GOVERNMENT OF SIERRA LEONE

PUBLIC SECTOR REFORM UNIT (PSRU)

FINAL REPORT

MANAGEMENT AND FUNCTIONAL REVIEW OF THE MINISTRY OF INTERNAL AFFAIRS

FEBRUARY, 2021

ACRONYMS AND ABBREVIATION

FGE	–	Focus Group Engagement
HRMO	–	Human Resource Management Office
ICT	–	Information &Communication Technology
IT	–	Information & Technology
JSDP	–	Justice Sector Development Programme
MDA	–	Ministries, Departments & Agencies
MFR	–	Management and Functional Review
MIA	–	Ministry of Internal Affairs
MIALGRD	–	Ministry of Internal Affairs, Local Government and Rural Development
NDLEA	–	National Drug Law Enforcement Agency
NFF	–	National Fire Force
NRS	-	National Registration Secretariat
PSRU	–	Public Sector Reform Unit
SLCS	–	Sierra Leone Correctional Services
SLeNeSA	-	Sierra Leone National Commission of Small Arms
SLP	–	Sierra Leone Police
TOCU	–	Transnational Organized Crime Unit

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1. EXECUTIVE SUMMARY

The Public Sector Reform Unit (PSRU) highlighted the findings and recommendations from the Management and Functional Review (MFR) conducted for the Ministry of Internal Affairs (MIA) of the Republic of Sierra Leone. The Review Team was able to scan the challenges, service delivery functions, institutional structure and staffing of the Ministry to enhance its overall performance potentials. The Review Team was also able to determine the appropriateness of the current operating structure with critical attention to the organizational structure that is important to delivering on priorities of the Government of Sierra Leone.

The MFR process started with a preliminary consultative meeting held with the leadership including the Minister, senior and Middle Management staff of the Ministry. In the process, a presentation was made on the scope, methodology, approaches and resources needed to conduct the MFR. Questionnaires were administered to staff to assess the full potential and gaps if there are any within the Ministry. Though the MFR process has been a collaborative exercise involving PSRU and HRMO, the full commitment was needed from the leadership of the Ministry. As it worth giving credit where credit is due, PSRU would like to commend the leadership commitment exhibited by the Minister and the staff towards the accomplishment of this MFR. However, all attempts have been made to represent the views expressed and responses from questionnaires as accurately as possible.

The Review Team proposed an organizational structure and administrative arrangement of the Ministry, so as to achieve its mandate enshrined in the 1991 Constitution of Sierra Leone including other laws and regulations that provides the statutory framework for the MIA to promote the political leadership role for the security institutions of Sierra Leone. The recommendations proffered in this report will help to revitalize the MIA to enhance its strategic leadership on security matters. Above all, the MIA will be proactive in its policy direction and give the adequate advice to the Minister and other key stakeholders on policy related issues that will lead to effective monitoring for institutions under their supervision.

The Review Team took account of the gaps and challenges faced by the Ministry and as such make special cases for the recruitment of a Records Management Officer to manage the records management system, development of a communication strategy, a creation of a succession plan for staff that are on the verge to retire, and the establishment of Focal Persons to oversee the activities of the institutions under its purview. Furthermore, the team acknowledge the fact that there are ongoing fortnightly inter-agency meetings which reinforces the need to strengthen the collaboration and coordination through these engagements.

1.1 Summary of Findings and Recommendations

This section summarizes the gaps and challenges unfolding in the security sector and proffered recommendations to remedy the current situation of the MIA;

The oversight functions of MIA are geared towards effective monitoring, supervision and provision of policy direction. Policy documents, bill, cabinet papers passes through the Ministry for cabinet approval. Therefore, the team **recommend** that the MIA strengthen the monitoring and supervisory role to the institutions under their control. This created the avenue for the establishment of Focal Persons for each institution under the purview of the Ministry.

There are ongoing fortnightly Inter-Agency meetings which enhanced and strengthen collaboration and coordination between the ministry and its stakeholders. The review team **recommends** the continuation of this platform where issues and challenges affecting the security sector are discussed and relevant solutions proffered.

The National Drugs Law Enforcement Agency (NDLEA) as part of its mandate is currently engaged in the development of a key statutory instrument that would allow them to arrest and detain culprits of drugs abuse. The Review Team **recommends** that the Ministry being an oversight institution plays a facilitative role in ensuring the enactment of the legislation.

The MIA has to position itself to address the impending wave of retirements. Cognizant of the ramification this has on human resource function of the Ministry, the Review Team **recommend**s that MIA seek technical assistance from HRMO to develop a robust succession plan.

As a result of ineffective linformation flow and weak inter- departmental collaboration amongst staff the performance/productivity of the ministry remains suboptimal. The review team **recommends** that the Ministry develops an internal communication strategy and put modalities in place to enhance inter-departmental collaboration and partnership.

MIA has a functional relationship with a number of institutions, though the coordinating mechanisms needs to be strengthen. The Review Team therefore **recommend** that the Ministry holds regular meetings with key stakeholders providing regular update on issues surrounding the Ministry especially the security aspect that enhanced good governance, accountability and the rule of law.

The review team acknowledged the fact that the Ministry has a centralized records management system however, there is no specialized records officer to manage the affairs of the record system. Therefore, **we recommend** that the Ministry liaise with HRMO to assign a qualified records officer to enhance data accessibility and usability. Furthermore, the team **recommend** that the Ministry develop and maintain an up-to-date record management plan, supported by appropriate policies and procedures.

