

**.1 The Strategic Plan**

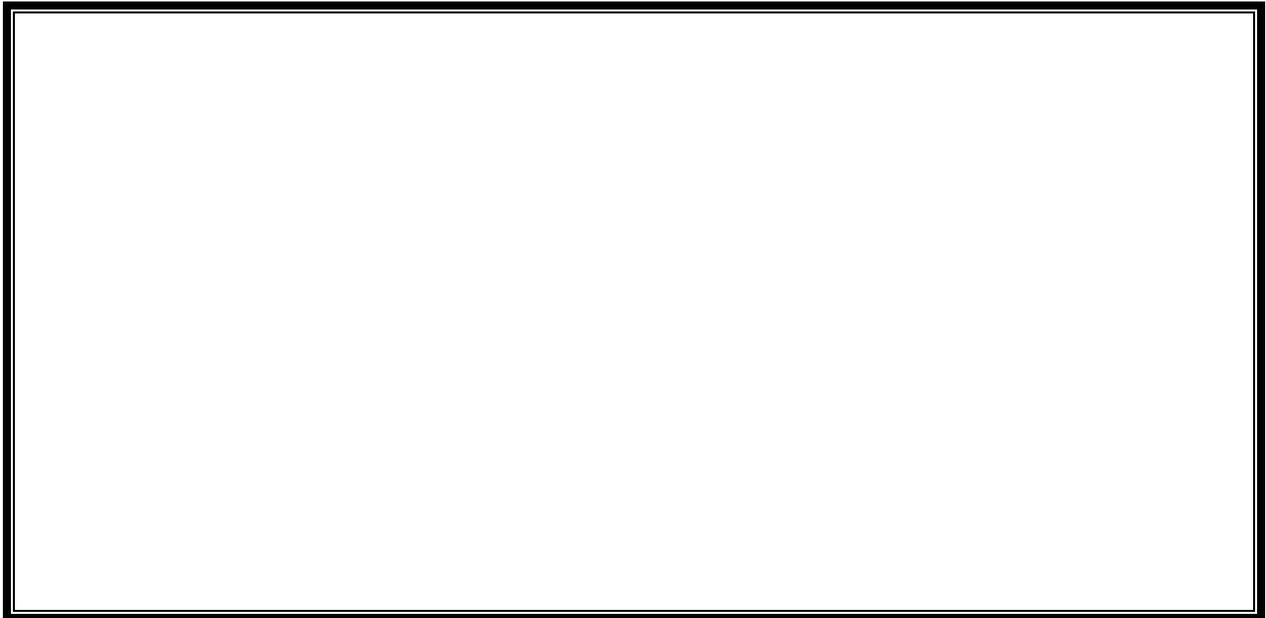


**MALAWI GOVERNMENT**

**MINISTRY OF HOME AFFAIRS AND INTERNAL SECURITY**

**INTEGRATED STRATEGIC IMPLEMENTATION PLAN FOR THE DEPARTMENT OF  
IMMIGRATION**

**JULY, 2007 TO JUNE 2012**



## **PREFACE**

*The Immigration Department falls under the Ministry of Home Affairs and Internal security, and it is basically in existence to provide quality services to the general public in areas of border control and issuance of travel documents, residential and work permits, Visas as well as Citizenship to eligible persons.*

*However, over the years, it has become increasingly difficult to ensure provision of quality services to the satisfaction of the general public, due to various factors which amongst them include; Lack of a comprehensive strategy for resource mobilisation and utilisation; increased rate of illegal immigrants; increased demand for services the department offers against declining resources and many others.*

*As such, as part of addressing the various challenges, the department embarked on a strategic planning process. It is therefore, this Strategic Plan that has been developed in order to provide a framework and direction in pursuit of achieving organisational goals and individual excellence in everything the department does in contributing to the provision of safety and security in Malawi during the next five year period (July, 2007 to June, 2012).*

*A key feature of the Immigration Strategic Plan is, therefore, delivery of quality and responsive services that will contribute tremendously towards the social, economic and political development of this country. The realisation of this desire will greatly depend teamwork, dedication and devotion of all members of staff at all levels, and the cooperation and support of all the key stakeholders who particularly made significant inputs in the development of this plan.*

*As a department, we are highly indebted to Staff Development Institution (SDI) staff and Mr Chilabade in particular for the technical support rendered, members of the Strategic planning team for their*

