarters with very little guidance on targets to be achieved. Furthermore, the 2004 Decentralization Act transferred the responsibility of rehabilitated feeder Roads to Local Councils. The team was informed that Provincial staff perform functions such as development control, issuance of Building Permits, and collaboration with Local Councils to address infrastructural development issues and are periodically brought in to assist with work in the Western Area. A cursory examination indicated that the machinery at these regional offices are derelict and are of little use. It is important that the Ministry reassess the value of regional offices.

5.0 MATERIAL RESOURCES AND ACCOMODATION

The Ministry occupies several buildings located at both New England and Pademba Road. The carpentry and engineering workshops are in need of urgent repairs.

5.1 Land Occupied by the Engineering Division (Pademba Road)

The land originally occupied as pre-casting site, Quarry, Storage and Garage of the Ministry of Works at Pademba Road, is becoming a slum settlement. Over 500 derelict vehicles occupy this area and it is being used by private garages and serves as a dump for used vehicles. This land is prime land that can be used for the building of Government Offices. It will be recalled that this same threat was recognised too late at New England when poachers extended their holding almost side by side with Government Offices.

6.0 RELATIONSHIP WITH OTHER MDAS

6.1 Sierra Leone Roads Authority (SLRA)

The Sierra Leone Roads Authority was created by an Act of Parliament in 2002 with the primary responsibility for road design, construction and maintenance across the country.

6.2 The Ministry formerly had oversight responsibility of the SLRA; with the creation of the National Commission for Privatisation (NCP) the oversight powers were transferred to the NCP. The Professional Head of the Ministry is a member of the SLRA Board and the Ministry is also represented in the Right of Way Committee. These are the only two areas where the Ministry's presence is visibly seen in the operations of SLRA; all other functions are directly linked to NCP. It is reported that the Ministry has recently been asked by NCP to relinquish their representation on the Board.

One of the challenges in the relationship between the Ministry and the SLRA is that there is no clear cut definition as what constitutes the Right of Way, as it

changes depending on the location. Building permits are issued without consultations with SLRA, leading to confusion in interpreting the Right of Way. In order to address this problem, there must be strong collaboration between SLRA, the Ministry of Lands, the Ministry of Works, and the Freetown City Council.

6.3 Sierra Leone Housing Corporation (SALHOC)

The Sierra Leone Housing Corporation was established by an Act of Parliament in 1982 to complement the government's efforts in addressing housing problems in the country. They are responsible for Low Cost Housing Estate, OAU Village Estate and Seven Battalion barracks. Since NCP was set up, SALHOC has severed all relationships legally with the Ministry of Works, quoting section 10 of the NCP Act as their legal instrument. SALHOC only has functional relationship with the Ministry of Works and Ministry of Lands as and when the need arises; for instance when they wish to engage into construction works.

6.4 National Commission for Privatisation (NCP)

The National Commission for Privatisation (NCP) was set up by an Act of Parliament to ensure the effective functioning of all Parastatals by establishing policies for the operationalisation of these entities while assessing and developing the modalities for privatizing them. The NCP is also responsible for divesting those Parastatals that they deem worthy to be divested. Ministries serve as Committee Members on the various committees in the NCP. In this way, they are part of the decision-making process. Nevertheless, the oversight authority of Ministries has been limited and they are only responsible for sectoral policies and play a minimal role in determining the composition of the Boards or day to day management.

6.5 National Assets Commission (NAC)

The National Assets Commission was set up by an Act of Parliament, and is directly under the Office of the President. The commission is responsible for all moveable and immoveable government assets. As the Ministry of Works is mandated to maintain these assets, it should logically coordinate activities with the Commission.

7.0 ANALYSIS AND RECOMMENDATIONS

7.1 The review revealed that there are many statutory overlaps. Statutory overlaps are established when the legal instrument or gazetted mandate of one entity overlaps with another. **We recommend a review in the legal framework of the Ministry considering its new mandate and responsibilities.**

7.2 The relationships between the Ministry, SLRA, SALHOC and NCP are not clearly defined. The responsibilities of the Ministry to the parastatals, and vice versa should be clearly defined. **We strongly recommend that the NCP Act be reviewed to state in very clear terms its roles, responsibilities and relationships with MWHI and SLRA and SALHOC. We further endorse the Ministry's position that the SALHOC Act must also be revised to facilitate the representation of the Ministry on its Board.**

7.3 FUNCTIONS

Policy design and planning have not been centralised and institutionalised and this has hampered effective implementation and monitoring. **We therefore recommend a new Policy and Planning Unit to provide strategic guidance, planning, and monitoring.** See Annex 2 for the Terms of Reference of the Policy and Planning Units across MDAs. **We further recommend that this unit take the lead in developing and facilitating the implementation of all strategic plans for the Ministry in line with its mandate and its role in the Agenda for Change.** The Ministry should take the lead in developing policies and strategies for infrastructural development in Sierra Leone. There is a need for the Ministry to re-establish close links with regional and international organizations such as UN-HABITAT, UNIDO.

