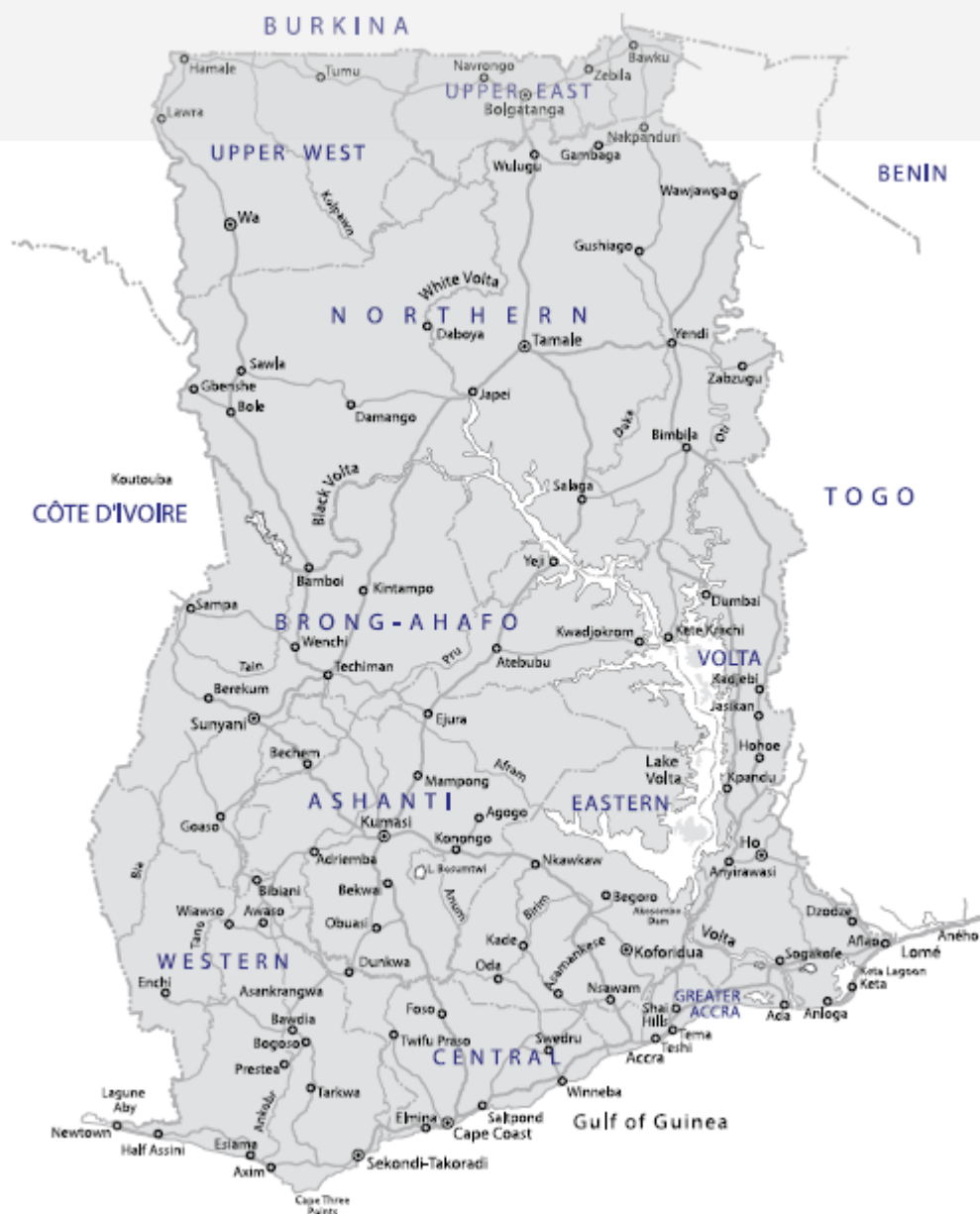


Ghana Immigration Service

Strategic Plan 2011 to 2015



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Strategic Plan 2011 to 2015

Foreword

Between May and July 2010, the leadership of the Ghana Immigration Service came together in Accra and Elmina to develop a strategic plan for the next four years. This document articulates their shared vision, setting out the Service's strategic objectives and the activities it will undertake to achieve them. Its publication marks the culmination of the planning phase and confirms that GIS is now ready to commence implementation.

We see migration as a positive factor in the development of Ghana, but recognise that it must be carefully controlled. The global downturn can be seen as characteristic of an increasing volatility in world affairs meaning an increasingly mobile population will consider migration as a viable future. Managed correctly migration can be of benefit to Ghana, the migrant, and the family, and the society the migrant is often leaving home to support. Managed incorrectly, or left unmanaged, it can lead to undesirable consequences with which our country is unfortunately all too familiar. It is our duty as Ghanaians to define and operate responsible migration controls that are of benefit to all concerned.

While we are unable to predict with precision what change the future will bring, we can with some certainty say that change will come with increasing scale and frequency. Therefore the central theme of the strategy is building strength and capability within the Service to anticipate and cope with change. Our Immigration Service has proven adept in servicing Ghana's current migration needs, but it must become a more agile organisation to serve the country and its visitors in the future. It must:

- think, plan and adapt with foresight and insight as never before;
- translate these insights into effective strategies for delivering consistent, continuous high quality service in times of change;
- lay the groundwork for making the necessary improvements in its organisation, and
- build the alliances that will be required to complete the implementation of its plans.

This strategic planning work is essential to build the partnerships required for reaching common goals. GIS is a distinct organisation but it delivers goals in partnership with others. Effective strategic planning is essential for moving forward on a common basis. GIS delivers its mandated duties in a complex operating and funding environment and through strategic planning it sets out its requirements for support and collaboration in a way it hopes its stakeholders can accommodate.

This is a timely strategy. The issue of migration has never been more at the forefront of Ghana's development thinking. The Immigration Service will play a central role both in the definition of a national migration policy and in its subsequent implementation. Whatever direction the migration policy takes, GIS must be in a position to implement and operate some of its measures. The service must itself be both capable and adaptive if it is to fulfil its mandate for controlling migration in the years ahead.

This document is primarily a plan of action, setting out the Service's statement of intent for moving forward. The primary vehicle for delivering this change will be collaboration in which you, the reader, may have a part to play. To this end the plan presents a business case and framework for commitment to work with GIS toward common objectives.

We hope that in reading, you can give your support and commitment to assist Ghana Immigration Service in what will be a critical period in its history.



DCOP (Dr.) Peter A. Wiredu
Ag. Director of Immigration



Hon. Dr. Benjamin Kumbuo
Minister for the Interior

Table of Contents

Foreword	iii
1. Executive Summary	6
1.1 What fundamental issues does this plan address?	6
1.2 How this plan fits in wider planning context	7
1.3 What are the benefits of adopting this plan?	7
1.4 Our vision	7
1.5 Our mission	7
1.6 Our strategic objectives	8
1.7 Building capacity and capability	9
1.8 Timeframe for implementation & milestones	11
2. Our vision & strategic objectives	12
2.1 Our mandate	12
2.2 Our mission	12
2.3 Our vision	12
2.4 Our strategic objectives	13
2.5 Our programmatic goals	14
3. The current situation	17
3.1 Who we are and what we do	17
3.2 The changing demand for services	17
3.3 The context in which we operate	18
3.4 Strengths and weaknesses	19
3.5 Opportunities and challenges	20
3.6 Our values	200
4. Our requirements	22
4.1 People	22
4.2 Policy	24
4.3 Information	27
4.4 Facilities and equipment	29
4.5 Support and collaboration	30
4.6 Budgetary control	31
4.7 Delivery of change	311
5. Our implementation plans	34
5.1 Responsibility for implementation	34
5.2 Assumptions on funding	34
5.3 Our Implementation approach	34
5.4 Lessons learned	35
5.5 The project portfolio	35
5.6 Implementation oversight	377
5.7 Project portfolio management	377
5.8 Implementation Work Plan	388

6.	Our communications strategy	555
6.1	Communications approach	555
6.2	Launch plan	566
6.3	Communications timeline	567
6.4	Requirement for materials	577
6.5	Press office	578
6.6	Celebrating success	578
7.	Business Cases and Financial Framework	59
7.1	Background	59
7.2	Component 1: PEOPLE Project Business Cases	590-64
7.3	Component 2: POLICY Project Business Cases	655-68
7.4	Component 3: INFORMATION Project Business Cases	69-71
7.5	Component 4: FACILITIES & EQUIP'T Project Business Cases	732-75
7.6	Component 5 COLLABORATION Project Business Cases	776-80
7.7	FINANCIAL FRAMEWORK	811
	7.7.1 Financing Requirement	811
	7.7.2 Cost Summary	822
	7.7.3 Detailed Implementation Work Plan with Indicative Costs	833

Appendices

Appendix A:	List of those consulted	90
Appendix B:	Glossary of Terms	91
Appendix C:	About this plan	92

1. Executive Summary

This is a strategy for building capacity and capability through change and investment.

If our organisation is to continue to deliver a consistent high standard of service to its customers it must have the capacity to handle increasing levels of demand. However, the nature of the demand is also changing. Ghana's migration profile is evolving as our country becomes an increasingly desirable destination for investment and travel. The number of travellers crossing our borders is increasing, and the immigration services they require are becoming more diverse. The discovery of oil in the Gulf of Guinea will further increase volatility in migration and introduce challenges we have not dealt with before. Over the next four years we will have to address key issues if we are to continue to deliver our mandate to manage migration.

1.1 What fundamental issues does this plan address?

1.1.1 Insufficient capacity to meet current and future demand.

We have experienced on average, annual increases in embarkation and disembarkation in the past five years. Our staff, facilities and infrastructure are in danger of becoming overstretched. We must deliver the required capacity to cope not only with current demand, but also predicted demand in the years ahead. To deliver our key services requires capacity in all parts of our organisation. We will be hiring additional staff to operate our authorised entry points and patrol the borders. We are also seeking to open new authorised routes to service legitimate demand. We will be making our existing resources go further by focussing on intelligence led operations, directing our time and effort to where it is most effective. We will be sharpening up the efficiency and effectiveness of our services by introducing standard operating procedures throughout the organisation and providing thorough training to staff at all levels.

1.1.2 Lack of flexibility to meet changing requirements for services

We will be expected to deliver our services in an increasingly wide range of circumstances. This includes locations hitherto poorly serviced such as the off-shore environment associated with the oil industry. It also includes changing requirements for supporting visitors and migrants to Ghana including an increasingly homeward-bound Diaspora and a diverse range of business and investment visitors requiring legal passage and ability to conduct their business. We are also challenged to improve collaboration with our partners in government. Ghana is in the process of formulating its first national migration policy which will need to be serviced by GIS and provided with the data it needs to be correctly implemented. We are increasingly required to collect and share reliable, timely data with other agencies.

1.1.3 Lack of mandate for change

Our most recent strategic plan expired in 2005. This new strategic plan sets out a common vision and agenda for change and investment. It provides a clear mandate for our plans that we will carry through to implementation and to successful delivery.

1.1.4 Lack of framework for investment

GIS operates in a complex funding environment. The lack of clear articulation of its plans and aspirations coupled with a lack of business casework in support of its larger initiatives will hinder funding. Money is available for investment, but it is either not being accessed, or being spent on tactical projects without reference to strategic goals. The international development community has money to invest in the Ghana Immigration Service and is seeking a framework in which to do so. It is important that the investment is targeted and timed to support the goals we have ourselves identified.

1.2 How this plan fits in wider planning context

Migration is high on the Government agenda and Cabinet has approved the development of Ghana's first National Migration Policy. GIS will be a significant player in both the development and implementation of this policy. To be capable of implementing and measuring the success of the policy we need to become a stronger organisation, better able to service the increased requirements for controlled migration the policy will require.

