



**GHANA IMMIGRATION SERVICE**  
**2023-2029 STRATEGIC PLAN**





# SMMIG

STRENGTHENING BORDER & MIGRATION MANAGEMENT IN GHANA

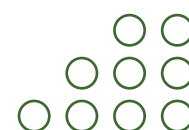
This Strategic Plan was produced with the technical assistance of the International Centre for Migration Policy Development (ICMPD) under the project “Strengthening Border and Migration Management in Ghana” (SMMIG), funded by the Government of Denmark. The content of this document is the sole responsibility of the Ghana Immigration Service and can in no way be taken to reflect the views of the Danish Government or ICMPD.



The SMMIG project is funded by the Government of Denmark and implemented by ICMPD

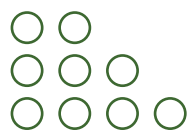
# Table of Contents

Acronyms and Abbreviations	v
Foreword by the Minister for the Interior	vii
Foreword by ICMPD	ix
Position Statement by the Comptroller-General of Immigration	xi
Acknowledgements	xiv
<b>EXECUTIVE SUMMARY</b>	<b>1</b>
<b>SECTION 1: GHANA IMMIGRATION SERVICE</b>	<b>5</b>
<b>SECTION 2: THE STRATEGY DEVELOPMENT PROCESS</b>	<b>9</b>
<b>SECTION 3: SITUATIONAL ANALYSIS</b>	<b>12</b>
<b>SECTION 4: STRATEGIC OBJECTIVES</b>	<b>19</b>
<b>SECTION 5: IMPLEMENTATION AND REVIEW</b>	<b>44</b>
Annex I: Expected Impacts, Outcomes and Key Indicators	45
Annex II: Assumptions and Risks	48
Annex III: Monitoring Plan	52
Annex IV: Communication and Reporting Plan	54
Annex V: Strategy Evaluation and Learning	56

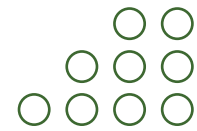


# Acronyms and Abbreviations

AfCFTA	African Continental Free Trade Area
BMS	Border Management System
CIDT	Centre for International Development and Training
COVID-19	Coronavirus Disease 2019
DFEC	Document Fraud Expertise Centre
DSUs	Departments, Sections and Units
ECOWAS	Economic Community of West African States
GIPC	Ghana Investment Promotion Centre
GIS	Ghana Immigration Service
GoG	Government of Ghana
GRA	Ghana Revenue Authority
HR	Human Resources
HQ	Headquarters
IBM	Integrated Border Management
ICMPD	International Centre for Migration Policy Development
ICT	Information and Communication Technology
IPSE	Immigration Professional Standards and Ethics
M&E	Monitoring and Evaluation
MCGU	Maritime and Coast Guard Unit
MEL	Monitoring, Evaluation and Learning
MELR	Ministry of Employment and Labour Relations
MFARI	Ministry of Foreign Affairs and Regional Integration
MIC	Migration Information Centre
MLEA	Maritime Law Enforcement Agencies
MoF	Ministry of Finance
Mol	Ministry of the Interior
NDPC	National Development Planning Commission
NIA	National Identification Authority
NIMC	National Immigration Management Committee
NITA	National Information Technology Agency
ORC	Office of the Registrar of Companies
PACE	Public Affairs and Community Engagement
PPMED	Policy Planning, Monitoring and Evaluation Department
RBM	Results-Based Management
RRU	Rapid Response Unit



SoM	Smuggling of Migrants
SOPs	Standard Operating Procedures
SPTWG	Strategic Plan Technical Working Group
SWOT	Strengths, Weaknesses, Opportunities and Threats
TiP	Trafficking in Persons
ToC	Theory of Change
ToT	Training of Trainers
USD	United States Dollar
WAPIS	West African Police Information System



## Foreword by the Minister for the Interior

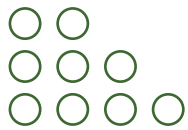


**M**igration has steadily received attention globally over the past two decades and this has translated into actions being taken by various Governments to maximize its benefits and minimize its negative impacts. The incorporation of migration in the 2030 Agenda for Sustainable Development Goals (SDGs) is an indication of the importance attached to it in development planning and practice at the international level. Some regional and sub regional blocs, such as the European Union (EU),

the African Union (AU) and the Economic Community of West African States (ECOWAS), have also placed migration and migration-related issues high on their respective agenda.

Moreover, the inclusion of migration management in the National Medium Term-Development Policy Framework, 2022-2025 is also an indication of the importance Ghana attaches to migration, which is in consonance with the National Migration Policy. To this end, efforts are being made to establish a fully functional National Migration Commission under the Ministry of the Interior to promote good migration governance in the Country.

Ghana is a source country of migrants and has also been identified as a transit point and is increasingly being recognised as a destination for migrants leading to complex migration dynamics. A range of historical factors and emerging mobility trends are impacting Ghana and operations of GIS, these include but not limited to: increasing migration flows, sub-regional and continental integration, mobility of cross-border communities, emerging challenges of irregular migration, heightened security threats: terrorism, COVID-19, climate change impact on mobility, growing development potential of tourism and migration in the national agenda. Consequently, Ghana and GIS in particular, are required to constantly and consistently institute measures to respond to evolving migration trends for national development.



The GIS by its mandate is strategically positioned to meet the social and economic needs of the country. Over the years, the Service has not relented in its efforts to contribute meaningfully to the attainment of its visions and I know, the Service would work assiduously to achieve its current vision of “becoming a model Immigration Service for Migration Management and National Security.”

The Government of Ghana is immeasurably gratified of the accomplishments of GIS during recent times of challenges and rebuilding, from responding to the COVID-19 pandemic and embarking on major infrastructural drive, to enacting numerous operational and policy changes to enhance efficiency and effectiveness in its service delivery.

With the gains made by the Service over the period, the Government would continue to strengthen the Ghana Immigration Service to become more resilient and an innovative Service which can adapt and thrive amidst global uncertainties and capitalize on emerging trends.

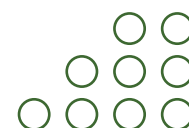
The strategic themes of the Plan attest to the commitment of the GIS to achieve excellence in the delivery of its mandate. With a mission “to operate an efficient, fair and firm immigration system that meets the social and economic needs of the country”, the Service is well positioned to improve on its service delivery.

It is believed that the collective efforts of all stakeholders in the implementation of this Strategic Plan, would contribute to the Service remaining on the trajectory of a sustained long-term growth. Therefore, all stakeholders are encouraged to come on board for effective management of migration, with the Service spearheading all the development in the migration management space.

**Hon. Ambrose Dery (MP)**

Minister for the Interior





## Foreword by ICMPD

Since 2009, the International Centre for Migration Policy Development (ICMPD) has been cooperating with governments in West Africa to design and implement comprehensive, sustainable and rights-based migration policies. During this time, ICMPD has also developed a strong partnership with the Government of Ghana and has specifically worked closely with the Ghana Immigration Service (GIS). As the premier government agency mandated with supporting the entry and exit of travellers in and out of Ghana, the GIS is indeed an important player in the wider West Africa migration space.

Within the framework of the Strengthening Border and Migration Management in Ghana (SMMIG) project, funded by the Government of Denmark, ICMPD has continued to partner with the GIS in different thematic areas such as document security, intelligence, investigations, prosecutions of migration-related offences, protection of human rights and the overall institutional development of the Service, through capacity building and equipment provisioning. It is in this vein that ICMPD supported GIS to develop this 7-year strategy, aimed at addressing existing gaps and needs in the Service, as well as positioning GIS on the trajectory for improved efficiency and effectiveness, while ensuring the safety and protection of migrants, travellers and citizens alike.

Strategic planning is not new to GIS, in fact the Service has been developing strategic plans since 2011. This current plan succeeds the 2018 – 2022 Plan, which ICMPD also had the privilege of supporting, and builds upon the successes and lessons learnt from the implementation of previous Plans. This new 7-year Plan was developed in line with the Results-Based Management approach, with every activity, action and strategic objective geared towards actualising the mission and vision of GIS, to the benefit of Ghana and its citizens.

I want to commend GIS for upholding the principles of inclusivity, ownership, commitment, accountability and sustainability in the strategy development process. This Strategic Plan does not only speak to the dreams and aspirations of GIS, but is also aligned with the National Security Strategy of Ghana, National Migration Policy, National Labour Migration Policy and international human rights principles, making it a holistic and all-encompassing document.



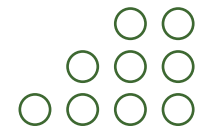
This Strategic Plan is also a call for national and international migration stakeholders to rally around and support the GIS in achieving the set objectives. Migration and security is not a one-agency task and in order to succeed, the GIS will need the cooperation and collaboration of relevant national and international stakeholders, in delivering its mandate.

In the dynamic world of migration, this Strategic Plan and accompanying action plans should be considered living documents, requiring periodic updates and adjustments in line with evolving migration and security trends as well as the Government of Ghana priorities.

Together with many other national and international partners, and with the support from committed donors such as Denmark and the European Union, ICMPD remains committed to support the Government of Ghana and the GIS in their ambitions.

**Martijn Pluim**

Director, Migration Dialogues and Cooperation  
ICMPD



# Position Statement by the Comptroller-General of Immigration

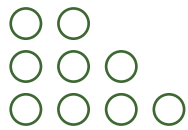


The Ghana Immigration Service (GIS) is progressively evolving to respond to contemporary issues of migration. Migration features in the security, social and economic pulse of many countries across the world. A fair balance of free movement of persons, goods and services on the heels of national development within the framework of national security is prudent for the well-being of countries. The Ghana Immigration Service manages this complex phenomenon within the context of migration management.

I am immensely proud to present the strategic roadmap that will guide our efforts for the next seven years, 2023-2029. Since 2011, the policies, processes and services of GIS have been guided and shaped by its strategic plans. It must be stated that, great gains were made under the 2018-2022 Strategic Plan in the areas of infrastructural development, provision of logistics, officers' welfare, numerical strength, capacity building, significant contribution to the consolidated fund, management of migration and national security. These achievements were made amidst the emergence of the novel COVID-19 pandemic with its associated global economic recession, among others.

This comprehensive Plan was developed within the context of other relevant national and international policies and has been a collaborative and visionary endeavour, driven by the entire management and staff of the Ghana Immigration Service with invaluable technical support from our partners, especially the International Centre for Migration Policy Development (ICMPD).

Being conscious of the dynamics of the constantly evolving world, we are mindful that our role in national development as a Service has never been more critical.



This new Strategic Plan not only acknowledges the challenges we face but also harnesses the immense opportunities that lie ahead.

It is with this conviction that we have meticulously crafted this roadmap using the Results-Based Management Approach, to not only sustain the high standards we have achieved, but also elevate our services to unprecedented heights. The Plan has four strategic themes which are Border Management, Transnational Crime Prevention, Enforcement and Organizational Drivers. This, would be implemented through two-year Action Plans within the seven-year period. The Action Plan is contained in a separate document.

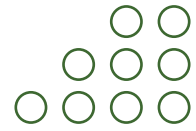
To ensure that the impact of the Strategic Plan can be measured, a Monitoring, Evaluation and Learning Framework, which, assigns indicators to all objectives and actions has been developed. The Strategic Plan also makes provision for REGULAR REVIEWS AND FOLLOW-UPS.

There is also a Theory of Change which provides a visual map of the Plan's high-level Outcomes, Strategic Objectives and Impacts. The map illustrates the linkages between interim and long-term outcomes and objectives, which are expected to happen towards the end of the implementation period or beyond.

Our commitment to fostering a safe, secure, and welcoming environment remains unwavering. This Plan lays out a blueprint for enhancing our border security, strengthening intelligence capabilities, and fortifying partnerships with international agencies. By embracing cutting-edge technology and data-driven approaches, the Service will ensure a more agile and efficient response to emerging threats.

Pursuant to our values, this Strategic Plan underscores our dedication to upholding the rights and dignity of all individuals who cross our borders. With a mission to operate an efficient, fair and firm immigration system that meets the social and economic needs of the country, our vision is to become a model Immigration Service for Migration Management and National Security. This is aimed at creating an efficient and accessible immigration process that respects diversity, promotes integration, and enables genuine socio-economic contributions.

