

Introduction to **Queen Elizabeth II Quay proposed Development Projects**

Sierra Leone Ports Authority Management

MAP PORTRAYING THE PORT OF FREETOWN



ORGANISATIONAL PROFILE

The Sierra Leone Ports Authority (SLPA) was established by the Ports Act of 1964 (amended in 1991, 2002, 2006).

At inception, its main responsibilities include:

- To control all ports and maritime activities in Sierra Leone**
- To operate the Port of Freetown. This includes the Freetown ports and the Kissy Oil Jetty.**
- To oversee the Ports of Nitti and Pepel which are managed and operated by private mining companies.**

ORGANISATIONAL PROFILE CONT....

The main seaport in Sierra Leone is the Queen Elizabeth II Quay located in the east end of the capital Freetown at Clinetown and handles all types of vessels.

The Port has a protected anchorage on the Rokel River with an average depth of 10 metres and an overall length of 1132.49 metres.

The Port has 7 berths, 4 large warehouses and a container stacking area of over 50,000 sq. metres. The Port has probably the finest natural harbour (being sheltered) in West Africa which can be seen as a competitive advantage.

ORGANISATIONAL PROFILE CONT.

In order to follow more productive and efficient contemporary trends in Port Management, the Government of Sierra Leone (GoSL) through the Ministry of Transport and Aviation, the National Commission for Privatization (NCP) decided to transform the Management of the port from a Service port to a Landlord port.

Subsequently as part of its overall transport policy and in order to follow a more productive and efficient contemporary trends in port management , the core activities of port operations such as container operations, the bulk and break-bulk cargo operations, the shore and ship cargo handling were transferred to private operators.

LOCATION OF PORT AREAS

The principal port areas include:

□ Freetown (Cline Town) – QE II Quay, sheds storage areas, roadways and workshop, administrative buildings, exit gates and adjacent land including the reclaimed land.

□ Freetown – Cape Lighthouse Signal Station and adjacent land

LOCATION OF PORT AREAS CONT...

□ Freetown – The ferry terminals at Kissy, Government Wharf and Tagrin linking Freetown and Kaffu bulloom

□ Southern Province – Nitti port. This is privately managed by Sierra Rutile Limited.

□ Northern Province – Pepel port. This is also privately managed for the purpose of mining.

BROAD AIMS AND OBJECTIVES

The broad aim and objectives of the Port during the review period include:-

1. Consolidation of a Landlord Port status.
2. Provision of pilotage/marine services to ship masters who have alternative distribution channels.
3. Restructuring of port operations to increase the efficiency of the port by concessioning and granting of stevedoring licenses
4. Investing in staff development to increase the technical, human and conceptual skill for staff.
5. Develop the Freetown Port as a suitable transshipment port.
6. Enhance service delivery and increase productivity.

EXISTING BUSINESS

Mandate: In accordance with the Port Act No. 56 of 1964 (as amended in 1991) the SLPA's mandate is to manage and control all ports related activities in Sierra Leone and to operate the port of Freetown and oversee activities at the Ports of Nitti and Pepel.

Port Services. Current port services are divided into core and non-core. Some of the core services & non-core services are already privatized.

Our Clients: Our Clientele includes, Private Port Operators, Shipping Companies, Shipping Agencies or Ships' representatives, Clearing & Forwarding Agencies, transporters and the general public (port users).

MISSION STATEMENT OF SLPA

Mission Statement “SLPA is committed to provide, operate, maintain, improve and regulate Port facilities to better serve the public interest’.

Our Vision To regulate the Port sector and deliver effective and efficient port services to facilitate international trade and foster economic growth in a safe, secure and environmental friendly environment’.

Structure The Port operates as a landlord whereby private port operators handle the main core operations while the SLPA Management serves as a landlord monitoring the activities of the port of Freetown.

The SLPA has a Board of Directors headed by a Chairman for oversight, whilst the day to day Management is carried out by the General Manager and a Management team. These include departments of Finance, Company Secretary, Research Planning & Development, Technical Services, Port Engineering Services, Operations & Monitoring, Harbour Management, Human Resource, Security & Occupational Health and Internal Audit & Compliance.

PORT SERVICES

The Container Terminal operation (a core port operation) is performed by a private operator –Freetown Terminal Limited.

The Bulk /Break-bulk Terminal operations are also handled by a private operator Nectar Sierra Leone Bulk Terminal.

The Ferry services, Marine Slipway services and Cargo Handling services have all been handed over to private operators.

The Authority's core business is to manage the operations of the Port of Freetown as a viable hub for sea transportation in the economic development of the country.

LOCATION OF PORT AREAS CONT.

The Authority remains committed to develop an efficient, safe, reliable and competitive international and domestic maritime trade in support of Sierra Leone's economic development.