1.3 What are the benefits of adopting this plan?

The plan sets down on paper the major programmes GIS will undertake over the next four years. This delivers several key benefits:

- A reduced reliance on key individuals for knowledge of our strategy and plans.
- A single common articulation of vision, objectives and programmatic goals improving communication and mutual understanding both inside and outside the Service.
- The establishment of a mandate for our planned changes that will carry them forward to their conclusion.
- The establishment of a creditable framework for investment in our Service.

1.4 Our vision

We aspire to build a Service capable of delivering its mandated duties to the utmost of professional standards in the face of changing demands.

We will be a resilient, effective and efficient organisation whose strength transcends that of those working there. There will be strength and flexibility in the fabric of our organisation. The Service will anticipate and respond to changing demands and circumstances, while offering a continuous, effective and efficient service to our diverse customers.

We will demonstrate to all our customers a genuine sense of professionalism and integrity arising from the quality and efficiency of our services. We will be recognised as taking a hard line against irregular migration, but also recognised for our respect of human rights and dignity. For legitimate travellers we will present a welcoming and efficient first contact with Ghana in accordance with our national traditions.

We will build a Service that is recognised as a great place to work, offering opportunities for employment, promotion and training to all who work here.

We aspire to be a Service respected internationally for the quality of our operations and recognised as a positive force in regional and international migration. We wish to be seen as a template for all Africa and an organisation of which all Ghanaians can be proud.

1.5 Our mission

Our purpose is to build a stronger and better Ghana by operating fair but firm immigration controls that regulates and facilitates the movement of people through Ghana's borders and efficient, effective residence and work permit systems that meet the social and economic needs of the country.

1.6 Our strategic objectives

1. We will manage migration in the national interest.
2. We will defend against irregular migration.
3. We will contribute to national security.

1.6.1 We will manage migration in the national interest.

We will uphold the traditions of Ghana as a welcoming and hospitable nation while contributing to its economic, social and developmental interests. We will manage migration in the national interest by:

- *Promoting migration that contributes to the economic, social and developmental interests of Ghana and the communities residing therein.* We will contribute to the development and maintenance of Ghana's National Migration Policy. We will collect and share information to enable the implementation and monitoring of migration policy. We will manage migration positively in the best interests of Ghana, the migrant and their community of origin. We will administer and defend the rights of legitimate visitors to the country.
- *Facilitating the border crossings of legitimate travellers at authorised routes.* We will make Ghana an easy country to visit legally and invest in for those who will contribute to the national good. We will ensure all legitimate land; sea¹ and air crossing points allow legal entries and departures. We will facilitate the swift admission of legitimate travellers. We will strive to make a good first impression for visitors to our nation.
- *Administering the rights of visitors to Ghana.* We will issue appropriate permits to visitors to Ghana in accordance with their rights as determined by policy and law. We will operate an accessible, swift service for applying for and receiving permits. We will make well informed decisions based on sound information and policy.

1.6.2 We will defend against irregular migration

We will defend against irregular migration by:

- *Preventing, detecting and deterring border crossings at unauthorised routes.* We will defend Ghana's land, sea and air borders, working in collaboration with other agencies and coordinating our efforts with those of our neighbouring states. We will patrol our borders making the most effective use of our resources to do so.
- *Detecting and stopping threats at entry points.* We will make good use of intelligence and direct our resources to best effect in the detection and prevention of illegal activity at crossing points. We will collaborate and share intelligence with other agencies. We will make swift, well informed decisions on who to admit to the country in accordance with national policy and law and based on the best possible information.

1.6.3 We will contribute to national security

We will contribute to national security by:

¹ Including off-shore transfers and other legitimate requirements for legal entries and departures to and from Ghanaian territories. Ghana Immigration Service must react to and anticipate legitimate changes in the demand for entry clearance by its visitors.

- *Tackling immigration crime.* We will deter, detect, prosecute and enforce breaches of immigration law. We will monitor the activities of foreigners to ensure they comply with the terms of their visit. We will prosecute suspected breaches of immigration law in a fair, firm, timely manner respecting the laws of the land and the rights of the individual. We will swiftly enforce remedies in accordance with policy and law.
- *Collaborating with other Ghanaian security agencies.* We will collaborate with other agencies in the fulfilment of our national security duties. We will share intelligence and information and make good use of that which we receive. We will collaborate in joint operations that promote efficiency and security goals.
- *Working with other states to improve the quality of operations.* We view international collaboration as a vehicle for improving national security. We will extend assistance to the immigration services of other African states in the form of training, advice and collaboration on international matters such as piracy and common land borders. We will work with our global partners to address global issues and reinforce Ghana's international standing.

1.7 Building capacity and capability

Our ability to deliver our objectives depends on the capacity and capability of our organisation. We have identified early projects that will begin the task of building strength in the key areas of our business. In the next four years there will no doubt be new challenges and opportunities that require new responses which we will address within this strategic framework.

1.7.1 People

GIS requires staff of sufficient capability demonstrating sufficient professionalism and integrity to carry out our mission. We must be able to recruit, train, lead, organise, motivate and retain a team with the requisite skills and in requisite numbers to meet current and future objectives.

Project	Completes
1.1 Form a Policy, Planning and Monitoring Unit	November 2010
1.2 Develop a comprehensive HR policy and plan	November 2011
1.3 Restructure and expand the training curriculum	April 2012

1.7.2 Policy

Ghana currently lacks a comprehensive migration policy. GIS will play a leading role in contributing to the creation of that policy and will be one of the primary instruments for its implementation. Policy must be translated into effective operation by GIS. To do this we need to operate consistent processes and standard operating procedures at all levels and at all locations. These procedures must be understood and applied by all staff requiring high quality initial training followed by support and enforcement during operations.

Project	Completes
2.1 Mobilise the Legal Research Unit	December 2011
2.2 Complete a comprehensive review of legal instruments	December 2011
2.3 Contribute to the formulation of national migration policy	<i>Externally Determined</i>
2.4 Introduce pervasive standard operating procedures	April 2012
2.5 Restructure and expand the legal department	December 2012
2.6 Create internal publications gathering and explaining migration laws	November 2011

1.7.3 Information

Apart from defending the border, the main theme of our business is making decisions and controlling rights of individuals entering, leaving and within Ghana. We are an information-led organisation that aspires to be an intelligence-led organisation and is making progress toward this goal. We require access to complete, reliable data. Ghana currently lacks the structures to track the identities and passage of all foreign nationals across its borders.

To achieve the vision of managed migration and intelligence-led control requires more information, much of which must be obtained and used in collaboration with other organisations in order to be effective. In the long term it may be possible to gather the majority of information electronically, but this will require significant long term investment in infrastructure. In the short term a more pragmatic approach to information is required. GIS will be the main route by which the Government of Ghana receives feedback on the progress and success of its policy so it must be able to collect and deliver comprehensive, timely and reliable data.

Project	Completes
3.1 Formulate and implement an ICT Strategy	January 2013

1.7.4 Facilities and equipment

We require adequate accommodation in all locations we conduct our business and train our staff. The accommodation must be adequately supported with utilities, reflecting the essential nature of the work being carried out. Our staff require the proper equipment to do their jobs. They must also be able to afford to live within reasonable reach of their place of work, in accommodation commiserate with their status.

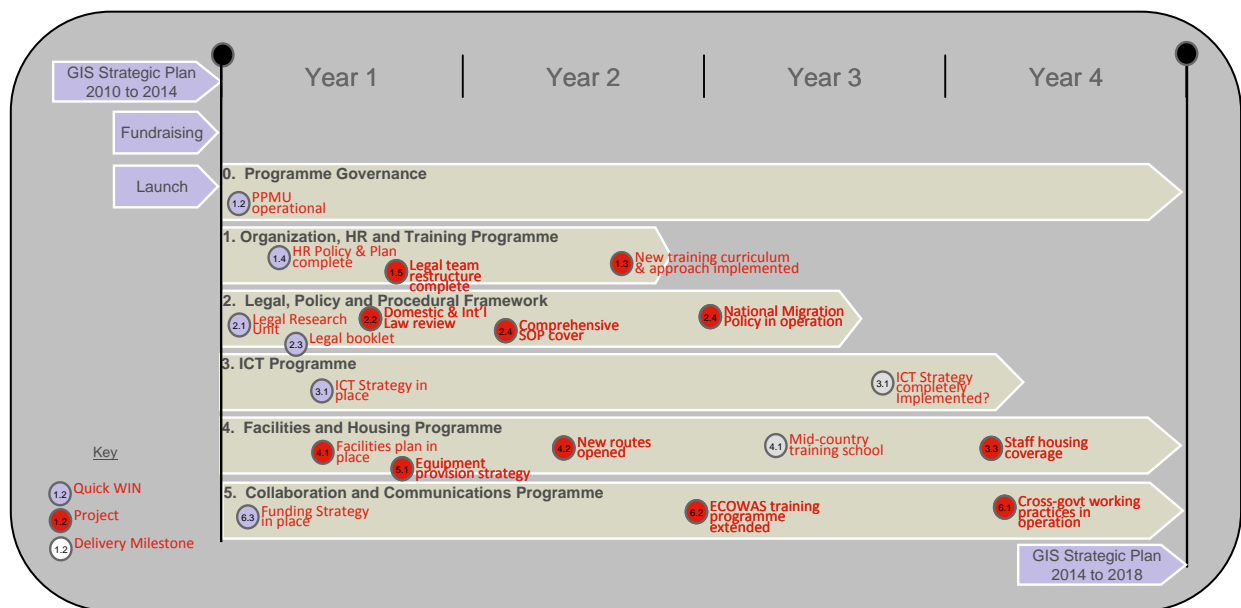
Project	Completes
4.1 Facilities and Infrastructure planning project	October 2011
4.2 Staff housing projects	January 2013
4.3 Mid country training school	December 2012
4.4 Equipment requirements analysis & sourcing strategy	September 2011

1.7.5 Collaboration

We will use collaboration as the primary means of delivering change. We are a distinct organisation but we deliver our objectives by working with others. We will build on our relationships with our funding partners, our partner organisations in Ghana, our ECOWAS neighbours and the international community. Our objectives are to strengthen our organisation and build respect for not ourselves but also for our nation.

Project	Completes
5.1 Formalise and extend the international training programme	September 2012
5.2 Develop a cross-government collaboration approach	November 2011
5.3 Define and implement a communication strategy	continuous

1.8 Timeframe for implementation & milestones



2. Our vision & strategic objectives

Everything we do as a Service must contribute to our mandated duty to regulate and monitor foreigners in Ghana. The mandate resolves into three clear strategic objectives: managing migration in the national interest; combating irregular migration and promoting national security. We have a vision for our Service that will meet these strategic objectives, and continue to meet them in the years ahead.

2.1 Our mandate

Under PNDC Law 226 (1989) we are granted the sole mandate to regulate and monitor the entry, residence, employment and the exit of foreigners in Ghana. This mandate was renewed and expanded through the passage of the Immigration Act, 2000.

In the administration and governance of our operations we are subject to the laws of the land. Our operational duties are governed or influenced by thirteen domestic legal instruments². We are also subject to interpretations of the numerous international conventions, protocols, directives and accords which Ghana has ratified.

Ghana currently lacks a migration policy. It is expected that once migration policy comes into force we will implement its measures.

2.2 Our mission

Our purpose is to build a stronger and better Ghana by operating fair but firm immigration controls that regulates and facilitates the movement of people through Ghana's borders and efficient, effective residence and work permit systems that meet the social and economic needs of the country.

2.3 Our vision

Delivering excellence in migration management for national development.

We aspire to build a Service capable of delivering its mandated duties to the utmost of professional standards in times of changing demand.

National Migration Policy

Ghana currently lacks a migration policy. The basic assumption has been that Ghana is a nation of emigration, whereas in fact it has become a nation absorbing large-scale immigration beyond the scope of controlling legislation to manage. Ghana has limited coherence in its immigration law. It lacks vision and long-term goals and has limited reliable data that can serve as the basis for policy-making. The perpetuation of this state is injuring national interests and jeopardising the fair treatment of visitors and migrants.