*guidance and dedication to develop this plan. Also many thanks go to CIDA GAP Project (Government Assistance Project) for their financial support without which this plan would not be in existence.*

**E.J. Thodi**

**CHIEF IMMIGRATION OFFICER**

## **1.0 BACKGROUND**

The development of this Strategic Plan is in response to the unique background of the Department of Immigration and the on-going reform programme that the Government of Malawi has adopted in strengthening capacity for improved delivery of services to the general public. Since the Government of Malawi formally took over Immigration services from the Federal Government based in the then Rhodesia (now Zimbabwe) on 1<sup>st</sup> January, 1964, the Department of Immigration has existed and delivered services as part of the Malawi Police Services, Office of the President and Cabinet, and currently as part of the Ministry of Home Affairs and Internal Security.

The frequent changes in institutional arrangements impacted upon organisational effectiveness and efficiency in the provision of its core services and created uncertainty as regards its future. However, with the Government's adoption of the Malawi Growth and Development Strategy (MGDS) which is not a stand – alone policy document, but rather a policy document which has been derived on the basis of the current long term policy goal of the country as prescribed in the Vision 2020 and the past experiences in the implementation of the medium term development objectives such as the Malawi Poverty Reduction Strategy (MPRS) and Malawi Economic Growth Strategy (MEGS). The MGDS intends to build a broad political consensus on the direction for economic growth and wealth creation.

In this context, the Strategic Plan will assist the department to better focus both on the future direction by addressing all key challenges and constraints and take advantage of the unfolding opportunities. To ensure its relevance, the Strategic Planning process included extensive consultations, to gain ownership, commitment and support of all officers at all levels involved in its implementation.

## **2.0 OVERVIEW**

### **2.1 Current Institutional Arrangements**

The Department of Immigration exists under the Ministry of Home affairs and Internal Security. An overall responsibility for institutional management and development is with the Chief Immigration Officer who is the Head of the Department. Currently, the departments' headquarters is in Blantyre and for operational ease the services are provided in three zones namely: Southern, Central and Northern Region, which oversee various other Immigration offices and border posts throughout the country.

## **2.2 Mandate**

The Department of Immigration is governed by two acts: the Citizenship (CAP 15:01) and the Immigration act (CAP 15:03) and laws of Malawi and the Republic of Malawi constitution under Section 47.

The Department exist to do the following:

- To control people entering and leaving the country in order to uphold the security of the state;
- To issue Travel documents to eligible people in accordance with the International Civil Aviation Organisation (ICAO)
- To process and issue Malawi Citizenship, Residence and Work Permits, and Visas in accordance with the existing policies
- To monitor, track, apprehend, deport and repatriate illegal immigrants in order to promote security of the country and safeguard jobs for natives

## **2.3 Strategic Analysis**

The Department is fully aware that the organisational ineffectiveness and inefficiency are not beyond correction and reversal. As such it undertook a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis to figure out the way forward. On an understanding that Strengths and weaknesses being internal elements that can be controlled by an organisation as opposed to Opportunities and Threats which are external in nature following is the summary of the SWOT analysis;

### **Strengths**

- Legally mandated
- Having the Minister and Deputy Minister for political and policy guidance
- Trained professional/technical staff
- Capacity to generate revenue
- Regular monthly funding from Treasury

- Approved Functional review
- Operational independence
- Availability of policies and guidelines for operational guidance
- Availability of organizational structure

### **Weaknesses**

- Inadequate human and financial resources
- Unavailability of qualified Immigration officers to undertake Immigration work in various Malawi diplomatic missions
- Lack of Public Relations/Customer Care strategy
- Declining work ethics
- Lack of civic education
- Inadequate infrastructure
- Outdated Immigration and Citizenship acts
- Unavailability of own training institution
- Poor record management system
- Limited access to information technology
- Lack of local and international training programmes
- Unavailability of own chapter in the Republican Constitution

### **Opportunities**

- High demand for travel documents
- High demand for residential permits and visas
- Government sector wide reform covering financial management and accounting system
- Donor willingness to support reforms
- Review of Immigration and Citizenship acts
- Access to the media
- Regional and international protocols and agreements
- Cooperation with stakeholders

### **Threats**

- Economic constraints
- Increased number of illegal immigrants
- Fraudulent practices, fake travel documents and visas