The Authority also engages in other revenue generating activities that can be classed as non-core activities .These includes;

Landlord Services

Terminal Services

Medical Services

Other Miscellaneous Services

SLPA SERVICES

SERVICES	CORE	NONE-CORE
Marine Services		
VESSELS : ANCHORAGE	√	
VESSELS: BERTHING & UN-BERTHING	√	
VESSELS : SPECIAL LOADING & DISCHARGING	√	
HIRE OF TUGS & LAUNCHES	√	
HARBOUR SERVICES: SPECIALIZED SERVICES	√	
SEARCH & RESCUE	√	
Stevedoring Services		
CONTAINERS	√	
NON-CONTAINERS	√	
TRANSHIPMENT	√	
SPECIALIZED CARGO	√	
LABOUR SERVICES	√	
TERMINAL HANDLING	√	
CARGO TRACKING	√	
Landlord Services		
SECURITY SERVICES		√
TERMINAL SERVICES		√
MEDICAL SERVICES		√
REAL ESTATE SERVICES		√
Other Services		
STORAGE SERVICES(TRANSHIPMENT/IMPORT/EXPORT)	√	
HIRE OF SLPA EQUIPMENT & STAFF. SUPPLY OF	√	
WATER/BUNKERING	√	
UNDERWATER SERVICES	√	
WASTE MANAGEMENT SERVICES	√	

The Sierra Leone Ports Authority achieved the following projects within the broader framework of the SLPA Master Plan by year ending 2022:

1. New Tagrin Ferry Terminal is currently under rehabilitation to meet safety and international standard
2. New Port Security Plan developed
3. ISPS training and certification for port users on the ISPS Code conducted and the passing of the ISPS Security Audit by IMO and US Coast Guard.
4. The main SLPA administrative building refurbished to enhance conducive business environment
5. Capacity building for SLPA staff in specific courses and universities in port development sponsored by Management for both local and international training.
6. Improvement in ICT from paper based to electronics

ACHIEVMENT CONT.

7.Improved services on doing business at the port by reduction in the turnaround time of vessel, 24 hour pilotage, increase in grace period of cargo storage facility from 3 to 7 days.

8.Addressed liabilities claims including severance pay for end of service and redundancy pay for diverse category of workers in the tune of 21 billion Leones.

SLPA CRITICAL CHALLENGES

Even though most of the objectives in 2019/2020 were achieved, there still remain several challenges facing the Authority which includes;

- ❖ Facilitating the enactment of the Ports and Harbours Bill currently with the AG's Office
- ❖ Ensuring that the port operational area is decongested to facilitate and expedite trade in the port
- ❖ Developing a Port Reception Facility Project in compliance with MARPOL
- ❖ Maintenance and improving on neglected structures/facilities in the Ports
- ❖ Provision of an operational craft for pilotage and security patrols

SLPA CRITICAL CHALLENGES CONT.

- ❖ Dredging the berths (berths 1- 6) and channel to accommodate vessels with deeper draft.
- ❖ Installation of signal signs including buoys and lights at all points for vessels
- ❖ Training and development of staff to meet the challenges and competition in port operations/administration.
- ❖ Facilitating the enhancement of the port and harbor bill, currently with the ministry of transport and aviation for onward submission to parliament for ratification.

PORT PERFORMANCE AND INFRASTRUCTURE

Port of Freetown

Port Location: Cline Town, Freetown

Accessibility - Conakry: 335 km

Monrovia: 500 km

• **Multimodality** - Inland waterways: none

Rail connection: none

Road connection: all roads connecting the Port to neighbouring countries are motorable.



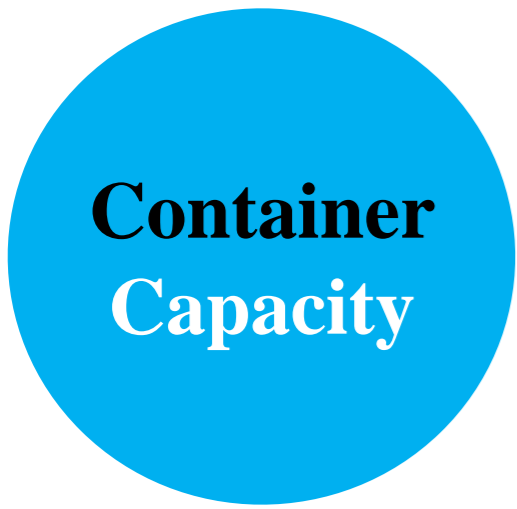
Port and Nautical Infrastructure

Nautical infrastructure - Access channel: -12.3 m C.D.

- Container terminal length / depth • 915 m / - 8 to 13.0 m C.D
- Multipurpose terminal length / depth • 400 m / -9.5 m C.D
- Total port capacity: 100,000 TEU

