

**SIERRA LEONE IMMIGRATION DEPARTMENT (SLID) STRATEGIC
AND IMPLEMENTATION PLANS 2021-2025**



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ACRONYMS

BCP – Border Crossing Points

COVID - Corona Virus Disease

ECOWAS - Economic Community of West African States

ESQ-Esquire

HQ-Headquarter

HRMO -Human Resource Management Office

IBM- Integrated Border Management

ICT – Information Communication and Technology

M&E – Monitoring and Evaluation

PMP- Performance Monitoring Plan

PSC- Public Service Commission

PSRU – Public Sector Reform Unit

NMP -National Migration Policy

SLID - Sierra Leone Immigration Department

SLP - Sierra Leone Police

SWOT- Strengths, Weaknesses, Opportunities and Threats

Foreword by the Chief Immigration Officer

Since the inception of the Sierra Leone Immigration department, it has never developed a strategic plan. The absence of this has contributed to a lack of vision and long-term goals for the department. I am therefore proud as the Chief Immigration Officer for Sierra Leone to be publishing the first ever strategic plan for the department, setting out a comprehensive plan on what it wants to do and achieve for the next five years (2021 - 2025). This is a great achievement and everyone within the department should be proud that we have reached this milestone. I would like to thank the Deputy Chief Immigration Officer, Director of Administration, Director of Corporate Strategy, Policy and Planning, and all those staff members who worked on this document for their contribution in bringing this to life.



We have written this plan to inform our customers and stakeholders about our ambitions for the future. It also provides our staff with a clear set of objectives that they can relate to and see how their work contributes to the wider picture of the department. This plan sets out our vision and strategic objectives for the next five years which are:

- Completion of the work on developing a National Migration Policy to which all the relevant stakeholders including non-governmental organisations would agree to and which sets out a national action plan on how to achieve the objectives within the document.
- Improve our core services (issuance of passports and other travelling documents, visas, border management) that we provide to the public. This includes streamlining and digitalising our services plus developing an online platform through which the public will access our services.
- Build our capacity and capability as an institution as well as improve the welfare of our staff. We plan to achieve this by recruiting additional staff to fill vacancies in the border areas and at same time develop a clear career path for staff to help them achieve their full potential.
- Seek government approval to become a semi-autonomous agency with control over our budget and recruitment process. This will give the department much needed independence to enter into contract directly with service providers thereby reducing the costs of providing our

services to the public.

I will ask all staff members to familiarize themselves with this document as it sets out our vision and objectives for the next five years.

In advance I also want to take this opportunity to thank and appreciate all those who will be involved in the implementation of the important road map of the department for the next five years.

Andrew Jaiah Kaikai Esq.