7.4 STRUCTURES

We note that while the functions spelt out in the Government Gazette for the MWHI may be adequate, the Ministry has failed to effectively perform these functions. One of the reasons is the lack of a functional structure that incorporates its mandate. **We propose a modified structure for the Ministry, as shown in Annex 2.**

7.5 The current Divisions in the Ministry are not inclusive of all their mandated responsibilities. The result has been duplicity and overlaps, all leading to a waste of resources. For example, the Engineering Division could be restructured to have maintenance units that will have the responsibility of maintaining all government buildings.

7.6 We note that the Workshop and Garage at Pademba Road are no longer cost effective for government to maintain, as illustrated in Tables 2 and 3 below.

Table 2: ELECTRICITY CONSUMPTION FOR CARPENTRY & MECHANICAL WORKSHOPS AT PADEMBA ROAD

DATE	LOCATION	UNITS CONSUMED	BILLS PAID	ARREARS
27-08-08 to 20-07-09	Carpentry Workshop	14,316	Le 21,447,415	Le 25,270,176
27-08-08 to 20-07-09	Mechanical Workshop	20,594	Le 11,484,000	Le 16,320,412
Total		34,910	Le 32,931,415	Le 41,590,588

SOURCE-NPA

Table 3: REVENUE COLLECTED FROM MECHANICAL WORKSHOP PADEMBA ROAD, 2005-2009.

YEAR	MECHANICAL WORKSHOP Le	CARPENTRY WORKSHOP Le
2005	1,433,000	3,284,000
2006	1,260,000	2,599,000

2007	1,154,000	2,143,000
2008	2,997,000	4,154,000
2009	4,364,000	4,789,000
Total	11,208,000	16,969,000

7.7 From the records available, total estimates for salary for workshop staff nationwide amounted to **Le102, 000,000** annually. We could not get procurement records or other charges relating to the workshops. However, the above data indicates that it is costing the Government more to maintain these facilities and it is not cost effective to continue in its present form. **We recommend that the retention and operations of the Carpentry and Mechanical workshops be reviewed with the view to either closing the Units or making them economically viable. In the event that closure becomes the preferred option, residual material resources should be transferred to the Trade Centre for youth training.**

7.8 The new Housing Division has recently been fully integrated into the Ministry. **We recommend the following posts to be established to kick start the work of the division; -**

- 1. Chief Housing Officer**
- 2. Principal Housing Officer**
- 3. Senior Housing Officer**
- 4. Housing Officers**

The first duty of this team is to review and operationalize the Housing Policy and Programme, and to align them with the overall Strategic Plan of the Ministry.

7.9 DEVOLUTION

7.10 We note that the issuing of building permits under the Local Government Act and subsequent devolution schedules fall under the responsibility of the Town Council. **We therefore recommend that this Division effectively collaborates with the City/Town Councils which now have the mandate to collect building fees.**

7.11 MATERIAL RESOURCES

7.12 Land at Pademba Road

The Ministry of Works Housing and Infrastructure is the custodian of this piece of land formally occupied by the Roads Division, which has moved to SLRA. However this land is gradually being encroached on and warehouses are being used as private garages. It has become the dumping ground for unserviceable vehicles and it has become an environmental concern. We also observe that squatters have started building in the area and a small community is developing. This is a large piece of land that could be put to great use by the Government, especially with the shortage of space for housing MDAs. **We recommend that immediate steps be taken to evict all Garages and other businesses located at this site. We further recommend that the Ministry take the lead in exploring alternative uses for this land.**

7.13 PROCESSES

7.14 Procurement

The Procurement Act does not discriminate against MDAs with respect to size or volume of activities. We understand that the Ministry has a functional Procurement Unit and an active Procurement Committee.

We recommend therefore, that the Ministry should continue to implement the procurement rules as prescribed and that the Procurement Committee

and Procurement Unit should continue to carry out their functions accordingly. We further recommend that where the Procurement Committee does not form a quorum, bids tendered and selection of potential supplier(s) should not be discussed.

7.15 Projects

It is important that all MDAs utilize the expertise and services of the Ministry in carrying out infrastructure development and repairs. Not only is this cost-effective, it also reduces the incidence of corrupt practices in employing private contractors. **We recommend that a strict mechanism be put in place for all technical maintenance on government infrastructure to be channelled through the MWHI.** To facilitate this process, we suggest that the Ministry hold a consultative meeting with other MDAs and stakeholders to discuss the constraints. **We also recommend that the Ministry participate in the development of the registry of Government assets to help it develop a maintenance schedule for all MDAs.**

7.16 Budget Committee

A Budget Committee exists only in name, and its functions are limited to the discussion on the Budget Call Circular; after presentation of the budget, it is no longer operative. The planning process for the budget is a continuous process and does not cease after the preparation of the budget. **For effective management, the Budget Committee should be part of the planning committee for the Ministry and should continuously meet to discuss the priorities of the Ministry.** If the recommendation on the creation of a new Policy and Planning Division is accepted, then it becomes the division's responsibility to work out this mechanism.