This Plan is about inclusivity and empowerment. The Service would invest in the professional development of its personnel, equipping them with the necessary



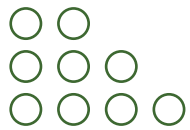
skills and knowledge to deliver exceptional service. By fostering a culture of innovation and continuous improvement, we will enhance our responsiveness to the needs of both our stakeholders and the public we serve.

I am grateful to the Government of Ghana under the leadership of H.E. Nana Addo Dankwa Akufo-Addo for shaping and transforming GIS over the years. Further appreciation goes to the Ministry of the Interior, the GIS Governing Council, the National Immigration Management Committee and each member of the Service for the unwavering dedication and tireless efforts in developing this Strategic Plan, especially, members of the Strategic Plan Technical Working Group. Equally, my gratitude extends to our valued stakeholders, whose steadfast support has been instrumental in our journey so far.

As we move forward, guided by this Strategic Plan, we embrace the challenges with optimism and determination. Together, we will navigate uncharted territories and emerge stronger. Our shared commitment to excellence and the values that define us will propel us to create a world-class Immigration Service that sets the benchmark for others to follow.

I am confident that with the collective wisdom and spirit of our incredible team, we will not only achieve our goals but also surpass them, creating a legacy that will endure for generations to come. Let us embark on this journey together, empowered by the strength of our purpose and united in our pursuit of a safer, more prosperous and inclusive future as a Service to serve our motherland, Ghana.

**Kwame Asuah Takyi, Esq.**  
(Comptroller-General of Immigration)



## Acknowledgements

The Service owes enormous depth of appreciation to all persons whose invaluable contributions have culminated in this seven-year Strategic Plan. The Plan is a product of the initiative, hard work and commitment of diverse stakeholders.

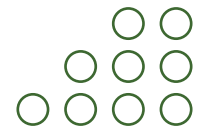
The evaluation of the 2018-2022 Strategic Plan and the development of the 2023-2029 Strategic Plan were made possible with financial assistance from the Government of Denmark under the project “Strengthening Border and Migration Management in Ghana” (SMMIG II), with technical assistance from the International Centre for Migration Policy Development (ICMPD), for which the Service is grateful.

An expression of gratitude goes to the Government of Ghana for continuous financial and logistical support, and the Ministry of the Interior for its supervision and direction in the development of this Plan.

Mention is also made of former Ghana’s Ambassador to Spain, H.E. Elizabeth Adjei (the then Director of Immigration for initiating the first ever Strategic Plan of the Service (2011-2015), which was, finalized and implemented by COP (Dr.) Peter A. Wiredu, Esq. (RTD). Comptroller-General of Immigration (CGI) Felix Yaw Sarpong (RTD) also contributed to the implementation of the 2011-2015 Strategic Plan and ensured the evaluation of same upon its expiration. CGI Kwame Asuah Takyi, Esq. effectively spearheaded the development of the 2018-2022 Strategic Plan and its implementation. Their respective efforts in contributing meaningfully to the growth of the Service are greatly appreciated.

The CGI, Kwame Asuah Takyi, Esq., as has been his philosophy and in practice of not expecting but inspecting every work or assignment, was actively involved in the supervision and development of the 2023-2029 Strategic Plan.

The three Deputy Comptrollers-General, Victoria Ninette Baaba Asare, Esq. (Legal, Research and Monitoring), Laud Kwasi Ofori Affrifah, Esq. (Command Posts and Operations) and Isaac Owusu Mensah (Finance and Administration), also committed themselves to the development of this Plan, which the Service gratefully acknowledges.



The Service further registers its profound gratitude to all the National Management Committee Members, Regional and Sector Commanders and the entire staff of the Ghana Immigration Service (GIS) who contributed meaningfully to the various stages of drafting this Strategic Plan.

The Service extends its sincere thanks to the GIS Strategic Plan Technical Working Group (SPTWG) under the leadership of Deputy Commissioner of Immigration (DCOI) Maud Anima Quainoo who devoted time, effort and expertise to ensure that the Plan was developed with relevant content. She was ably supported by other SPTWG members, namely: ACI Michael Asare-Bediako, ACI Eric Yeboah, ACI Thomas Ewuntomah, ACI Dr. George Arthur, ACI Emmanuel Dedzo, ACI Adolf Aboagye-Asenso, Esq., ACI Shadrach Azangweo, ACI Isaac Ghansah, ACI Peter Adjei-Sarpong, ACI Philip Peter Andoh, Esq., ACI Elizabeth Danso, Esq., ACI Bernadette Nyonator, ACCA, C/Supt. Yaw Aduasare Twene, C/Supt. Morris Dogbey, C/Supt. Michael Amoako-Atta, and Supt. Dominic Kwadwo Osei, Esq.

Special mention is made of the Head of office, ICMPD-Ghana, Mrs. Amala Obiokoye-Nwalor for effectively coordinating the development of the Plan; consultants: Mr. Loksan Harley, Migration Expert and Director at Homelands Advisory, United Kingdom, Dr. Leander Kandilige, Senior Lecturer, Centre for Migration Studies, University of Ghana and the Strategy, Knowledge, Evaluation and Impact (SKEI) team, ICMPD; for their in-depth knowledge of strategic planning and expertise which enriched the process.

Final appreciation goes to the Diplomatic Corps, International Development Partners, Ministries, Departments and Agencies and Civil Society Organizations, who in diverse ways contributed to the development of this Plan.



**Forging ahead  
towards excellence  
in migration  
management**



**A 3-D Design of the New National  
Headquarters Office Complex for GIS in Accra**



# EXECUTIVE SUMMARY

Since 2011, GIS has been developing Strategic Plans to guide its operations and administrative activities. The present Strategic Plan (2023-2029) succeeds the Strategic Plan (2018-2022).

## Section 1: Ghana Immigration Service

As a public institution defined under Article 190 of the 1992 Constitution of Ghana, the GIS is regulated by the Immigration Service Act, 2016 (Act 908), which repealed the Immigration Service Act, 1989 (PNDCL 226). The Immigration Act, 2000 (Act 573) and its accompanying regulatory document (Immigration Regulations, 2001 (LI 1691) provide the legal framework for the operations of the Service, including the regulation and monitoring of the entry and exit of travellers in and out of Ghana, as well as the residence and employment of foreign nationals.

**Table 1: GIS Guiding Elements**

<b>Vision</b>	To become a model Immigration Service for Migration Management and National Security
<b>Mission</b>	To operate an efficient, fair and firm immigration system that meets the social and economic needs of the country
<b>Motto</b>	Friendship with vigilance
<b>Object</b>	Ensure the effective administration and management of migration in the country; and Contribute to national security.
<b>Core Values</b>	Professionalism Integrity Respect for human rights Learning organisation

## Section 2: The Strategy Development Process

The GIS developed the Strategic Plan through a participatory approach that engaged officers at various levels across the GIS Regional Commands, Departments, Sections and Units (DSUs), as well as stakeholders from the Government of Ghana (GoG), international organisations, development partners and civil society representatives.

The GIS SPTWG, composed of officers from key DSUs, led the strategic planning process in close consultation with the National Immigration Management Committee (NIMC) (also referred to as GIS Management).

The development process, which incorporated the Results-Based Management (RBM) approach, involved the following phases:

**Phase 1: Capacity-building, issue analysis and ideation:** key stakeholders from the GIS, the Government of Ghana, international partners and civil society organisations were consulted to identify strategic issues and potential solutions.

**Phase 2: Review, challenge and consolidate:** the ideas developed during Phase 1 were refined and consolidated into strategic objectives and actions. The Theory of Change (ToC) was also developed.

**Phase 3: Action planning and resource allocation:** the first two-year Action Plan was developed to break down the Strategic Plan into desired outcomes, outputs, activities and inputs, along with realistic budget allocations for the first two years.

**Phase 4: Monitoring, Evaluation and Learning:** the Monitoring, Evaluation and Learning (MEL) framework was developed, which identified indicators for all levels of results.

**Phase 5: Launch and sensitisation:** the Strategic Plan was published and GIS officers and other stakeholders were sensitised regarding its content and execution.

### Section 3: Situational Analysis

Ghana remains a key country of origin, transit and destination for migrants and travellers. A range of historical factors and emerging mobility trends are impacting Ghana and the operations carried out by GIS, including:

- **Increasing migration flows:** from within the West African sub-region and beyond.
- **Sub-regional and continental integration:** including implementation of the Economic Community of West African States (ECOWAS) Treaty and Free

Movement Protocols, as well as the African Union Free Movement of Persons Protocol and the African Continental Free Trade Area (AfCFTA).

- **Mobility of cross-border communities:** which remain valued transnational spaces of economic and social exchange.
- **Emerging challenges of irregular migration:** including Trafficking in Persons (TiP) and other crimes that exploit Ghanaian and international migrants.
- **Heightened security threats:** including violent extremism and emerging transnational crimes, which threaten to spill over into Ghana due to the country's porous borders and displacement of populations from neighbouring countries.
- **Coronavirus Disease 2019 (COVID-19):** which disrupted travel patterns and operations of GIS, while also highlighting the vital role of the Service in the public health system.
- **Climate change-related impact on mobility:** the effects are expected to grow over time, displacing populations and creating security challenges.
- **Growing tourism potential:** the rising number of visits to Ghana are creating development opportunities as well as migration management challenges.
- **Migration in the national agenda:** GoG is progressively developing a comprehensive migration and development governance framework, which includes the National Migration Policy and the National Labour Migration Policy – translating into policy, a series of commitments made in recent years at the international level.

## Section 4: Strategic Objectives

The interventions under the Strategic Plan have been classified into four distinct but inter-dependent components. Each component has a strategic objective and accompanying actions that will contribute to the attainment of the stated objectives.

**Table 2: Components and Strategic Objectives**

Component	Strategic Objective
1. Border Management	Expand and formalise border management through improved surveillance and data-sharing.
2. Transnational Crime Prevention	Contribute to countering terrorism and other transnational crimes.
3. Enforcement	Ensure compliance with migration laws.
4. Organisational Drivers	Optimise the development, management and deployment of resources.

## Section 5: Implementation and Review

The Policy Planning, Monitoring and Evaluation Department (PPMED), in close consultation with GIS Management, will coordinate, monitor and evaluate the implementation of the Strategic Plan and accompanying Action Plans. The PPMED will convene regular meetings with the stakeholders responsible for each strategic objective.

The GIS will deliver the seven-year Strategic Plan through two-year Action Plans, which will break down the broad strategic objectives into outcomes, outputs, activities and inputs. These Action Plans will assign lead stakeholders to each expected result. They will also allocate budget to results and outline MEL indicators. The GIS annual Work Plans will align with the Strategic Plan and corresponding Action Plans.

# SECTION 1: GHANA IMMIGRATION SERVICE

## 1.1 Introduction

Since 2011, GIS has been developing Strategic Plans to guide its operations and administrative activities. The present Strategic Plan (2023-2029) succeeds the Strategic Plan (2018-2022). In addition to guiding strategic activities of GIS, the Strategic Plan communicates the priorities of GIS to its stakeholders.

## 1.2 Mandate

As a public institution under Article 190 of the 1992 Constitution of Ghana, the GIS is regulated by the Immigration Service Act, 2016 (Act 908), which repealed the Immigration Service Act, 1989 (PNDCL 226). The Immigration Act, 2000 (Act 573) and its accompanying regulatory document (Immigration Regulations, 2001 (LI1691)) provide the legal framework for the operations of the Service, including the regulation and monitoring of the entry and exit of all travellers into and out of Ghana, as well as the residence and employment of foreign nationals.

## 1.3 Vision

The GIS aspires to be:

To become a model Immigration Service for Migration Management and National Security.

## 1.4 Mission

The GIS will deliver on the mission:

To operate an efficient, fair and firm immigration system that meets the social and economic needs of the country.

## 1.5 Motto

Friendship with vigilance.

## 1.6 Core Values

- Professionalism
- Integrity
- Respect for human rights
- Learning organisation

## 1.7 Object and Functions

### Object

- Ensure the effective administration and management of migration in the country; and
- Contribute to national security.

### Functions

- Examine travel documents of persons entering or leaving the country through the borders.
- Ensure the application and enforcement of laws relating to the immigration and employment of non-Ghanaians in the country.
- Advise on and implement international cooperation agreements with other countries and international organisations on matters relating to migration.
- Manage and patrol the borders of the country.
- Issue visas for entry into the country and permits for residence or work in the country.
- Perform any other functions as required by law.