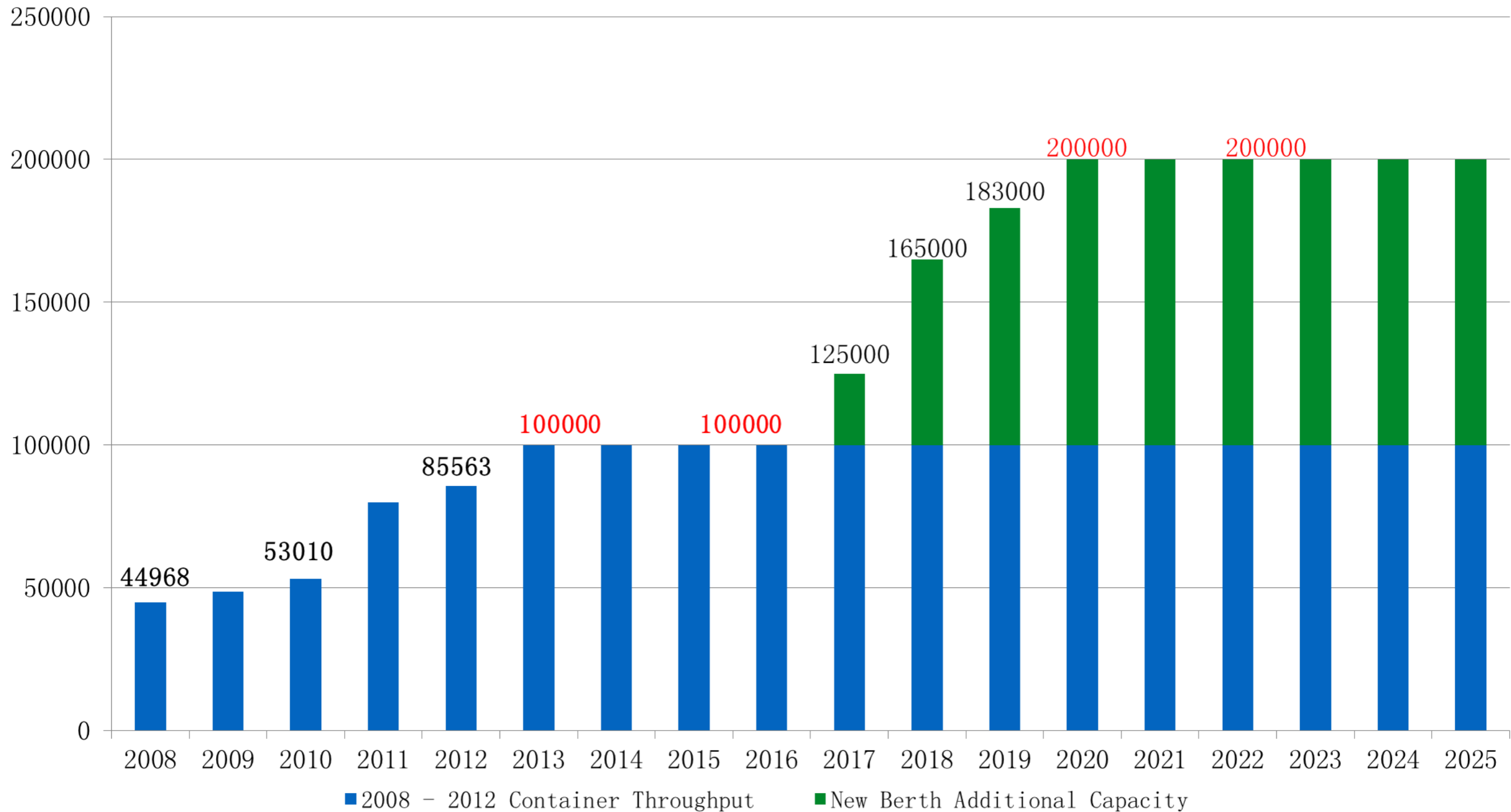
Quay-side and yard handling equipment –

- 2 Mobile harbour cranes (MHC) (125T)
- 9 Reachstackers (45T) , 3 Front loaders (10T) , 6 Forklifts (32T, 16T, 12T, 4T)
- **Warehouse and other facilities:** • Total covered storage area: 8 ha
- **Dry dock facilities: none** • Shipyard facilities: Inadequate.



Projection Container Throughput

from 2008 to 2025 (Unit: TEU)



PORT KEY PERFORMANCE INDICATORS- 2021

- 1. AVERAGE SHIP TURN AROUND TIME = 58.38hrs**
- 2. AVERAGE VESSEL TONAGE PER VESSEL DAY = 201.15mt**
- 3. AVERAGE BERTH THROUGHPUT = 25,770.53mt**
- 4. AVERAGE THROUGHPUT PER LINEAR METERS OF WHARF = 128.61mt**
- 5. AVERAGE BERTH OCCUPANCY RATE (28.99%)**
- 6. AVERAGE WAITING (IDLE) TIME : A. BERTH=1.03hrs. B. DUE TO RAIN = 1.45hrs. C. OTHER CAUSES=4.25hrs**
- 7. AVERAGE TONS PER GANG HOURS (LESS DELAYS) 31.97mt**
- 8. AVERAGE TEUs PER CRANE HOURS = 30 TEUs**

CONTAINER TRAFFIC – 2020 – 2021

2020 = 112,979 TEUs HANDLED. Of these figure 57,417 was import and 55,562 was export.

IMPORT = JAN – DEC – 2021 = 73,376 TEUs

EXPORT = JAN – DEC – 2021 = 56,215 TEUs

VESSEL TRAFFIC

JAN – DEC 2020 = 439 CALLS

JAN – DEC 2021 – 508 CALLS

THANK YOU ALL FOR YOUR AUDIENCE

THE SLPA HARBOUR DEPARTMENT

OUTLINE

- Departmental Mandate
- Responsibilities of the Department
- Activities undertaken by the Department
- Successes of the Department
- Challenges
- Conclusion

MANDATE OF THE HARBOUR DEPARTMENT

- By statutory declaration there should exist a “Harbour Department” with the Sierra Leone Ports Authority and this division should be headed by the Harbour Master.
- The Port Act of 1964 and the Merchant & Shipping Act of 2002 gives credence to this office for technical supervision in National Maritime Affairs.
- The principal function of this department is Pilotage as well as in charge of all Maritime affairs of the authority as stated in part xv section 50 and part XXVII section 452 of the Merchant Shipping Act.