Chief Immigration Officer

SUMMARY

Strategic Priority 1: ↓	Strategic Priority 2: ↓	Strategic Priority 3: ↓	Strategic Priority 4: ↓	Strategic Priority 5: ↓
Develop National Migration Policy	Improve Immigration Core Services	Improve on Capability and Capacity Building programs	Improve on staff welfare and Conditions	Establish Semi-Autonomous Status
Outcome: A Comprehensive National Migration Policy and Framework for implementation Developed.	Outcome: Fully digitalised various application processes, a consolidated immigration law and a functional border management system developed.	Outcome: A Governing Board, a new organizational structure with an expanded work force, functioning training and media teams, improved staff access to computer and developed policy guidance for all of the department's processes and procedures developed.	Outcome: Improved Staff welfare services for the Department	Outcome: SLID established as a semi- autonomous entity.
Key Activities/Interventions	Key Activities/Interventions	Key Activities/Interventions	Key Activities/Interventions	Key Activities/Interventions
1.1 Facilitate border crossings of legitimate travellers.	2.1 Streamline the passport application process to an electronic system. Do the same for resident permits and visas.	3.1 Set up a governing board with responsibility for setting and monitoring the department's mission, priorities and strategies.	4.1 Collaborate with HRMO and Public Service Commission (PSC) on the 2021 financial year promotion for staff.	5.1 Collaborate with the Public Sector Reform Unit to conduct a comprehensive functional and management review.
1.2 Protect and Promote visitors to Sierra Leone.	2.2 Review and document policies, processes, procedures which governs application and issuance of passports.	3.2 Strengthen existing committees (Senior management, Finance, Budget, procurement and establish new ones.	4.2 Follow -up with PSC on the 2019 Promotion for staff in Grades 7 and 9.	5.2 Collaborate with the Ministry of Internal Affairs to develop a concept paper/framework on semi autonomy.
1.3 Protect the rights of vulnerable groups such as refugees, and asylum seekers etc.	2.3 Review service delivery charter which will set out service standards and customer expectations.	3.3 Develop and implement a new organizational structure with additional capacity at senior levels with a focus on delivering services.	4.3 Collaborate with HRMO on some staff confirmation.	
1.4 Detect, prevent and deter border crossings at unauthorised routes.	2.4 Set up customer complaint management system.	3.4 Create capacity to deliver the strategic plan.	4.4 Engage HRMO and the Ministry of Finance on staff conditions of service.	
1.5 Collaborate with other agencies to protect Sierra Leone's land, sea and air borders.	2.5 Re-introduction of an express service (at extra cost) for customers who require passport during emergencies.	3.5 Develop a communication plan and create a team to handle matters relating to the media for the image of the department.	4.5 Identify training opportunities for staff.	

1.6 Collaborate with other security stakeholders (National and international) to share intelligence on migration Issues	2.6 Work with border communities to support border management and security.	3.6 Strengthen the Directorate of Corporate strategy with additional staff.	4.6. Improve on staff accommodation in some locations in the country.	
1.7 Monitor the activities of foreigners to ensure they comply with the terms of their Immigration Status.	2.7 Develop data base on lost or stolen/fraud, undesired travel documents, perpetrators of human smugglers/traffickers and irregular migrants.	3.7 Strengthen staff performance appraisal.	4.7 Improve on processes relating to retiree's benefits.	
1.8 In collaboration with the SLP prosecute suspected breaches of Immigration regulations in a fair, firm and timely manner.	2.8 Create a web portal to inform the public on travel related situations in SL.	3.8 Improve on apprenticeship/Internship programmes.	4.8 Improve on canteen services for staff.	
	2.9 Strengthen immigration enforcement to prevent and deter individuals who abuse the immigration systems.	3.9 Increase the number of staff at the border management team at HQ.	4.9 Introduce staff coaching and mentoring programmes at the department.	
	2.10 Station immigration officers at Sierra Leone overseas' missions to provide immigration service to both Sierra Leonean citizens and foreign nationals.	3.10 Create a training team and develop a training policy for the department.	4.10 Create a conducive Office environment (Air Conditioning, improved Water and sanitation facilities) for staff.	
		3.11 Develop a training curriculum at directorate, team, unit and regional levels.	4.11 Introduce short term job rotation programmes.	
		3.12 Solicit training opportunities from local and international partners.	4.12 Consider staff for work related travel opportunities.	
		3.13 Provide modern computers, printers and scanners for HQ and Regional Offices.		
		3.14 Provide Communication Equipment (radios/phones, magnifiers etc). for Border Patrol Assistants.		
		3.15 Develop an Internal ICT management policy.		
		3.16 Develop a policy on the management of vehicles, motor bikes other tools and equipment.		
		3.17 Source more vehicles and motor bikes to		

		improve effective and efficient service delivery.		
		3.18 Consolidate all statutory instrument on Immigration into a single and Comprehensive Act.		
		3.19 Develop our operational policies, procedures and processes for various forms of application made to the department.		
		3.20 Repair and Maintain the Lift/Elevator in the Building.		
		3.21 Set up new offices in the newly created region of North/West as well as in the new districts of Karefa and Falaba.		

Part 1

1. Historical Background of the Sierra Leone Immigration Department

The history of Sierra Leone Immigration Department (SLID) dates as far back as the 1940s and 1950s, following the discoveries of precious minerals in the country. Its establishment was driven by the influx of foreign nationals both Africans and Non-Africans with the mandate to control the movement of people and preventing the smuggling of diamonds and gold. This explains why the Immigration Department in its modern form was initially under the strict supervision of the Sierra Leone Police (SLP).