In February, 2006, Cabinet gave the approval for the establishment of the Migration Unit under the Ministry of the Interior to coordinate the activities of all governmental institutions whose activities affect or are affected by migration.

The Migration Unit was set up in July, 2008 with support from International Organization on Migration. The Unit was set up to contribute to Ghana's economic and social development by providing key support to government of Ghana's efforts to better integrate migration into the national developmental framework.

GIS are in a unique position to contribute to and drive the development of migration policy for Ghana in collaboration with the Migration Unit.

² The Constitution (1992); Immigration Act (2000); Citizenship Act (2000); Immigration Regulations (2001); Human Trafficking Act (2005); Refugee Law (1994); Labour Act (2003); Labour Regulations (2007); Children's Act (1998); Representation of People Amendment Act (1994); Ghana Investment Promotion Centre Act (1994); The Ghana Investment Promotion Centre (Promotion of Tourism) Instrument (2005); The Immigration Quota Committee.

We will be a resilient, effective and efficient organisation whose strength transcends that of those working there. There will be strength and flexibility in the fabric of our organisation. The Service will anticipate and respond to changing demands and circumstances, while offering a continuous, effective and efficient service to its diverse customers. We will remain impartial to politics and serve the policies of the elected Government without prejudice.

We will demonstrate to all our customers a genuine sense of professionalism and integrity arising from the quality and efficiency of our services. We will be recognised as taking a hard line against irregular migration, but also recognised for our respect of human rights and dignity. For legitimate travellers we will present a welcoming and efficient first contact with Ghana in accordance with our national traditions.

We will build a Service that is recognised as a great place to work, offering opportunities for employment, promotion and training to all who work here.

We aspire to be a Service respected internationally for the quality of our operations and recognised as a positive force in regional and international migration. We wish to be seen as a template for all Africa and an organisation of which all Ghanaians can be proud.

2.4 Our strategic objectives

1. We will manage migration in the national interest.
2. We will defend against irregular migration.
3. We will contribute to national security.

2.4.1 We will manage migration in the national interest.

We will uphold the traditions of Ghana as a welcoming and hospitable nation while contributing to its economic, social and developmental interests. We will manage migration in the national interest by:

- *Promoting migration that contributes to the economic, social and developmental interests of Ghana and its resident communities.* We will contribute to the development and maintenance of Ghana's National Migration Policy. We will collect and share information to enable the implementation and monitoring of migration policy. We will manage migration positively balancing the best interests of Ghana, the migrant and their community of origin. We will administer and defend the rights of legitimate visitors to our country.
- *Facilitating the border crossings of legitimate travellers at authorised routes.* We will make Ghana an easy place to visit legally and invest in for those who will contribute to the national good. We will ensure all legitimate land, sea³ and air routes allow legal entries and departures. We will facilitate the swift processing and admission of legitimate travellers, respecting the need to carry out checks. We will strive to make a good first and last impression for visitors to our nation.
- *Administering the rights of visitors to Ghana.* We will issue appropriate permits to visitors to Ghana in accordance with their rights as determined by policy and law. We will operate an accessible, swift service for those applying for and receiving permits. We will make well informed decisions based on sound information and policy.

³ Including off-shore transfers and other legitimate requirements for legal entries and departures to and from Ghanaian territories. Ghana Immigration Service must react to and anticipate legitimate changes in the demand for entry clearance by its visitors.

2.4.2 We will defend against irregular migration

While facilitating the visits of legitimate travellers we will take a firm line against those seeking to subvert our border controls. We will defend against irregular migration by:

- *Preventing, detecting and deterring border crossings at unauthorised routes.* We will defend Ghana's land, sea and air borders, working in collaboration with other agencies and coordinating our efforts with those of our neighbouring states. We will patrol our borders making the most effective use of our resources to do so.
- *Detecting and stopping threats at entry points.* We will make good use of intelligence and direct our resources to best effect in the detection and prevention of illegal activity at crossing points. We will collaborate and share intelligence with other agencies. We will make correct, well informed decisions on who to admit to the country in accordance with national policy and law and based on the best possible information.

2.4.3 We will contribute to national security

As a lawfully mandated paramilitary service we have a duty to defend national security. This includes not only protecting our country from threats to our borders, but also protecting Ghana from social and economic threats associated with migration. We will contribute to national security by:

- *Tackling immigration crime.* We will deter, detect, prosecute and enforce breaches of immigration law. We will monitor the activities of foreigners to ensure they comply with the terms of their visit. We will prosecute suspected breaches of immigration law in a fair, firm, timely manner respecting the laws of the land and the rights of the individual. We will swiftly enforce remedies in accordance with policy and law.
- *Collaborating with other Ghanaian security agencies.* We will collaborate with other agencies in the fulfilment of our national security duties. We will share intelligence and information and make good use of that which we receive. We will collaborate in joint operations that promote efficiency and security goals.
- *Working with other states to improve the quality of operations.* We view international collaboration as a vehicle for improving national security. We will extend assistance to the immigration services of other African states in the form of training, advice and collaboration on international matters such as piracy and common land borders. We will work with our global partners to address global issues and reinforce Ghana's international standing and improve international security.

2.5 Our programmatic goals

The strategic objectives as stated do not represent a major change in the focus of our business. The projects to be implemented over the next four years are not included to reflect major changes in our duties; they are instead focused on improving the effectiveness of how we perform those duties.

To perform our duties in the most effective and efficient manner requires capability and capacity in all areas of our organisation and an effective structure for making GIS work as a harmonious whole.

Our programmatic goals therefore are aligned to improving capability and capacity the core business components that support our business processes.

For programmatic purposes we identify five primary business components upon which the successful execution of our duties depends.

People	Policy	Information ⁴	Facilities & Equipment	Collaboration and Funding
Well trained and motivated staff, with sufficient skills in sufficient numbers to perform their allocated roles	Laws, policies, documented processes and procedures defining and making legal the tasks staff undertake and covering both administration and operations.	The collection, storage and use of the data GIS need to perform their duties, including the ICT systems upon which the data resides.	Includes all physical infrastructure that GIS requires to perform its duties ranging from office space and staff housing to uniforms, equipment, arms and ammunition and transport.	The relationships GIS requires to perform its duties. Includes our relationships with our customers, other government and non-government organisations in Ghana and our wider relations with ECOWAS and other international partners.

Table 2 describing the five components GIS relies upon to perform its duties.

All projects identified in this strategic plan align to building capacity and capability in one or more of these five categories.

2.5.1 Targeting gaps in capability and capacity

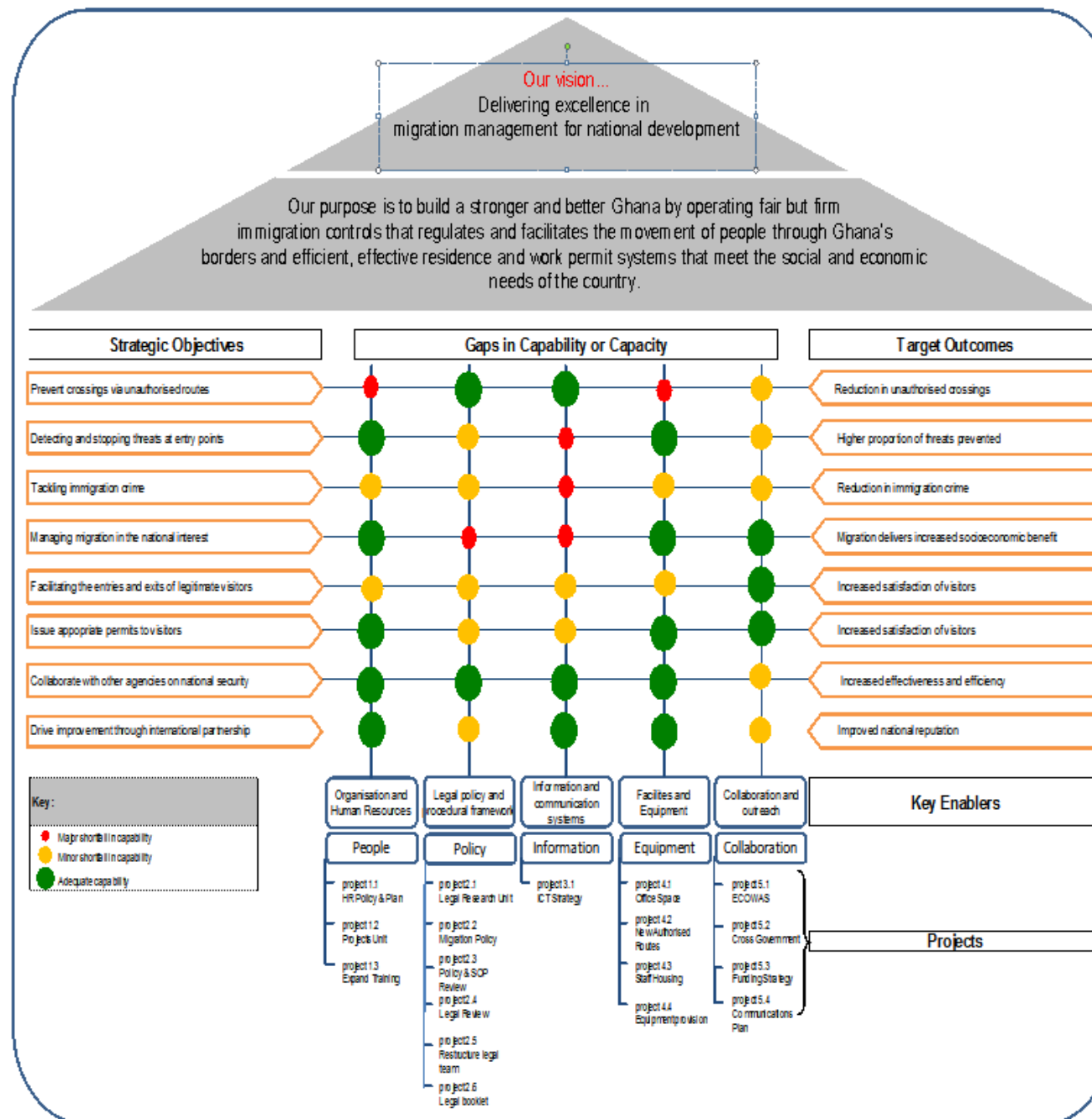
To make optimum use of our resources and funding over the next four years we will target our project activity to addressing specific weaknesses in our capability.

Figure 1 on the following fold-out page assesses our capacity and capability in the five key enablers for our business, examining how they support our key business activities. The projects we are proposing in this initial tranche are targeted at addressing these weaknesses.

In Section four of this document we detail our requirements for improvement in all five areas. In Section five we set out how we will go about meeting those requirements through projects and interventions.

⁴ "Information" in this instance refers to any data GIS collects, stores, processes or exchanges in the course of its administration and operations.

Figure 1. One-page Strategy



Understanding the One-Page Strategy

Figure one summarises our strategy in diagram form.

At the top of our diagram we set out our vision and mission statement. All activities link back to their delivery.

On the left we list the key business activities through which we deliver our **strategic objectives**.

To perform these activities requires contribution from the five key components of our business. These are listed as the five **key enablers** of our business along the bottom.

Where each key enabler supports the delivery of a key business activity we have **assessed our current capacity and capability** in this area. For example in the top-left intersection we currently lack adequate staffing (people) to patrol unauthorised routes, hence we mark the section with a red spot. This indicates a major shortfall in our capability.

Below each key enabler we **list the projects** we have identified to address the most pressing gaps in the capability. Over the course of the implementation we hope to move all intersections toward the green status.

This will enable us to better deliver the **target outcomes** we list for each major business activity.

The tool is selected as it is useful for both directing planning and we hope in communication.

3. The current situation

3.1 Who we are and what we do

Ghana Immigration Service is recognised as one of the most effective immigration services in the region. We owe our success to a wide range of factors:

- The strength of our staff, organisation and leadership and the efforts we have made in recent years to improve the Service.
- Ghana's stable and broadly liberal political and legal environment.
- The stability of the Cedi on the international money markets.
- Our good relations with our neighbouring states and the strength of our international relationships across the globe.