RESPONSIBILITIES OF THE HARBOUR DEPARTMENT/ HARBOUR MASTERS'S OFFICE

- Government Adviser on Maritime affairs
- Pilotage. • Dredging
- Buoyage. • Salvage Operations
- Fendering • Harbour Crafts
- Hydrographical Surveys
- Operations of the authorities radio & Signals office
- Responsible to issue notices to Mariners and update sailing directions and port guides.
- Regulation of traffic within the ports including all vessels at anchorage.
- Regulate ships taking ballast and cargo in the Quay.
- Leads and gives technical and professional advice on the movement of passenger vessels, including, overseeing the operations of ferries and ferry terminals management.

RESPONSIBILITIES CONT.

- Harbour Master's Office is responsible for the issuance of discharge books to seafarers in collaboration with SLMA
- Regulate vessels using the approaches and the Freetown Harbour.
- Oversees Navigation and navigational safety.
- Collaborate with the safety department to address safety issues at the port.
- Represent the authority in the national contingency plan, maritime pollution and emergencies

- The department works closely with the Sierra Leone Maritime Administration (SLMA), to survey vessels for seaworthiness and registration as well as Port State Control activities.
- The Harbour department provides leadership for the Port Facility Security and the implementation of the International Ships and Ports Security code.
- Represent the authority at the joint Maritime Committee.

ACTIVITIES UNDERTAKEN AT THE HARBOUR DEPARTMENT

AS GOVERNMENT ADVISER ON MARITIME AFFAIRS

MY DEPARTMENT ADVICE GOVERNMENT ON THE FOLLOWING:

- Determined suitable positions for power ships both at Kingtom point and Kissy oil jetty.
- Identification of a suitable positions for the intended Liquefy Natural Gas project.
- Provide technical supervision on investment in the ferry operations Sector.
- Review and revalidate the 1997 SLPA Marine tariff to meet with the prevailing global trend and economies of scale.
- Port Act of 1964 is under review to meet with the present landlord status of SLPA.
- Intervention of the new SLPA Management on marine related mining contract which involve exemptions of marine charges which would have had a negative effect on our revenue base.
- Supervises the implementation of the ISPS Code.
- Implementation of the IMO – MSC Circulars as ratified by the state.

OTHER ACTIVITIES

- **DREDGING**
- **BOUYAGE**
- **SALVAGE OPERATIONS**
- **HARBOUR CRAFT**
- **HYDROGRAPHIC SURVEY**
-

OPERATIONS OF THE SLPA SIGNALS STATION

- 24/7 operations of the signal station at Queen Elizabeth II quay.
- Establish communication on arrival and departure of vessels at the Freetown port.

REGULATION OF TRAFFIC WITHIN THE PORTS INCLUDING ALL VESSELS AT ANCHORAGE.

- Provide advice during berthing meeting for safe berthing, unberthing and anchorage of vessels in the port.
- Provide anchorages to fishing vessels and other small craft so as not to impede the passage of deep draft vessels.

REGULATION OF SHIPS BALLAST MANAGEMENT AT THE QUAY AND SHERBRO RIVER.

- provides safe anchorage at outer loading points for vessels to exchange ballast.

ACTIVITIES UNDERTAKEN CONT.....

LEADS & GIVES TECHNICAL & PROFESSIONAL ADVICE ON THE MOVEMENT OF PASSENGER VESSELS, INCLUDING, OVERSEEING THE OPERATIONS OF FERRIES & FERRY TERMINALS MANAGEMENT.

- Provide technical and professional services to passenger/vehicle operations.
- Provide technical and professional advice to Oceania a company preparing to establish water taxi services.
- Supervises the daily operations of ferries at both Kissy and Targrin terminals.
- Facilitated the Slipping of MV Mahera at Holland Ship Yard for maintenance.

RESPONSIBLE FOR THE ISSUANCE OF DISCHARGE BOOKS TO SEAFARERS IN COLLABORATION WITH SLMA

- Authorized Sierra Leone Maritime Administration (SLMA) for the issuance of seaman's discharge book to seafarers and individuals intending to go to sea.

ACTIVITIES UNDERTAKEN CONT.....

COLLABORATE WITH THE SAFETY DEPARTMENT TO ADDRESS SAFETY ISSUES AT THE PORT.

- Enforcement of the putting or wearing of personal Protective gears in all areas of operation in the port.
- provision of safe passage for pedestrian within the port area.

PROVIDES LEADERSHIP FOR THE PORT FACILITY SECURITY & THE IMPLEMENTATION OF THE INTERNATIONAL SHIPS & PORTS SECURITY CODE.

- Developed a new an update port Facility security Plan.
- Appointment of Port Facility Security Officer (PFSO) and Deputy.
- Successfully conducted ISPS drills during this period.
- Successfully conducted joint ISPS related inspections with the US. Coast guards.
- Achieved ISPS compliance for 2019.
- Implemented standard screening, scanning and search procedures at all Access control areas as prescribed in the ISPS code.

ACTIVITIES UNDERTAKEN CONT....

REPRESENT THE AUTHORITY AT THE JOINT MARITIME COMMITTEE

- Provide representations at the weekly and fourth nightly meetings.
- Participated at the Obangame exercise coordinated by the JMC.

ACTIVITIES UNDERTAKEN CONT....

PILOTAGE

- **Regulation** of movement of all vessels within the compulsory Pilotage districts of Freetown and Sherbro River. Provision of qualified pilots to berth and unberth ships.
- increased the number of unlimited pilots.
- Below is a table showing a statistics of vessels we piloted between January – December, 2021.