- Competing for Donor/Government finances
- Negative media reporting
- HIV/AIDS pandemic
- Regional conflicts and wars
- Corrupt practices
- Regional conflicts and wars
- Human trafficking
- Environmental degradation
- Terrorism
- Loss of credibility of a Malawi travel document

## **2.4 Key Strategic Areas**

In developing this Strategic Planning the team engaged in an exercise of identifying and developing key issues or focus areas. In this respect, the analysis had recognised the following issues based on the information gathered during the SWOT analysis as requiring appropriate interventions if at all the department is to realize the goals and objectives for which it exists;

### **2.4.1. Fraudulent acquisition of travel documents, Visas, Residential and work Permits, and Citizenship**

There has been increasing trend in recent times of fraudulent practices with regard to the Malawi Passport. A number of foreigners have forged the Malawi passport for purposes of entry into other nations where it is held in high esteem such as South Africa, United Kingdom, Zimbabwe and others. These foreigners have by corrupt and criminal practices collaborated with local Malawians in order to obtain passports with Malawian personal details which are false. In turn some of these foreigners have been caught at entry points of the countries they have tried to enter. As a result, a number of questions are being raised regarding the acquisition procedure and integrity of Malawians which have resulted into negative conclusions and introduction of stricter requirements for Malawians to enter such countries. These practices are further complicated by not only poverty levels in Malawi but also by ignorance of the consequences of such conduct on the part of Malawians.

Further to this, it has also been noted that foreigners are either engaging in fraudulent practices or forgery to obtain other services the Immigration department offers, such vital services as Visas to enable them enter the country and also Residential or Work permits and Citizenship to enable them stay in the country in pursuit of their unknown agendas which are a threat to the country's security and its in the long run its economy.

As such, if the services provided by the Immigration department ranging from Passports and other products are to retain its credibility there is urgent need to overcome these fraudulent practices and cases of forgery. Such concerted efforts require capacity building of staff, acquisition of appropriate machines and computers as well as educating the general public. In fact, the interventions entail collaboration of various stakeholders and the department's desire is to gain their support and commitment.

#### **2.4.2 Management of irregular migration**

The advent of democratisation, combined with regional conflicts, natural disasters, criminal activity and long borders have facilitated the influx of illegal immigrants into the country. This has not only compromised on security and safety of Malawians but also in terms of displacing them from economic activities. For one thing, with lack of adequate capacity, it has been increasingly difficult to maintain effective monitoring and surveillance assignments. As such, illegal immigrants have been spotted with the help of the public and media. In this respect, the department is determined to put to stop various organised migration crimes amongst which includes Human Trafficking a phenomenon which now on the increase worldwide.

#### **2.4.3 Poor service delivery**

The lack of adequate and trained staff combined with declining financial resources, lack of performances management systems and comprehensive plans, among others, has resulted in poor delivery of services. This is further complicated by general complaints against customer care or public relations by frontline staff and general decline in work ethics in delivering high quality and responsive services. The department can improve in this area by delivering high quality and responsive service by enhancing capacity building of officers and by computerising most of its manual processes to promote timely production of the various products it offers to its clients.

#### **2.4.4 Institutional lapses (Organisational ineffectiveness)**

There are institutional lapses manifested in weak leadership and management capacity at various levels, poor communication and coordination among various players and units of the Department as well as inadequate and outdated equipment, facilities systems and procedures. Unless interventions for capacity building in a border framework supported by innovative and pro-active leadership and management are adopted, the desired future will continue to be remote and promote frustration and discouragement. Through this plan the department has resolved to overcome all the interrelated aspects to organisational effectiveness.

### **3.0 VISION, MISSION AND OPERATING PRINCIPLES/VALUES**

#### **3.1 Vision**

*Well managed for national security and socio-economic development*

#### **3.2 Mission Statement**

*To provide national security through sound migration management and timely issuance of relevant documents to eligible persons.*

#### **3.3 Operating principles**

- Accountability and transparency
- High degree of integrity and honesty
- Corrupt free
- Responsiveness and resourcefulness
- Public relations

- Customer care
- Equal treatment of customers (fairness)
- Discipline
- Mutual trust
- Innovativeness
- Flexibility

#### **4.0 STRATEGIC OUTCOMES, OUTCOME TARGETS AND OUTPUTS**

##### **Strategic Outcome 1**

*To improve the processing and issuance of travel documents and Citizenship*

##### **Target 1.1**

90% of the travel documents applications processed within 20 days by 2012

##### **Output 1**

Vetting system reviewed

##### **Activities include;**

- Develop new vetting procedures
- Implement new vetting procedures
- Monitor and evaluate the vetting procedures