Since then, SLID has changed hands a couple of times between civilian and police control. It was first administered under the control of the civil service but this was moved to the police in the 1960s following independence. During this period, the police officers ran the affairs of the department and they retained their ranks within the police force.

With the reconstruction and restructuring process after the war, the Immigration Department was brought once again under civilian control under the Ministry of Internal Affairs. With the aim of modernisation for better service delivery, transparency and accountability, the department went to complete civil administration in October 2002.

SLID is one of eight institutions for which the Ministry of Internal Affairs has oversight responsibilities; the others being the Sierra Leone Police, the Sierra Leone Correctional Service, Sierra Leone National Fire Force, National Civil Registration Authority, Sierra Leone National Commission for Small Arms, National Drug Law Enforcement Agency and the Office of the Coroner.

SLID is mandated to manage the ports of entry and exit. The powers that give SLID its mandate are enshrined in various legislations but the main one is the Non-citizens (Registration, Immigration and Expulsion) Act 1965. Although this Act has been supplemented over the years by other Acts of Parliament, Ordinances and international Conventions, it remains the bedrock of immigration law in Sierra Leone.

1.1 The functions of SLID can be summarized under the following:

- Issuing passports and other forms of travelling documents to Sierra Leoneans.
- Border management which is the administration and control of the movement of people across the border regions of the country. This includes dealing with the challenges of irregular migration like trafficking in human beings, people smuggling, refugees and asylum seekers.
- Issuing resident permit to foreign nationals including registration of ECOWAS citizens.
- Issuing visa on arrival and landing visas to foreign nationals wishing to visit the country plus consular services for countries with which we have agreements.
- Processing naturalisation applications which is the process by which foreign nationals acquire citizenship.
- Collaborating with and supporting other agencies in the provision of national security.

1.2 The Current Operating Landscape

Since SLID became independent from the SLP in 2002, it has been plagued and to a large extent struggled with a plethora of challenges. It is a poor comparison to its sister organizations (police, military, prison service etc.) which form part of the country's security architecture. This is particularly so when one takes into consideration that the department used to be part of the police force but it has fallen back considerably since it became independent in 2002. It lacks the resources both in terms of manpower and equipment to effectively carry out its functions. Whilst the police for example has a workforce running into thousands of officers, SLID has only 233 people in its entire workforce and this include those who man our border crossings with Guinea and Liberia as well as those at Lungi and other landing sites. Because of this lack of manpower, the department has over the years come to rely on volunteers to help patrol the border regions between Sierra Leone and Guinea and that of Sierra Leone and Liberia.

The department has less than a handful of vehicles to cover the entire country and this compares very poorly with police and military which have substantial number of vehicles. The lack of mobility (vehicles and motorbikes) over the years has persistently undermined the effectiveness of the department. Although the department had supply of motorbikes for immigration officers in the past, the majority of these are no longer in service. This means that immigration officers have limited ability to patrol the border areas and conduct checks of the immigration status of foreign nationals working and residing in the country. This is particularly worrying given porous nature of the borders between Sierra Leone-Guinea and Sierra Leone-Liberia. These borders have long been a conduit for illegal trade and irregular migration.

The poor management of these borders allows human trafficking/smuggling, drugs, arms and criminals to freely travel across them which have been a major cause of national insecurity. The land borders of Sierra Leone have a total length of 1,093 km¹. The number of border crossing points totals over 800 with very few been manned and the greater quantity unmanned which has the potential of growing especially in the dry season. Cross-border trade is the main activity along Sierra Leone's borders which is mostly conducted through foot paths along illegal border crossing points. This trade poses a challenge to national security. Due to the complexity of informal

¹ Indexmundi, 2019, 'Sierra Leone Land Border' www.indexmundi.com, Accessed 8/4/2021 at 11:38

activities along the border, monitoring by border patrol officers is not effective enough to counter likely infiltration of transnational criminals because the vast majority of crossing points are unmanned. The department has no system network to support its work and computers, printers, photocopiers, scanners and other office equipment are few and far between particularly in the regional offices. This slows down communication within the department and makes it extremely difficult to share knowledge and information. It further makes it difficult to handle personal information securely as files and documents are kept in open cabinets. The issuance of passport which is the core business of the department is still largely paper based and so does the other areas (issuing resident permits and landing visas) of its responsibilities.