NO	VESSEL TYPE	AREA OF PILOTAGE ACTIVITY	NUMBER OF VESSELS
1	Liquid bulk	Petrojetty/ KOJ	74
2	Break and Dry bulk	QE II	57
3	Containers	QE II	176
4	Dry Bulk	Sherbro River	59
5	Fishing Vessels	QE II	51
	TOTAL		417

SUCSESSES OF THE DEPARTMENT

- Safe berthing and unberthing of vessels at QE II
- Provision of safe anchorage for SL mining vessels at loading point.
- Improvement of turn around time of vessels doing business at the Freetown port .
- Provision of professional advice to the mooring of power ships.
- Providing of quick and efficient services to sherbro bound vessels.
- Appointment of a Substantive Port Facility Security Officer (PFSO)
- Achieved the production of an updated Port Facility Security plan.
- Achieving an ISPS statement of compliance after the outcome of the ISPS audit with the United States coast guards in April, 2019.
- Improved transparency in marine charges raised by attaching ships particulars and other references obtained and verified from the Master of the vessel to the pilot chits.
- Establishment of a regular and an uninterrupted communication flow with ships calling at the Freetown Port and other maritime professional service centers.
- Quick and timely responses by Pilots for vessels calling the Freetown port.

CHALLENGES OF THE HARBOUR DEPARTMENT

1. Changes with our ecosystem, resulting to increase siltation at the Port.
2. Ingress of seaweeds from the West Coast of Africa affecting Vessels in Port.
3. Piracy and other forms of attack to vessel along the Gulf of Guinea stretching up to 50miles to the Sierra Leonean Coast.
4. Additional safety requirement by Vessels Owners and Operators with regards to health safety for Crew and boarding parties.

CONCLUSION

The Harbour Department being the hub of the Authority had so far been robust in the area of Navigational safety and Vessel's security within the Maritime domain of Sierra Leone.

The department is working closely with International Partner and Associations of Vessel's Charterers and Owner for the fulfillments of both local and international statutory requirements / mandates.

THANK YOU FOR YOUR ATTENTION



WELCOME TO THE
INTERNAL AUDIT AND COMPLIANCE
DEPARTMENT OF THE
SIERRA LEONE PORTS AUTHORITY

The Internal Audit & Compliance Division – SLPA

Introduction

The Internal Audit and Compliance Division is established by the Board of Director as part of their oversight role.

It functionally reports to the Board of Directors and administratively to the General Manager. The Division is made up of 12(twelve) working staff with the requisite qualification and experience. We are guided by adherence to the institute of Internal Auditors (IIA) mandatory statutes including code of ethics, International standard for the professional practice and the code of corporate governance of Sierra Leone.

Role

The role of the Division is to provide an independent assurance that the Authority's Risk Management, Governance and Internal Control processes are operating effectively:

Enterprise Risk Management:

Methods and processes used by the Authority to manage risk and seize opportunities related to the achievement of their objective. To achieve the above the Division's roles are :

- Facilitate identification of key risk areas
- Assist in the development of standards and process flow documentations
- Assist process owners in understanding assessing designing and document controls

Governance:

Collection of mechanisms processes and relations used by various parties to control and operate the authority.

To achieve the above our role includes the following:

Board of directors/committee

- Assist board of Directors in its self assessment and best practice
- Assess Audit Committee effectiveness and compliance with regulators

Laws and Regulations

- Verify that the Authority has identified assigned responsibilities and address all of the key legal and regulatory requirements.
- Look for opportunities to leverage compliance activities and capabilities to long term cost improve performance.

- Business Practice /Ethics

- Review code of conducts and ethics policies
- Help Management and Audit Committee hold people accountable
- Conduct annual audits and reporting results to the audit committee

Internal Control

Mechanism, rules and procedures implemented by the Authority to ensure the integrity of Financial and accounting information promote accountability and prevent fraud.

Example include:

- Separation of Duties
- Physical Controls
- Reconciliation
- Transaction and activity reviews etc.

In ascertaining the above the division through its audit approach determines whether:

- Assets are properly used/Secured
- The accounting system is functioning properly
- Employees are in compliance with corporate policies
- Operations of the organizations are monitored to ensure maximum efficiency etc.

Conclusion

In a nutshell the above is basically our purpose, authority and responsibilities. It must however be noted that the effectiveness and efficiency of the Internal Audit division is based on the corporation of the Board and Management seeing the Internal Audit as an aid and not as blood Hound.

The above, is what we are enjoying from this management.

MANAGER INTERNAL AUDIT & COMPLIANCE

SIERRA LEONE PORTS AUTHORITY

THANK YOU ALL



DEPARTMENT OF THE OPERATIONS & MONITORING,
SIERRA LEONE PORTS AUTHORITY.

MANAGER - MR. FODAY MANSO KOROMA

TO THE MESEPO COMMITTEE OF
PMAWCA

INTRODUCTION

The Port of Freetown is the main sea port in Sierra Leone. It was established under the Port Act No. 56 of 1964 as amended in 1999 and situated at the Queen Elizabeth II Quay, Cline Town, Freetown in the Western Area of the Republic of Sierra Leone.

The Port handles all types of cargo vessels. The Port has a protected anchorage on the Rokel River with average depth of 10 metres and an overall length of 1332.7 metres with seven (7) berths, four large warehouses and a container packing area of over 378,502.50 sq. meters. The port is probably the finest natural harbor (being sheltered) in West Africa which is a competitive advantage.

INTRODUCTION CONT...