7.17 Internal Auditor

We recommend that Internal Auditors sent to the Ministry are well trained, and that they are allowed access to all relevant information.

7.18 Record Keeping

Records managers were assigned to the MWHI to address the poor records management systems. A good number of semi-current and non-current records were processed, listed and transferred to the National Records Centre, which serves as an intermediate registry for all inactive files. The registry staff were trained in basic record keeping.

7.19 There are a number of constraints experienced by the records unit at the Ministry. Foremost among them is that there is no designated budget for the management of records. This is also true of several MDAs. The result of this is that tools and equipment are inadequate. Some computer training was provided for a few clerks but they lack the computers to carry out their duties. We accordingly recommend as follows:

- 1. Ensure that record officers are given adequate training and have copies of manuals on procedures, policies, and practices for effective records management. Optimally, the training programme should integrate paper and electronic personnel information and provides reliable and verifiable information on Human Resource management functions, to IFMIS and for supporting National Registration and NASSIT.**
- 2. Ensure that the Human Resource Officers in the Ministry are trained in personnel management and are able to create complete and current personnel files for all new employees as well as ensure that working files are kept in line with the master files held at HRMO.**

7.20 Human Resource Management

Effective management and development of the human resource capital remains one of the major challenges faced by the Ministry. It lacks a comprehensive structural organogram, personnel deployment plan, scheme of service, and training plan. In addressing these challenges the Ministry will rely heavily on the HRMO as the latter has been engaged in developing policies and systems for the entire Civil Service. The PSRU also has a role to play in assisting the Ministry in developing a functional and qualified personnel structure. In light of this we make the following recommendations towards improving human resource development:

- **Development of a functional organogram that incorporates all functions performed by the Ministry.**
- **Development of job descriptions for all divisions.**
- **Development of a comprehensive scheme of service.**
- **Personnel management plan that addresses the excess junior level staff and deployment of technical staff to government buildings.**
- **Immediate referral of unqualified and overage staff to the HRMO for action.**

- **Removal of the Work Study Officer position and absorption of qualified personnel currently performing this function into the HR division.**
- **Development of comprehensive Training Plan to ensure improvement in the technical capacity in the Ministry.**

7.21 Scheme of Service

The Ministry has a number of Schemes of Service, but these will have to be reviewed in line with the new functions, policies and activities of the ministry. For this activity the HRMO should provide technical support in developing the new schemes of service. **We recommend that the Ministry and the HRMO develop a current Scheme of Service.**

Annex 1: MFR Staff Questionnaire

FUNCTIONAL AND MANAGEMENT REVIEW OF **MINISTRIES** **MANAGEMENT AND STRATEGY 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 all 10 questions and table 1 and 2 as far as you can. A member of the team will be pleased to assist with any difficulty.

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 contact number.

SECTION A: FUNCTIONS/ STRUCTURE

- 1.** Please list the main functions of the ministry/ department/ division/ agency/ unit for which you are responsible.

2. Are there agreed work plans to implement the functions/ activities of your ministry/ department/ division/ agency/ unit? **If not**, how is work organised, coordinated and monitored?
3. Please state any problem (s) encountered in carrying out these functions.
What procedures/processes could be improved?
4. Does your ministry/ department/ division/ agency/ unit collaborate with other ministries/ departments/ divisions/ agencies/ units in the performance of functions? If **any**, please indicate.

SECTION B: ORGANISATION/ OPERATIONAL STRUCTURE

5. Please indicate the number of staff for whom you have managerial/ supervisory responsibility within the ministry/ department/ division/ agency/ unit. Do you have responsibility for staff elsewhere?
6. Are you in charge of any donor-supported programme? (**Yes / No**).
If **yes**, what are the programmes and outline the budget, purpose and your own or / department/ division/ agency/ unit role.

SECTION C: PERFORMANCE MANAGEMENT AND TRAINING

7a. Are staff provided with job descriptions? (**Yes** / **No**)

b. Is a staff performance appraisal scheme in place and operating? (**Yes/No**)

8. Are training opportunities available for staff? (**Yes** / **No**)

If **yes**, what type and how frequent do they take place?

9. What skills and competencies are lacking in your ministry/ department/ division/ agency/ unit?

SECTION D: COMMUNICATION

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

(i) **Staff:**

(ii) **Departments:**

(iii) **Provincial offices:**

(iv) **Public:**

(v) **Other MDAs:**

What difficulties arise in these communications?

Please complete Table 1 and 2 with any information you hold

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	

Table 2 Please fill in the following information on equipment in the table below:

AVAILABLE EQUIPMENT		STATUS (TICK APPROPRIATE)			Comment (NUMBER REQUIRED)
		Good	Requiring service	Obsolete	
Type	Number				

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.