We have the sole mandate to regulate and monitor the entry, residence, employment and the exit of foreigners in Ghana. Our Service is accountable to the Ministry of the Interior and we collaborate extensively with other ministries and services to fulfil our mandate. It is beyond the scope of this document to list all relationships, but particular attention should be drawn to those partners we rely on for cross-government business processes. Namely the Ministry of Foreign Affairs for overseas entry clearance and advance-visa issuance; the Bureau of National Investigations, the police, the armed forces and judiciary in our fight against immigration related crime; and The Custom Excise and Preventive Service, NACOB and the Ministry of Women and Children's Affairs in the fight against illegal trafficking.

Our mandated operational duties comprise:

- The defence of Ghana's territorial boundaries.
- The examination of travellers entering and leaving at authorised points.
- The examination, issuance and management of visas, entry permits, work permits, residence, and restricted access permits to qualifying foreign visitors.
- The enforcement and prosecution of Ghana's immigration laws.
- Contributing to the setting of migration quotas in order to manage migration.
- Contributing to the processing of passport applications in the districts and regions.
- The provision of information to other agencies and the receipt of the same.
- The provision of information to travellers and would-be travellers.
- A contribution to national security through a combination of the above duties and collaboration with national and international security agencies.

Beyond these operational duties we promote the good standing of Ghana in the region. We provide a safe and rewarding place to work, providing training and career opportunities to the youth of Ghana, and consider it our duty to be a role model for other organisations. We are aware we are often the first and last contact visitors have with the Ghanaian authorities and strive to give a good impression.

We are funded by the Government of Ghana as a regular operational Service. We also receive financial support and support-in-kind (often in the form of training and equipment) from the International Development community.

3.2 The changing demand for services

The regional and international migration profile for Ghana is changing. There are many studies and literature available on the subject and it is beyond the scope of this document to contribute to the body of

knowledge. We would draw the interested reader's attention to the migration profile and strategy published by the IOM.

The impact of the changing migration profile will be felt by the immigration service in several ways.

- **Increased traffic at the border.** In terms of pure volume the workload of the immigration service is expected to increase.
- **An increasingly diverse demand for services.** As Ghana's economy evolves and its relationships with an increasingly international workforce extends there will be new demand for immigration related provisioning in new categories and in new locations. The emerging oil industry in particular will require the legal facilitation of entries, exits and work permits to workers primarily on off-shore locations. The working and transfer patterns of these workers may require new categories of permit to be devised. More broadly, as international investment and labour migration play an increasingly large part in the Ghanaian economy the immigration service must have the capability to anticipate, adapt and thereby cater to the legitimate demands of travellers in accordance with an emerging national migration policy.
- **An increasing demand for statistics and information.** Ghana is in the process of defining its national migration policy. Formulating and implementing such policies is dependent on the availability of pertinent, timely and reliable data. We will be a primary provider of this data and must work with our partners in migration to ensure their needs are served.

3.3 The context in which we operate

Ghana immigration service delivers its duties in a complex national and international context. Understanding this context is important to understanding the need for collaboration as the primary method of delivering change.

3.3.1 International factors

Ghana is a member of the Economic Community of West African States (ECOWAS). Through its membership Ghana supports the economic development of the region, including the development of policies directed at the free movement of nationals from other member states. Assuring their identity and credentials is a significant challenge. The use of forged or fraudulent documentation is a significant risk in the region, presenting significant risks to security, law and order and economic development. Scrutinising all such travellers is challenging and Ghana currently lacks the high throughput solutions capable of doing so.

Ghana has a large land border with nations whose immigration controls are sometimes less effective than its own. Through its membership of ECOWAS, and relationships with UK and other governments, Ghana is well-placed to leverage its position as a local centre of excellence and assist these countries in the development of their own immigration capability. However, it currently lacks the strategic impetus or delivery strategy to realise this potential.

Ghana is increasingly becoming an importer of labour, the majority of which comes from the region but an increasing proportion of which is sourced further afield. A managed migration policy should form a key component of the immigration strategy, balancing the economic and social benefits of migration and travel with the need for national security and controlled migration. This will require careful consideration of multiple, often conflicting considerations. Translating this policy into realisable, workable entry clearance and visa processes, which serve the needs of the applicant and receiving government, requires the development of comprehensive solutions. These should integrate process, data and technology into organisational structures that assure consistency of policy implementation and decision making.

3.3.2 The strategic objectives of the Ministry of the Interior

Ghana currently lacks a dedicated migration policy, but does manage migration through various initiatives⁵. Apart from the development of policy the Ministry is concerned with the mobilisation and enablement of Ghana's diasporas in support of national development. The ministry is currently undertaking measures aimed at allowing those of Ghanaian descent residing overseas to contribute in both fiscal terms and in kind. These policies are reflected in the measures currently being undertaken by the Service to facilitate returns by the diasporas on a permanent or temporary basis.

3.3.3 Funding and development support

The lack of internally directed planning, and a proliferation of independently acting donors runs the risk of imposing a donation-led rather than a requirements-led approach to improvement. This is a self-perpetuating situation where donors complain of a lack of understanding of Ghana's needs, while providing what they deem to be appropriate support. This strategy hopes to redress this misalignment by setting out our Service's needs as determined by ourselves. We hope in turn that donors will adopt this framework and use it for coordinating their investment in GIS when considering how best to support our organisation.

3.4 Strengths and weaknesses

In figure 1 on page 17 we set out our own assessment of the Service's capabilities in the context of our core business process and the business components that deliver them. Beyond these we can identify the following strengths and weaknesses covering the context in which we perform our duties.

3.4.1 Our Strengths

- A stable, liberal political and legal environment that promotes investment.
- A hospitable national culture that tolerates religious and cultural differences.
- Good relations with other states in the region.
- The introduction of intelligence-led operations.
- The introduction of an enhanced border patrol force to prevent crossings at illegal entry points.

3.4.2 Our Weaknesses

- Lack of coordination with other ministries, services and department with whom GIS scope of duties interface. This leads to inefficiencies, lack of clarity over boundaries of responsibility and missed opportunities for aligned operations, for example the issuance of visas overseas.
- The absence of a high quality data set recording the identities, statuses and entry and exit history of foreign nationals in Ghana.
- The current lack of a national migration policy.
- A lack of clear-cut investment policies and structures, and a lack of harmonised investment laws, particularly in view of the oil windfall.
- Inconsistent national coverage and lack of consistent levels of professionalism and service.
- Logistical constraints inherent in the infrastructure, linked to a lack of funds.
- The presence of unapproved entry and exit routes by land.

⁵ E.g. Growth and Poverty Reduction Strategy Paper II.

- Negligence and corruption in the service.

3.5 Opportunities and challenges

We recognise the following opportunities in the context of both our own service and that of Ghana. We will seek to make the best of these opportunities and will attempt to address the challenges, or threats, through the implementation of our plan.

3.5.1 Our Opportunities

- There is investor confidence in Ghana, leading to a potential expansion in business.
- The oil windfall is attracting investment.
- The topicality of migration matters in the Ghanaian, regional and world political and economic context.
- The current political and regional stability is allowing Ghana to focus on the development agenda of which this is a part.
- The opportunity to improve the electronic and card-based data capture conducted during border crossings.
- The current momentum to enhance collaboration with partners through schemes such as Aeneas, Pisces and the Thematic Programme on Migration and Asylum.
- The opportunity for a correct implementation of the ECOWAS protocol.
- The opportunity to establish a new legal mandate and coverage for our increasingly advanced and diverse services.
- The options for technology and skills transfer from donor organisations.
- The emerging requirement for data in support of the national migration profile presents an opportunity to overhaul our current collection and reporting structures and arrangements.

3.5.2 Our Challenges

- Inherent problems in the infrastructure (e.g. power cuts)
- An ongoing lack of adequate internal funding leading to reliance on donor support with its attendant restrictions.
- The potential social polarisation of the environment brought about through economic migration. The proliferation of sects and isolationist cultures and the erosion of Ghanaian cultural norms.
- The influx of undesirable persons to Ghana due to its open culture, and subsequent rise in anti-social behaviours.
- Migrants being perceived as taking jobs from residents⁶.
- An increase in xenophobia brought about by an increased influx of migrants.

3.6 Our values

We are committed to high levels of professional performance demonstrating effectiveness, efficiency, initiative, commitment and responsibility. Our staff and officers strive to exhibit knowledge, competence and objectivity in the delivery of their duties. In all matters, the staff and officers of GIS maintain integrity

⁶ We acknowledge that studies have shown that the effect is limited to a slight lowering of the expected wage in certain professions, and remain champions of the cause of migration as a positive tool for economic stability and growth.

The current situation

and impartiality. We strive to be at all times respectful of the rights and dignity of all those with whom it has dealings.

We understand that we are accountable to the Government and people of Ghana and should exemplify the values of the nation. We are committed to delivering continuity of service, retaining political impartiality and non-partisanship.

4. Our requirements

The situation does not call for a radical reform in the duties GIS undertakes. While there are new challenges the basic tasks of defending the border and managing the passage of people across it remains unaltered. There is no requirement for radical change in GIS scope of duties, but there is scope for improvement in how GIS manages and delivers those duties. This may be succinctly expressed as a requirement to improve the capacity and capability of our organisation.

Beyond the three strategic objectives identified in Chapter Two there is an overarching requirement to provide a continuous high quality service. Meeting that basic requirement requires two fundamental capabilities:

1. The capability to meet customer demand without compromising the performance or integrity of our operations.
2. The capability to anticipate and plan services in response to changing requirements.

We therefore require an organisation that is both strong and adaptable.

At the heart of what we do are the fundamental business processes we deliver in the pursuit of our strategic objectives⁷. These processes are delivered by a combination of fundamental business components working together. We identify these business components as follows.

People	Policy	Information ⁸	Facilities & Equipment	Collaboration and Funding
Well trained and motivated staff, with sufficient skills in sufficient numbers to perform their allocated roles	Laws, policies, documented processes and procedures defining and making legal the tasks staff undertake and covering both administration, legal and operations.	The collection, storage and use of the data GIS need to perform their duties, including the ICT systems upon which the data resides.	Includes all physical infrastructure that GIS requires to perform its duties ranging from office space and staff housing to uniforms, equipment, arms and ammunition and transport.	The relationships GIS requires to perform its duties. Includes our relationships with our customers, other government and non-government organisations in Ghana and our wider relations with ECOWAS and other international partners.

4.1 People

We are reliant on our people in every aspect of what we do. Our staff, their management and their leaders are the single most important asset of our organisation.

While we may seek to improve the efficiency and effectiveness of our organisation through automation, this will never remove our reliance on a skilled, motivated workforce in sufficient numbers to carry out our key duties.

⁷ See 1.6 on page 2

⁸ "Information" in this instance refers to any data GIS collects, stores, processes or exchanges in the course of its administration and operations.

Our requirements

We will build capacity and capability in our organisation by investing in our people. We will seek to retain the services of high quality individuals through selective recruitment campaigns and by cementing the reputation of our Service as a great place to work. We will train all our staff in the skills they need to fulfil their roles. This training will cover all ranks of staff and continue throughout their career at GIS. We will nurture talent and allow the best and brightest of our staff to rise to the levels of their ambition and ability.

We will structure our organisation to the best possible effect. We will dedicate resources to the management of change and build the skills and capabilities within our organisation to support and manage that change.

4.1.1 Key initial projects

Project	Completes
1.1 Form a Policy, Planning and Monitoring Unit	November 2010
1.2 Develop a comprehensive HR policy and plan	November 2011
1.3 Restructure and expand the training curriculum	April 2012

4.1.2 Building capacity

As part of HR policy and planning we will develop a resourcing plan aligned to current and future demand models. We will define complementary recruitment and training strategies to deliver the skills we need in the right numbers in the right places at the right times.