## 1.8 Governance Structure

### Establishments

The Service is made up of the following administrative and operational establishments:

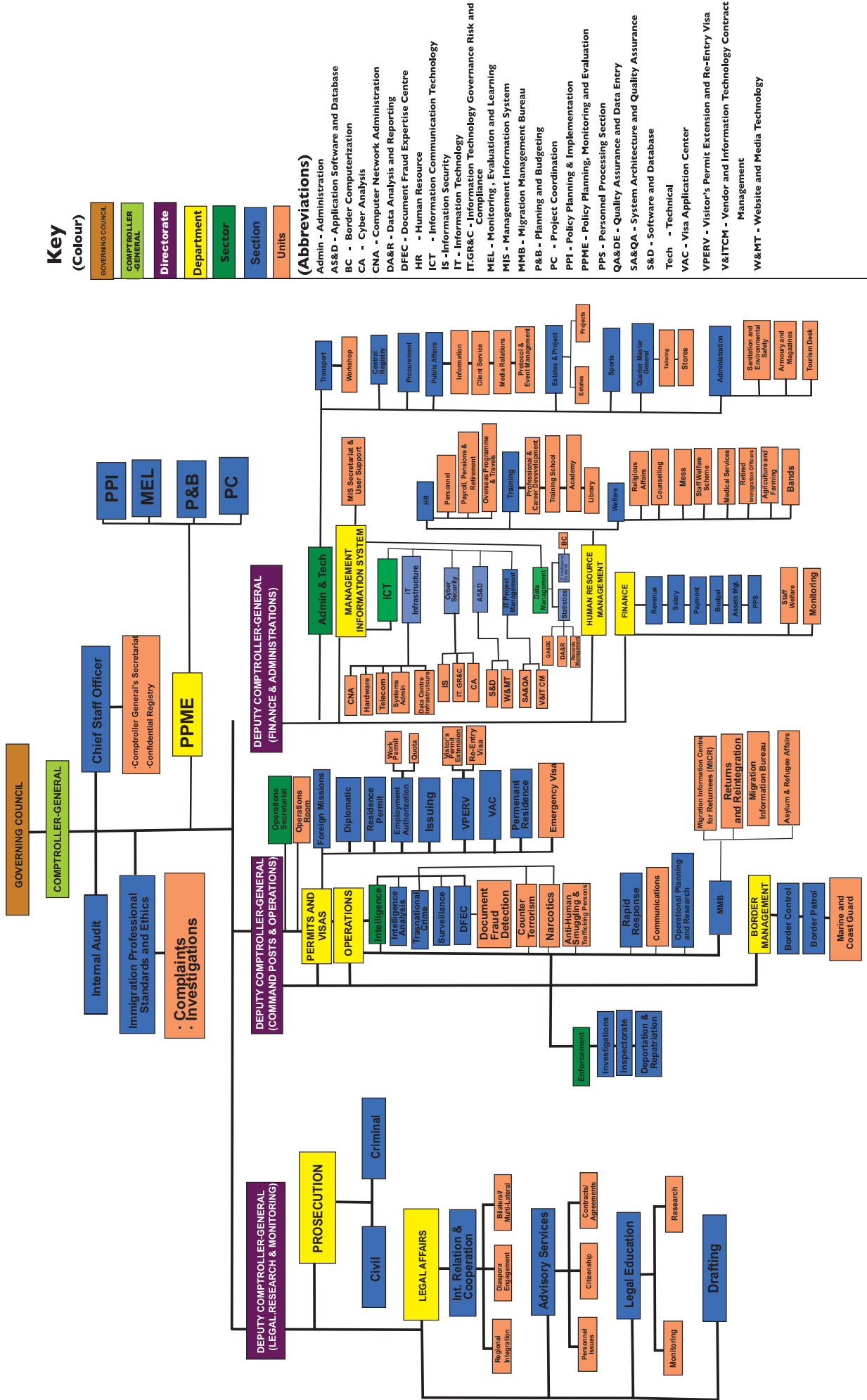
- GIS Headquarters
- 19 Regional Commands
- 1 Immigration Service Academy, 2 Training Schools and 1 Tactical Training School
- 89 Sector Commands
- 5 Major Controls (Kotoka International Airport, Paga, Aflao, Elubo and Akanu)
- 2 Sea Port Offices (Tema and Takoradi)
- 104 District Commands
- 42 Approved Minor Border Controls

### Corporate Governance

The GIS is governed by a hierarchical corporate structure. At the apex of this structure sits the GIS Governing Council, whose members are appointed by the President of Ghana and mandated to play policy, advisory and supervisory roles to ensure the effective management of the Service.

The Comptroller-General leads the day-to-day management of the Service, assisted by three heads of the Directorates: Deputy Comptrollers-General responsible for Legal, Research and Monitoring; Command Posts and Operations; and Finance and Administration. The National Immigration Management Committee (NIMC) is made up of the heads of Directorates and key schedule officers, who take management decisions on behalf of the Service. The GIS governance structure is presented in the organogram below:

# GHANA IMMIGRATION SERVICE ORGANOGRAM





## SECTION 2: THE STRATEGY DEVELOPMENT PROCESS

### 2.1 Strategic Planning Phases

The GIS developed the Strategic Plan through a participatory approach that engaged officers at various levels across GIS Regional and Sector Commands, Departments, Sections and Units (DSUs), as well as stakeholders from the Government of Ghana, international organisations and partners, and civil society organisations.

The SPTWG, composed of officers from key DSUs, led the strategic planning process in close consultation with GIS Management. The strategic planning process encompassed the following phases:

#### **Phase 1: Capacity-building, issue analysis and ideation**

Training on RBM and strategic planning for NIMC members, Regional Commanders and SPTWG members.

Development of a new vision and mission for GIS.

Analysis of context and identification of GIS strategic issues, including an analysis of GIS Strengths, Weaknesses, Opportunities and Threats (SWOT) (presented in Section 3.3).

#### **Phase 2: Review, challenge and consolidation**

Elaboration of GIS strategic issues and objectives.

Gathering of inputs from external stakeholders.

Development of the draft Strategic Plan, including strategic objectives and actions.

#### **Phase 3: Action planning and resource allocation**

Translation of strategic objectives and actions into specific activities for the first two-year Action Plan.

- Allocation of funding to Action Plan activities.
- Gathering of inputs from external stakeholders.
- Further prioritisation of Action Plan activities based on funding allocation.

### Phase 4: Monitoring, Evaluation and Learning

Development of a Monitoring, Evaluation and Learning (MEL) framework, including identification of indicators for all levels of results.

### Phase 5: Launch and sensitisation

Publication of the Strategic Plan.

Launch of the Strategic Plan.

Sensitisation of GIS officers and external stakeholders.

Figure 2: Core Components of the Strategy Planning Process



## 2.2 Guiding Principles

The strategy development process was guided by the following principles:

**Inclusivity and ownership:** different levels of staff at all GIS Regional Commands and DSUs contributed to the development process. The GIS also gathered inputs through interviews and focus groups throughout the process – from government agencies, international organisations and partners, and civil society organisations.

**Focus on results and accountability:** the Strategic Plan integrates the RBM approach. As such, GIS first articulated its higher-level vision, mission and key areas of change (outcome-level desired results), before identifying the outputs, activities and inputs required to achieve these stated changes.

**Monitoring, Evaluation and Learning:** to ensure that the impact of the Strategic Plan can be measured, the MEL framework assigns indicators to all objectives and actions. The Strategic Plan also outlines arrangements for regular review and follow-up. The annual GIS Work Plans will align with the Strategic Plan and accompanying Action Plans, thereby strengthening the strategic focus of the activities of GIS.

## SECTION 3: SITUATIONAL ANALYSIS

### 3.1 Achievements of the Strategic Plan (2018-2022)

The following results were achieved under the Strategic Plan (2018-2022), notwithstanding the disruption of the COVID-19 pandemic from 2020 onward.

#### Human Resources (HR)

- Established a GIS Provident Fund.
- Sensitised officers on the GIS Human Resources Manual and improved welfare package.
- Trained schedule officers in the Human Resources Department to use the HR software.
- Developed training manuals on document security.
- Developed a Manpower Development and Logistical Requirements Plan.

#### Laws and Policies

- Drafted policies and plans on health and safety, sports, Information and Communications Technology (ICT), welfare, accommodation, uniform and gender mainstreaming.
- Retained four lawyers in the Legal Directorate.
- Posted legal officers to Takoradi, Koforidua and Kumasi.
- Trained 23 investigators.
- Trained 30 lay prosecutors.
- Developed contingency plans for land and sea borders (on health emergencies, counter terrorism and mass influx).
- Revised the training curricula for entry and post-entry training.
- Developed the GIS Code of Conduct and Reporting Mechanism.
- Presented the draft of the revised Act 573 to GIS Management.

### Information and Communication Technology

- Developed a centralised email system.
- Established a database for permits and HR.
- Trained 18 officers in specialised ICT programmes.
- Procured ICT equipment and software.

### Equipment and Infrastructure

- Established Migration Information Centres (MICs) at Kotoka International Airport, Takoradi and Tamale.
- Obtained 187 four-wheeled vehicles and 62 All-Terrain Vehicles.
- Renovated, purchased, or constructed 27 residential properties and 12 office premises.
- Provided forensic equipment to the Document Fraud Expertise Centre (DFEC) and to entry/exit points.
- Procured patrol vans and motorcycles for operations at GIS Headquarters (HQ) and Regional Commands.

A number of the activities in the Strategic Plan (2018-2022) remain ongoing and have been rolled over to the new Strategic Plan. These activities are:

- Operationalisation of ICT systems.
- Digitalisation of migration management processes.
- Finalisation of key institutional and operational documents such as job descriptions, Standard Operating Procedures (SOPs), transfer policy, sports policy, uniform policy, accommodation policy and the border patrol implementation plan.
- Establishment of a vehicle maintenance centre in Tamale and training officers to manage it.
- Renovation of four staff quarters in Kumasi and Mampong.

## 3.2 Changing Migration Management Dynamics and Outlook

Ghana remains a key country of origin, transit and destination for migrants and other travellers. A range of historical factors and emerging mobility and security trends are impacting Ghana and the operations carried out by GIS.

### Increasing migration flows

Labour migrants, particularly from the West African sub-region, have been moving to Ghana since precolonial times, especially due to the longstanding opportunities in the extractive and agricultural sectors.<sup>1</sup> Traditional migration flows from Burkina Faso, Mali, Niger and Nigeria have been complemented in recent years by increasing extra-regional flows.<sup>2</sup> Ghana's track record of political stability and relative economic prosperity, amidst a sub-region facing threats of political and economic upheavals, has further attracted migrants from across the African continent and beyond.<sup>3</sup>

### Sub-regional and continental integration

Ghana and the West African sub-region have long been characterised by a high degree of intra-regional mobility and exchange. Around 84% of Ghana's immigrant population originate from the sub-region.<sup>4</sup> These exchanges have intensified since Ghana's accession to the 1975 ECOWAS Treaty and the related 1979 ECOWAS Free Movement Protocols, which created a visa-free zone between the 15 ECOWAS Member States (now comprising a population of 350 million people).<sup>5</sup>

Complementing the ongoing process of ECOWAS integration are continental moves towards liberalising trade and the movement of persons, notably through the African Union Free Movement of Persons Protocol and the AfCFTA to which Ghana is a State Party.<sup>6</sup> Indeed, Ghana has shown particularly strong leadership in regards to the latter, as demonstrated by, among other factors, its hosting of the AfCFTA Secretariat. These developments signal a more central role for immigration services in facilitating safe and regular migration, investment, trade and tourism.

### Mobility of cross-border communities

Strong ties exist among the ethnic groups common to Ghana and neighbouring countries. These ties, which pre-date the national boundaries drawn during the colonial era, mean that border regions continue to function as transnational spaces of intense economic and social exchange.<sup>7</sup> The inhabitants of these border communities cross land borders frequently as part of their daily routine,

1 Government of Ghana, [National Labour Migration Policy 2020-2024](#), Accra, 2019.

2 Ibid.

3 Ibid.

4 United Nations, Population Division, [International Migrant Stock](#), New York, 2020.

5 Garba, F. and T. Yeboah, "Free movement and regional integration in the ECOWAS sub-region", IMISCOE Research Series, 2022, pp. 19-34.