ADDITIONAL COMMENTS

Thank you very much for your cooperation

Annex 2: LIST OF PEOPLE CONSULTED

MINISTRY OF WORKS, HOUSING AND INFRASTRUCTURE

Mr. Alimamy Petit Koroma, Minister of Works, Housing and Infrastructure

Mr. Abdul Babagaleh Barrie, Deputy Minister, Works, Housing and Infrastructure

Mrs. Nancy K.S. Tengbeh, Deputy Secretary

Mr. Mohamed G. Mansaray, Professional Head

Mr. Ganda, Deputy Professional Head

Mr. Hassan Y. Savage, Senior Executive Engineer

Mr. C.H. Pratt, Acting CHO

Mr. Christian K. Jarret, Chief Building Inspector

Mr. Francis P.S. Kpukumu, Senior Building Inspector

Mr. A.M. Sheriff, Chief Work Study Officer

Mr. Sylvanus Pratt, Housing Officer

Mr. J.M. Will, Chief Store Keeper

Mr. Nicholas M. Kamara, Procurement Officer

Mr. Francis Macauley, Public Relations Officer

Mr. J.B. Kamara, Acting P.M.

Miss Augusta Korgay, Staff Superintendent

Mr. Edward V. Silma, CMT

Mr. David N. Kamara, Executive Officer

Mr. Prince T. Sama, Principal Accountant

Mr. J. Muana, Consultant

Mr. H.R. Lamin, Senior Q5

Mr. J.B. Kamara, Acting Personnel Manager

Ms. Augusta Wright, 3rd Grade Clerk

Ms. Yvette Frazer, 2nd Grade Clerk

Ms. Elizabeth Morsay, 2nd Grade Clerk

Mr. Francis Paila, 2nd Grade Clerk

Mr. Joseph Seiyah, 3rd Grade Clerk

Mr. Sorie Sesay, Messenger/Cleaner

Mr. Mohamed Kargbo, Despatch/Messenger

Mr. Dominic Abu Kondo, 2nd Grade Clerk/ Revenue Officer for NRA
Mechanical Workshop

Mr. Christian M. Sannah, Inspector of Works, Craft and Designer

Mr. Edward Macarthy, 2nd Grade Clerk/Revenue Officer for NRA

SIERRA LEONE ROADS AUTHORITY

Mr. A.A. Kamara, Deputy Director-General, Sierra Leone Roads Authority

Mr. M.A. Jusu, Director of Operations

Mr. S.M. Koroma, Director of Administration

Mr. I. Barrie, Director of Finance

Mr. S.S. Dugba, Director of Development

Mr. David K. Fonnies

NATIONAL COMMISSION FOR PRIVATIZATION

Mr. Alie Bangura, Chairman, National Commission for Privatization

Mr. Mohamed Abu Sesay,

NATIONAL ASSET COMMISSION

Alhaji Unisa Alieu Sesay, Chairman, National Asset Commission

SIERRA LEONE HOUSING CORPORATION

Mr. Kemoh Tarawalie, General Manager, Sierra Leone Housing Corporation

ANNEX 3: RETIREMENT PROFILE FOR MWHI 2009-2013**2009**

NO	NAME	DESIGNATION	PINCODE	GRADE	DATE OF BIRTH
1	Nicholas M. Kamara	1 st Grade Clerk	103413	3-11	17/10/1949
2.	Abu Bakarr Jalloh	Temporary Clerical Asst	103878	1-11	20/08/1946
3.	Joseph O. Thomas	Works Study Officer	103471	5-6	9/11/1949
4.	Lahai Sandy	Daily Wage Messenger	103235	25-1	6/03/1949
5.	Ahmed S. Kargbo	Messenger	104508	1-11	5/16/1905
6.	Lamin Kamara	Messenger	104870	1-11	5/22/1905
7.	Alhassan Bah	Security Officer	103004	1-11	7/07/1949
8.	Abdulai Tarawallie	Security Officer	103008	1-11	7/08/1949
9.	Jonathan A L Saint-Williams	Security Officer	103035	1-11	4/02/1947
10.	Foday M. Turay	Snr. Foreman Carpenter	103561	4	12/12/1949
11.	Lanson S. Sannoh	Snr. Foreman Carpenter	103150	4	25/07/1948
12.	Tamba Yambasu	Snr. Foreman Mason	103558	4	31/12/1949
13.	Momoh Kamara	Leading Hand Mason	102967	1-11	25/10/1949
14.	Santigie Kanu	Leading Hand Mason	103502	1-11	2/3/1946
15.	Abdulai K. Jalloh	Leading Hand Electrician	103132	1-11	6/4/1905
16.	Tamba Conteh	Leading Hand Carpenter	103117	1-11	28/12/1949
17.	Solomon Musa	Leading Hand Painter	103308	1-11	31/04/1949
18.	Lambert Tryles	Foreman Mechanic	103687	4-11	12/02/1949
19.	Patrick K. Lamboi	Foreman Mechanic	103655	4-11	20/08/1949