The review team noted the MIA is grappling with logistical constraints (vehicles) which impedes its ability to monitor and supervise the agencies under its purview. The review team **recommends** the procurement of vehicles to ease mobility constraints.

The review team noted the challenge of limited office space evident by the fact that the Immigration Department is cohabiting with the MIA. The Review Team **recommends** that the management of the ministry provides adequate office space for staff to carry out their daily activities.

The Review Team also noted significant challenges in the area of IT/ICT equipment and accessories. The review team **recommends** the provision of ICT equipment and accessories

The Review Team noted that there is no existing organizational structure that would address challenges unfolding in the security sector. Therefore, the Review Team **recommend** for a structure/organogram that will stand the test of time for the Ministry to deliver on its mandate.

2. INTRODUCTION

The Public Sector Reform Unit (PSRU) provides leadership, co-ordination and strategic guidance in the design, implementation and monitoring of Public Sector Reform initiatives. Its Mission is to facilitate the creation of a lean, performance-oriented, highly motivated, modern and efficient Public Service that delivers high quality services to the people of Sierra Leone in a timely and cost-effective manner.

PSRU undertakes Management and Functional Reviews (MFRs) as an entry point to identify capacity, systems and process challenges affecting the performance of MDAs. The key objective of the MFRs is to ensure that systems and organizational structures are aligned with the National Development agenda. Since its inception, PSRU has undertaken MFRs for MDAs, which can be viewed at www.psru.gov.sl.

In an attempt to achieve the mandate and expertise stated above, the Review Team was able to examine the structure of the Ministry whether they have the requisite system in place to provide the oversight responsibilities to the agencies placed under its purview. The 1991 Constitution of Sierra Leone gave the mandate to MIA to provide the political leadership role to the security sector including the Sierra Leone Police (SLP), Immigration Department, Sierra Leone Correctional Service (SLCS), National Fire Force (NFF), the National Civil Registration Authority (NCRA), the National Drug Law Enforcement Agency (NDLEA), Corona's Office and the Sierra Leone Small Arms Commission. Part of this has predominantly helped to strengthen the security sector and to ensure that MIA leadership and management has the right staff capacity to foster the vision of the Ministry. This also provides the space for the Ministry to have the required logistic and necessary equipment to deliver on its mandate in the most efficient and effective manner.

In 2007, an MFR was conducted for the Ministry of Internal Affairs by the PSRU and recommendations were proffered to address a number of issues including; inadequate staffing, inadequate planning and budgeting structures, lack of office equipment and limited space, no clearly defined role relationship, lack of expertise in areas of responsibilities and poor records

management system. Some of those recommendations were never implemented and the Ministry is of the conviction that some of them have potential to make positive change, for which additional support is urgently needed from the Government of Sierra Leone. More specifically, support is needed to address the numerous challenges highlighted with respect to monitoring and supervision of agencies under its purview.

Consequently, as a way to remedy the above stated challenges, the ministry has sought the expertise of PSRU to undertake an MFR that will review the Ministry's structure so that it can be in line with the New Direction policy guidelines. As part of the guidelines, will be to enhance the institutional and operational competencies of the security sector in order to promote the rule of Law and the protection of its citizens.

2.1. The Aim, Objectives and Scope of the MFR

This MFR focused on strengthening Management and Operating systems of the Ministry to ensure efficient and effective service delivery consistent with the New Development Agenda of the Government of Sierra Leone. Therefore, the MFR is specifically aimed at the management and operational functions of the Ministry. As such, limited its scope to identifying gaps and challenges, as well as deepening understanding of the management culture and operational functions of the Ministry. In other words, the review is concentrated on how the Ministry is structured and managed, as well as its strength and weaknesses that limits its operations.

In collaboration with HRMO, PSRU was able to accomplish the following tasks:

Review the Mandate, duties as well as the management functions of the Ministry.
Evaluate the Ministry's Administrative procedures, processes and facilities to determine efficiency and effectiveness in delivering on its Mandate.
Scan the organizational structure and staffing of the Ministry to determine their degree of efficiency with respect to service delivery.
Examine the human resource practices currently affecting the Ministry with a mind-set on staff competences.

Identify gaps and challenges within the management and operational function of Ministry to be able to effectively handle their human resource issues.

Proffer recommendations and proposals to help the Ministry conduct effective technical oversight, supervision, and monitoring of agencies under its purview as enshrined in its Mandate.

2.2 Methods and Approaches

The Review started formally in October 2020, with a meeting held at the Ministry between PSRU and the Ministry at which the Minister and various senior managers representing Administrative and Professional Wings of the Ministry were in attendance. This meeting generally acquired a wide range of views from all staff of the Ministry, and ministry's focal persons were identified to serve as intermediary between the ministry and PSRU in terms of providing the necessary information to review the ministry

This methodology involved an initial discussion with the leadership of the Ministry. Series of meetings were held afterward and individual and departmental interviews conducted to ascertain the roles and responsibilities, as well as the internal operational and management functions of the Ministry to inform context specific recommendations. As already stated, the scope of work as well as the methods and approaches adopted for the review were discussed during the preliminary consultative meeting, and copies of different questionnaires made available to the Ministry.

Desk review including staff payroll, audit reports, strategic plan and manpower plan were reviewed alongside other related documents. The Team was also able to review documents and reports provided by the Ministry relating to the current structure, including the current staff list. The literature review was extended to strategic national reports, including annual reports and speeches of H.E the President of the Republic of Sierra Leone.