6 African Union, List of countries which have signed, ratified/acceded to the Protocol to the Treaty establishing the African Economic Community relating to free movement of persons, right of residence and right of establishment, Addis Ababa, 2019; tralac.org, "Status of AfCFTA Ratification", Trade Law Centre, 20 February 2023.

7 Adotey, E., "An imaginary line? decolonisation, bordering and borderscapes on the Ghana-Togo border", *Third World Quarterly*, Vol. 42, No. 5, 2020, pp. 1069-1086.

for the purposes of work, study, trade and to visit friends and families. Such movements need to be safeguarded and facilitated.

### **Emerging challenges of irregular migration**

The majority of the estimated 1 million Ghanaians living abroad migrated regularly – mostly to other ECOWAS Member States (48%), Europe (29%) and North America (20%).<sup>8</sup> However, many Ghanaians, as well as other migrants transiting through the country, move irregularly – in part driven by emerging economic pressures, including high youth unemployment and limited regular migration channels.<sup>9</sup>

Irregular migrants may travel on fraudulent documents or engage the services of people smugglers – to facilitate their travel by air, sea or via the perilous trans-Saharan migration routes. In other instances, Ghanaians and other nationals transiting Ghana fall prey to TiP and other forms of exploitation. The GIS has apprehended human traffickers transporting their victims within Ghana and to other countries of the sub-region, to the Middle East, etc.

Even though the sub-regional Free Movement Protocols give ECOWAS nationals the right to enter Ghana and take up employment, some still cross national borders irregularly and engage in income-generating activities without obtaining the necessary permits, necessitating prevention and enforcement measures.<sup>10</sup>

### **Heightened security threats**

Considering the sub-region's history of mobility, particularly among cross-border communities, many people enter Ghana via unapproved routes (the GIS counts more than 250 of such routes) – one key factor rendering the national borders excessively porous. The use of unapproved routes by smugglers, traffickers, and other criminal elements pose challenges to national security, especially given the increase in activities of violent extremist organisations operating in the Sahel region and the Lake Chad Basin.<sup>11</sup> In particular, the situation in neighbouring Burkina Faso has deteriorated since 2015, with frequent violent attacks perpetrated by extremist organisations, including targeted assassinations, roadside bombings and kidnappings.<sup>12</sup>

8 United Nations, Population Division, International Migrant Stock, op. cit.

9 Government of Ghana, National Labour Migration, op. cit.

10 Ibid.

11 Government of Ghana, National Security Strategy, Accra, 2020.

12 Ibid.

While Ghana has remained relatively safe from terrorist attacks, there are growing concerns over violent extremism spilling over into Ghana, as well as the challenges of an emerging humanitarian cross-border crisis, with an estimated 1.76 million people internally displaced in Burkina Faso as of October 2022.<sup>13</sup> These security challenges underscore the important security role of GIS in securing borders against threats of violent extremism and transnational crime.

### COVID-19 disruption

The emergence of the novel virus COVID-19 in 2020 significantly disrupted migration patterns in Ghana, the sub-region, and across the world. It also disrupted GIS operations and the implementation of the last Strategic Plan. However, the pandemic also brought to the fore the vital role of the Service in the public health system and the need to not only reinforce the security infrastructure at borders but also to strengthen emergency response mechanisms, including the capacity to respond to humanitarian and public health emergencies.

### Climate change and migration

Climate change impacts are already shifting patterns of mobility and the effects are expected to grow over time.<sup>14</sup> In particular, rising sea levels and changing hydrodynamics along the West African coast have resulted in increased coastal erosion. As a result, the frequency and magnitude of extreme weather and climate events have increased, triggering floods, droughts and heat waves. These factors will continue to drive migration in West Africa and beyond. By 2050, the sub-region could potentially need to host between 7.3 and 27.3 million migrants (1-2% of total population) who have been forced to migrate as a result of climate change.<sup>15</sup> Some estimates also suggest that a 1-degree Celsius increase in temperature will lead to a 54% increase in the probability of conflict in areas populated by farmers and herders,<sup>16</sup> an issue which could have particular security and migration management ramifications in Ghana. Furthermore, there have been an increasing number of violent conflicts between farmers and herdsmen in Ghana, due to competition over depleting grasslands in the Sahel region<sup>17</sup>

13 Government of Burkina Faso, Enregistrement des Personnes déplacées internes du Burkina Faso N°06/2022, le 31 octobre 2022, Ouagadougou, 2022.

14 Rigaud, K.K. et al., *Groundswell: Preparing for Internal Climate Migration*, World Bank, Washington D.C., 2018.

15 Clement, V. et al., *Groundswell Part 2: Acting on Internal Climate Migration*, World Bank, Washington D.C., 2021.

16 Eberle, U.J., Rohner, D. and M.Thoenig, *Heat and Hate, Climate Security and Farmer-Herder Conflicts in Africa*, ESOC Working Paper No. 22, Princeton University, Princeton, New Jersey, 2020.

17 Tonah, S., "Migration and herder-farmer conflicts in Ghana's Volta Basin", *Canadian Journal of African Studies*, Vol. 40, No. 1, 2006, pp. 152-178; Bukari, K.N., *Farmer-herder relations in Ghana: interplay of environmental change, conflict, cooperation and social networks*, doctoral dissertation, University of Göttingen, 2017.



### **Growing tourism potential**

Ghana has developed a robust tourism sector, attracting both domestic and international visitors. While the COVID-19 pandemic had a tremendously negative impact on the sector, the year prior to the pandemic (2019) saw tourism receipts increase by approximately 50%, measured using the United States Dollar (USD), from 996 million to 1.49 billion.<sup>18</sup> Given the long-term potential of tourism to contribute to national development, it is imperative that Ghana continues to welcome legitimate travellers, while operating a fair but firm immigration system.

### **Migration on the national agenda**

Migration has gained attention globally over the past two decades, with the importance of migration governance highlighted in the 2030 Agenda for Sustainable Development and the Global Compact for Safe, Orderly, and Regular Migration – both signed by Ghana. The Government of Ghana has worked to translate these international commitments into actions at the continental, regional and national levels to maximise the developmental benefits of migration, while minimising the negative impacts and protecting the human rights of migrants.

In recent years, the Government has incorporated migration management into the National Medium-Term Development Policy Framework 2022-2025 and the 2021 National Security Strategy, as well as developing the National Migration Policy in 2016 and the National Labour Migration Policy in 2019. It is thus critical that GIS support the implementation of these policies whilst contributing to further enhancements of migration governance and national security arrangements.

## **3.3 Strengths, Weaknesses, Opportunities and Threats (SWOT)**

Central to the strategic planning process was high-level reflection on the external and internal factors affecting and likely to affect the operations of GIS now and in coming years. As part of this process, the GIS identified, via SWOT analysis, various internal factors (strengths and weaknesses of the Service) and external factors (threats and opportunities) that shaped the subsequent identification of strategic objectives and actions of the Strategic Plan.

<sup>18</sup> WorldBank.org, [International tourism, receipts \(current US\\$\) - Ghana](#), World Bank, Washington D.C., 2022.

Figure 3: GIS SWOT Analysis

		Internal factors	
Positive	<b>Strengths</b>	<ul style="list-style-type: none"> <li>→ Youthful workforce</li> <li>→ Ability to generate revenue internally</li> <li>→ Motivated workforce</li> <li>→ Own training facilities</li> <li>→ Monopoly over immigration control</li> <li>→ Strong security capabilities, including intelligence and investigations</li> <li>→ Ability to rapidly mobilise personnel</li> <li>→ Flexibility to create new DSUs</li> </ul>	<ul style="list-style-type: none"> <li>→ Inadequate ICT infrastructure and capacities</li> <li>→ Poor data and records management</li> <li>→ Limited availability of command and operational vehicles</li> <li>→ Inadequate structured post-entry training</li> <li>→ Inadequate office and residential accommodation</li> <li>→ Ineffective MEL</li> <li>→ Lack of structured succession planning</li> <li>→ Limited information-sharing with other security and border management agencies</li> <li>→ Geographic imbalance in HR deployment</li> </ul>
	<b>Opportunities</b>	<ul style="list-style-type: none"> <li>→ Migration issues gaining international and national focus</li> <li>→ Digitalisation of manual work processes in migration management</li> <li>→ Strengthened collaboration with stakeholders (including national security, trade and investment, and tourism )</li> <li>→ Increased demand for migration services (increased migration, investment, trade and tourism)</li> <li>→ Public goodwill towards the GIS</li> <li>→ Political stability</li> <li>→ Expanded security-focused mandate</li> </ul>	<ul style="list-style-type: none"> <li>→ Increasing irregular migration to Ghana, due to illegal mining activities, migrants in vulnerable situations, terrorism and political instability in the sub-region</li> <li>→ Transmission of infectious diseases across borders</li> <li>→ Numerous unapproved routes</li> <li>→ Shifting national priorities (away from migration)</li> <li>→ Misinformation among the public regarding the security situation</li> <li>→ Cybersecurity issues due to increased digitalisation of GIS services</li> <li>→ Increase in maritime crimes, including piracy, smuggling of migrants by sea and illegal bunkering</li> </ul>
		External Factors	
		Negative	

## SECTION 4: STRATEGIC OBJECTIVES

The interventions under the Strategic Plan have been classified into four distinct but inter-dependent components. Each component has a strategic objective and accompanying actions that will contribute to the attainment of the stated objectives.

### 4.1 Component 1: Border Management



#### **Border surveillance**

The GIS largely conducts border surveillance manually through border patrols, although camera systems are deployed at some approved borders. As noted in the Land Border Security Strategy, GIS has limited formal controls or surveillance in areas with large stretches of borderline, and along unclearly demarcated borders and unapproved routes, such as in the northern regions. In some instances, the terrain itself may preclude regular surveillance, while in others, the Service may lack the resources required to deploy technology-based or manual patrols.

### **Border control**

Generally, most border control operations are manual, even at official entry and exit points. At the major border posts where GIS does employ digitalised border control, the information systems are not interoperable and GIS is unable to share and synchronise the data collected on migrants and travellers in real time across GIS Commands. The insufficient coverage of border surveillance and control poses the risk of people, including persons of security interest and migrants in vulnerable situations, entering and exiting Ghana irregularly. The absence of digitalised border control with synchronised data collection means that persons refused entry or exit at one border crossing point may succeed in entering or exiting through another. Hence, persons with a terrorist or criminal profile may succeed in crossing the border without being detected, since officers cannot access databases with specific risk profiles or indicators. The high frequency of irregular crossings also causes loss of visa and permit revenue for the Service. In addition, the lack of standardised first and second-line border control checks at entry/exit points, including alert systems and intra-service information-sharing, constrain the ability of GIS to counter document fraud and irregular migration.

### **Facilitation of migration**

The ECOWAS Treaty and Free Movement Protocols entitle ECOWAS citizens to the rights of entry, residence and establishment. To facilitate the enjoyment of these rights, GIS has a critical role to play in screening ECOWAS citizens crossing national borders to facilitate their mobility. In addition, the development of the AfCFTA relies on the ability of GIS to facilitate movement of labour, goods and services.

### **Travel and migration data**

In addition to constraining border control, manual capture of travel and migration data also impedes GIS and other stakeholders from utilising data in trend analysis and planning. This affects the quality of migration data generated by GIS as required by the National Labour Migration Policy.

### **Document fraud**

Despite GIS making strides towards countering document fraud, many migrants and travellers still enter, exit and transit through Ghana using fraudulent or fraudulently obtained travel documents. Insufficient entry and post-entry training on document fraud for GIS officers, the imbalance in deployment of document fraud expertise and equipment (also linked to the deployment issues addressed in Component 4), civil registry and document security issues, and inadequate cooperation among stakeholders involved in document verification and document security undermine GIS efforts to prevent irregular migration and transnational crime.

## **Strategic Objective 1: Expand and Formalise Border Management through Improved Surveillance and Data-Sharing**

In line with the National Security Strategy, the Land Border Security Strategy and the National Migration Policy, GIS seeks to improve its situational awareness by expanding risk-based, patrol-based and technology-based surveillance of borders. This will involve deployment of additional technology and officers with specialised training to expand border surveillance,<sup>19</sup> as well as reducing unauthorised crossings by identifying additional entry/exit points to be gazetted – in cooperation with relevant government agencies and authorities in neighbouring countries.