20.	Samuel Coker	Leading Hand MotorMech	103642	2-11	3/10/1949
21.	Ansumana Sesay	Leading Hand Blacksmith	103650	2-11	27/03/1949
22.	Aruna Kamara	Leading Hand MotorMech	103644	2-11	7/11/1949
23.	Vandy Collier	Staff Driver	103230	2-11	20/01/1949
24.	James Thullah	Leading Hand Mason	103985	1-11	1/01/1949
25.	Daniel Ansumana	Leading Hand Mason	103767	1-11	11/10/1949
26.	Brima Tholley	W.S.E	103892	1-11	1/04/1949
27.	Peter S. Kaideneh	Leading Hand Carpenter	103729	1-11	4/04/1948
28.	Maxson Amadu	Leading Hand Plumber	103707	1-11	24/04/1949
29.	Momoh Swarray	Leading Hand Plumber	103335	1-11	1/01/1949
30.	Tommy Aruna	Daily Wage Painter	103735	1-11	16/11/1948
31.	Brima Maholo	Daily Wage Painter	103771	1-11	10/10/1949
32.	Joseph Kamanda	Security Guard	103742	25-1	11/22/1947
33.	Senesie Kpaka	Security Guard	103733	25-1	5/11/1905
34.	Ernest W. Mbayo	Security Guard	103743	25-1	4/16/1948
35.	C. K. Jarrett	Chief Building Inspector	108068	5-9	19/07/1948

2010

NO	NAME	DESIGNATION	PINCODE	GRADE	DATE OF BIRTH
1.	John M. Fullah	2nd Grade Clerk	103479	3-11	10/10/1950

2.	Sorie Conteh	2 nd Grade Clerk	103471	3	6/09/1950
3.	Gabriel S. Lavai	2 nd Grade Clerk	103677	3-11	29/08/1950
4.	John B. Squire	2 nd Grade Clerk	103828	3-11	28/09/1950
5.	Abioseh Mustapha	3 rd Grade Clerk	103835	2-11	20/01/1950
6.	Maligie Mansaray	Architectural Draughtsman	103451	3-11	12/12/1950
7.	Harry Coker	Security Officer	103044	1-11	30/09/1950
8.	Osman Sesay	Security Officer	103046	1-11	3/05/1950
9.	Charlie T. A. Zizer	Inspector of Works	103589	5-8	14/04/1950
10.	Samuel C. Lewis	Snr. Inspector of Works	103158	5-8	28/01/1950
11.	Karim Abdulai	Snr. Foreman Carpenter	103503	4	22/09/1950
12.	Alimie Thomas	Leading Hand Plumber	103592	1-11	4/09/1950
13.	Abu Bangura	Leading Hand Mason	103331	1-11	1/03/1950
14.	Nasiru Sesay	Leading Hand Mason	103338	1-11	5/08/1950
15.	Sorie Sesay	Leading Hand Operator	103512	1-11	6/11/1950
16.	Brima Turay	Daily Wage Plumber	103138	25-1	17/02/1950
17.	Edward M. Turay	Foreman Mechanic	103106	4-11	15/06/1950
18.	William D. Neville	F/M/Auto Electrician	103105	4-11	5/20/1950
19.	Amos Showers	Leading Hand Auto Elect	103662	2-11	20/05/1950
20.	Joseph Sesay	Leading Hand Auto Elect	103109	2-11	15/07/1950
21.	Mohamed L. Fofanah	Leading Hand Lathe Turner	103112	2-11	20/08/1950
22.	Brima Kargbo II	Staff Driver	103675	2-11	24/11/1950
23.	Juldeh Jalloh	Staff Driver	103231	2-11	13/05/1950
24.	Allie Fofana	Staff Driver	103204	2-11	30/05/1950