There are also issues with accommodation, communication equipment and the correct clothing for border staff. In addition, the terms and conditions for staff (including salaries) is one of the lowest in the public sector.

These challenges have been compounded over the years by weak leadership which eventually led to the department agreeing contracts with third parties from which the government accrues little or no benefits. The management of the borders is also largely paper based and it is hugely under-resourced and depends on support to man a significant number of the crossing points on the borders with Guinea and Liberia.

The aim of this document is to set out a plan of transformation through incremental change to make SLID an effective organisation. We intend to do this by streamlining our application processes and developing and updating our policies, procedures, and to move the department from what it is today to the state in which it can effectively perform its role.

1.3 Summary analysis of the Strengths, Weaknesses, Opportunities & Threats (SWOT) faced by the department

1.3.1 Strengths

- i. Network of offices around the country with dedicated staff
- ii. Availability of land in the regions for infrastructure development
- iii. Intelligence-led operations

1.3.2 Weaknesses

- i. Marginal staff strength
- ii. Inadequate ICT infrastructure
- iii. Lack of communication plan including equipment
- iv. Lack of command/operational vehicles
- v. Poor data management system
- vi. Absence of a training policy
- vii. Lack of effective planning
- viii. Poor border infrastructure and operational equipment
- ix. Non-existent monitoring and evaluation plan
- x. Inadequate physical infrastructure
- xi. Inadequate legislation on immigration matters

1.3.3 Opportunities

- i. Strong collaboration with development partners
- ii. Continental and sub-regional push for Integrated Border Management
- iii. Potential SLID membership of regional and international bodies
- iv. Implementation of National Migration Policy
- v. Effective collaboration with stakeholders
- vi. Increased demand for immigration services
- vii. Ability to improve migration data management of the department.

1.3.4 Threats

- i. Low budgetary allocation
- ii. External interference in the operations of the SLID
- iii. Activities of trans-national criminal networks
- iv. Large number of unapproved and or illegal routes
- v. International migratory Laws and related issues (transnational crimes)
- vi. Inability to respond to global threat like terrorism, health warnings and migration flows.

1.4 Our vision

To become a modern immigration department that delivers efficient and effective service to our customers through the use of technology as well as address the emerging challenges of migration.

1.5 Our mission

To securely issue travelling documents and monitor the movement of people across the borders of Sierra Leone in a manner that is consistent with international standards and in the interest of national development.

1.6 Core values

Our core values shall be Integrity, Accountability, Service, Excellence and Professionalism.

1.6.1 Integrity

- a) Do the right thing even when the circumstances are difficult and maintain our impartiality in our service delivery.

1.6.2 Service

- a) Strive for high standard service delivery without compromising on important principles such as incorruptibility and impartiality.

1.6.3 Excellence

- a) Endeavour to show excellence in all of our operations. Develop a workforce with a mindset for excellence.

1.6.4 Professionalism

- a) Become the best at what we do through our advice, guidance and insight so that we can earn the confidence and trust of the public, stakeholders and the

government.

1.6.5 Accountability

- a)** Take ownership for our actions, understanding the seriousness of the work we do and the impact it has on people and on the security of the country.

1.7 Strategic Objectives of SLID

The department has set itself five strategic objectives for this period and these are:

- i. Develop a National Migration Policy and its implementation framework
- ii. Improve our core services
- iii. Build our capacity and capability
- iv. Improve the welfare and conditions of staff
- v. Become a semi-autonomous government agency

Part 2

Strategic Priority 1: Develop a National Migration Policy

2.1 Introduction

It has been an ambition on the part of the department to develop a national migration policy for a number of years and during this period, drafts have been produced, but never published or approved by Cabinet. Our plan going forward is to have a National Migration Policy by the end of 2021, approved by all relevant stakeholders including Ministers and approved by the Cabinet.