In addition, GIS will digitalise border management processes such that data is collected and shared digitally in real-time across the organisation. This will contribute to improved quality and quantity of information-exchange on document fraud, risk profiles and indicators to ensure greater security for migrants and travellers, while guaranteeing respect for the rule of law and human rights. The Service will also engage with border communities, in line with the Public Affairs and Community Engagement (PACE) Strategy, to ensure that more robust border control is accompanied by appropriate safeguards that simplify and facilitate high levels of movement and cross-border trade in goods and services, which are essential livelihood strategies for border community residents.

Facilitating the safe, orderly and regular cross-border movement of people and trade as per the aforementioned protocols and treaties requires the GIS to work closely with other GoG security and border agencies and their counterparts in neighbouring countries. Therefore, in line with the Ghana Border Security and Management Framework and the Memorandum of Agreement on Integrated Border Management, GIS will strengthen inter-agency and international cooperation, conducting joint operations, such as joint patrols and information-sharing.

Strengthening the capabilities of GIS officers in detecting false and fraudulently acquired travel documents remains a priority. Therefore, GIS will intensify the frequency and depth of document fraud detection and investigation by ensuring that officers have the capacity and equipment to detect more infractions, and this will improve information-sharing and cooperation between first-, second- and third-line border controls. The GIS will also streamline document verification processes for travel and source documents (e.g. birth certificate, identity cards, etc.) issued by other stakeholders, but essential for GIS operations. In addition,

<sup>19</sup> See also the GIS training policy and curriculum and the Manpower Development and Logistical Requirement Plan (2021-2024).

GIS will continue to support wider efforts to enhance civil registry and identity management that often lie at the root of the challenges faced.

### **Actions**

1. Deploy patrol and technology-based surveillance equipment and systems to entry/exit points.
2. Upgrade the infrastructure of entry/exit points and provide them with modern equipment and technology.
3. Provide continuous post-entry training on migration law, risk profiling, and border surveillance.
4. Increase engagement with border communities to facilitate security, border controls and cross-border trade.
5. Equip first-line offices, set up second-line offices and improve cooperation between first, second and the third-line office (DFEC).
6. Extend the digital capture and storage of entry/exit data – synchronised across GIS Commands.
7. Enhance information-sharing within GIS and with other national and international border management stakeholders.
8. Expand the simplified border-crossing regime for border community residents.
9. Select unauthorised entry/exit points for gazetting in cooperation with all appropriate authorities.

**Table 3: Component 1: Stakeholders**

Stakeholder <sup>20</sup>	Role(s)
Border Management Department (lead)	General security at the borders
Legal Department	Training of officers on immigration law
Operations Department	Identification of unapproved routes for gazetting
Operations Room	Border surveillance and reporting on border controls
Intelligence Section	Intelligence-gathering
DFEC and Fraud Offices	Document fraud detection and investigation
Management Information System Department	Data-sharing and synchronisation, deployment of ICT and document fraud equipment
Public Affairs Section	Engagement with border communities
Ministry of the Interior (MoI)	Gazetting of unapproved routes
Ministry of Foreign Affairs and Regional Integration (MFARI)	Engagement with neighbouring countries regarding approval and gazetting of new entry/exit points
Attorney General's Department	Legal advice regarding the gazetting of unapproved routes
Boundary Commission	Affirmation of existing boundaries
National Information Technology Agency (NITA)	Implementation of Ghana's ICT policies
National Signals Bureau	Development of surveillance systems
Traditional and other community leaders	Community trust-building and sensitisation
Ministry of Finance (MoF)	Budgetary allocation and financing
Media	Public education and information dissemination

<sup>20</sup> The stakeholder tables listed in this document under each of the four strategic objectives outline the key internal GIS DSUs (in deep green) and external stakeholders responsible for the achievement of the strategic objectives. It should be noted that the PPMED (coordination), the Training Section (capacity-building), the Procurement Section (equipment procurement) and the Stores Unit (equipment storage) are considered as stakeholders under each of the strategic objectives.

## 4.2 Component 2: Transnational Crime Prevention



### Emerging security threats

As highlighted in Section 3.2, West Africa has experienced an increase in violent extremist organisations operating in the Sahel region and the Lake Chad Basin. In particular, the situation in neighbouring Burkina Faso has deteriorated since 2015 and violent extremism (and its displacement of populations) threatens to spill over into Ghana. In addition to cross-border terrorist activities, the National Security Strategy identified a number of other threats at Ghana's borders, including drug trafficking, human trafficking, migrant smuggling and money laundering. Extremist and criminal elements involved in these activities seek out weaknesses in Ghana's border controls, posing security threats to the general public.

### Information management

In this context of rising insecurity, GIS has noted a prevalence of misinformation and disinformation regarding security issues among the general public, especially within border communities. This challenge compromises the resilience of border communities to security threats, whilst undermining trust in national authorities such as GIS, at a time when public cooperation on security issues is of utmost importance.

### Inter-agency cooperation

The National Security Strategy and the Land Border Security Strategy firmly entrench the critical national security mandate of the GIS, recognising that



effective border management enhances Ghana's security. As these strategies highlight, GIS needs to work closely with the Ghana Police Service, the Ghana Armed Forces, the National Intelligence Bureau, the Small Arms Commission, the Ghana Revenue Authority (GRA) – Customs Division, and other security agencies to counter security threats and enforce laws by sharing intelligence, training, and enforcement duties.

## **Strategic Objective 2: Contribute to Countering Terrorism and Other Transnational Crimes**

As outlined in the National Security Strategy and the Land Border Security Strategy, the increasing operation of violent extremist organisations in the West African sub-region, together with the persistent and evolving threats of transnational crime, require GIS to take a more active role in national security. To this end, GIS officers must be equipped with the expertise, combat capabilities, and other resources required to boost GIS prevention, protection and response capacity, necessary for effectively countering security threats at the borders. To achieve this objective, the GIS intelligence architecture and risk analysis capacities need to be strengthened, alongside more intensive cooperation with other security agencies – at home and in neighbouring countries. More effective inter-agency and international cooperation will enable Ghana to pool security resources and intelligence, bolstering the wider national security apparatus. The GIS will also step-up border control and security at maritime borders and other waterways exploited by criminal elements, by operationalising the new GIS Maritime and Coast Guard Unit in cooperation with the Ghana Police Service and the Ghana Navy.

Working in tangent with these developments, the engagement of border communities highlighted under Strategic Objective 1 will extend to trust-building and awareness-raising on security issues, as well as streamlining procedures that facilitate legitimate cross-border mobility and trade. This will allow GIS to orientate enforcement efforts away from trusted travellers and towards real security threats.

### Actions

1. Provide trainings on counter terrorism, combatting transnational crime, weapon-handling, combat readiness, intelligence and investigations.
2. Strengthen combat capabilities by deploying security equipment and training personnel to use and maintain it.
3. Implement joint operations with other security agencies to counter current and emerging security and criminal threats.
4. Operationalise intelligence offices at Regional Commands and Sectors by providing security equipment and specialised training.
5. Operationalise the GIS Maritime and Coast Guard Unit by equipping and training officers, developing SOPs, and expanding the Unit to strategic locations.
6. Raise awareness among the general public on terrorism and transnational crimes to strengthen cooperation with GIS.

**Table 4: Component 2: Stakeholders**

Stakeholder	Role(s)
Border Management Department (lead)	General security at the borders
Counter Terrorism Unit / Rapid Response Unit	Counter terrorism and emergency response operations
Operations Department	Identification of logistical gaps and equipment specifications
Maritime and Coast Guard Unit (MCGU)	Maritime operations
Intelligence Section	Intelligence-gathering
Public Affairs	Community engagement and sensitisation of the general public
Ghana Ports and Harbours Authority	Port support services and maritime security
National Border Fusion Centre	Coordination and data-sharing among border agencies, and intelligence-gathering
Immigration Tactical Training School, Kyebi	Training in counter terrorism and related areas
Ghana Police Service	Provision of public security and safety
Small Arms Commission	Combatting proliferation of small arms, light weapons and related materials
GRA – Customs Division	Examination of goods and facilitation of legitimate trade

National Intelligence Bureau	National security intelligence-gathering
Research Department	Intelligence-gathering
Ghana Navy	Maritime security
Fisheries Commission	Maritime security
Marine Police	Maritime security
Ghana Maritime Authority	Enforcement of international maritime conventions, national rules and regulations
Ghana Boundary Commission	Affirmation of existing boundaries
Ghana Armed Forces – Defence Intelligence	Gathering and sharing of intelligence to counter threats to national security
Traditional and other community leaders	Community trust-building and sensitisation
MoF	Budgetary allocation and financing
Media	Public education and information dissemination

### 4.3 Component 3: Enforcement

#### Visa and permit processing

Although the processing of some visa and permit applications, such as Emergency Entry Visas, is partially digitalised, most processes and applicant payments remain manual and paper-based. The manual nature of these processes constrains coordination between the visa and permit-receiving



points and the processing sections involved in visa and permit issuance. This, in turn, slows down the GIS issuance process, while making it difficult to compile and share travel and migration data to inform higher-level planning and enforcement. The GIS also continues to take payments from applicants in cash. This increases administrative costs and enables room for misconduct, leakage and loss of revenue.

#### Inter-agency cooperation in work permit issuance

While GIS is responsible for issuing work permits to migrants, the Ministry of Employment and Labour Relations (MELR) determines national labour migration skills needs. However, there is currently no mechanism in place for the Ministry to communicate these needs to GIS. This prevents the Service from taking informed and consistent decisions on work permit applications. Furthermore, GIS issues permits based on source documents issued by other industry-specific agencies, such as the mining and petroleum regulatory authorities. Where the verification of these source documents is required in permit applications, GIS must submit individual written requests to these bodies. Such a cumbersome process is time-consuming, and is not conducive to the high standards of effectiveness and efficiency required by GIS and its stakeholders.

#### Enforcement

In parallel with the need to issue visas and permits effectively and efficiently, it is imperative that GIS ensures compliance with immigration law. As part of its enforcement function, GIS is required to inspect premises where foreign nationals work, study or reside, such as workplaces, educational institutions and hotels. However, officers are not equipped with adequate resources to conduct these

inspections regularly – especially outside major urban centres. Moreover, given the manual nature of the GIS visa and permit processes and record-keeping, officers conducting inspections cannot verify the validity of visas and permits in real time. Labour migrants and their employers may also unintentionally breach immigration obligations due to inaccessibility of visa and permit information. Further downstream, while GIS has already strengthened prosecution by deploying lay prosecutors to Regional Commands, a greater level of legal expertise is needed to support the prosecution of those who contravene migration laws.

### **Strategic Objective 3: Ensure Compliance with Migration Laws**

In line with the National Labour Migration Policy, GIS will work with migrant associations and employers to improve the accessibility and availability of information on visa and permit obligations and application processes to prevent unintentional infractions.

The GIS will improve cooperation with other government agencies involved in managing the Ghanaian labour market and will apply advanced technology to streamline visa and permit application processes and payments. This will aid more consistent decisions on applications that take into account the prevailing skills needs in the Ghanaian labour market. It will also save both GIS and applicants time and money, while facilitating travel and migration data collection.

Furthermore, GIS will train and equip officers and Commands with the means to conduct regular enforcement activities and, when needed, ensure deployment of the necessary legal expertise and systems to prosecute those who contravene migration laws.

#### **Actions**

1. Identify, formalise and digitalise intra- and inter-agency cooperation in work permit and visa processing.
2. Digitalise the processes of visa and permit issuance and verification.
3. Review and develop selected migration laws, regulations, policies and procedures to respond to emerging trends in migration law enforcement.
4. Enhance the prosecution capacities of Regional Commands by deploying legal professionals and equipment, and developing a case management software.

5. Raise public awareness on migration laws, regulations, policies and procedures to increase compliance.
6. Provide training on the enforcement of migration laws, ethics and code of conduct.
7. Collaborate with relevant national and international agencies to ensure safe, regular and orderly migration.