25.	Thomas Fallah	Daily Wage Machinist	103115	25-1	21/08/1950
26.	Mohamed Sherrif	Foreman Mason	103847	3-11	5/10/1950
27.	Bockarie F. Sannoh	Foreman Mason	103777	3-11	19/02/1950
28.	Samu M. B. Kamara	Leading Hand Mason	103786	1-11	1/3/1950
29.	Morray Kabba	Leading Hand Mason	103805	1-11	1/3/1950
30.	Amadu Kamara	Leading Hand Painter	103808	1-11	3/10/1950
31.	Joseph Nabieu	Leading Hand Painter	103812	1-11	22/4/1950
32.	Steven B. Harding	Daily Wage Carpenter	103808	25-1	5/1/1950
33.	James R. Koroma	Foreman Mason	103882	3-11	1/6/1950
34.	Abu Bangura	Leading Hand Mason	104000	1-11	1/1/1950
35.	Lamin Conteh	Leading Hand Carpenter	104002	1-11	3/12/1950
36.	Phillip A. Bangura	Leading Hand Plumber	103997	1-11	31/12/1950
37.	Kabba Kamara	Daily Wage Carpenter	103974	25-1	15/8/1950
38.	Charles Brewah	Foreman Mason	103766	3-11	19/5/1950
39.	Abdulai H. Conteh	Leading Hand Mason	103864	1-11	14/2/1950
40.	Mohamed Kabba	Messenger	103932	1-11	11/5/1950
41.	Unisa Bangura	Security	103938	1-11	31/12/1950
42.	Momoya Kamara	Foreman	103928	3-11	1/7/1950
43.	Mohamed Madingo	Foreman	103924	3-11	31/12/1950
44.	Santigie Kamara	Leading Hand Steel Bender	103952	1-11	10/8/1950
45.	Karineh Marrah	Daily Wage Security	104022	25-1	18/4/1950
46.	Abdulai Jalloh	Daily Wage Security	104024	25-1	6/11/1950
47.	Joseph Saffa	Leading Hand Carpenter	103708	1-11	27/4/1950
48.	Moses Musa	Daily Wage Plumber	103907	25-1	17/2/1950
49.	James Kamara	Leading Hand Mason	103840	1-11	4/4/1950
50.	Mohamed Manley	Building Inspector	108154	2-11	19/3/1950

		Grade III			
51.	Issa Rogers	Building Inspector Grade III	108174	2-11	01/8/1950

2011

NO	NAME	DESIGNATION	PINCODE	GRADE	DATE OF BIRTH
1.	Khadiru Deen	3 rd Grade Clerk	103417	2-11	1/9/1951
2.	Sahr P Yarjah	3 rd Grade Clerk	103829	2-11	22/9/1951
3.	A. B. Kanu	Asst. Works Study Officer	103564	4-10	19/4/1951
4.	Dauda Kanu	Messenger	103404	1-11	1/8/1951
5.	Albert Pengoya	Security Officer	103012	1-11	29/5/1951
6.	Joseph A. Jonah	Foreman Plumber	103517	3	3/6/1951
7.	Francis D. Lebbie	Leading Hand Plumber	103290	1-11	12/20/1951
8.	Charles G. O Harding	Foreman Mechanic	103666	4-11	20/7/1951
9.	Santigie Koroma	Leading Hand MotorMech	103653	2-11	29/6/1951
10.	Emmanuel A. J. Saidu	Leading Hand Plumber	103787	1-11	11/11/1951
11.	Francis Lasmore	Daily Wage Carpenter	103806	25-1	13/8/1951
12.	Abu Bangura	Leading Hand Mason	103904	1-11	31/12/1951
13.	Edward B. Saidu	Foreman Mason	103860	3-11	1/1/1951
14.	Momoh Samura	Security	103937	1-11	31/12/1951
15.	Koroma Sulaiman	Building Inspector	108154	2-11	30/3/1951

		Grade III			
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2012

NO	NAME	DESIGNATION	PINCODE	GRADE	DATE OF BIRTH
1.	Martha R. Nyandebo	1 st Grade Clerk	103455	3-11	1/1/1952
2.	Daniel F. James	1 st Grade Clerk	103721	3-11	20/4/1952
3.	Annie N. Williams	2 nd Grade Clerk	103444	3-11	9/1/1952
5.	Joseph S. Williams	2 nd Grade Clerk	103467	3-11	15/8/1952
6.	Edward L. Nyallay	2 nd Grade Clerk	103632	3-11	15/6/1952
7.	Johannes P.H. Williams	2 nd Grade Clerk	103610	2	19/11/1952
8.	Benjamin I. Bangalie	3 rd Grade Clerk	103493	1	6/6/1952
9.	Patrick F. Tamba	3 rd Grade Clerk	103912	2-11	20/4/1952
10.	Gbulu Samura	Security Officer	103018	1-11	8/8/1952
11.	Keddie Kamara	Security Officer	103032	1-11	19/3/1952
12.	Abdul Rahman Noah	Security Officer	103067	1-11	19/4/1952
13.	Mohamed A. Munu	Snr. Foreman Mason	103302	4	25/2/1952
14.	Unisa Sorie Conteh	Leading Hand Carpenter	103555	3	21/8/1952
15.	Smart Saidu	Leading Hand Plumber	103280	1-11	30/6/1952
16.	Tamba Conteh	Leading Hand Mason	103535	1-11	18/3/1952
17.	Amadu Sankoh	Daily Wage Carpenter	103142	25-1	3/1/1952
18.	Samuel Blackie	Leading Hand Plant Fitter	103665	2-11	15/8/1952
19.	Edmond J. Sam	Leading Hand Mason	103802	1-11	7/7/1952