2.2 Policy Objectives

The policy will take full account of the national interest by ensuring that it will achieves the undermentioned objectives:

- i. Promote a migration policy that contributes to the socio-economic and developmental interest of Sierra Leone.
- ii. Facilitate the border crossings of legitimate travellers at authorised crossing points. It should also ensure that Sierra Leone becomes an easy country to visit legally, seek employment and invest in for those who will contribute to the development of Sierra Leone. We will make sure that all legitimate land, sea and air crossing points allow legal entries and departures. Legitimate travellers shall swiftly be admitted and provided with the requisite conditions to establish themselves.
- iii. Promote and protect the rights of visitors to Sierra Leone. Appropriate permits will be issued in accordance with their rights as determined by policy and law.
- iv. Protect the rights of vulnerable groups such as refugees, and asylum seekers.
- v. Tackle irregular migration by: -
 - a) Seeking to prevent, detect and deter border crossings at unauthorized routes.
 - b) Defending Sierra Leone's land, sea and air borders, working in collaboration with other agencies and by also coordinating our efforts with those of neighbouring states.
 - c) Detecting and stopping threats at entry points. Make good use of

intelligence and direct our resources to best effect in the detection and prevention of illegal activity at crossing points.

- vi. Collaborate and share intelligence with partner agencies.



- vii. Making swift, well informed decisions on who to admit to the country in accordance with the National migration Policy and Laws based on the best possible information.

2.3 Policy Contribution to National Security

The National Migration Policy should also contribute to national security by:

- i. Monitoring the activities of foreigners to ensure they comply with the terms of their visit.
- ii. With the help of the Sierra Leone Police, prosecuting suspected breaches of immigration law in a fair, firm, timely manner whilst respecting the laws of the land and the rights of the individual. We will swiftly enforce remedies in accordance with policy and law.
- iii. Collaborating with other security agencies (domestic and foreign) in the fulfilment of our national security duties through intelligence and information sharing as well undertaking joint operations.

2.4 Deliverable by 2025

That we have:

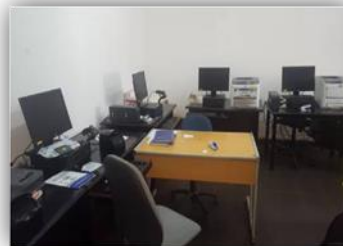
- i. A Cabinet approved National Migration and its Implementation framework

Part 3

Strategic Priority 2: Improve Our Core Services

3.1 Introduction

The application process system for passports and the other travelling documents as well as application for visas and resident permits are largely paper-based. Consequently, Staff spend a considerable amount of time ferrying the application forms between the various stages of the application process. This is not only cumbersome and time consuming but it is also open to fraud and manipulation.



3.2 Issuance of Passports and Travelling Documents

On the issuance of passports and other travelling documents, our plans are to:

- i. Streamline the passport application process with the aim of bringing some consistency to whole the process.
- ii. Develop a passport application system to move from the current paper- based to an electronic and modern passport issuing system.
- iii. Move the payment process for passport issuance to beginning of the application process.
- iv. Review and document policies, processes, procedures which governs the application and issuance of passports and other forms of applications.
- v. Develop a service delivery charter which set out service standards and customer expectation including rules of conduct that will shape the relationship between the department and its customers.
- vi. Set up a complaint management system to handle customer compliments.
- vii. Reintroduction of an express service (at extra cost) for customers who require a passport in emergency/urgent situations.
- viii. Develop an online platform to enable those in the provinces and overseas to apply for passport without the need for them to travel to Freetown by working with the postal services both in Sierra Leone and overseas.

- ix. Introduce a delivery service for passports (at extra costs) so that applicants could receive their passport in the comfort of their homes or work places.