**Table 5: Component 3: Stakeholders**

Stakeholder	Role(s)
<b>Enforcement Section (lead)</b>	<b>Ensure compliance with migration laws</b>
Legal Department	Identification of laws to be reviewed, coordination of legal review process, development of new laws, advice on the deployment of legal officers and prosecution of breaches of migration laws
Regional Commands	Engagement with migrant communities in the Regions, supervision of officers
Human Resource Department	Deployment of officers across the country
Management Information System Department	Development of software, installation of hardware, deployment of ICT equipment, website development and support
<b>Public Affairs Section (lead)</b>	<b>Sensitisation of stakeholders on immigration laws, ensuring the availability of up-to-date information online</b>
Permits and Visas Department	Visa and permit processing
Immigration Professional Standards and Ethics Section	Investigation of complaints from the public on the conduct of officers
Ghana Investment Promotion Centre	Grant immigrant quota to expatriates for work/residence permits
MFARI	Provision of consular services and information-sharing on visas and work permit requirements
Ghana Free Zones Authority	Issuance of Free Zones Certificate to expatriates for work/residence permits
Minerals Commission	Issuance of Minerals Commission Certificate for work/residence permits

Petroleum Commission	Issuance of Petroleum Commission Certificate for work/residence permits
Office of the Registrar of Companies (ORC)	Issuance of company registration certificate for work/residence permits
Ghana Prisons Service	Detention of offenders and referral of foreign ex-convicts
Mol - Immigrant Quota Committee	Issuance of Immigrant Quota Certificate for work/residence permits
Attorney General's Department	Drafting of laws
GRA (Domestic Tax Revenue Division)	Issuance of Tax Clearance Certificate
Mol	Facilitation of the review and development of immigration laws
MoF	Budgetary allocation and financing
Media	Public education and information dissemination

## 4.4 Component 4: Organisational Drivers



### Human resource deployment

Notwithstanding efforts being made to attain an even distribution of ranks and expertise across GIS Commands and DSUs, there is the need to advance these efforts to ensure that this imbalance is addressed.

### Progression and succession training

Since the establishment of the Service, there have been challenges with redeployment of officers for the following reasons:

First, while the Service has a comprehensive training and career development curriculum in place, it remains partially implemented, as some officers do not receive systematic and structured training in the course of their career, largely due to resource constraints. As a result, some officers are not prepared for the needs of new positions as they progress through the ranks or when posted. The establishment of the GIS Centre of Excellence at South Odorkor in the Greater Accra Region of Ghana is one of the measures instituted to address the issue of progression and succession training. The effective administration of the Centre of Excellence would require continuous financial assistance to bridge the training gaps in the Service.

Secondly, the loss of staff through redeployment, retirement and death has over the years created administrative and operational challenges in some Commands and DSUs. However, there has been progressive improvements in the area of redeployment in recent times.



In the area of promotion, it is worthy to note that the Service has taken deliberate and laudable measures to ensure that officers receive their promotions timeously and officers who suffered delayed promotions in the past have been compensated accordingly.

### **Job descriptions**

The Human Resource Policy and Procedures Manual of the Service focuses on rank-based Job descriptions with an Appraisal Form. However, the Service is yet to develop a comprehensive Job description manual outlining the roles, responsibilities and an appraisal system. There is a need to revise the Manual in consonance with the Immigration Service Regulations, 2016 (LI 2245) and finalise the position-based job descriptions that define the roles and responsibilities of officers, to help them better understand their roles and responsibilities, and also strengthen staff evaluation.

### **Decentralisation of GIS HQ functions**

Regional Commands are unable to fully replicate GIS HQ functions as part of the wider GIS initiative to decentralise. This is, in part, due to insufficient office and residential accommodation at Regional Commands to allow fulfilment of these functions, alongside other capacity constraints. The constraints on decentralisation create service inefficiencies, as decisions on routine Regional Command management issues such as procurement are determined centrally at GIS HQ.

### **Monitoring, Evaluation and Learning**

In spite of the challenges, the Service has improved its performance in Monitoring, Evaluation and Learning (MEL) over the years. Nevertheless, current technological advances in the field of MEL calls for further building of M&E capacities and adoption of modern technology that would help the Service enhance its performance in this area.

### **Professional conduct and integrity**

Professional conduct and integrity are central to the operations of GIS, as they engender public trust in the Service. While the majority of GIS officers exhibit high levels of discipline and standards of service, instances of corruption and other forms of officer misconduct lead to erosion of public trust in the Service as well as revenue leakage. This weakens law enforcement and negatively affects the reputation of GIS and Ghana as a whole.

### **Gender mainstreaming**

Although GIS has gradually increased the recruitment of female officers over the past years and has established a Gender Mainstreaming Unit, female officers remain underrepresented among senior Command positions and in staff trainings. Moreover, many GIS Commands lack facilities which have been adapted to accommodate the needs of both genders. This, in turn, constrains the advancement of female officers, as well as their involvement in developing gender-responsive GIS policies and procedures. This ultimately leads to the Service missing out on fully utilising the talents and potentials of female officers.

### **Strategic Objective 4: Optimise the Development, Management and Deployment of Resources**

Actions are required on several fronts to strengthen these organisational drivers to ensure that GIS staff can deliver on their mandate effectively.

The GIS needs to improve on training that prepares officers for new positions by ensuring that all job roles are clearly defined and adapted training is provided to officers before they take up new roles. In 2023, GIS revised its curriculum and published a new one which details the different types of professional and specialized trainings needed by officers to support structured progression across ranks and departments. Implementation of this curriculum will be instrumental in the professional development of GIS officers.

Further to the preparation of officers for new positions, GIS will ensure more effective handover process. Regional Commanders will be more actively engaged in outlining deployment needs – in the areas of HR, infrastructure, equipment, and other resources required for replication of GIS HQ functions. The Service will ensure that officers with specialized skills and expertise are deployed to Commands and DSUs where their skills and expertise are required.

While these actions should drive the achievement of all strategic objectives, success cannot be measured without an effective M&E system. The GIS will therefore upskill M&E officers, equipping these officers to collect data in more structured and systematic ways.

In addition, GIS will continue to fight professional misconduct and corruption throughout the Service, to safeguard its standing among the general public, by increasing organisational checks and balances. The digitalisation of controls and processes described in this Strategic Plan will also enhance supervision in this respect.

Finally, GIS will promote a focus on gender equity in its activities and infrastructure, including increasing female officers' access to training and opportunities for career progression and improving their work and living environments within GIS Commands, to ensure that the Service gives due consideration to the women that it employs and serves.

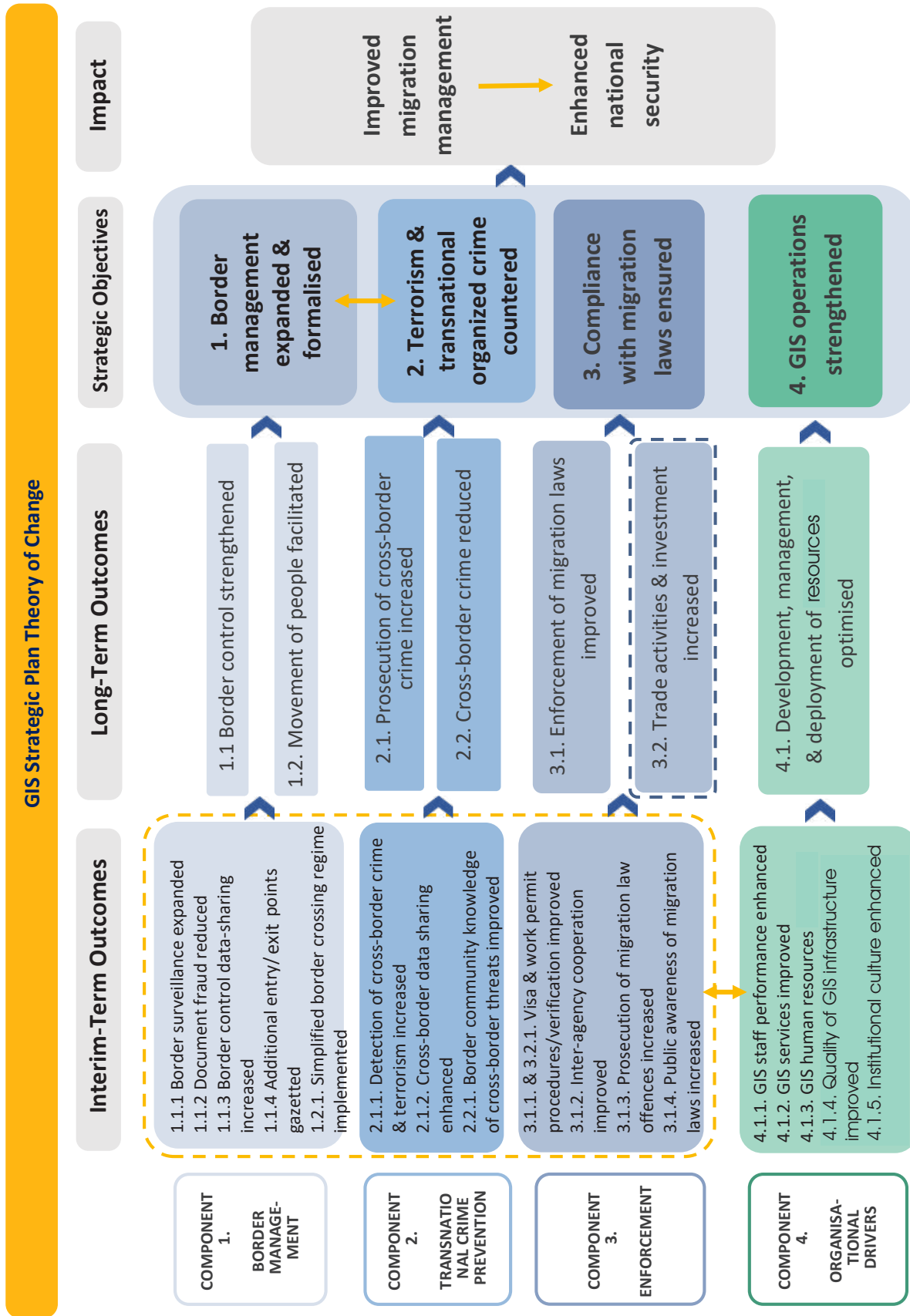
### Actions

1. Provide career progression training and mentorship to officers in line with the Training Policy and Curriculum.
2. Upgrade the MEL system.
3. Implement a performance appraisal system.
4. Implement the Human Resource Policy and Deployment Plan.
5. Complete ongoing office and residential accommodation works.
6. Implement the Gender Mainstreaming Policy and train staff on gender mainstreaming.
7. Equip the Immigration Professional Standards and Ethics (IPSE) offices at the Regional Commands to address misconduct and strengthen public confidence in the GIS.

**Table 6: Component 4: Stakeholders**

Stakeholder	Role(s)
Human Resource Department (lead)	Selection of officers for training, promotion and assignment of roles and responsibilities, development of job descriptions, performance appraisal, deployment of officers, ensuring gender equity in training and deployment
Policy Planning, Monitoring and Evaluation Department	Operationalisation of the M&E software
Management Information System Department	Provision of IT support and maintenance of the M&E software
Regional Commands	Provision of advice on the deployment of officers, selection of officers for trainings, and sensitisation programmes at regional level
Estates and Projects Section	Development of Command office and residential accommodation standards (with the PPMED) Spearheading of construction, renovation and acquisition of Command and residential accommodation
Gender Mainstreaming Unit	Undertake advocacy for the mainstreaming of gender in all GIS activities
MoF	Budgetary allocation and financing
NDPC	Provision of National Development Policy Framework

### 4.5 Theory of Change



**Figure 4: Strategic Plan Theory of Change**

The Theory of Change (ToC) of the GIS Strategic Plan provides a visual map of the high-level outcomes and objectives of the Strategic Plan. The diagram illustrates the linkages between interim and long-term outcomes and objectives, which are expected to happen towards the end of implementation period or beyond. The ToC includes only outcome levels as linked to the components of the Strategic Plan.

### Narrative ToC

The ToC narrative further specifies how the planned actions under each component of the Strategic Plan and their associated outputs will contribute to achieving the expected outcomes and strategic objectives of the Strategic Plan over time.

The main goal of the strategy is to improve the management of migration in Ghana, which will, in turn, enhance national security. To achieve this goal, **four critical, interlinked strategic objectives** aligned with the GIS mandate need to be achieved: (1) expanded and formalised border management in Ghana; (2) reduced terrorist and transnational organised crime activity, (3) compliance with migration laws related to residence and employment of foreign nationals, and (4) strengthened GIS operations, especially HR management.