##### **Output 2**

Travel documents processing procedures reviewed

##### **Activities include;**

- Develop new travel documents processing procedures
- Orient officers

- Implement new travel documents processing procedures
- Monitor and evaluate travel document processing procedures

### **Target 1.2**

1,000 Passports issued per day by 2012

### **Output 1**

Passport books made available

#### **Activities to include;**

- Procurement of adequate Passport books

### **Target 1.3**

Reduce cases of forgery of Malawi travel documents by 80% by 2012

#### **Activities include;**

- Enhance all travel documents' security features
- Monitor and evaluate efficacy of travel documents' security features

### **Target 1.4**

90% of the Citizenship applications processed within 30 days by 2012

#### **Activities include;**

- Develop new Citizenship processing procedures
- Implement the new Citizenship processing procedures
- Monitor and evaluate the Citizenship processing procedures

### **Target 1.5**

Reduce cases of forgery of Citizenship certificates by 90% by 2012

**Activities include;**

- Enhance Citizenship Certificates security features
- Monitor and evaluate efficacy of the Citizenship security features

**Strategic outcome 2**

*To improve the processing and issuance of various Immigration Permits and Visas*

**Target 2.1**

90% of the Immigration Permits processed and issued in 20 days by 2012

**Output 1**

Permit processing procedures reviewed

**Activities include;**

- Develop new Permit processing procedures
- Orient/train officers in using the new processing procedures
- Monitor and evaluate the Permit processing procedures

**Output 2**

Permit vetting procedures reviewed

**Activities include;**

- Develop new Permit vetting procedures
- Implement new Permit vetting procedures

- Monitor and evaluate Permit vetting procedures

## **Target 2.2**

80% reduction in cases of forged Permits and Visas

### **Output 1**

Permit stickers introduced

#### **Activities include;**

- Identify Permit stickers' specifications
- Identify Permit stickers' supplier
- Procure Permit stickers
- Orient/train officers
- Implement use of Permit stickers
- Monitor and evaluate efficacy of Permit stickers

### **Output 2**

Visas security features enhanced

#### **Activities include;**

- Identify Visa security features
- Identify visa security features supplier
- Orient/train officers
- Implement use of Visas
- Monitor and evaluate efficacy of new Visa security features

### **Output 3**

Officers trained in investigation and detection of forged documents

#### **Activities include;**

- Assess training needs

- Develop curriculum
- Conduct training of officers in investigations and detection of forged documents

### **Strategic Outcome 3**

*To enhance management of irregular migration*

#### **Target 3.1**

90% increase in repatriations/deportations of illegal immigrants by 2012

#### **Output 1**

Border patrols enhanced

##### **Activities include;**

- Develop uniform border patrol procedures
- Procure additional vehicles
- Conduct border patrols

#### **Output 2**

Sweeping operations frequency increased

##### **Activities include;**

- Gather intelligence
- Draw operation order
- Mobilise resources
- Deploy officers
- Execute the operation order

### **Output 3**

Community involvement enhanced

#### **Activities include;**

- Draft community involvement procedures
- Circulate to stakeholders
- Adopt the community involvement procedures
- Orient/train officers in the community involvement procedures
- Implement the community involvement procedures

### **Output 4**

Additional border posts established

#### **Activities include;**

- Land acquisition
- Conduct consultations meetings with stakeholders
- Construct offices and staff houses
- Operate borders

### **Target 3.2**

90% of the border management system enhanced by 2012

### **Output 1**

Border operations computerised

#### **Activities include;**

- Identify the border control system supplier
- Procure border control system
- Install the border control system
- Monitor and evaluate efficacy of border control system

## **Output 2**

Border management procedures reviewed

### **Activities include;**

- Draft border management procedures
- Implement border management procedures
- Monitor and evaluate border management procedures

## **Target 3.3**

80% reduction in organised migration crimes by 2012

## **Output 1**

Intelligence led enforcement established

### **Activities include;**

- Establish migration crime management unit
- Operationalise the migration crime management unit
- Monitor and evaluate efficacy of the migration crime management unit