3.3 Immigration Matters

On Immigration issues our plans are:

- i. Review all statutory instruments dealing with Immigration, with the aim of updating and consolidating them into a concise composite law. This will include reviewing the current law on entry, stay and departure of foreign nationals (excluding ECOWAS citizens) in line with international standards.
- ii. Develop a comprehensive policy along with guidance for staff and customers on all matters of immigration.
- iii. Simplify the visa application process by: strengthening the visa on arrival process.
- iv. Introduce visa online.
- v. Create awareness of the existence of landing visas and remove the unnecessary bottlenecks in obtaining them.
- vi. Review the policy which grants only one-month permission of stay on entry into the country.
- vii. Raise awareness of the benefits of immigration to reduce tension between the immigrants and the host population.
- viii. Raise awareness of the risks of irregular migration.
- ix. Review the application process for resident and work permit applications with the aim of creating a one-stop shop for investors and migrant workers.
- x. Digitalise the application process for resident permits and landing visas.
- xi. Introduce sticker visas for landing visas as well as that for visa on arrival. Extend this to visas issued by our overseas posts.

- xii. Introduce sticker resident permit for foreign nationals.
- xiii. Station immigration officers at Sierra Leone's overseas missions to provide immigration service to both Sierra Leonean citizens and foreign nationals.
- xiv. Resumption of the naturalization process which has been suspended since 2017.

3.4 Border Management



The department's border management intervention shall be based on the following:

- i. Establish reliable database on cross border migration stock and flows.
- ii. Develop a National Integrated Border Management (IBM) Strategy and Action Plan by involving all stakeholders involved in border management and national security.
- iii. Strengthen intra and interagency cooperation through regular exchanges of information sharing, joint measures and investigations, and common threat assessments.
- iv. Develop and improve international cooperation by signing and enforcing cooperation protocols with competent border agencies of neighbouring countries.
- v. Develop a joint training curriculum for the main border agencies.
- vi. Set up offices in the newly created region of North-West as well as in the new districts of Karea and Falaba.
- vii. Develop a training curriculum to foster cross-border capacity building cooperation.
- viii. Working with border communities to support border management and security.
- ix. Develop information database on lost or stolen/fraud travel documents, wanted criminals and unwanted foreign persons/irregular immigrants.
- x. Creating a web portal to inform the public on travel related situations in SL.
- xi. Equip first and second lines of control at BCPs with basic passport check and examination devices.
- xii. Strengthen immigration enforcement to prevent and deter those who are abusing the immigration system.

3.5 Deliverables by 2025

That we have a:

- i. Fully digitalised the various application processes.
- ii. Consolidated Immigration Act.
- iii. An integrated border management system.

Part 4

Strategic Priority 3: Capability and Capacity Building

4.1 Introduction

Our ability to deliver our objectives depends on the capacity and capability of our institution. The department requires enough staff of sufficient capability demonstrating sufficient professionalism and integrity to efficiently and effectively carry out its mission.

We recognise that our people are key to the achievement of our vision and so we should invest in our staff to develop core skills for the future. We should focus on making sure that our leaders and managers particularly at middle level set a clear direction, are able to motivate their teams. We will start to develop our approach to workforce planning to ensure we have the right skills at the right time to deliver our objectives. We need to be flexible to meet the demands of our customers. In the next five years we expect new challenges and opportunities that require new responses.

4.2 Leadership

On *leadership*, our plans are to:

- i. Set up a governing board with responsibility for setting and monitoring the department's mission, purpose, direction, priorities and strategies.
- ii. Strengthen existing committees (Senior Management Committee, Heads of Units and Senior Management, the Finance, Budget, Audit and Procurement Committees) and establish new ones so that they can meet regularly to discuss and agree on solutions to issues confronting the department.
- iii. Develop and implement a new organisational structure that will provide for additional capacity at senior levels to ensure we maintain focus and energy on delivering our objectives.
- iv. Focus on developing leadership resilience and succession planning to enable effective change management.
- v. Create capacity to deliver the strategic plan as well as enhance our capabilities to deliver projects.
- vi. Develop a communication plan and create a team to handle matters relating to the media and the image of the department.
- vii. Assign additional staff to the Strategic Directorate so that it can effectively carry out its functions.
- viii. Upgrade the border Unit to the level of directorate given the enormous challenges at

the country's land borders with neighbouring countries.