As with all such reviews, we expect variances in stakeholders' perceptions with regard to their roles and what obtains on paper and in practice, each perspective having some merit. PSRU will conduct this Review as an objective observer and ensure that the various perspectives of all key stakeholders are accurately represented based on our independent assessment *of the* information made available to PSRU.

On completion of the draft report, it is the obligation of the leadership of the Ministry to ensure that the Directorate and Units of the Ministry review the report submitted for further clarifications and comments to PSRU in a timely manner. Upon receipt of these comments, PSRU will then hold a bilateral meeting with the leadership and senior officials of the Ministry to discuss gaps and critical areas requiring changes and enforcement of the report. Once a general consensus is reached, the final report will be issued and approved by the leadership of the Ministry.

2.3 Summary of Documents Reviewed to Date

Relevant documents were reviewed to obtain an understanding of the statutory mandate, general responsibilities and activities of the Ministry to determine its performance against set objectives. The documents include:

Internal Affairs Policy Framework
Organisational Structure of MIA
Strategic plan
Annual Work Plan
Monthly Payroll Details
Human Resource Plan with Job descriptions and Scheme of Service
Published materials from websites.
Ministry's Audit Reports
Any other published and unpublished Official Government documents

2.4 Situational Analysis

The security sector remains the bedrock of a country's development and MIA is categorized as one of the key ministries in Sierra Leone to drive the process of internal safety and security of the state. The MIA is charged with the responsibility to formulate and implements effective policies and strategic guidelines to assure the rule of law and the protection of its citizens within the confines of the law in accordance with democratic apparatus.

The security sector presently consists of about eight agencies with political oversight from the Ministry of Internal Affairs including the Sierra Leone Police (SLP), Sierra Leone Correctional

Service (SLCS), Immigration Department, National Fire Force (NFF), the National Civil Registration Authority (NCRA), the National Drug Law Enforcement Agency (NDLEA), Coroner's Office, and the Small Arms Commission. The MIA has a robust constitutional mandate that enshrined in the 1991 constitution of Sierra Leone but with limited human capacity to deliver on its mandate. The current situation of MIA has been galvanized by inadequate financial and material support to promote the agenda of the ministry. These challenges are accompanying by poor records management system, unmotivated personnel, limited office space, and no clearly defined structure and role relationships with staff agencies.

Over the years, several reviews of the MIA have been undertaken by different reform champions keeping in view the emerging governance challenges relating in the security sector. These reviews highlighted a number of issues including lack of adequate; planning and budgeting structures, inadequate office equipment and lack of expertise in areas of responsibility. These issues are still remained inadequate and unattended which have undermined the leadership role of the ministry now and then.

Consequently, this review process is indicative of high-level commitment by the leadership and senior management staff of the Ministry of Internal Affairs. This commitment leads to the restructuring and revamping of its operational functions with a clear view to ensuring a political leadership role and bureaucratic oversight for the security sector within the confines of Sierra Leone. It also aimed at scanning the systems and processes and proffered recommendations for MIA to implement in a timely manner. Therefore, this MFR is expected to foster significant changes to the management and operational functions of MIA with considerable expected impact to the wider Security Sector.

3. BACKGROUND TO MINISTRY OF INTERNAL AFFAIRS

Over the years and under different political dispensations, mergers and demergers have led to changes in the Ministry's name and formal mandate but with little evidence of corresponding changes being adopted in terms of organizational structure, operations and staffing. Management and Functional Review (MFR) reports of the then-Ministry of Internal Affairs **(MIA)** and the Institutional Appraisal of the Ministry of Internal Affairs, Local Government and Rural Development **(MIALGRD)** were completed in 2007 and 2008 respectively. These reports proffered recommendations which were partially implemented over the years but the challenges remain to be addressed

Furthermore, the Ministry was separated from the Ministry of Internal Affairs, Local Government and Rural Development **(MIALGRD),** leading to the formation of a new Ministry of Internal Affairs as a stand-alone Ministry with new administrative arrangements, including a supervisory role and control over the agencies placed under its domain.The supervisory role of the Ministry towards its agencies is pivotal and over the years their responsibilities have been undermined by other government actors. The Ministry itself is not resourced or structured to overcome some of the gaps and challenges it faced during the process of discharging their mandate.

The Ministry is charged with the responsibility of providing the strategic role in internal safety and security of the state. The principal objective of the Ministry is to formulate and implements policies and strategies to safeguard the rule of law in accordance with democratic principles. In the light of this, the Ministry had found it very difficult to implement such policies as a result of limited capacity to provide the oversight role to the agencies under their control. The numerous challenges including limited capacity of staff in areas of responsibilities had impeded on MIA oversight for its agencies. Therefore, there is a need to design structures and ensure role clarity to enhance leadership responsibility in providing services in an efficient and effective manner.

The MIA had undertaken reforms which highlighted a number of issues including those that limited to; lack of adequate planning and budgeting structures; inadequate office equipment; no clearly defined role relationship; lack of expertise in the area of certain responsibilities and no

proper records management in the Ministry. As a result of these lacunas, a reform of such nature is required to accelerate the work of the Ministry in terms of providing the adequate supervision needed from the agencies under their control.

3.1. THE MANDATE, MISSION AND VISION OF MIA

3.1.1 Mandate

To oversee Government's ownership interest in the Sierra Leone Police (SLP), the Sierra Leone Correctional Service, the Immigration Department, the National Registration Secretariat, the National Fire Force, the National Drug Law Enforcement agency and the Office of the Corona

3.1.2 Mission

To enhance the institutional and operational capabilities of the society and safety agencies under the remit of the Ministry to access the Rule of Law and the protection of the population under the law

3.1.3 Vision

To encompass a safe, secured and stable society where there is a synergy between the people and the state

3.1.4 Principles and Values

This section provides the principles and core values of the Ministry as, empowering people; Improve Organizational Climate; and Simplify tasks.