## **Target 3.4**

90% of Asylum seekers/refugees restricted to their designated places by 2012

## **Output 1**

Presence of refugees outside designated camps regulated

### **Activities include;**

- Draw an operation order

- Deploy officers
- Execute operation order

#### **Strategic outcome 4**

*To strengthen organisational effectiveness and efficiency*

#### **Target 4.1**

70% additional staff houses and office blocks constructed by 2012

#### **Output 1**

Additional houses constructed

#### **Activities include;**

- Assess additional staff houses' construction needs
- Develop a housing project plan
- Identify land
- Identify contractors
- Construct additional staff houses
- Monitor progress of the construction of houses

#### **Output 2**

Additional office blocks constructed

#### **Activities include;**

- Assess additional office blocks construction needs
- Develop an office construction project plan
- Identify land
- Identify contractors

- Construct additional office blocks
- Monitor progress of construction of office

#### **Target 4.2**

75% of training needs met by 2012

#### **Output 1**

Officers trained in various programmes

#### **Activities include;**

- Develop training policy
- Develop training plan
- Implement training plan
- Evaluate training plan

#### **Output 2**

Immigration academy established

#### **Activities include;**

- Develop project proposal
- Construct the Immigration academy
- Identify and recruit Immigration academy staff
- Develop curriculum for the academy
- Orient Academy staff on the developed curriculum
- Operationalise the academy

#### **Target 4.3**

80% increase in financial mobilisation by 2012

#### **Output 1**

Adequate financial resources made available

**Activities include;**

Mobilise adequate financial resources

**Target 4.4**

90% of vacancies filled by 2012

**Output 1**

Vacancies filled

**Activities include;**

- Assess human resource needs
- Conduct recruitment

**Target 4.5**

100% of staff access HIV/AIDS programmes by 2012

**Output 1**

Awareness programmes on HIV/AIDS enhanced

**Activities include;**

- Develop an action plan
- Conduct awareness sensitisation campaigns
- Develop sector specific IEC materials

**Output 2**

Supportive and counselling programmes on HIV/AIDS enhanced

**Activities include;**

- Provide supplementary foodstuffs to PLWA
- Train counsellors
- Train peer educators
- Provide orphan care

#### **Target 4.6**

90% of officers effective in service delivery by 2012

#### **Output 1**

Performance management system implemented

##### **Activities include;**

- Develop performance management monitoring system
- Implement performance management system
- Monitor and evaluate performance management system

#### **Output 2**

Code of conduct implemented

##### **Activities include;**

- Develop code of conduct
- Implement code of conduct
- Monitor and evaluate code of conduct

#### **Output 3**

Management and leadership practices reviewed and operational

##### **Activities include;**

- Review the management and leadership practices
- Implement the recommendations of the review of the management and leadership practices

#### **Output 4**

Service charter implemented

##### **Activities include;**

- Develop service charter
- Operationalise service charter

#### **Output 5**

Human resource policies and procedures implemented

##### **Activities include;**

- Develop human resource policy
- Implement human resource policy

#### **Output 6**

Corruption perception by the public improved

##### **Activities include;**

- Conduct anti-corruption awareness programmes for staff
- Conduct anti-corruption awareness programmes for the general public
- Develop anti-corruption policy

#### **Target 4.7**

100% of the existing houses and offices renovated by 2012

#### **Output 1**

Existing structures renovated

**Activities include;**

- Assess renovation needs
- Identify contractors
- Undertake renovations

**Target 4.8**

90% of officers involved in planning and decision making by 2012

**Output 1**

Management structures strengthened

**Activities include;**

- Develop a strategic management framework
- Conduct National meetings
- Conduct regional meetings
- Conduct meetings at border level and other immigration offices level

**Target 4.9**

90% of the Immigration processes computerised

**Output 1**

An integrated ICT development project established

**Activities include;**

- Develop user requirements
- Identify supplier
- Install the system
- Operationalise the system
- Monitor and evaluate performance of the system

**5.0 IMPLEMENTATION AND ACTION PLANS**

The following tables contains the detailed implementation plans for the next five years (2007-20120)

## **6.0 CONCLUSION**

This five year Strategic plan will make the department of Immigration realise its goals and objectives of its existence. And following are some of the factors that will facilitate the successful implementation of this plan;

- Political will and support;
- Top management support and commitment
- Shared responsibility;
- Innovativeness and flexibility

- Effective reporting, communication and institutional arrangements;
- Regular reviews and monitoring;
- Availability of resources including competent human resource and finances
- Accountability and transparency

And by adopting this Strategic Plan, it means that the department is committed to managing change and delivery of quality services.