4.3 Work Force Plan

Our plans for the work force include, but not limited to the following: -

- i. Recruit, train and retain a team with the requisite skills and in adequate numbers to meet current and future needs.
- ii. Develop a skilled and flexible workforce.
- iii. Identify new capabilities that we require to support the development of the department such as policy analysts, planners, legal and IT experts.
- iv. Transform the working practices of staff to make them more professional in their approach to work.

4.4 Training

On *training*, our plans are:

- i. Develop training policy and create an in-house training team to provide comprehensive training programme to staff.
- ii. Develop training curriculum at directorate, team and regional levels.
- iii. Source training opportunities with local and international partners.



4.5 Equipment

On *equipment*, our plans are:

- i. Provide modern computers, printers and scanners at least for each team at the Headquarters as well as for the regional offices.
- ii. Provide communication equipment (radios/phones), magnifiers, ultra-violet lights etc for border guards.
- iii. Develop a system network that would allow our Headquarter office in Freetown to be interconnected with that of our other offices in the regions and the major border crossing points.



- iv. Source more vehicles and motorbikes in order to improve the efficiency and effectiveness of our service delivery.
- v. Repair and Maintain the Lift/Elevator in the Building
- vi. Develop an internal ICT management policy.
- vii. Repair or replace faulty and defective tools and equipment.

4.6 Policy Development

On *policy development*, our plans are, to:

- i. Consolidate all statutory instruments relating to immigration into a single Act.
- ii. Continue work on documenting our operational policies, procedures and processes for the various forms of applications made to the department.

4.7 Deliverables by 2025

That we have an/a:

- i. Expanded our workforce
- ii. Governing Board and a new organizational structure.
- iii. Functioning training and media teams.
- iv. Improved staff access to computers and digital technology.
- v. Developed policy guidance for all our processes and procedures.
- vi. Comprehensive training policy

Part 5

Strategic Priority 4: Improve the Welfare and Conditions of Staff

5.1 Introduction

Staff welfare is a corporate attitude or commitment reflected in the expressed care for employees at all levels, underpinning their work and the environment in which it is performed by an Institution. Staff welfare is anchored on those statutory and non- statutory programs within the context of internal and external facilities and programs provided by an organization.

The Immigration department regards staff welfare as very critical and important for quality service delivery to the public. Specifically, in this context, staff welfare includes fostering a diverse, inclusive institution with a positive work environment, delivering HR services and programs and communications valued by current staff and retirees, support talent development of staff through professional development and improved performance management.

5.2 Staff Welfare

Going forward in these areas, our plans are:

- i. Collaborate with the HRMO on the 2021 financial year staff promotion.
- ii. Follow-up with the Public Service Commission on Immigration staff promotion for 2019.
- iii. Collaborate with HRMO on a number of Staff Confirmation.
- iv. Continue to identify training opportunities for staff.
- v. Engage with HRMO and Ministry of Finance on improvement in conditions of service of staff.
- vi. Improve accommodation for staff in some locations in the country; especially the border regions.
- vii. Secure office space in HQ to house the additional staff for the Strategic Directorate and the Border Management teams.
- viii. Improve on our processes relating to retirees' benefits.
- ix. Request for job upgrade for graduate staff.
- x. Improvement on the canteen services for staff.
- xi. Introduce staff job rotation in the department.
- xii. Introduce coaching and mentoring programs at the department.
- xiii. Re-organize office environment/location so that it provides a productive work

atmosphere to improve service and program delivery.

5.3 Deliverables by 2025

That we have an:

- i. Improved staff welfare and conditions in the various areas identified
- ii. Improve job performance and staff satisfaction level within the department.

Part 6

Strategic Priority 5: Establish Semi-Autonomy Status

6.1 Introduction

It has been a long-standing ambition of the department to become an autonomous agency so that it has the both space and independence to deliver on its core functions. The current leadership team of the department as well as previous ones have seen semi-autonomy as a solution to the multitude of problems within the department.