Empowering People

Offering effective leadership

Training and retraining staff

Providing job aids, tools and equipment

Improve Organizational Climate

Setting clear vision and plans

Strengthening commitment to excellence

Building capacity through systems and structural improvements

Simplify Tasks

Keeping focus on clear objectives

Stop doing what does not need to be done

Focusing on creating value

3.1.5 Functions/Responsibilities of Ministry of Internal Affairs

The Main functions/responsibilities of the Ministry can be summarized as follows:

Redesign structures and refine roles to enhance leadership responsibility.

Lead the development of sound policies and appropriate legislation for agencies.

Set up robust oversight mechanism and targets to guarantee performance.

Manage relationships among agencies and strengthen cooperation.

Recognize and reward high quality work at all levels.

Develop a manpower for the new structure to respond effectively to the emerging demands of the agencies and the public.

Interface with the Ministry of Finance, Parliament, the Presidency and partners on basic matters for the agencies including mega projects.

Protect the operational independence of the agencies.

3.2 Overview of Stakeholders

Though the Ministry of Internal Affairs has oversight responsibility to the Sierra Leone Police (SLP), Sierra Leone Correctional Services (SLCS), Sierra Leone National Small Arms Commission, National Drug Law Enforcement Agency, Immigration Department, Corona's Office, National Fire Force (NFF), and the National Civil Registration Authority; However, the review team attempted to consult the following four (4) institutions i.e. Sierra Leone Police. Sierra Leone Correctional Services, Sierra Leone National Small Arms Commission and

National Drug Law Enforcement Agency of which only three (3) responded with the SLP declining. The review team cognizant of the importance of SLP to the security sector of the state engaged in desk review on SLP to circumvent the challenge.

3.2.1 Sierra Leone Police

The Police Act No. 7 of 1964 being the act under which the SLP operates makes it the primary law enforcement agency in the country. The SLP is one of the institutions for which MIA has oversight responsibility being that it is the ministry responsible for the internal safety and security of the state. That is why when PSRU was conducting this MFR it considered the SLP as critical to the process.

3.2.2 Sierra Leone Correctional Services

The Sierra Leone Prisons has evolved to Sierra Leone Correctional Service as per the 2010 Bill which was later enacted in 2014, with the aim of providing better facilities through the Ministry of Internal Affairs and the Sierra Leone Correctional Service Council to manage the twenty-two (22) correctional centres. This bill informed processes that transform the Prisons from a punitive mind-set to correctional/ rehabilitating mind-set.

The overriding objective of the Sierra Leone Correctional Service is to support the security sector of the state and strive to rehabilitate inmates by capacitating them with skills training that will construct a path-way toward community reintegration. To facilitate the coordination and collaboration of SLCS with the MIA, the institution attends inter-agency meetings that normally held fortnightly that chaired by the Minister. Based on the Focus Group Engagement (FGE), the Review Team noted the weak interface between SLCS and MIA. Therefore, the Review Team **recommend** that there is a need to strengthen the interface between the MIA and the SLCS through effective collaboration and coordination.

3.2.3 Sierra Leone National Small Arms Commission (SLeNCSA)

The Sierra Leone Small Arms Commission was established by Act of No 53 of 2010 to control the proliferation and the illicit circulation of small arms and light weapons. The Act also made provision for the control of ammunitions and other related materials and to provide for other

related matters. The 1991 constitution and other laws provided the statutory framework for the MIA to oversee government's interest towards security matters and SLeNCSA is one of the institutions that support MIA to deepening democracy and good governance of the state.

The team noted challenges with MIA's ability to effectively monitor and supervise the activities and functions of the constituent agencies under its purview. The team recommends that the MIA scales up his monitoring and supervisory functions and ensures that fortnightly meetings are held consistently.

3.2.4 National Drug Law Enforcement Agency (NDLEA)

The National Drug Control Agency which was established on 1st November 2002 to address issues relating to the increase in drug trafficking and abuse both locally and within the sub-region, especially after the war was transformed to National Drug Law Enforcement Agency on 9th January 2003 but lacked the legal mandate to apprehend, investigate and prosecute drug law offenders.

This move was compelled by the arrest of the Colombian national at the Lungi International Airport in July 2008, when the country was branded as a transit point for narcotic drugs coming from Latin America. Against this backdrop, the 2008 National Drugs Control Act was passed under a certificate of emergency creating the National Drug Law Enforcement Agency (NDLEA) that will be supervised by the MIA. Considering that fact that the fight against drugs is an inter-agency effort the review team again **recommends** that the MIA strengthens the collaboration and coordination between and among constituent agencies.

The agency's lack of enforceability powers limits its effectiveness in the fight against drug crimes. This is evident by the fact that it lacks the relevant statutory regulatory instruments required to effect arrest, detention and seizure. The team noted significant effort been made by the agency evident by current engagement with the Attorney-General's office to develop and enhance enabling legislation that will give it enforceability powers. The Review Team **recommends** that all critical stakeholders support the agency to have an enhanced legislation

3.3 Human Resource Management

The MIA should undertake strategic approach to effectively manage its staff such that they help the ministry to gain a competitive advantage. This is geared towards maximizing staff performance that will improve on their service delivery

3.3.1 Current Staffing of Ministry of Internal Affairs

The Human Resource Management Office determines the quality of the workforce of the Ministry. Recruitment of staff is a big challenge and is determine on a need basis. Once the need for staff has been identify on a particular grade level and agreed upon by the Ministry, it will be included in the annual manpower hearing session for discussion and approval.