4.1.3 Building capability

We will source the skills we require by three primary methods:

- 1) The recruitment of skilled and intelligent persons. Our recruitment campaigns shall be aligned to forward-looking requirements for skills and headcount. We shall establish GIS as a premier place to work in both government and the private sector thereby attracting the highest calibre and qualification of recruits.
- 2) The internal training of our staff. We will provide training in all areas of administration, legal and operations. We will introduce personal training profiles and stream trainees toward particular departments and roles according to their talents and aspirations. We will provide specialist training in support of specialist roles. We will introduce training throughout the organisation, including our leadership and management to ensure the right individuals; with the right skills are present in all roles.
- 3) We will seek specialist professional resources through collaboration with our partners in government. For key tasks requiring specialist professional services we will seek to adopt a shared services model with other employers in government.

4.1.4 Organising for change

We will form a Policy, Planning, Monitoring and Evaluation Unit (PPMEU) to manage change across the organisation. Within the legal team we will mobilise the legal research unit to keep our service up to date with changes in policy and protocol.

4.1.5 Professionalism

We require our staff to act with professionalism and integrity at all levels in our organisation. We will encourage and enforce professional conduct through training and monitoring in all aspects of operations, legal and administration at all locations. It is vital that we offer a consistent standard of professionalism at all our locations if we are to maintain credibility. Staff duties and how tasks need to be carried out will be

documented in standard operating procedures (SOPs) that cover all aspects of operations, legal and administration. Staff need to be trained in using the SOPs.

4.1.6 Skills requirements

- **Leadership**

We require the best individuals demonstrating the full range of leadership qualities. We will introduce succession planning to ensure that our strength transcends particular leaders' tenures. We will seek to build our leaders from within, but be open to outside recruitment and appointment.

- **Specialist Professional Services**

We will develop innovative approaches for sourcing professional service such as legal advice in the most cost-effective manner. We will collaborate with our sister agencies in seeking to source talent and investigate the setting up of shared-service centres for government.

- **Management Skills**

We require good management skills and practices to be embedded in the fabric of our organisation. We will nurture high quality managers from within the organisation and support them with a full suite of high quality policy and procedure for them to enforce.

- **Targeted Training**

We will target staff training to individual needs. We will let staff influence their career paths and training requirements and steer them toward the roles to which they will be best suited.

- **Specialist Skills**

We will introduce specialist training where specialist skills are required for particular roles.

4.1.7 Motivation

We will develop attractive reward packages within the framework set out for government employees. We will seek to recognise and reward excellence through citation and benefits. We will monitor and evaluate performance with a view to delivering a consistent high standard of professionalism and integrity at all our locations. We will seek to create a positive working environment where the rights and needs of staff are listened to and respected.

4.1.8 Welfare

We will pay attention to the welfare of all our staff, to encourage pride in the workplace and cement GIS' reputation as a premier employer.

4.2 Policy

As a public service organisation we are constrained in almost all we do by policy and law. In all our operational roles, and most of our administrative roles, we are constrained to perform our duties according to fixed processes in accordance with domestic law and international convention.

Inconsistent interpretation of policy in practice is undesirable and damaging to both the reputation and legal footing of the Service.

GIS therefore requires a strong, functioning framework for translating its mandated duties into operational excellence in all functions and in all locations. The framework links the legislative instruments that support legal operations with the day-to-day aspects of GIS operations and administration.

Figure 2 presents a model for operation that formally sets out a system that is already partially in place. Several programmatic interventions are planned to plug current deficiencies and gaps in the framework to deliver an agile policy organisation.

In the model, responsibility for translating laws into operational excellence is divided into tiers, with each tier communicating with the tier below through publication and promulgation of a compiled booklet or manual of instructions, accompanied as required by guidance. There is a feedback mechanism inherent in the structure that allows update of the rules up to and including the legislative layer.

4.2.1 Key initial projects

Project	Completes
2.1 Mobilise the Legal Research Unit	December 2011
2.2 Complete a comprehensive review of legal instruments	December 2011
2.3 Contribute to the formulation of national migration policy	<i>Externally Determined</i>
2.4 Introduce pervasive standard operating procedures	April 2012
2.5 Restructure and expand the legal department	December 2012
2.6 Create internal publications gathering and explaining migration laws	November 2011

4.2.2 Legislation

The domestic legislation grants GIS officials the authority to perform their duties. The interpretation of international conventions, protocols and directives fulfils Ghana's international obligations with respect to those treaties it has ratified.

GIS requires comprehensive, up to date legislation to provide a mandate and legal basis for all duties. The Service must be responsive to changing laws and proactive in seeking updates to controlling legislation in response to changing operational drivers. The laws exist to support the Service, not the other way round. International protocols, directives and conventions with impact on the duties of GIS require interpretation and implementation in operations.

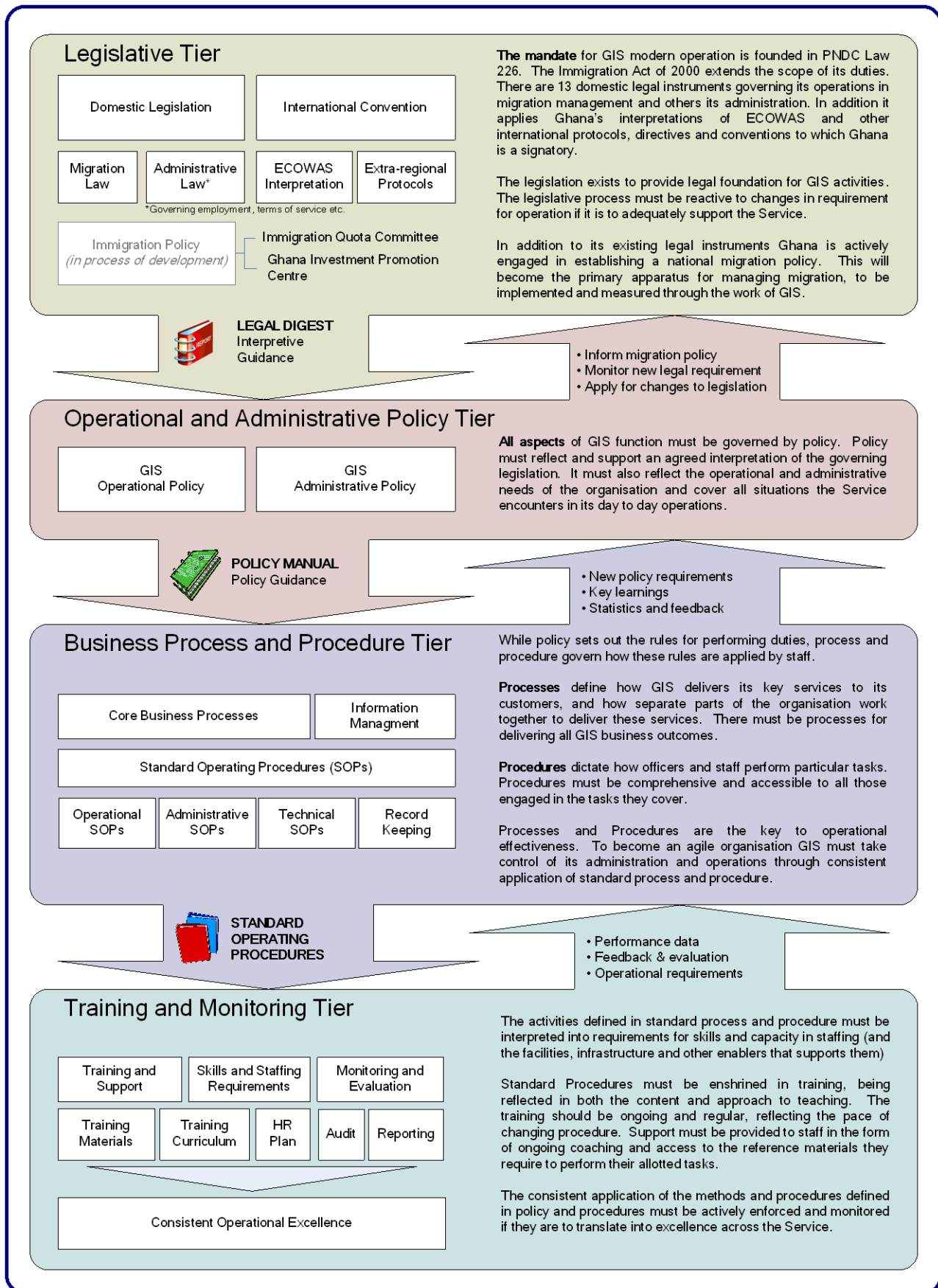


Figure 2. Diagram showing how laws translate to policy and procedure, and how policy and procedure feed back into establishing laws.

4.2.3 Operational and administrative policy

An operational policy framework sets out the principles and rules that guide all business units to rational outcomes in the fulfilment of their duties. Operational and administrative policy is required to bridge the gap between the statutory obligations and constraints set out in the controlling legislation and the activities and situations GIS encounters in its day-to-day operations. Whereas laws compel or prohibit behaviours, policies guide actions toward those that deliver a desired outcome. Policies can be understood as political, management, financial, and administrative mechanisms arranged to reach explicit goals.

4.2.4 Standard process and procedure

GIS requires a comprehensive set of processes and procedures governing all aspects of its business. There is currently a lack of consistency in the execution of duties. Staff in critical functional areas are operating without clear guidance on what their duties are and how to perform them. This has negative impact on efficiency, quality of service, staff morale and the public perception of the Service. There is a pressing requirement to address gaps in both current operations and administration and planned future operations such as expanded remit and scale of border patrol. Failure to address this fundamental gap in management will make it hard or impossible to translate central strength into operational quality. The key targeted outcome is consistent services in all locations and aspects of operations, legal and administration in accordance with the recognised policies, values and objectives of the Service.

4.2.5 Training and monitoring

We require standard process to be enshrined in the training we give our staff. We will monitor and enforce compliance with standard processes throughout our organisation and ensure the consistent delivery of services in all locations.

4.3 Information⁹

Our ability to perform our duties is dependent on our ability to take well informed decisions. High quality information is the life-blood of decision making and we view the data we collect, store, and make use of as a foundation of our business.

The data we collect needs to be pertinent and accessible to authorised persons as and when they need it. As Ghana develops its migration policy it will be increasingly important to inform it with reliable data.

We recognise the challenges in delivering systems and infrastructure, particularly in locations with weaker local utilities. We maintain a realistic view of what will and won't be possible and will at all times maintain a robust and practical approach to information gathering, storage, sharing and retrieval.

From time to time GIS receives donations of systems and infrastructure from the development community. While this is welcome it risks incompatibility across mismatched systems and can lead to a piecemeal approach to ICT provisioning. We hope that by setting out our ICT needs over the next four years through the formulation of an ICT strategy we will be able to guide donors toward appropriate provisioning.

4.3.1 Key initial projects

Project	Completes
3.1 Formulate and implement an ICT Strategy	January 2013

⁹ Including personal data collected in the course of entry clearance, the arrivals & departures data collected on the white slip, aggregated statistical data, intelligence briefings, visa information, identity, watch lists etc. Also including the systems (electronic or paper) we use to store and process the data and the network infrastructure that we use to transmit and share the data.

4.3.2 ICT strategy

We will define and implement an ICT strategy for improving our use of information. The strategy will develop a framework for assessing our most critical ICT needs. An initial assessment is set out in figure 3.