It is of utmost important for the current leadership that the department becomes autonomous in the area of budget/finances and recruitment of staff.

As the department is an income generating organisation, there is the view held by both the leadership team as well as the majority of staff members that it will be able to generate enough resources to support all of its activities. This is important as the financial constraints of the department has left it over the years struggling to deliver its core functions particularly in the areas of border management which have had to bear the brunt of the financial difficulties.

6.2 Strategic Activities/Interventions for the Semi Autonomy Status

In view of our quest to transform the department into a semi-autonomous entity we will embark on a number of activities which will include, but not limited to the undermentioned. Therefore our plans are to:

- i. Draft an option/concept paper to government setting out the benefits and risks of transforming the department into a semi-autonomous agency.
- ii. Collaborate with the Public Sector Reform Unit to conduct a comprehensive functional and management review of the department to assess whether a semi-autonomy status would enable the department to deliver more effectively on its mandate.
- iii. Collaborate with the Attorney General's Office (The Law Officer's Department) in drafting the necessary legislation.

- iv. Lobby the Ministry of Internal Affairs which has oversight responsibility for the department, Ministry of Finance, senior ministers and State House to give the department a semi-autonomous status.

6.3 Deliverables) by 2025

That we have a:

- i. Become a semi-autonomous agency.

Part 7

Strategic Implementation Plan and Monitoring and Evaluation Framework

7.1 Introduction

For each of the five Strategic Priorities we will develop an Implementation Framework, identifying our priority actions, our timescales for delivery and our anticipated outcomes.



7.2 Measuring and Monitoring

In order to manage and improve our performance, we must measure and monitor our impacts. We will identify key performance indicators relevant to each of our strategic priorities and will use a combination of quantitative and qualitative analysis to determine the level of our performance.

7.3 Communicating and Reporting

Communication of our Strategic Plan and Priorities for 2021-2025 and regular engagement with our staff, external stakeholders and partner organisations is critical to our success. We will raise awareness by creating and implementing a robust and comprehensive communications strategy which will clearly identify:

- i. WHO we engage with;
- ii. WHAT we engage on;
- iii. WHY we are engaging;
- iv. HOW we will engage; and
- v. WHEN we will engage.

Our overall performance will be monitored and assessed by the oversight Ministry and reported to stakeholders through publication and dissemination of our Annual Report that will be submitted to the Head of the Civil Service and State House.

7.4 Resources

We will allocate the appropriate level of resources required to ensure delivery of our Strategic Plan. This includes financial investment, but will also include the application of appropriate organisational management and governance processes and procedures.

7.5 Monitoring and Evaluation

Continual appraisal and evaluation of our performance is critical for ensuring future success. Understanding our performance will allow us to manage and maximize the benefits of service provision. We will use the results of our evaluation to inform on going-staff and business development, ensuring we realise our business objectives and our ambitions to be a sustainable organization.

The purpose of M&E Framework will be designed to provide a consistent approach to the monitoring and evaluation of the strategic plan, so that sufficient data and information is captured to review the progress and impact of the interventions. Lessons learned will also be used to inform best practice guidelines.

The Monitoring will track mainly the use of inputs and outputs, but in some degree, it will also track (intermediate) outcomes. In contrast, evaluation will take place at specific moments, and will permit an assessment of our program's progress over a longer period of time. Evaluation will track changes and focuses more on the outcome and impact level.

7.5.1 Deliverables by 2022

- i. We will create and implement an Organization Monitoring and Evaluation Strategy that will focus on the following plans:
 - a) Develop criteria for the selection of indicators
 - b) Develop and select the performance appropriate indicators for each intervention/activity
 - c) Develop a performance monitoring plan (PMP), and
 - d) Monitor and evaluate the activities/Interventions.
- ii. For every activity/ intervention that will be implemented will take into consideration the flow chart in (**Appendix A**) that deals with: -
 - e) Goals
 - f) Objectives
 - g) Activities/Interventions
 - h) Outputs

- i) Outcomes, and
- j) Impacts

Appendix A: Monitoring and Evaluation Flow Chart