The Strategic Plan will support **seven main types of activities** aimed at producing the capacities and resources necessary to achieve the four strategic objectives. These activities include:

1. Training GIS officers on various topics related to GIS operations (e.g. border surveillance, document fraud, TiP, Code of Conduct and Reporting Mechanism, gender issues, equipment and software use);
2. Procurement of equipment and means of transportation to monitor entry and exit points, and residence and employment of foreign nationals;
3. Upgrading and developing software for real-time data exchange within GIS and with other relevant authorities;
4. Building infrastructure (office and residential) at the land borders necessary to carry out GIS operations;
5. Increased cooperation within GIS and among key stakeholders (e.g. with security agencies in Ghana, border communities, neighbouring countries and non-governmental organisations) to support GIS in carrying out its mandate;

6. Awareness raising among border communities on topics related to security and relevant migration law provisions to increase their engagement and participation; and
7. Developing professional procedures, such as SOPs for the Maritime and Coast Guard Unit or a simplified border crossing regime, to increase GIS efficiency.

### **Strategic Objective 1. Border management expanded and formalised has two long term expected outcomes:**

#### 1.1. Border control strengthened.

- **If** GIS procures needed surveillance equipment and vehicles and trains officers on their use, **then** GIS will extend the border areas monitored (1.1.1. Border surveillance expanded).
- **If** GIS officers are trained on border surveillance, risk profiling, intelligence analysis and investigations and the border patrol implementation plan is revised and implemented, **then** GIS officers will perform their duties more efficiently (1.1.1. Border surveillance expanded).
- **If** GIS procures document verification equipment and trains officers to identify forged/fraudulently acquired documents, **then** detection of document fraud will increase (1.1.2. Document fraud reduced).
- **If** all entry/exit points in Ghana are digitalised and connected to BMS, **then** GIS officers can verify traveller identities in real time (1.1.3. Border control data-sharing increased).
- **If** trained GIS officers control more border areas (1.1.1.), detect more falsified documents (1.1.2.), and verify traveller identities in real time (1.1.3.), **then** border control in Ghana will be strengthened (1.1. Border control strengthened).

- **If** the gazetting of active unapproved entry/exit points with neighbouring countries is initiated and completed, **then** more unapproved routes will be formalised and border control strengthened (1.1.Border control strengthened).

## 1.2. Movement of people facilitated.

- **If** GIS implements a simplified border crossing regime with neighbouring countries in line with the ECOWAS and AU Protocols, **then** movement of people across the borders will be facilitated (1.2.1. Simplified border crossing regime implemented, 1.1.3. Border control data-sharing increased).

## Strategic Objective 2. Terrorism and transnational organised crime countered has two long-term expected outcomes:

### 2.1. Prosecution of cross-border crime increased.

- **If** GIS is equipped with intelligence tools, **then** GIS officers can use the tools to collect, analyse and act on intelligence to counter cross-border crime and terrorism (2.1.1. Detection of cross border crime and terrorism increased).
- **If** GIS training materials and training curricula on cross-border crime and terrorism are developed, updated and used to train GIS officers, **then** GIS officers will be equipped with the skills needed to detect cross-border crime and counter terrorism (2.1.1. Detection of cross border crime and terrorism increased).
- **If** GIS officers develop modalities for joint operations and information-sharing with neighbouring countries' immigration and security agencies, **then** GIS officers will receive increased, accurate, and reliable cross-border intelligence (2.1.2. Cross-border data-sharing enhanced).
- **If** formal and reliable cross-border data and intelligence is received by GIS officers, it will aid in the detection of cross-border crime and terrorism (2.1.1.

Detection of cross border crime and terrorism increased), **then** prevention of terrorism and prosecution of cross-border crime will increase (2.1. Prevention and prosecution of cross-border crime and terrorism increased).

## 2.2. Cross-border crime reduced.

- **If** GIS implements the PACE Strategy to inform border communities about (1) risks posed by cross-border crime and terrorism, and (2) GIS-related services in the communities, **then** the border community members will be more aware of the threats as well as GIS efforts and services for combatting cross-border crime and terrorism (2.2.1. Border community knowledge of cross-border threats improved)
- **If** border community members have increased awareness of risks posed by cross-border crimes and terrorism and GIS efforts and services, **then** (1) they will provide more reliable and timely intelligence on cross-border crimes and terrorism to the GIS, and (2) reduce their engagement in cross-border crimes (2.2. Cross-border crime reduced).

## **Strategic Objective 3. Compliance with migration laws ensured has two long-term expected outcomes:**

3.1. Enforcement of migration laws is improved and 3.2. Trade activities and investment increased.

- **If** the GIS (1) establishes a case management system, and (2) trains prosecutors and investigators to carry out prosecutions, **then** trained prosecutors and investigators can be deployed to Regional Commands to help prosecute migration related offences (3.1.3. Prosecution of migration law offences increased).
- **If** the GIS (1) engages migrant community members on migration-related laws and procedures, and (2) equips and launches Migration Information



Centres (MICs) to disseminate information on migration laws, regulations and procedures, **then** awareness among migrants and the general public of migration-related laws and procedures will be increased (3.1.4. Public awareness of migration laws increased).

- **If** GIS digitalises the entry visa and work permit issuance processes, **then** GIS staff will (1) reduce the turnaround time for issuance of visas/permits, and (2) verify and ensure the eligibility of applicants (3.1.1./3.2.1. Visa and work permit processing and verification improved).
- **If** GIS collaborates with relevant stakeholders such as the Ghana Investment Promotion Centre (GIPC), the ORC, NITA and the GRA-Customs Division to develop a collaborative real-time verification interface for visas and work permits, **then** inter-agency cooperation between the GIS and national agencies involved in the regulation, processing and enforcement of visas and work permits will improve (3.1.2. Inter-agency cooperation improved).
- **If** GIS visa and work permit processing and verification is improved, **then** potential investors will not be deterred by administrative procedures and will apply for necessary permits.
- **If** potential investors fulfil the visa and work permit procedures and are issued with the necessary permits, **then** trade activities and investment in Ghana will increase (3.2. Trade activities and investment increased).
- **If** (1) prosecution of migration offences is increased, (2) migrant and public awareness of migration-related laws and procedures is increased, (3) visa and work permit processing are improved, and (4) inter-agency cooperation on visa and work permit processing are improved, **then** enforcement of migration laws related to the GIS mandate will be improved (3.1. Enforcement of migration laws improved).

## **Strategic Objective 4. GIS operations strengthened has one long-term outcome:**

### 4.1. Development, management and deployment of resources optimised.

- **If** GIS provides coaching and training to in-house lecturers and facilitators, **then** in-house lecturers and facilitators can provide career progression training to officers (4.1.1. GIS staff performance enhanced).
- **If** GIS officers are provided with mentorship and training, **then** GIS officers' knowledge and skills related to their responsibilities will increase.
- **If** GIS officers' knowledge and skills increase, **then** GIS staff performance will be enhanced (4.1.1. GIS staff performance enhanced).
- **If** GIS M&E software is updated and relevant staff are trained on its use, **then** GIS staff can implement the M&E system (4.1.2. GIS services improved).
- **If** GIS staff implement the M&E system, **then** GIS services can be monitored, information on progress can be collected, and GIS can use monitoring data to continuously improve GIS services (4.1.2. GIS services improved).
- **If** GIS establishment, command structure and staffing needs are properly defined, **then** GIS can develop a deployment plan (4.1.3. GIS human resources deployed).
- **If** GIS operationalises the deployment plan, **then** GIS human resources and thematic experts can be deployed to needed posts (4.1.3. GIS human resources deployed).
- **If** GIS completes the expansion of office and residential accommodation works, **then** the quality of GIS infrastructure will improve (4.1.4. Quality of GIS infrastructure improved).
- **If** GIS finalises its Gender Mainstreaming Policy and staff are trained on its content and execution, **then** GIS staff will be sensitised on gender mainstreaming (4.1.5. Institutional culture enhanced).

- **If** GIS staff are sensitised on gender mainstreaming, **then** gender equity can be mainstreamed across GIS and institutional culture will be enhanced (4.1.5. Institutional culture enhanced).
- **If** GIS staff performance is enhanced, GIS services are continuously monitored and improved, GIS staff are deployed to fill needed posts, the quality of GIS office and residential infrastructure is improved and the overall institutional culture at GIS is enhanced, **then** the development, management and deployment of GIS resources will be optimised (4.1. Development, management, and deployment of resources optimised).

## SECTION 5: IMPLEMENTATION AND REVIEW

### 5.1 Coordination

The PPMED, in close consultation with NIMC, will monitor and coordinate the implementation of the Strategic Plan and accompanying Action Plans. The PPMED will convene regular meetings with the stakeholders responsible for each strategic objective.

### 5.2 Action Planning

The GIS will deliver the seven-year Strategic Plan through two-year Action Plans, which will:

- Outline the Results Framework, breaking down the strategic objectives into outcomes, outputs, activities and inputs.
- Assign lead stakeholders for each expected result.
- Allocate budget for each expected result.
- Identify baseline data, M&E indicators, and means of verification for each expected result.
- The annual GIS Work Plans will align with the Strategic Plan and corresponding Action Plans.

### 5.3 Monitoring, Evaluation and Learning

The PPMED will be responsible for ensuring the monitoring and evaluation of the Strategic Plan and the corresponding Action Plans, including developing the Results Frameworks.

In particular, the PPMED will:

- Monitor and evaluate implementation of each two-year Action Plan.
- Carry out the final evaluation of the Strategic Plan (during the period 2029-2030).
- Document the good practices and lessons learned from implementation of the Strategic Plan.

The key high-level indicators for measuring the success of the Strategic Plan are outlined in Annex 1.

# Annex I: Expected Impacts, Outcomes and Key Indicators

The following table translates the four strategic objectives into expected outcome-level results, along with indicators that GIS will use to track progress towards achieving these results. The higher-level impacts of all four strategic objectives (improved migration management and enhanced national security) correspond with the object of the Service, namely:

- Ensure the effective administration and management of migration in the country; and
- Contribute to national security.

<b>Overall Impacts and Indicators</b>	
<b>Impact</b>	<b>Indicator</b>
Improved migration management	Percentage change in irregular entry
	Percentage change in irregular exit
	Percentage change in irregular stay of foreigners
	Percentage change in reported abuses of human rights and professional misconduct
Enhanced national security	Percentage reduction in cross-border crime
	Percentage change in arrests related to cross-border crimes
	Percentage change in prosecutions related to cross-border crimes

<b>Strategic Objective Outcomes and Indicators</b>	
<b>Outcome</b>	<b>Indicator</b>
<b>Strategic Objective 1</b>	
1. Border management expanded and formalised	Number of additional approved entry/exit points
	Percentage increase in routes under surveillance

1.1. Border control strengthened	Percentage change in turnaround time for processing of travellers at entry/exit points
	Percentage change in public feedback regarding service received at borders
	Percentage change in detections and arrests related to document fraud
	Percentage change in document fraud prosecutions
1.2. Movement of people facilitated	Number of entry/exit points applying a simplified border crossing regime
	Percentage change in turnaround time for processing of travellers at entry/exit points <sup>21</sup>
	Percentage change in public feedback regarding services received at borders
<b>Strategic Objective 2</b>	
2. Terrorism and transnational crime countered	Percentage change in prosecutions of cross-border crime
	Percentage change in the number of acts of terrorism associated with border crossings
2.1. Prosecution of cross-border crime increased	Percentage change in arrests related to cross-border crimes
	Percentage change in arrests related to terrorism
2.2. Border community engagement in border security increased	Percentage increase in information on irregular cross-border activity reported to GIS by border communities
<b>Strategic Objective 3</b>	
3. Compliance with migration laws ensured	Percentage change in migration-related prosecutions
	Percentage change in migration-related penalties imposed

<sup>21</sup> Refers to those border control points which have applied the simplified border crossing modalities.