- The Port of Freetown is currently operating at a utilization rate of 80.0% given its total container handling capacity of 111,492 TEU per annum. The Port is therefore congested.
- The Port of Freetown has a total quay length of 1402.69 meters with a depth alongside measuring 8 – 13 meters C.D (Chart Datum)
- The new berth 7 of 270 meters with a depth alongside of 13.0 meters C.D. has raised the total container handling capacity to 111,492 TEU per annum.

POLICIES IMPLEMENTED BY PORT AUTHORITIES IN PLANNING PORT OPERATIONS

In order to be more productive, effective and efficient in service delivery like other ports in Africa and to follow contemporary trend, SLPA operations shifted from a Service to Land Lord operations in 2011. This action was facilitated by the Privatization bill which is the Policy for the current SLPA Operations.

Therefore, the policy implemented by the SLPA in planning port operations is for the Operators to perform the core port operations and to strictly adhere to the provisions of their concession agreements, while SLPA will be monitoring, supervise and regulate their activities.

CONCESSIONS/LICENSE

- Private Port Operators were granted License/Concessions to operate, manage and develop specific areas assigned to them.
 - Bollore/FT – the container terminal (berths 3-7) in 2011 with 100% exclusivity to handle containers and in 2015 license was issued to them to handle 50% of bulk and break bulk cargo.
 - NSBT - an English Company secured License to operate in 2015 to handle bulk and break bulk cargo at berth 1 & 2. By the end of 2018, NSBT's License was upgraded to a concession and the sharing between NSBT and Bollore automatically changed to 80/20% on bulk and break bulk cargo.

CONCESSIONS/LICENSE CONT...

- Holland Shipyard – Marine Slipway, in charge of repair of sea crafts
- Dangote – manufacturing of bulk cement
- Indigenous Labour Companies – provides labour services to the operators in cargo handling

LANDLORD SERVICES

- SLPA as Landlord is responsible to regulate, monitor and coordinate the activities of all Private Operators.
 - This includes oversight of the port facility/property and operations
 - Provide security & safety in the port facility and Port Operations
 - Co-ordinate marine and maritime regulations related to port operations (ISPS Code, Marpol 73/78, Solas and addendums etc.)
 - Represents the interest of the GoSL in the management of the port as a public institution

CONT.....

As a result of this privatization arrangement, SLPA has improved in service delivery, increased productivity and yielding the much desired revenue for the nation.

See below:

2009-2010		
BEFORE PRIVATIZATION	SIX (6) BERTHS	1132.69 METRES
AFTER PRIVATIZATION	SEVEN (7) BERTHS	1402 METRES
BEFORE PRIVATIZATION	NO WEIGH BRIDGE	
AFTER PRIVATIZATION	WEIGH BRIDGE	ADDENDUM TO SOLAS

KEY PERFORMANCE INDICATORS

No.	BEFORE PRIVATIZATION 2009/2010	AFTER PRIVATIZATION 2017/2018
1.	Import Tonnage = 924,246	Import Tonnage = 2,049,456
2.	Export Tonnage = 462,123	Export Tonnage = 3,847,941
3.	Cargo Throughput = 1,386,369	Cargo Throughput = 5,897,397
4.	Average Annual TEU's = 40,934	Average Annual TEU's = 102,336
5.	Peak Container TEU's – Import = 21,793	Peak Container TEU's = Import = 51,442
6.	Peak Container TEU's – Export = 21,119	Peak Container TEU's = Export = 50,895
7.	Vessel Traffic = 223	Vessel Traffic = 446
8.	Average Waiting Time = 72 hrs Container Vessels = Berths after 48 hrs	Average Waiting Time = 24hrs Container Vessels = Berths on Arrival
9.	Average Number of TEU's per call = 178	Average Number of TEU's per call 539
10.	Moves per hour = 17	Moves per hour (crane) = 35, STS 40
11.	Berth Occupancy = 30%	Berth Occupancy = 37%
12.	SLPA Pick Employment = 1305	SLPA Pick Employment = 288
13.	Average Ship's Turnaround Time = 96hrs	Average Ship's Turnaround Time = 58hrs

CHALLENGES

In spite of these successes there are challenges. These include:

Economic – Concession fees are paid directly to the Government's Consolidated Revenue Fund and not to the SLPA. This has been an issue since the previous regime SLPA survives with just throughput fees for cargoes discharged and loaded

Political- Squatters and encroachers resort to politicians whenever SLPA intend to evict them.

Social - Encroachers evading SLPA property create social problems including insecurity, ISPS compliance etc.

CHALLENGES CONT...

Legal - Some articles in the Concession Agreements need legal interpretation if SLPA and the GoSL are to benefit from those agreements with particular reference to the issue between Bollore and NSBT on the 80/20% sharing of bulk and break bulk cargo.

See next slide for pictorial evidence to justify the need for SLPA's request of 50% of the concession fees to be paid back to us to be able to take care of major damages in the port.



RECOMMENDATIONS

In consideration of the afore-mentioned challenges, the Management of SLPA has made the following recommendations going forward:

1. That the GoSL make available 50% of concession fees to SLPA to be able to run its numerous activities
2. That the GoSL gives full support to SLPA to able to take appropriate measures to evict squatters.
3. That clear interpretations be given to the concession agreements signed by the Operators.