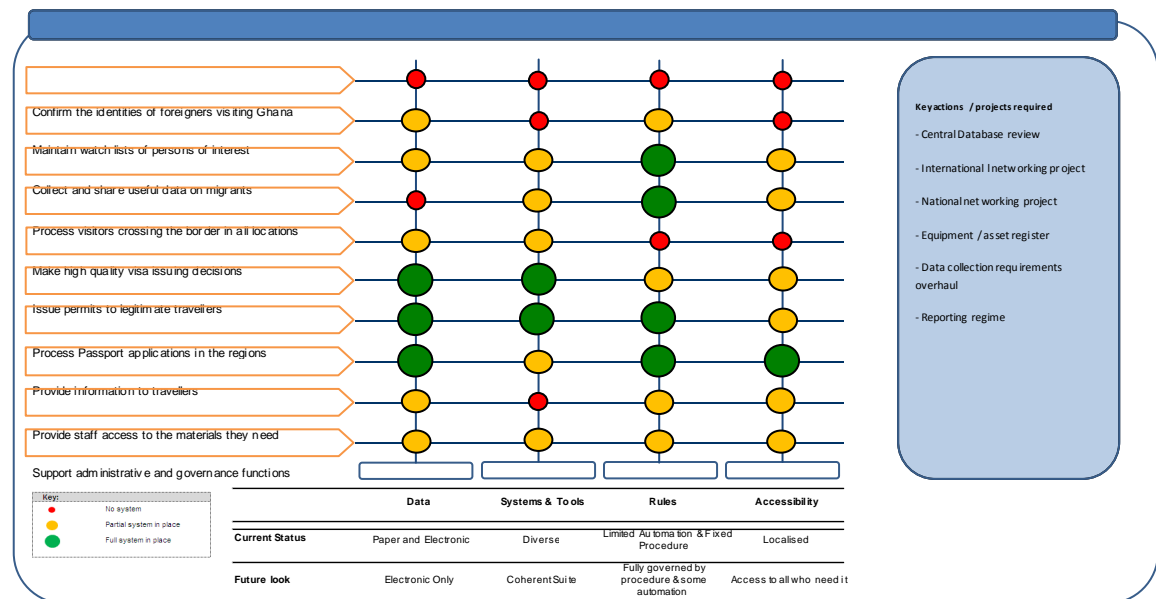


Figure 3 – Provisional ICT Strategy one-page capability assessment

4.3.3 Providing the right data to the right people at the right time

The strategy will aim to address the needs of all those with a legitimate requirement to view information. This extends beyond our borders to our overseas missions where visa staff will benefit from the ability to look up the histories of individuals seeking visas. It also covers our requirements to share data with other agencies, both through statistical reports and information on individuals.

4.3.4 Record keeping & information management

Our mandated duties include the gathering and storage of information on visitors to the country. Personal information so gathered will be used by our officials for the sole purpose of delivering their duties and personal data will neither be shared or viewed other than for the designated purposes. Information will be collected, stored and disseminated in a manner that respects the fundamental human rights to privacy¹⁰.

In the absence of a national law on data protection we are required to define policy regarding the collection, storage, use and destruction of personal information in line with international best practice, taking into account constraints imposed by available technologies and infrastructure.

We are required to provide data to other authorised bodies. In order to perform this duty GIS needs to understand the detailed information requirements of the bodies to which it provides data. Special emphasis shall be made on the collection and timely provision of information pertinent to the national migration policy.

¹⁰ As enshrined in the Universal Declaration of Human Rights and the International Covenant on Civil and Political Rights to which Ghana is a ratified signatory.

4.3.5 Establishing identity

We note that many nations are introducing technology-based identity management systems in response to perceived threats. Ghana is not subject to similar levels or profile of threat and may not be for the foreseeable future. The adoption of identity management methods such as biometric collection and matching on arrival or during visa application involves the commissioning of very costly technology solutions beyond the current reasonable reach of the Service to procure or operate. The success of such systems in reducing irregular migration is dependent on their resistance to circumvention: success will be limited if the identity checking step can be avoided by those wishing to conceal their identity. GIS currently faces great challenges in the porosity of its border, the integrity of entry clearance procedures and basic infrastructure. GIS therefore will introduce these systems by a piecemeal approach, and focus on the more fundamental basics of migration control until such a time that an absolute requirement for ID management coincides with the factors required to implement and operate a successful ID management solution holistically.

4.4 Facilities and equipment

We require adequate accommodation in all locations we conduct our business. The accommodation must be adequately supported with utilities, reflecting the essential nature of the work being carried out. Our staff require the proper equipment to do their jobs. They must also be able to afford to live within reasonable reach of their place of work, in accommodation commiserate with their status.

4.4.1 Key initial projects

Project	Completes
4.1 Facilities and Infrastructure planning project	October 2011
4.2 Staff housing projects	January 2013
4.3 Mid country training school	December 2012
4.4 Equipment requirements analysis & sourcing strategy	September 2011

4.4.2 Authorised routes

We must always strive to give legitimate travellers convenient and legal routes to enter and exit Ghana. This includes our land, sea, air and offshore borders. We will assess the need to open and close authorised crossing points on their merit. We will assess the cost and benefit of opening new routes and present our case through the appropriate channels.

4.4.3 Office space

We must take a forward looking approach to planning our office accommodation taking into account many factors. We must provide adequate accommodation in which our staff perform their duties. We will seek the most financially beneficial means of providing that accommodation. The office facilities we provide must be furnished and provided with essential utilities. Given the unreliable nature of some essential utilities we will provide failsafe measures such as generators where they are deemed necessary.

4.4.4 Staff housing

We will investigate options for providing accessible housing to our staff in the locations they are required to work.

4.4.5 Equipment

We will take a forward looking approach to providing the necessary equipment to our staff. This will include the appropriate provisioning of arms to the border patrol unit. Provisioning of equipment, and especially arms and ammunition, will be carried out in a highly controlled and accountable manner.

4.4.6 Sourcing approach

GIS are often the beneficiary of donations of equipment from the development community. While such donations are always welcome they are in danger leading to a patchwork of equipment coverage with issues of support and compatibility. GIS need to build donor-sourced equipment into a coherent framework of requirement. To this end it will define a requirements roster that it will share with the donor community with a view to sourcing appropriate equipment.

We will not accept shoddy equipment, or equipment that cannot reasonably be maintained either through supplier contract or alternative access to spares and maintenance.

4.5 Support and collaboration

We are given the sole mandate to manage migration by the laws of Ghana. This strategic plan provides a framework to fulfil this mandate and will be implemented to its logical conclusion.

We will ensure that top-level officials in government and other key stakeholders care about our work through an ongoing programme of targeted engagement and communication. We will make it clear to all stakeholders the benefits of supporting our organisation and the positive impact it will have on their own. During the delivery of this strategy we will involve stakeholders according to their interest and influence.

We strive to be clear and up-front about our own needs when dealing with our stakeholders, and respect their needs in return.

4.5.1 Key initial projects

Project	Completes
5.1 Formalise and extend the international training programme	September 2012
5.2 Develop a cross-government collaboration approach	November 2011
5.3 Define and implement a communication strategy	continuous

4.5.2 The donor community

We will proactively engage the donor community, particularly with regard to sourcing funding and support for the strategy. We will present straightforward business propositions to the donors for some, or all projects requiring investment presenting them as opportunities to deliver outcomes through investment. We will assume an accountable and transparent process in delivering those outcomes using the funding available.

4.5.3 Relations with other government agencies

We are a distinct organisation but deliver our duties in collaboration with others. Where our duties overlap or interface with other organisations we will strive to make the meeting a positive union. We will collaborate and share information without prejudice to other agencies. Where it is expedient we will develop harmonious policies and common ways of working. If it is beneficial we will plan joint operations and ensure the communications channels are in place to allow us to work together. We will use partnership as a way of sourcing and sharing specialist talent.

In all our dealings with other agencies we will strive to engender respect for our Service and recognition of the positive role we play in the administration of our nation.

4.5.4 Relations within the region

We are recognised as a positive force in the region, and a good example of how an immigration service should be run. We consider it our duty to help others by offering training and support to other immigration services and similar organisations. This will not only increase respect for Ghana but also have a positive impact on our own operations, because by strengthening the services of partner states we will improve our chances of limiting irregular migration. We will seek to extend our training and outreach programmes to the wider African continent and believe we have much to teach and to learn.

4.5.5 International relations

Ghana has a major contribution to make to global prosperity and security. Through bilateral and multilateral partnership we will work with partner states to promote the international causes of managed migration, the fight against smuggling, people trafficking and the fight against international terrorism.

4.6 Budgetary control

Budgetary allocation has a crucial significance for the implementation of strategies and plans. We will involve ourselves deeply in the process of budget making.

Budgeting is more likely to serve our overall organisational purpose when strategic issue identification, strategy formulation and programmatic planning precede rather than follow it. This has been the case in formulating these plans.

To ensure the financial pressures and expectations imposed by our funding bodies are aligned to positive outcomes for our projects we will ensure investment is transparently linked to our performance outcomes. We will align our budgets to a series of small wins, rather than a single nebulous investment goal, thereby allowing return on investment to be demonstrated throughout the lifecycle of the strategy. This will also facilitate investment from a number of different sources.

4.6.1 Business case development

For each of the projects and interventions identified in this strategy plan we have defined a strategic outline business case. These cases break down project costs based on resourcing assumptions for the completion of the tasks. They are forward looking and in most cases based on assumptions.

4.6.2 Financial review framework

We will establish a financial review framework for controlling and monitoring the allocation of funds to projects. This will be retained beyond the initial tranche of projects and incorporated into the planning and budgetary control functions of the PPMEU¹¹.

4.7 Delivery of change

As an organisation we require the ability to plan and implement change. We require skilled, dedicated professionals not only to roll-out the changes described in this strategic plan, but also to manage change on an ongoing basis.

As first steps in becoming an organisation capable of anticipating and adapting to changing requirements for service we will mobilise the legal research unit. We will also create a Policy, Planning, and Monitoring

¹¹ Policy, Planning, and Monitoring and Evaluation Unit

and Evaluation Unit dedicated to keeping the Service ahead of the curve in service provision. This unit will be responsible for performing several key tasks.

4.7.1 Strategic control

The PPMEU will maintain control of the GIS strategic plan. It will respond to new requirements within the framework presented by this plan. It will develop, and thereafter use frameworks for assessing and responding to new internal and external drivers for change. It will be responsible for defining sourcing strategies for business services and components. It will develop and revise as necessary service architectures in response to changing demands. It will ensure the full benefits of the strategic interventions are realised in a sustainable manner and communicated to stakeholders.

4.7.2 Planning & implementation

The unit will consciously and deliberately take a strategic approach to planning. It will develop implementation strategy documents and action plans to guide implementation and focus attention on necessary decisions, actions, and responsible parties.

The unit will favour projects to deliver outcomes that can be introduced easily and rapidly. It will adopt and appropriate formal program and project management approach wherever possible. The unit will be responsible for modelling the impact of expected changes and making for ward load modelling. It will manage the risks and issues, assumptions and dependencies ascribed to projects in its portfolio and be responsible for reporting on their progress.

It will build into its resourcing plans enough people, attention, money, administrative and support services, and other resources to ensure successful implementation. It will plan work to take place quickly to avoid unnecessary or undesirable competition with new priorities.

Where appropriate it will link new strategic initiatives with ongoing operations, thereby promoting ownership and understanding.

The unit will focus on maintaining or developing a coalition of advocates, interest groups and implementers dedicated on effective rollout of the strategies and willing to protect them over the long haul. It will ensure that legislative, executive and administrative policies and actions facilitate rather than impede implementation.

Careful attention will be paid to how residual disputes resulting from change will be resolved and underlying norms enforced, recognising that even the most minor changes have cultural impact and require genuine adoption by the staff.

4.7.3 Stakeholder management

The unit recognises the key role stakeholders play in influencing GIS's performance. The unit will lobby critical stakeholders for required changes and develop and implement comprehensive sensitisation programmes for all immigration-related issues.