The current staff list submitted to the review team indicated 29 staff to execute the mandate of the Ministry. However, the list shows the date of birth and qualifications of staff of the Ministry which is graphically illustrated in graph 1 below.

Graph 1: Staff Age Profile of MIA

Source: Current Staff List of MIA, 2020

An analysis of the ages taken from the Staff List provided by the Ministry indicated information which should be a major concern for the Ministry. The ages range from twenty- five years of age to over sixty. Graph 1 provides a graphical representation of the details and trends in ages.

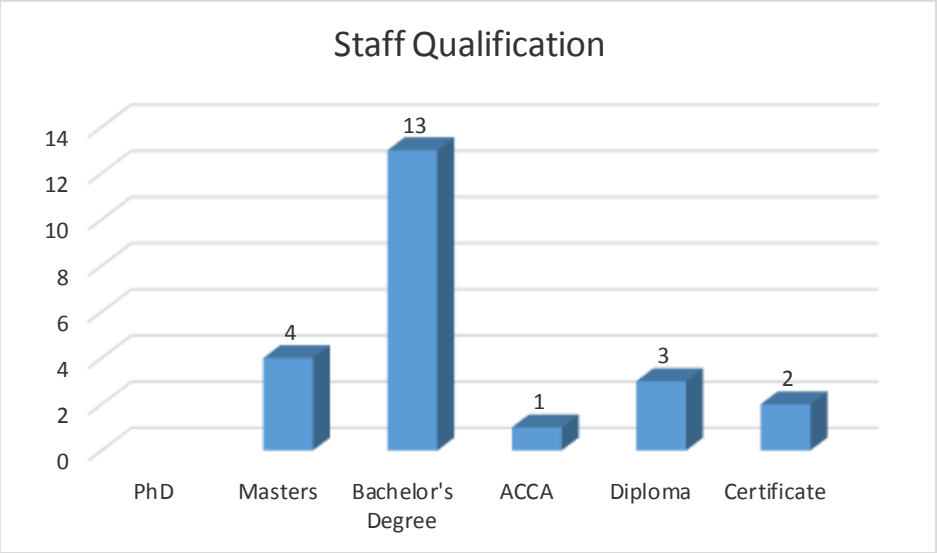
In summary:

- Three staff member falls within sixty or over and must be preparing for retirement. This indicated 10.3% of the workforce that are on the verge to retire
- No staff falls within the age bracket of 55-59.
- The age range 50-54 years indicates 4 staff members of the workforce. This indicated 13.8% of the workforce.
- Two staff falls within the age bracket of 45-49. This indicated 6.9% of the workforce.
- Six staff each falls within the age brackets of 35-39 and 40-44 respectively. This indicated 41.4% of the workforce and addresses the middle level manpower. Approximately half of the staff members falls within these two categories
- Four staff each falls within the age bracket of 25-29 and 30-34 respectively. This indicated 27.6% of the workforce.

These statistics reveal that approximately 10% of the staff are due for retirement within the stipulated years. However, the Ministry should put mechanisms in place now to replace these staffs with the right human resource so as to meet the dynamic potentials of the Ministry. Hence the Review Term **recommend** that the Ministry seeks the assistance of a Consultant or HRMO to prepare a succession plan.

Out of the 29 staff of the MIA, only 23 staff indicated their qualifications. The categories of staff qualifications are shown in graph 2 below

Graph 2: Staff Qualification of MIA



Source: Current staff list of MIA, 2020

An in-depth analysis of staff qualifications taken from the Staff List (29 staff) provided by the Ministry signposted information which should be a great concern for the Ministry. The qualifications range from Certificate/Diploma to Master's degree. This information shows a graphical representation of the details and trends in qualifications of staff within the Ministry.

In summary;

Four (4) staff obtained a master's degree. This indicated 13.8% of the staff that acquired a master's degree in the Ministry

Thirteen (13) staff owned a bachelor's degree. This show 44.9% of the staff got a bachelor's degree in the Ministry

One (1) staff acquired ACCA and it shows 3.4% of the staff in the Ministry

Three (3) staff obtained diploma and two (2) obtained certificates in their respective fields of study. These shows 10.3% and 6.9% respectively.