THANK YOU ALL FOR YOUR KIND ATTENTION



THE HUMAN RESOURCE DEPARTMENT

ORGANOGRAM OF SUPERVISORY BODY

**MINISTRY OF TRANSPORT AND AVIATION
(MTA)**



**NATIONAL COMMISSION FOR
PRIVATISATION (NCP)**



BOARD OF DIRECTORS

MANAGEMENT ORGANOGRAM

- ❖ GENERAL MANAGER
- ❖ DEPUTY GENERAL MANAGER
- ❖ TEN (10) MANAGERS
- ❖ NINE (9) DEPUTY MANAGERS
- ❖ EIGHT (8) HEADS OF UNIT
- ❖ FIFTEEN (15) PRINCIPAL OFFICERS
- ❖ SENIOR OFFICERS
- ❖ OFFICERS
- ❖ ASSISTANT OFFICERS
- ❖ JUNIOR STAFF
- ❖ REGULAR CASUAL

STAFF STRENGTH

PERMANENT STAFF-301

REGULAR CASUAL- 279

ORGANOGRAM OF THE HUMAN RESOURCES DEPARTMENT

- ❖ **HUMAN RESOURCES MANAGER**
- ❖ **DEPUTY HUMAN RESOURCES MANAGER**
- ❖ **PRINCIPAL HUMAN RESOURCES OFFICER**
- ❖ **PRINCIPAL TRAINING OFFICER**
- ❖ **LIBRARIAN**
- ❖ **ARCHIVIST**
- ❖ **ASSISSTANT ARCHIVIST**
- ❖ **SECRETARIES**
- ❖ **MESSENGERS/ OFFICE ASSISTANTS**

ABOUT THE DEPARTMENT:

- ❖ It was formerly known as the Personnel Department which caters largely for the interest of Shareholders, but was later transformed to the Human Resources Department to seek, protect and promote the welfare of staff among other functions.
- ❖ We have two Staff Handbooks; the 2000 and 2016 Staff Handbook respectively. (We are on the process to synchronise both books to meet modern day trend)
- ❖ It is the management selection and recruitment center; which ensures that the right personnel are recruited at the right time for the Human resource needs of the Authority.
- ❖ The activities of the department are carried out in a robust manner to respond to diverse HR issues that emanates from the day to day activity of the Authority.
- ❖ To achieve this goal, the department keeps record of all staff profile and monitors staff career development and appropriately advises the General Manager and other Executive staff accordingly.

MISSION STATEMENT

“To make Queen Elizabeth II Quay at Cline Town the least-cost port in the sub-region that would enable it to develop a vibrant transshipment business, thereby rendering SLPA operations profitable to the Nation”.

VISION STATEMENT OF THE DEPARTMENT

- “ The Human Resources Department will be the centre of excellence for managing people at work that will endeavor to create a congenial atmosphere to foster understanding and mutual trust through a transparent free and open administration of personnel issues with highest practicable standards”

CORE VALUES

PROFESSIONAL RESPONSIBILITIES:

- ❖ Responsible for adding value to SLPA and contribute to the ethical issues of the Organization.
- ❖ Responsibility for our individual decisions and actions.
- ❖ Advocate for all employees by engaging in activities that enhance its credibility and value.

PROMOTING EXCELLENCE:

- ❖ Striving to identify and understand staff needs.
- ❖ Recognizing the importance of record keeping
- ❖ Ensuring feedback that will enable us to advise both the General Manager, the Unions and other stakeholders appropriately

TEAM WORK

- ❖ We appreciate the strength in team work
- ❖ We believe that people are source of competitive advantage when their talents are combined together
- ❖ We believe that we can increase value through their effort for organizational achievements.

CORE VALUES CONT....

ETHICAL LEADERSHIP:

Human Resources Professionals are expected to exhibit individual leadership as a role model for maintaining the ethical conduct.

FAIRNESS AND JUSTICE:

As Human Resources Professionals we are ethically responsible for promoting and fostering fairness and justice for all employees and their organization.

RESPECT:

❖ We encourage all staff to value other people's perspectives and thought.

❖ Our staff treats each other and members of the Authority and the public with respect

❖ Believe in the promotion of mutual understanding between Management, Sierra Leone Dock Workers Union, PASSA, and Ministry of Labour and Social Security

FUNCTIONS OF THE HUMAN RESOURCES DEPARTMENT.

The Human Resources Department of the SLPA is responsible for various functions relating to the formal systems of managing people at work. The Department deals with a host of staff related functions such as staff performance appraisals, discipline, records and Labour and Relations. It involves a cocktail of issues such as:

I. To Hire and fire employees

II. To attract and retain qualified employees to carry out the Authority's business

III. Maintaining interoffice relationship and interpreting employment laws

IV. Ensures that the Authority operates in an efficient and effective manner

V. Policy formulation in consonance with Management

VI. Employee and Labour relations

VII. Risk management

FUNCTIONS OF THE HR DEPARTMENT CONT.....

- viii. Generated salaries from the Finance Department should be verified and authenticated by the HR Department for the approval of the General Manager.
- ix. Conduct personnel recruitment, testing services, administer salary, job classification plans, employees benefits programmes, staff rules and policies.
- x. Conduct training programmes to enhance and improve staff skills and productivity.

MEDICAL SCHEME

The Authority provides in-House medical facility for all Staff members both Permanent and Regular Casual Staff:

❖ PERMANENT STAFF;

Staff, spouse plus three children

❖ REGULAR CASUAL;

Staff only

❖ Fully Externalisation; (last year the Authority paid for 3 staff members)

❖ GROUP INSURANCE

This is provided for all staff to and from work.