20.	Joseph J. Williams	Leading Hand Painter	103788	1-11	3/4/1952
21.	Joseph Swarray	Leading Hand Welder	103810	1-11	10/4/1952
22.	Bernard Kata	Leading Hand Fitter	103798	1-11	8/8/1952
23.	Lahai Allieu	Daily Wage Carpenter	103804	25-1	18/10/1952
24.	Mohamed Sesay	Store Clerk	103975	1-11	1/4/1952
25.	Abdul R. Mansaray	Senior Inspector of Works	103957	5-8	6/6/1952
26.	Mohamed Conteh	Leading Hand Carpenter	103714	1-11	26/3/1952
27.	Sheku Tommy	Daily Wage Carpenter	103748	25-1	1/7/1952
28.	Harold Samuels	Leading Hand Painter	103841	1-11	15/4/1952

2013

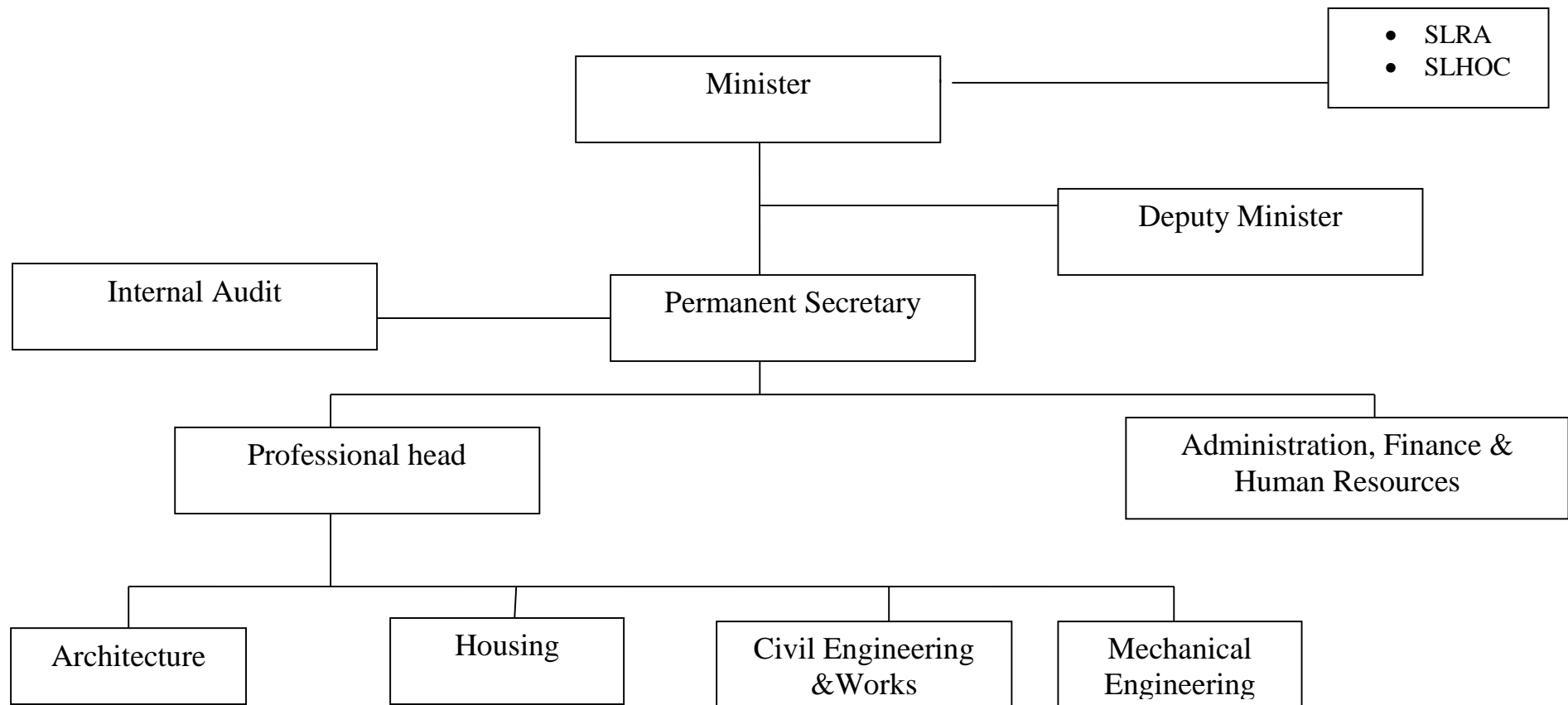
NO	NAME	DESIGNATION	PINCODE	GRADE	DATE OF BIRTH
1.	Isatu M. Gamanga	1 st Grade Clerk	103715	4-11	13/3/1953
2.	Thallan J. Turay	2 nd Grade Clerk	103970	3-11	25/11/1953
3.	Patrick M. Vangahun	2 nd Grade Clerk	104006	3-11	4/8/1953
4.	Foday E. Bangura	2 nd Grade Clerk	103857	3-11	26/5/1953
5.	John A. Turay	2 nd Grade Clerk	104020	3-11	30/8/1953
6.	Margaret Macauley	3 rd Grade Clerk	103415	2-11	1/5/1953
7.	Mamoud Tarawally	3 rd Grade Clerk	103454	2-11	6/11/1953
8.	Mohamed P. Kamara	3 rd Grade Clerk	103910	2-11	23/9/1953
9.	Allieu M. Sam	Temporary Clerk	103723	1-11	15/1/1953
10.	Mohamed G. Mansaray	Professional Head	103487	13	30/5/1953
11.	Dennis Mc'Henry	Architectural	103459	3-11	24/12/1953