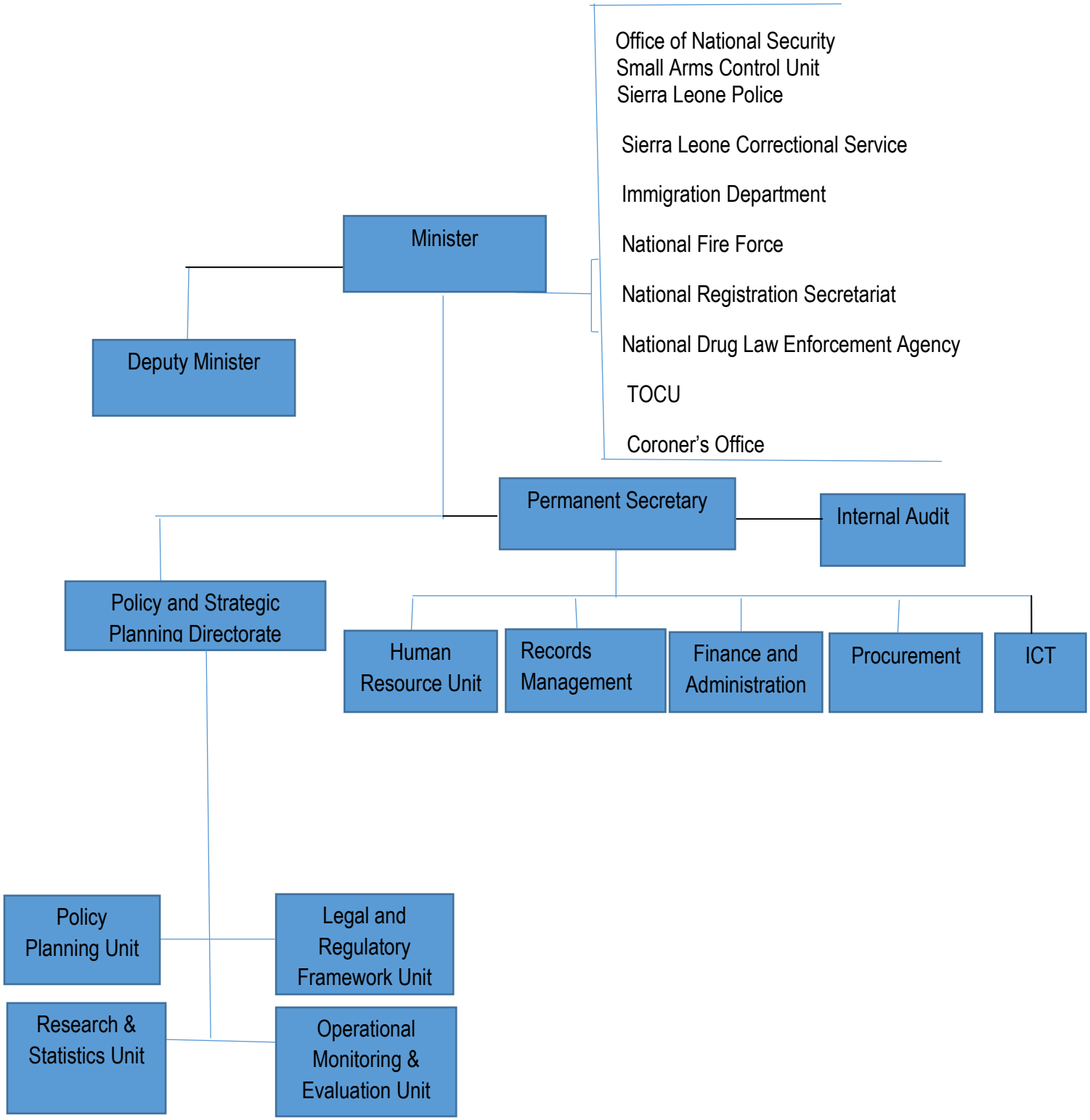
Six (6) staff failed to show their qualifications and this indicated 20.7%

3.3.2 The Structure of Ministry of Internal Affairs

The Ministry of Internal Affairs is controlled by the Minister and supported by a Deputy Minister. Underneath the Minister and his Deputy Minister of Internal Affairs is the Permanent Secretary who serves as the Vote Controller also double as the principal adviser to the Minister on policy matters, coordinates policy issues within the Ministry as well as being responsible for the provision of administrative and operational support for staff to deliver on the mandate of the Ministry in the most efficient and effective manner.

Unfortunately, based on the documents reviewed including the Internal Affairs Policy framework there is no current organizational structure of the MIA. The Review Team is of the view that there is a need to develop a structure that would address challenges unfolding in the security sector that are both internal and external. Therefore, the Review Team **recommend** for a structure/organogram that will stand the test of time for the Ministry to deliver on its mandate. Implicitly, the organogram presented below is proposed by the Review Team with the nomenclature the Ministry of Internal Affairs.

3.3.3 The Proposed Organizational Structure of the MIA



Policy Development and Strategic Planning Directorate

Policy Development and Strategic Planning Directorate - The specific functions of this directorate will be to lead the development of sound policies and appropriate legislation for agencies under its control. Furthermore, to set up a robust oversight mechanism and targets to guarantee performance and build relationships among agencies and strengthen collaboration and coordination.

3.4 Administrative System and Processes

The review process revealed that there were certain gaps within the administrative systems and processes (rules and regulations) which have hampered the ministry's ability to perform at optimal capacity. Amongst others the following were the most critical;

3.4.1 Internal and External Communications

The Review Team is of the view that an excellent communication is an important part of the management of every MDA. So far, it emerged from the review that the Ministry is faced with a number of challenges owing to the lack of effective internal and external communication system and procedure at all levels.

3.4.2 Internal Communications

The review shows that MIA has neither internal communication policy nor an effective internal communication strategy. This continue to affect team building, the lack of effective information flow and institutional productivity amongst staff of the Ministry. To mitigate some of these challenges, the review team **recommends** that the Ministry develop an internal communication policy and strategy to contribute to staff feeling included and motivated and to be able to carry out their tasks in an efficient and competent manner.

3.4.3 External Communications

The Ministry of Internal Affairs does not work in isolation, but has more open lines of Communication and prompt response to several institutions including agencies placed under their control. The review revealed that there is no communications strategy that sets out the vision, mission, and core values, identifies challenges and articulates a Plan of Action to achieve the Ministry's development objectives. The Communications strategy should serve as a tool for behavioral change, improving understanding, and consensus-building to enhance successful implementation of the Ministry's mandate. The review team therefore **recommends** that the Ministry develop an external comprehensive Communication Strategy to be guided by a policy that expresses the vision and methods of MIA outreach activities; to targeted agencies and the general public. This strategy should be revised annually to contest with emerging issues.