The GIS will collaborate and share insights with other security services whose roles are considered complementary to ours in appraising and fighting national security threats. The interest of our sister security institutions is that we play our role effectively so that by linking with them national security concerns will be addressed holistically. Migration is an integral part of global affairs, and considering the inter-state nature of this phenomenon, security institutions in the sub-region and internationally also expect us to play collaborative roles in fighting transnational crimes. The GIS will co-operate with the international community and other inter-state and non-state actors as a valuable means of effectively addressing migration and security risks that confront Ghana and other nation-states to promote development. In our relationships with the Ghana Police Service, National Security, Bureau of National Investigations, Ghana Armed Forces, Interpol, Customs Division of the Ghana Revenue Authority, Narcotics Control Board, Ghana Prisons Service, Refugee Board, Anti-Human Trafficking Board, EOCO, we will aim at

Our requirements

effectively combating irregular migration, document fraud, human trafficking, human smuggling, small arms, money laundering, drug trafficking, and other cross-border crimes.

4.7.4 Audit, monitoring and quality control

As part of its duty of realising sustainable benefit, the unit will monitor the uptake of benefits resulting from its work. As appropriate, it will devise mechanisms for measuring success including audits, feedback surveys, KPIs, mystery shoppers and other measures appropriate to the matter in hand.

It will report on the delivery of benefits to the board, and be prepared to suggest and action remedies in instances where benefits are not being realised. It will be an adaptive learner and recognise that not all efforts will be well placed, and take a pragmatic and economically minded view of possible remedies.

5. Our implementation plans

We recognise that the value proposition described in this strategic plan only becomes real through implementation. We will adopt an appropriate formal management approach and ensure the rollout is adequately resourced. The GIS board will champion the rollout of the strategy and we will work together with our partners to generate a momentum and support for implementation that will carry us through the next four years.

5.1 Responsibility for implementation

Overall accountability and risk ownership for implementation shall reside with the GIS management committee.

Initial responsibility for delivery shall reside with the Director of Immigration until such a time as the Policy, Planning, and Monitoring and Evaluation Unit is operational and capable of taking ownership of the implementation.

5.2 Assumptions on funding

It is assumed that funding for the implementation shall be available in time to support its start. It is beyond the scope of this document to discuss either funding strategies or the risks, issues and dependencies they impose.

5.3 Our Implementation approach

We take a strategic approach to implementation:

- We will make efforts to build a clear understanding of what needs to be done by the implementers. We will ensure the implementers have appropriate skills in all the diverse disciplines required for implementation.
- We will adopt and follow an appropriate project management methodology during rollout.
- We will allow for adaptive learning in our implementation. We will actively seek out, identify and put right difficulties that arise as changes are made. Our key decision makers will pay regular attention to how implementation is proceeding to focus on any difficulties and plan how to address them.
- We will retain sight of the strategic objectives. We expect beneficial variance from original plans to feature during implementation through the adaptive learning process. We will not however allow the implementation to stray from the objectives identified in the strategic planning.
- We will devise, schedule and conduct summative evaluations to measure whether the strategic goals have actually been achieved once strategies have been fully implemented. We will concentrate our evaluations on outputs and outcomes and make use of balanced scorecards to link the two.
- We recognise the importance of cultural change in the delivery of desired outcomes. We will seek to proactively enshrine our values and vision within the organisation so they take on the aspect of day to day practice.
- We will build a regular review cycle into our implementation with a milestone structure and a focus on management of the critical path for delivery. We shall establish a direct link between the funding of the project and the delivery of outcomes to ensure the two processes have common drivers.

5.4 Lessons learned

We will implement quickly to avoid competition with emerging new priorities. We will implement with a concrete mandate and funding plan in place. We will break the work down into discrete units of work that deliver beneficial outcomes in their own right.

5.5 The project portfolio

The following projects are identified in the initial tranche of the strategy. In the course of the lifetime we expect new projects will be identified to address emerging needs and opportunities. We expect new projects and the strategy to be kept in alignment.

Strategic outline business cases for these projects accompany the document. Projects are aligned to the major theme of building capability and capacity in the major business components of the Service.

5.5.1 Organisation HR and training (PEOPLE)

Project	Completion Date
1.1 Establish a Policy, Planning and Monitoring Unit See section 4.7.2 & 4.7.2 for details	November 2010
1.2 Develop a comprehensive HR policy and plan To create a comprehensive HR policy and plan which makes HR the focus point for collaboration between units. The objective is to develop a scheme of service which enables GIS to recruit high calibre people and to co-opt professional staff from sister agencies. To do this there is a need to develop a structured manpower plan which focuses on skills shortages and succession planning, improving staff motivation through attractive reward packages and recognition and gives guidance on disciplining staff where applicable. This will then enable the service to be guided, when for example they are looking to recruit large numbers of border guards on unapproved routes	November 2011
1.3 Expand and restructure the training curriculum To introduce personally tailored training. With targeted training for leadership and top management skills, specialist training for specialist roles and pre-streaming trainees to suitable units. There needs to be programmes set up to expand the training infrastructure to cope with increased numbers and workload. There should be regular skills audits with an objective for 50% of officers to receive training each year. We will introduce defined admission requirements and the ability to offer certificates in management.	April 2012

5.5.2 Legal, policy and procedural framework (POLICY)

Project	Completion Date
2.1 Mobilise the Legal Research Unit The project is designed to ensure that the Legal Department is operational and positioned to protect the facilities of the Service (e.g. Uniforms, infrastructure, contracts). Its role is to be abreast with developing international Immigration standards and to build the flexibility for change into the legal function.	December 2011
2.2 Comprehensive review of laws and implementation of international protocols and conventions To re-examine the strategy for implementation of the ECOWAS Protocols, bilateral	December 2011

agreements, and International laws bordering migration	
<p>2.3 Lead in the development of a migration policy for Ghana</p> <p>The ambition is to develop a strong policy which continues the strategy of intelligence led migration, making it the centre of excellence in the sub region with key management decisions endorsed by the board with support of the Ministry of the Interior. Ghana currently lacks a migration policy, but is in the process of defining one within the Migration Unit at the MOI.</p>	Externally Determined
<p>2.4 Introduce pervasive standard policies and operating procedures</p> <p>Conduct a comprehensive review of operational and administrative policy to ensure it meets changing needs. The review should encompass review and renewal of the legal instruments affecting immigration; ensure legal provisions cover new ways of working. There is an objective to then propose laws to empower the Director and management members to support the strategy. The units or issues which have not been legally covered should be covered by 2014</p>	April 2012
<p>2.5 Restructure and expand the legal team</p> <p>To restructure the legal team and organisation to meet the changing needs of GIS. This involves concentrating the legal function on particular areas, expanding the geographic coverage of the legal department, establishing of Prosecution Units in the Regions and Districts. Working with the HR team, there is a need to attract more professional lawyers and train prosecutors from within, or with a view to shared services with similar organisations.</p>	December 2012
<p>2.6 Create internal legal publications</p> <p>As an early output the legal research unit will produce two internal documents:</p> <ul style="list-style-type: none"> • A legal booklet compiling the relevant measures of all laws relating to immigration with an interpretation for the lay-reader. The purpose of this booklet is to give staff some understanding of the laws as they apply to their particular duties. It will be designed and written in an accessible style that quickly allows staff to find the laws relevant to their role or task. • A comprehensive single reference for all migration law. This compiled document will collect all laws to which we are subject into a single reference. Owing to the potential size of the document the authors may choose in some cases or section to make explicit reference and link to sections of larger documents. The purpose of the document is to provide a single point of reference for laws that are contained in a large number of domestic and international legal instruments. 	November 2011

5.5.3 Information and communications systems (INFORMATION)

Project	Completion Date
<p>3.1 Conduct a comprehensive programme of ICT infrastructure improvement</p> <p>See section 4.3 for a detailed analysis</p>	January 2013

5.5.4 Facilities, housing and equipment (FACILITIES)

Project	Completion Date
<p>4.1 Initiate a programme provision of office facilities</p> <p>This will enable GIS to make forward-looking provision for office space and achieve the</p>	September 2011

objective of building a mid-country school training facility to support the training strategy. The strategy will take into account any requirement to open new routes.	
<p>4.2 Staff housing project</p> <p>We will initiate a study into options for the provisioning of staff housing, with a view to commencing a staff housing project with the purpose of ensuring all staff have access to adequate accommodation in the locations they are required to live and work.</p>	January 2013
<p>4.3 Open a mid-country training school</p> <p>We will open a mid-country training school to support our expanded training curriculum and cope with increasing demand. The current facilities will be over-stretched to cope with expected demand increases over the next four years.</p>	January 2013
<p>4.4 Produce a comprehensive plan for Equipment and infrastructure provision</p> <p>There is a planning side to this which will mean an equipment requisition register & gap analysis, enabling GIS to develop a sourcing strategy, procurement case and Sourcing plan.</p>	October 2011

5.5.5 Collaboration and outreach (COLLABORATION)

Project	Completion Date
<p>5.1 Formalise and extend the ECOWAS training programme</p> <p>We will formalise our outreach programme to offer training to other ECOWAS states. We will seek to expand our training and support remit to all Africa.</p>	September 2012
<p>5.2 Cross-government collaborative working initiative</p> <p>This initiative formalises our intention to cement positive common working practices where our duties interface with those of other government departments. We will define harmonious, joined-up policies and working practices, share intelligence and knowledge, and where necessary plan joint operations.</p>	November 2011
<p>5.3 Communications Strategy</p> <p>To develop and define the strategy and methodology for communication successes both internally and externally to ensure that the people know what is going on and buy-into success by understanding how it will affect them.</p>	ongoing

5.6 Implementation oversight

We will set up a non-executive programme board to oversee implementation of the initiatives. The board will have membership from the top level of GIS but will also seek outside membership from both major stakeholders and disinterested experts.

5.7 Project portfolio management

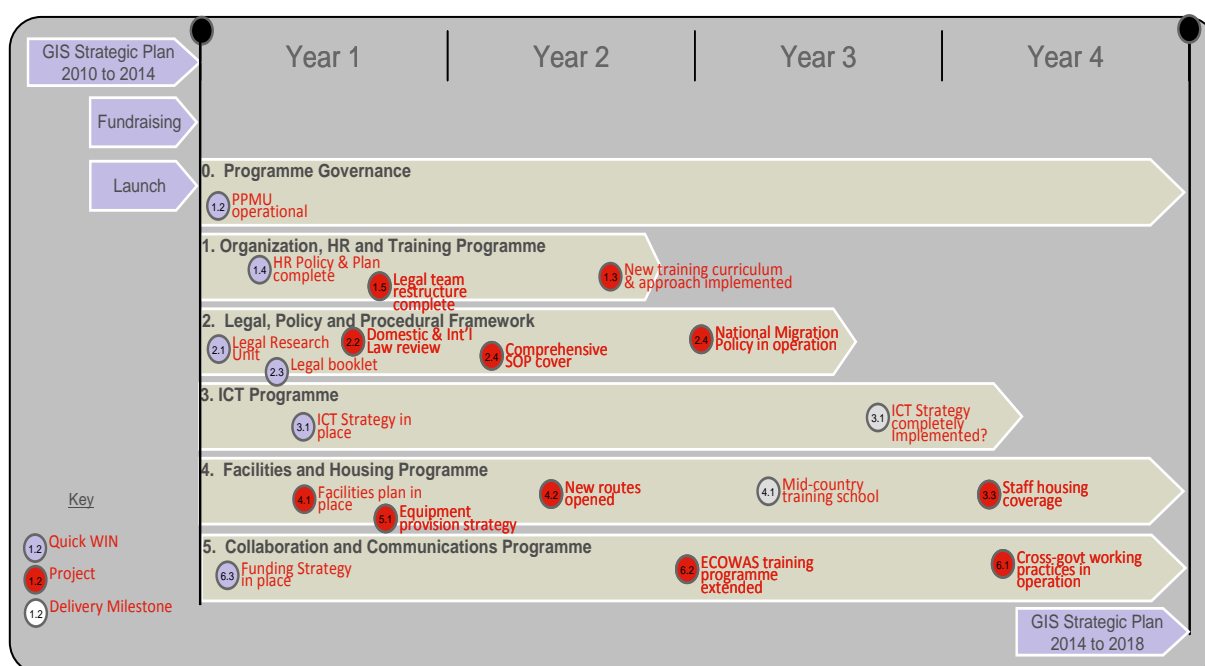
Responsibility for managing the implementation of the strategy will reside with the Policy, Planning, and Monitoring and Evaluation Unit.