		Draughtsman			
12.	Momoh S. Bangura	Draughtsman Surveyor	103500	3-11	1/4/1953
13.	Amadu Y. Kamara	Asst. Works Study Officer	1070486	4-5	25/12/1953
14.	Saidu S. Conteh	Store Clerk G.1	103453	5-8	15/12/1953
15.	Abu Bangura	Messenger	103359	1-11	12/1/1953
16.	Bernard Ngegba	Security Officer	103037	1-11	13/9/1953
17.	Martin Kamara	Snr. Foreman Carpenter	103557	4	24/8/1953
18.	Tejan Yansaneh	Snr. Foreman Carpenter	103558	4	24/3/1953
19.	Abu Bakarr Kamara	Snr. Foreman Plumber	103574	4	12/4/1953
20.	Sitta Samura	Leading Hand Plumber	103185	1-11	16/4/1953
21.	Samuel K. Dumbuya	Leading Hand Mason	103199	1-11	20/2/1953
22.	David Dauda	Leading Hand Electrician	103531	1-11	24/10/1953
23.	Francis Fortune	Leading Hand Carpenter	103511	1-11	29/7/1953
24.	Michael Vandy	Leading Hand Carpenter	103527	1-11	4/6/1953
25.	Sorsor Farama	Leading Hand Carpenter	103590	1-11	21/11/1953
26.	Thomas Tumbay	Leading Hand Carpenter	103492	1-11	3/5/1953
27.	Sarrah Mansaray	Leading Hand Carpenter	103285	1-11	30/8/1953
28.	Lamin Sesay	Leading Hand Painter	103278	1-11	17/10/1953
29.	James Kamara	Leading Hand Painter	103164	1-11	16/4/1953
30.	Richmond A. Thomas	Foreman Mechanic	103672	4-11	17/7/1953

31.	Samuel Y. Kamara	Leading Hand Plant Fitter	103661	2-11	27/6/1953
32.	Augustine Kamara	Leading Hand Plant Fitter	103219	2-11	1/1/1953
33.	Allie Sesay	Leading Hand Welder	103194	2-11	7/6/1953
34.	Mohamed S. Blackie	Leading Hand Mechanic	103646	2-11	12/28/1953
35.	Sao M. B. Sesay	Leading Hand Mason	103784	1-11	12/12/1953
36.	Lamina Kamara	Leading Hand Plumber	103943	1-11	13/3/1953
37.	Sorie Sesay	Daily Wage Hand Welder	103988	25-1	16/8/1953
38.	Lamina B. Turay	Daily Wage LockSmith	103966	25-1	13/10/1953
39.	Santigie S. Sesay	Daily Wage Security	103970	25-1	31/12/1953
40.	Abdul N. Kamara	Security	103933	1-11	31/1/1953
41.	Mohamed Kamara II	Leading Hand Painter	103929	1-11	18/5/1953
42.	Allie Bangura	Leading Hand Painter	103919	1-11	1/11/1953
43.	Thaimu Bangura	Leading Hand Painter	103920	1-11	7/6/1953
44.	Lamina Kamara	Leading Hand Painter	103943	1-11	13/3/1953
45.	Abu Mansaray	Daily Wage Watchman	104032	25-1	16/9/1953
46.	James S. M. Kobba	Foreman Painter	103706	2-11	17/7/1953
47.	Joe Harding	Leading Hand Carpenter	103702	1-11	6/6/1953
48.	Alikalie Kamara	Daily Wage Mason	103925	25-1	13/6/1953
49.	Sorie Kanu	Watchman	103736	25-1	24/1/1953
50.	Dephon Pratt	Senior Building Inspector	108070	5-9	25/11/1953
51.	S. A. Suluku	Senior Building	108067	5-9	9/7/1953

		Inspector			
52.	Ibrahim Khalil Foday	Building Inspector Grade I	108199	3-11	17/10/1953
53.	Beckley George	Building Inspector Grade III	108071	2-11	18/3/1953
54.	Bockarie Juma Sheriff	Building Inspector III	108072	2-11	2/4/1953
55.	Mohamed Mansaray	Building Inspector Grade III	108149	2-11	25/5/1953

Annex 4a: CURRENT ORGANIZATIONAL STRUCTURE FOR MWHI



ANNEX 4b: PROPOSED ORGANISATIONAL STRUCTURE FOR MWHI