Also the MIA has a functional relationship with a number of institutions, though the coordinating mechanisms needs to be strengthen. The Review Team therefore **recommend** that the Ministry holds regular meetings with key stakeholders providing regular update on issues

surrounding the Ministry especially the security aspect that enhanced good governance, accountability and the rule of law.

3.4.4 Records Management System

Records Management System has been the priority of the MIA in delivering on its mandate. The Ministry uses both paper based and digital means to store information. The Review Team is of the view that excellent records' management system will support effective service delivery and also improve institutional accountability and productivity. The Review Team is also of the view that an excellent records management will help to ensure that information is readily identifiable and available to the leadership of the Ministry as needs may arise or in rapid response to request by the leadership of the Ministry for timely decision-making purposes. However, the Review Team acknowledged the effort of the Ministry in managing their records; Therefore, the review team **recommends** that the Ministry strengthen the centralized Records Management center within the office to enable easy access to data or information both internally and externally.

The review revealed poor Records' Management practices in the Ministry. This practice continues to affect information sharing and institutional productivity. Based on the review conducted, some critical records are not accessible to the leadership of the Ministry and other Units, and some data have been monopolized by some senior personnel, which often lead to the lack of institutional efficiency. Therefore, the review team **recommends** that the Ministry liaise with HRMO to assign a qualified records officer to enhance data accessibility and usability. Furthermore, the team **recommends** that the Ministry develop and maintain an up-to-date record management plan, supported by appropriate policies and procedures.

3.4.5 Logistics and Equipment

The Review Team observed that the MIA is grappling with IT/ICT equipment to carry out their respective activities or to improve on their service delivery and this includes; computers, printers and accessories, photocopiers, office furniture and other material resources. The review team also noted that the MIA is struggling with logistical constraints (vehicle) to provide complete monitoring and supervision for the institutions under their control. All these factors are

having a major impact on the performance/productivity of the Ministry. In light of the above, the review team **recommend** that the Ministry provides the necessary IT/ICT equipment to staff to be able to carry out their duties. The review team also **recommends** the procurement of vehicles to ease mobility constraints.

3.4.6 Accommodation

The review indicates that most of the staff were dissatisfied with the accommodation situation at the Ministry. The office space is limited to accommodate its staff based on the fact that more than three (3) staff in a single office. This shows that many of the staff are working in an overcrowded conditions evident by the fact that the Immigration Department is cohabiting with the MIA. The result also shows that the lift/elevator is in a deplorable condition which makes it difficult for staff to get access to their respective offices. In line with the challenge of limited office space, the Review Team **recommends** that the management of the MIA provides adequate office space for staff to carry out their daily activities in the most efficient and effective manner.

3.4.7 Information Communication Technology (ICT)

The review revealed that the Ministry has a centralized ICT infrastructure with competent ICT Manager and Supporting Officers to manage the ICT system at the MIA. However, the review also indicated that the Ministry is grappling with reliable internet access which often reduce information sharing and institutional productivity. In view of this gap and challenge, the Review Team **recommends** that the Ministry establish and provide a reliable internet infrastructure to staff to increase institutional productivity.

4. **CONCLUSION**

This report is part of the strategic and structural alignment of MDAs aimed at building institutional capacity having identifies the lacunas and challenges with respect to administrative and operational functions of MIA. PSRU is charged with the core function of conducting Management and Functional Reviews (hereinafter referred to as MFRs). MFRs emulating diagnostic tests, investigate whether Public Sector Institutions have the requisite management and functional fitness to effectively deliver on their mandates. PSRU is of the view that the findings and recommendations proffered in this report will help to foster effective management arrangements and decision-making processes of the Ministry.

So far, the level of dissatisfaction expressed by staff is still high in terms of office space, inadequate IT facilities, lack of mobility to effectively deliver on the mandate of the MIA. There is still lack of oversight role to the institutions under the Ministry's control. Lack of internal and external information flows and poor records management system. Once these gaps and challenges are enhanced, vertical and horizontal management at all levels becomes more efficient and effective than the current working arrangements

ANNEX 1: LIST OF PEOPLE CONSULTED

David Panda Noah	Minister
Usman Banya	Deputy Secretary
Umar Mamah Timbo	Senior Policy Analyst
Mohamed G. Yoki Esq.	Senior Management Specialist
Sheku Jalloh	Human Resource Officer
Hulda B. Paul	Senior Assistant Secretary
Peter P.M. Kakpata	Auditor
Kumba M. Senessie	Assistant Secretary
Zainab A. Sesay	Assistant Secretary
John Bosco Momoh	Assistant Secretary
David N. Kamara	Senior ICT Officer
Karim M. Musa	Senior Procurement Officer
Dudley E. Cowan	Accountant
Harold G. Johnson	ICT Manager
Usiff D. Conteh	Senior Accounting Assistant
Bintu B.S. Kamara	Assistant Secretary

ANNEX 2: MANAGEMENT AND FUNCTIONAL REVIEW QUESTIONNAIRE

Senior Management Officers

The purpose of this questionnaire is to determine the nature of the overall strategy and structure of the MDA 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 Review Team will be available to answer questions and assist as necessary. Please use additional paper to provide answers if necessary.

NAME OF MDA:……

NAME OF POST HOLDER: ……

DEPT/ UNIT: ……

JOB TITLE:……

LOCATION:……

DATE: ……

TEL (MOB/LAND): …….....