3.1. Enforcement of migration laws improved and 3.2 Trade activities and investment increased	Percentage change in permit applications received and processed
	Percentage change in the turnaround time for issuance of visas
	Percentage change in the turnaround time for issuance of different categories of permits
	Percentage change in turnaround time for verification of permits
	Percentage of identified victims of trafficking referred to relevant services
	Percentage change in arrests related to migration offences
<b>Strategic Objective 4</b>	
4. GIS operations strengthened <sup>22</sup>	Percentage of evaluation recommendations implemented
	Percentage change in public complaints of corruption and perceived corruption
4.1. Development, Management, and deployment of resources optimised	Percentage of total infrastructure and equipment needs fulfilled
	Percentage change in officers-in-charge and other relevant officers completing standard handover requirements with their successor upon redeployment
	Percentage of Command offices constructed and equipped
	Percentage of residential accommodation constructed
	Percentage of senior positions held by women
	Percentage change in broken down administrative and operational equipment
	Percentage of residential and office accommodation renovated

<sup>22</sup> In addition to the three indicators noted at this level, all other indicators from Strategic Objectives 1-3 are also relevant when considering strengthened GIS operations.

## Annex II: Assumptions and Risks

The following table describes each of the major risks to the successful implementation of the GIS Strategic Plan, alongside an assessment of the likelihood of each risk occurring and the potential consequences should it occur. The Proactive Risk Management column specifies how each risk will be managed.

GIS Strategic Plan 2023-2029 Risk Management Approach				
STO	Risk	Likelihood	Consequence	Proactive Risk Management
STO1	Limited network coverage	High	Medium	Prevent: Engage with NITA and the National Signals Bureau to boost connectivity Contingency: Make alternative networks available
STO1	Cyber-attacks/hacking	High	High	Prevent: Cyber security software & training of officers to operate the systems in a secure way Contingency: Back-up systems
STO1	The US Embassy and INTERPOL will not cooperate with GIS in allowing interoperability between MIDAS, i-24/7, WAPIS and PISCES	Low	Low	Acceptance. Continue engaging the US Embassy and INTERPOL



STO1 STO2	GIS community engagement campaigns will not have enough reach to enhance the security awareness of the average resident	Low	Medium	Prevent: GIS could explore different means of campaigning (e.g. social media, town hall meeting, etc.)
STO1 STO2	Border community leaders will not cooperate with GIS	Medium	Medium	Mitigate: Continuous engagement
STO1	Neighbouring countries will not agree to the gazetting	Medium	Low	Mitigate: Continuous engagement
STO2	The GIS lacks certification to use certain security equipment	Low	Low	Prevent: Apply for certification before procurement
STO2	Other security agencies will not cooperate with GIS to deliver joint trainings, conduct joint operations and share data	Medium	High	Prevent: High-level engagement with the Ministry of National Security
STO2	Legal framework prevents information-sharing	Low	Low	Mitigate: Encourage law review to clarify which information can be shared between security agencies
STO2	The Ghana Police Service and the Ghana Navy do not cooperate with GIS or share facilities or logistics	High	High	Mitigate: Continuous engagement and procurement of own equipment

STO2	Maritime law enforcement agencies do not adhere to the harmonised SOPs	Low	Low	Mitigate: Embark on regular joint operations
STO3	MELR does not collect/share the required information on skills needs	High	Low	Mitigate: Continuous engagement
STO3	Industry-specific agencies do not allow GIS to access data on source documents	Medium	High	Mitigate: Continuous engagement Contingency: Continue with manual verification
STO3	The Attorney-General will not cooperate with GIS on law review	Low	Medium	Mitigate: Continuous engagement
STO3	The Parliament does not pass the legislation on Revised Act 573 and LI1691	low	Medium	Mitigate: Continuous engagement
STO3	Information is available, but does not reach migrants or employers	Low	Medium	Prevent: Engage migrants and employers early on in the process to determine their information needs, and how to get the information to them
STO4	Female officers are not willing to accept postings to remote areas	High	Medium	Prevent: Provide gender-responsive facilities at remote areas Mitigate: Mentoring and coaching of female officers

STO4	Female officers are not willing to attend trainings	Medium	Medium	Prevent: Give advance notice on planned training programmes Mitigate: Dedicated orientation for female officers to support career progression
ALL	Transfer of personnel affects the sustainability of capacity-building initiatives	Medium	High	Prevent: The GIS will seek to institutionalise capacity-building efforts and expand the range of actors receiving training through a combination of: (1) Training of Trainers (ToT) programmes (2) Standardisation of materials across these and other initiatives to ensure consistency of approach among DSUs and (3) Revision of transfer policy

## Annex III: Monitoring Plan

Monitoring involves the regular collection of key, targeted data aimed at tracking progress towards the GIS strategic objectives and impact. The purpose of monitoring is to identify whether the implementation of the Strategic Plan is on track, detect any issues or problems that may arise during the implementation process, and inform any decision on implementation or results made during the period of execution.

Data will be collected regularly to track progress against the relevant indicators. The GIS will develop a comprehensive results matrix, which will include the indicators against which GIS will collect data, as well as data sources/means of verification, data submission responsibilities and frequency. The PPMED will play a key role in coordinating the implementation of the Strategic Plan and the MEL processes. Given this dynamic, GIS officers in the relevant DSUs will generally be responsible for collecting and submitting data at the output level to PPMED. GIS stakeholders will have specific assigned responsibilities for data collection and reporting (set out in the following table). Data on interim and long-term outcomes will in many cases be collected by external evaluators.

<b>MEL Activity Overview by Stakeholder</b>		
<b>Stakeholder</b>	<b>Responsibilities</b>	<b>Frequency</b>
PPMED	Provide oversight and management of MEL system. Receive and review monitoring data. Develop and produce MEL reports and recommendations.	Quarterly / Biannually/ Annually
Management/ HQ	Provide strategic direction and oversight of Strategic Plan. Allocate funding and resources for MEL activities.	Quarterly/ Biannually/ Annually
DSUs and Regions	Collect and analyse data related to activities (output-level) and progress towards objectives. Implement MEL activities in line with MEL plan. Use MEL data to inform decision-making and improve implementation.	Monthly/ Quarterly/ Biannually/ Annually
Clients/Public	Participate in data-collection activities where relevant, such as household surveys and key informant interviews. Provide feedback on GIS services/activities.	Quarterly/ Biannually/ Annually

External Evaluation Team	Review and verify data collected by GIS. Conduct independent assessment of activity effectiveness. Make recommendations to improve implementation and progress towards results.	Annually / End Line
--------------------------	---	---------------------



## Annex IV: Communication and Reporting Plan

Effective communication and reporting are essential to ensuring that all stakeholders are kept informed regarding implementation and progress towards results. By following through on detailed plans for stakeholder engagement and reporting, GIS will ensure that timely and relevant information is shared with all relevant stakeholders throughout the implementation period.

**Stakeholder engagement:** Stakeholders will be consulted throughout the MEL process to ensure that their views and perspectives are taken into account. By engaging with stakeholders, the GIS will ensure that the MEL plan is relevant, transparent and accountable to all stakeholders, and that the objectives of the Strategic Plan have a higher likelihood of being achieved. The GIS will use a variety of communication channels to keep stakeholders informed of progress towards the Strategic Plan objectives, including:

- Regular meetings with partners and stakeholders to discuss progress and share updates.
- Use of social media platforms (Facebook and X (previously called Twitter)) and websites to provide regular progress updates.
- Use of newsletter to share information on progress, results and upcoming activities.

**Reporting:** Reporting will involve regular production of reports that summarise progress made towards achieving the objectives and targets of the Strategic Plan and associated Action Plans, as well as any challenge or lessons learned during the implementation process. Effective reporting is critical to ensure that the results of activities are communicated to stakeholders in a way that is transparent, accountable and informative. Report formats will be tailored to the needs of the intended audience; for example, the production of a high-level

summary report may be appropriate for senior government officials, while a more detailed technical report may be needed when engaging with technical experts.

The PPMED will complete quarterly, biannual and annual MEL reports aimed at communicating MEL results to all relevant stakeholders, including government officials, partners and the general public. In addition to these reports, a reporting schedule has been put in place with regular reporting mechanisms, thereby ensuring that progress is tracked and communicated to stakeholders. This reporting schedule is presented in the following table. Ad hoc reports may also be produced to address specific issues or concerns arising during the MEL process.

Reporting Schedule			
Stakeholder	Report Type/ Event	Frequency (Deadlines)	Audience
PPMED	MEL reports	Quarterly/ Biannually/ Annually	MoI, MoF, NDPC, GIS officers, General Public
Management/ HQ	Strategic progress reports	Quarterly	GIS Council
DSUs/Regions	Implementation progress reports	Monthly/ Quarterly/ Biannually/ Annually	PPMED/Ops
External Evaluation Team	Mid-term and final evaluation reports	Halfway through implementation of the Strategic Plan and at the End Line (post implementation)	GIS, General Public

## Annex V: Strategy Evaluation and Learning

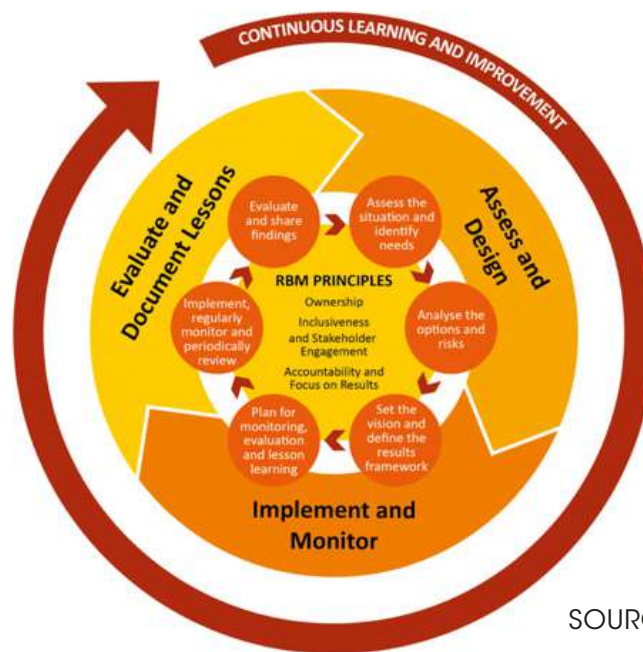
To understand the results of the Strategic Plan, and how and under which conditions they have been achieved, an external and independent evaluation would be conducted. Evaluation will be combined with comprehensive monitoring and learning exercises throughout the implementation period. This will help deliver data for assessing the performance and achievements of the Strategic Plan at different levels, while driving learning, strategic adjustments and improvement, aimed at achieving organisational or intervention goals and objectives (performance assessment).

Key planned evaluation and learning activities include:

- Review and validation of the theory of change and results matrix.
- Review and assessment of monitoring data to understand progress made toward results with regular frequency and determine whether any adaptations or midcourse corrections are needed to accelerate progress (learning).
- Design and implementation of a mid-term assessment and collection of lessons learned to inform the remainder of the strategy period (learning).
- A final summative evaluation assessing results achieved and how and under which conditions they were achieved, to inform future projects and research.
- Development of a user-friendly communication channel for sharing Strategic Plan results with expert and non-expert audiences.

Another important evaluative activity will be assessment of where assumptions have and have not remained valid and/or where changes on the ground or conditions in the field prompt adjustments or adaptations to implementation plans or planned results. The monitoring data provide information which is critical to continuous learning and improvement during the Strategic Plan implementation. The cycle of continuous learning and improvement is depicted in the figure below.





SOURCE: CIDT

The evaluation plan will also include a more comprehensive, mid-term assessment to measure change compared to the baseline; interpret the degree of progress towards results; and recommend adaptations, to further refine and focus plans in the service of accelerating progress. The mid-term assessment will also collect key lessons learned to date. The evaluation plan will include a clear, structured lessons learned component of the mid-term evaluation or a standalone lessons learned exercise, employing a mixed methods design that includes quantitative data sources (e.g. monitoring data, short survey of stakeholders) and qualitative sources (e.g. key informant interviews with GIS stakeholder sample, analysis of dialogue recommendations). The outputs of this learning exercise can inform additional improvements to project plans and activities aimed at achieving heightened results.

The final evaluation would be guided by a set of focused and concise evaluation research questions. The GIS would develop a set of research questions that it prioritises for this phase of the Strategic Plan (nearing completion on a 7-year cycle) and use these questions to frame and focus the evaluation. The external evaluator will be expected to develop a clear approach and methodology for the evaluation, aimed at addressing all research questions, assessing change compared to the baseline and/or progress towards planned outcomes and objectives, and understanding and exploring how results were achieved to inform and strengthen future GIS Strategic Plans.