RETIRED STAFF

❖ Medical services is provided for all retired permanent staff for a period of two years after retirement,

ALLOWANCES AND BONUSES

❖ **ALLOWANCES:**

At the start of every year, the Authority pays allowances to all permanent staff in the form of Rent, clothing etc. Some other allowances are paid on a monthly basis.

LEAVE ALLOWANCE- 25% of annual Basic salary to all staff, and a month salary in place of same to Regular Casual Workers.

SPONSORSHIP- Is wholly or partly provided for staff who wish to further their studies once its provided for in the budget and based on the Departmental needs.(e.g the Authority paid for 7 staff members last year)

BONUSES:

❖ 13th month salary is paid to every category of staff.

- Done in line with disciplinary action, and target on profit Margin.

THANK YOU FOR YOUR ATTENTION



FINANCE DEPARTMENT OF THE SIERRA LEONE PORTS AUTHORITY (SLPA)

PRESENTATION OUTLINE

- 1. INTRODUCTION**
- 2. COMPONENT OF THE FINANCE DEPARTMENT.**
- 3. OUR FUNCTIONS**
- 4. BILLING SYSTEMS OF SLPA**
- 5. CONCLUSION**

INTRODUCTION

“The number one problem in today’s generation and economy is lack of financial literacy”. (Alan Greenspan)

Beware of little expenses! A small leak will sink a great ship.

COMPONENTS OF THE FINANCIAL DEPARTMENT

1. THE FINANCIAL CONTROLLER'S OFFICE

2. MAIN ACCOUNT

3. PASS OFFICE

4. CENTRAL STORE

5. FUEL MANAGEMENT SECTION

FUNCTIONS OF THE FINANCE DEPARTMENT

1. The finance department strives to provide effective, reliable financial advice, services and information to the Authority
2. The Finance department is responsible for the preparation, implementation and monitoring of the Authority's operating, utility and capital budget.
3. Oversees and control income and expenditure through out the annual budget process.
4. This department is responsible for dealing with the day to day finances of the Authority.
5. The finance department is responsible for making statutory payment on behalf of workers of the Authority. Such as: NASSIT, EOB, PAYE, TAXES etc.
6. Preparation of monthly and annual report for the attention of management and board of directors.(F&D committee).
7. Responsible for the annual Audit process conducted by Audit Sierra Leone.

BILLING SYSTEM

- ❖ Announcement of vessel at the berthing meeting.
- ❖ Allocation of berth.
- ❖ Offer of service.
- ❖ Vessel departure check:
 - NRA Clearance.
 - Terminal Clearance.
 - Port health clearance.
 - Stowaway Security Report.
- ❖ **INVOICING:** On arrival, mandatory marine charges: LOA*\$55*1(24 hours). Which entails: Pilot professional service, Towage, Mooring Hand, Vessel security and 1st 24hours stay.

BILLING SYSTEM CONT.....

- ❖ Above 24 hours stay at the berth will attract stayover charges for which the following formula is applied:
LOA*\$10* by the extra days excluding the **1st 24 hours**.
- ❖ Launch hire for service is provided at the cost of **\$150** per hour. In the event of extra towage service, a charge of **\$1,800** would be invoice to the shipping line per move.
- ❖ **STAYOVER AT ANCHORAGE:** All vessel proceeding to anchorage area are required to meet with the mandatory initial arrival charges: **LOA*\$55*1(1st 24hours)** stay over charges for such vessels will be calculated at **LOA*\$3*#** extra days.
- ❖ **INVOICING:** Immediately after the departure of vessels, a pilot sheet is raised by the Harbour Department for the attention of the Financial controller(FC) to process an official invoice for payment including **G.S.T. tax of 15%** as the case may be.

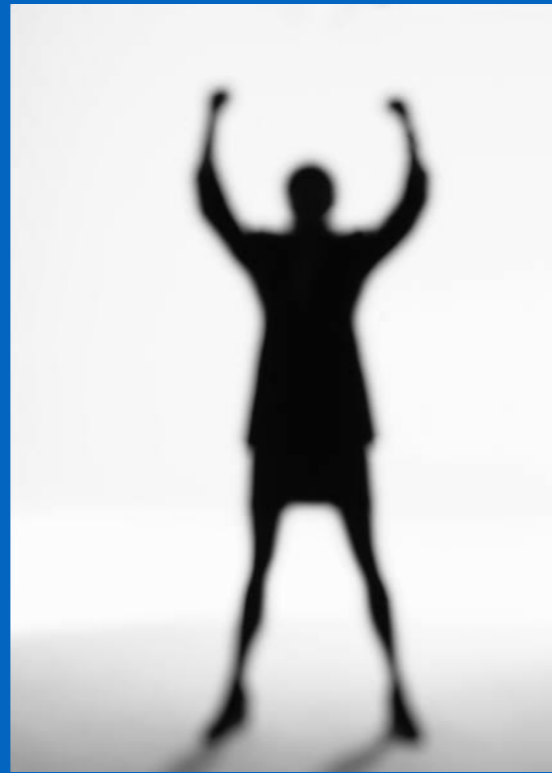
SOURCE OF REVENUE

The revenue figures are based on the following areas listed below:

- Marine Services
- Stevedore (Liquid Bulk)
- Container Terminal Throughput Fee
- Break Bulk Throughput Fee
- Marine Slipway Throughput Fee
- Other Income



**THANK YOU ALL FOR YOUR
AUDIENCE**



ORGANOGRAM OF SLPA STAFFING

GENERAL MANAGER

DEPUTY GENERAL MANAGER