EMAIL……

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 the last page or on a separate sheet of paper and attach it with you name and number.

SECTION A: MANDATE, MISSION AND VISION

1. How is your mandate helping to address the current and foreseeable challenges with respect to service delivery?
   _____
   _____
   _____
2. To what extent is your mandate in line with the development priorities of the GoSL?
   _____
   _____
   _____
3. What are the issues and concerns that requires urgent attention with respect to your mandate?

_____
_____
_____

SECTION B: FUNCTIONS

4. Please list the main functions of the department, division or unit within the MDA for which you are responsible. (Add additional sheets if necessary).

   a. _____
   b. _____
   c. _____
   d. _____
   e. _____
   f. _____
   g. _____

5. How is the annual work plan developed and monitored? (Please use additional sheets if necessary)

   _____
   _____
   _____
   _____

6. any operational problem(s) encountered in carrying out the functions of your department, division or unit within the MDA.

   _____
   _____
   _____

7. How could procedures, processes and systems be improved upon to address these problems and improve performance and service delivery?

   _____
   _____
   _____

SECTION C: COORDINATION AND INTERNAL RELATIONS

8. Which other departments/divisions/units within the MDA you collaborate with in the performance of your functions?

   _____
   _____
   _____

9. What is/are the difficulties (if any) do you experience (including overlaps or duplications of effort).

   _____
   _____
   _____

10. be done to improve areas of collaboration with other departments/divisions/agencies/units:

_____
_____
_____

11. Do you/or your department/agency have regional offices? Yes /No
If yes, please indicate?

_____
_____
_____

12. Please explain your recruitment process.

_____
_____
_____

13. What are the general human resource issues or problems your dept/unit is experiencing? (staff strength, retention, turnover, capacity etc).

_____
_____
_____

14. Do you have grievance reporting Mechanism? If yes/no, please explain…..

_____
_____
_____

Staff Training, Promotion and Career Development

15. What mechanism do you have in place for promotions and career development?

_____
_____
_____

16. Do you have a training and capacity building policy? If yes; please briefly state what the policy says about staff training and capacity development,

_____
_____
_____

17. How do you identify employee training and development needs?

_____
_____
_____

18. Please provide a list of training(s) you or staff within your dept/unit or the institution in the past 3 years

_____
_____
_____

19. How do you appraise the performance of staff?

_____
_____
_____

20. How many people have gone on retirement since the past twelve months? (Aggregate by gender)

_____
_____

21. How many people have been recently promoted in line with your career development plan?

_____
_____
_____

Records Management

22. What system do you have in place for Records' Management?

_____
_____
_____

23. How is this system helping to ensure institutional productivity?

_____
_____
_____

24. What other challenges are you experiencing with respect to Records Management?

_____
_____
_____

25. What do you think should be done to ensure effective Records' Management system contribute to institutional productivity and service delivery?

_____
_____
_____

SECTION F: ICT, AND STAKEHOLDER/CITIZEN ENGAGEMENT

26. Current IT Equipment Capacity in your unit/dept

Essential Equipment		Current Condition				
Type	**Available**	**Good**	**Needs Repair**	**Obsolete**	**Not Available**	**Number Needed**

27. What IT facilities do you need to ensure operational efficiency?

_____
_____
_____

28. Please provide a justification for additional IT facilities?

_____
_____
_____

29. Do you have an effective communication strategy? If yes, please provide…

_____
_____
_____

30. Do you perform oversight function to other Agencies? If yes, explain…

_____
_____
_____

31. Please provide the list of the Agencies under your supervision…..

_____
_____
_____

32. How can communication be improved upon to enhance service delivery?

a. Internally

_____
_____
_____

b. With other MDAs

_____
_____
_____

c. With your key clients/ primary beneficiaries

_____
_____
_____

d. With the general public?

_____
_____
_____

33. How does the public communicate their interest and/or concerns to your MDA?

_____
_____
_____

34. Please state any challenges in your interaction with any of your stakeholders/partners/clients/general public.

_____
_____
_____

35. How can communication be improved upon to enhance service delivery?

e. Internally

_____
_____
_____

f. With other MDAs

_____
_____
_____

g. With your key clients/ primary beneficiaries

_____
_____
_____

h. With the general public

_____
_____

SECTION G: FINANCE, BUDGETING AND PROCUREMENT

36. Please state any sources of revenue generation by your unit/dept

_____
_____
_____

37. Do you set annual revenue target? Yes/no (if yes, please state).

_____
_____
_____

38. If yes, how much have you been able to generate for the past three (3) years?

_____
_____
_____

39. How do you normally account for the revenue generated?

_____
_____
_____

40. Is your Agency/Commission part of the Annual Budgetary process organized by Ministry of Finance? Yes/no

_____
_____
_____

41. If no, explain the budget formulation process including any challenges your unit/dept have experienced in the past?

_____
_____
_____

42. Explain the processes used for procuring goods, equipment, and services in your unit/dept

_____
_____
_____

SECTION H: ACCOMMODATION AND OFFICE SPACE

43. How spacious is the Office?

_____
_____
_____

44. How many officers to an office?

_____
_____
_____

45. What other general issues and challenges with respect to accommodation do you have?

_____

_____

PLEASE PROVIDE ANY ADDITIONAL INFORMATION THAT COULD HELP THE REVIEW TEAM TO UNDERSTANDYOUR MANAGEMENT AND OPERATIONAL FUNCTIONS

Thank you very much for your cooperation