The unit will manage the allocation of resources across the projects. They shall operate a shared service model in support of the projects where functions such as budgetary control, risk and issue management and reporting structures are shared across projects.

The PPMEU will develop, and then operate an assessment framework for considering requirements for new projects. New project requirements shall be assessed against the strategic framework for fit, relevance, achievability and value for money. A financial assessment framework will be used to develop initial budgetary assessments.

The PPMEU shall maintain overall control of the implementation plan. They shall report on progress to the programme board.

5.7.1 Work streams and key milestones



5.8 Implementation Work Plan

This work plan is a practical guide to ensure implementation does not stray from achieving the strategic objectives identified. The work plan realistically prioritizes key activities to be implemented over the four year plan. We also take cognizance of the fact that our ability to begin and complete implementation successfully depends primarily on the timely availability of funds. With adequate financial resources we will be able to close the gap in our human and infrastructural capacities to undertake these projects.

5.8.1 Implementation Work Plan

This work plan is a practical guide to ensure implementation.

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 PLANNED PROJECTS						
PROJECTS		TIMELINE		Dependencies	Result/Output	Partners
S/N	Activity Details	Start Date	End Date			
0	Strategy Implementation & Programme Management					
0.1	Finalize drafting of SP (2011-2015)	Q 3 2011	Q 3 2011		Strategic Plan 2011-2015	All departments, selected sectors and units, Management
0.2	Develop and implement a comprehensive monitoring and evaluation mechanism, plan and tools for all Strategic Plan projects	Q 4 2011	Q 4 2015	<ul style="list-style-type: none">- Capacity of officers- Timely establishment of PPMEU- Timely training of PPMEU Officers	Monitoring and Evaluation Plan and Tools	Training, Finance, Procurement, Management, Training Institutions
0.3	Establish Project Implementation Committees (PIC)for all Strategic Plan projects	Q 1 2012	Q 1 2012	<ul style="list-style-type: none">- Capacity of officers- Timely establishment of PICs	Project Implementation Committees for day-to-day management of project	All departments, selected sectors and units, Management
0.4	Establish and implement a non-executive policy planning, monitoring and evaluation board	Q 2 2012	Q 4 2015	Availability of selected members	Policy, Planning, Monitoring and Evaluation Board for strategic guidance	Management
0.5	Develop next Strategic Plan (2016-2020)	Q 1 2014	Q 4 2015	<ul style="list-style-type: none">- Availability of expertise- Capacity of officers	Strategic Plan 2016-2020	All departments, selected sectors and units, Management
0.6	Develop a financial management system	Q 3 2011	Q 4 2011	<ul style="list-style-type: none">- -Availability of expertise- -Capable officers- Availability of software	GIS Financial Management System	MIS, PPMEU, OPS, Management

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 PLANNED PROJECTS						
PROJECTS		TIMELINE		Dependencies	Result/Output	Partners
S/N	Activity Details	Start Date	End Date			
0.7	Train officers to use the financial management system efficiently	Q 1 2012	Q 4 2015	<ul style="list-style-type: none"> - Availability of funds - Willingness of officers in the mainstream to join the finance unit. - HR Dept's needs assessment - Training dept's training programme 	Fully Utilized Financial Management System	Comptroller and Accountant General's Dept., Training, Management, Regional and sectional heads
1.1	Human Resources Policy and Plan					
1.1.1	Develop Job Description to list general task, functions, roles and responsibilities of each position.	Q 3 2011	Q 1 2013	<ul style="list-style-type: none"> - Availability of expertise - Cooperation of Staff 	Job Descriptions for all jobs streamlines roles and responsibilities	PPMEU, Directorate, Board, Departmental heads, Regional Commands
1.1.2	Update and approve Conditions & Scheme of Service	Q 2 2012	Q 2 2014	<ul style="list-style-type: none"> - Timely review of current draft by GIS Management and - Timely approval by GIS Board - Timely redrafting by Attorney General 	Improved Conditions & Scheme of Service to increase retention	PPMEU, GIS Board, PSC, MOI, AG's Department, Parliament, MOFEP
1.1.3	Conduct skills audit and design a Career Development Plan for officers within organization.	Q 4 2012	Q 4 2013	<ul style="list-style-type: none"> - Capability of officers. - Support and endorsement from senior management 	Career Development plan for increased capability of Officers	Training, PPMEU, Training Institutions, Management
1.1.4	Develop deployment plan for efficient staff distribution to all commands	Q 3 2013	Q 4 2013	Timely completion of Job description	Deployment plan for equitable and balanced staff mix	PPMEU, F & A, Regional and Sector Commands, all sections

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 PLANNED PROJECTS						
PROJECTS		TIMELINE		Dependencies	Result/Output	Partners
S/N	Activity Details	Start Date	End Date			
1.1.5	Develop a Succession Planning Mechanism to identify and nurture officers with potential to fill leadership positions in the Service.	Q 1 2014	Q 4 2014	<ul style="list-style-type: none"> - Effective utilization of Career Development Plan - Buy in from senior management 	Succession Plan for the development of qualified officers to fill key vacant positions	PPMEU, GIS Board, PSC, MOI,
1.2	Establish Policy Planning Monitoring & Evaluation Unit					
1.2.1	Assign officers to the PPMEU secretariat	Q 3 2011	Q 1 2012	<ul style="list-style-type: none"> - Availability of office space and logistics. - Capability of officers - Timely assignment of officers by management to the secretariat 	Functioning secretariat with appropriate capabilities and capacities	IOM, Management, MOI, MDAs,
1.2.2	Targeted training for officers within the PPMEU	Q 4 2011	Q 4 2012	Availability of Courses	Well Trained PPMEU	HR, Training, Finance, Procurement, Training Institutions
1.2.3	Develop and implement a comprehensive monitoring and evaluation mechanism, plan and tools for all projects in the Service	Q 1 2012	Q 4 2015	<ul style="list-style-type: none"> - Availability of expertise, - Management Endorsement, - Cooperation of heads of units, sections, and departments 	Monitoring and Evaluation Mechanism for efficient management of GIS Projects	All departments, Sister PPMEU,

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 PLANNED PROJECTS						
PROJECTS		TIMELINE		Dependencies	Result/Output	Partners
S/N	Activity Details	Start Date	End Date			
1.2.4	Plan, develop and implement comprehensive organizational policies, strategic plans, systems, programmes and budgets for the Service	Q 2 2012	Q 4 2015	<ul style="list-style-type: none"> - Availability of expertise, - Board and Management Endorsement, - Cooperation of heads of units, sections, and departments 	Comprehensive framework to guide GIS	MOI, Board, Parliament, Management, all departments
1.3	Overhaul Training Curriculum/Training Policy					
1.3.1	Consultations with sister security and other relevant institutions for information on comparable Training Policies.	Q 3 2011	Q 3 2011	<ul style="list-style-type: none"> - Availability of training Policy - Stakeholder cooperation 	Sample Training Policies acquired for study	LECIA, IOM, CEPS, POLICE, PRISONS, FIRE SERVICE, MILITARY, GIMPA, MDPI, ECONOMIC POLICY MANAGEMENT
1.3.2	Prepare Training Policy for endorsement, publication and dissemination.	Q 3 2011	Q 2 2012	<ul style="list-style-type: none"> - Availability of expertise, - Timely Endorsement by Management, - Congruence with developed training curriculum 	GIS Training Policy	HR, Procurement, Finance, PR, MOI, IOM, Legal
1.3.3	Implement recommendations from GIS skills audit	Q 2 2012	Q 4 2014	<ul style="list-style-type: none"> - Availability of reliable data on skills required by Officers - Timely production of Skills Audit report 	Informed Training Calendar and Plan	HR, Procurement, Finance, PR, MOI, IOM, Legal, GIMPA, MDPI

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 PLANNED PROJECTS						
PROJECTS		TIMELINE		Dependencies	Result/Output	Partners
S/N	Activity Details	Start Date	End Date			
1.3.4	Develop and implement targeted and tailored training courses	Q 2 2012	Q 4 2015	Availability of Expertise	Responsive Training Curriculum to develop and enhanced competencies	Management, HR, Procurement, PPMEU, Finance, Training Institutions, IOM,
2.1	Establish Legal Research Unit					
2.1.1	Assign head of unit	Q 2 2012	Q 3 2012	- Capability of officers, - Timely assignment by management	Functional Legal Research Unit	HR, Management
2.1.2	Draw up terms of reference for Unit	Q 3 2012	Q 3 2012	Timely endorsement by management	Work schedule of unit delineated	HR, PPMEU
2.1.3	Train legal officers in research	Q 4 2012	Q 4 2014	Specialized training courses are readily available	Trained legal research officers	Research Institutions, IOM, CMS, ISSER, Law Department in KNUST & Legon, GIMPA,
2.2	Support National Immigration Policy					
2.2.1	Coordinate the establishment of a technical Committee to recommend inputs into the National Migration Policy	Q 1 2012	Q 3 2012	- Capability of officers - Availability of Officers - Endorsement of Management	Relevant recommendations developed	Management, MOI, heads of relevant units, sections, departments

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 PLANNED PROJECTS						
PROJECTS		TIMELINE		Dependencies	Result/Output	Partners
S/N	Activity Details	Start Date	End Date			
2.2.2	Technical Committee submits recommendations to the inter-ministerial Committees	Q 3 2012	Q 4 2012	<ul style="list-style-type: none"> - Commitment of committee members, - Regular meetings to achieve Committee's objective, - Timely endorsement of Management, - Cooperation of inter-ministerial Committee 	GIS interest incorporated in the National Migration Policy	Management, MOI, heads of relevant units, sections, departments
2.3	Develop Standard Operating Procedures					
2.3.1	One-on-one consultations with departments, units, sectional, and regional heads to update Master SOPs	Q 2 2011	Q 3 2011	Availability of GIS officers	Current GIS SOP practices documented	All departments, sector and regional commands
2.3.2	Final validation workshop with those consulted to confirm documented current practices	Q 4 2011	Q 4 2011			
2.3.3	Retreat to review documented GIS Practices by core Management	Q 4 2011	Q 4 2011	Availability of GIS Management	Final Draft of GIS SOP developed	

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 PLANNED PROJECTS						
PROJECTS		TIMELINE		Dependencies	Result/Output	Partners
S/N	Activity Details	Start Date	End Date			
2.3.4	Approve updated GIS SOP	Q 4 2011	Q 4 2011		Finalized Master SOP	
2.4	Review of Immigration Laws					
2.4.1	Establish a legal review committee	Q 1 2012	Q 2 2012	- Availability of expertise - Availability of Committee Members	Legal Review Committee Established	AG's Department, PPMEU, MOI, GLRC, Parliamentary Select Committee on Defence and Interior
2.4.2	Draw up terms of reference for the committee to define scope	Q 2 2012	Q 2 2012	Timely endorsement by management	Legal Review Committee Scope of Work defined	HR, PPMEU, Procurement
2.4.3	Validate identified laws for review	Q 3 2012	Q 4 2012	Timely sittings of Committee	Laws for review established	AG's Department, PPMEU, MOI, GLRC, Parliamentary Select Committee on Defence and Interior
2.4.4	Review laws and recommend strategies for implementation	Q 4 2012	Q 4 2013	- Availability of expertise, - Presence and commitment of Committee members	Proposal for laws to be amended	AG's Department, PPMEU, MOI, GLRC, Parliamentary Select Committee on Defence and Interior
2.5	Restructure & Expand Legal Team					

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 PLANNED PROJECTS						
PROJECTS		TIMELINE		Dependencies	Result/Output	Partners
S/N	Activity Details	Start Date	End Date			
2.5.1	Recruit and retain 12 lawyers within 5 year period	Q 4 2011	Q 4 2014	Attractive conditions of service	12 additional GIS Lawyers	PSC, GIMPA, AG's Department
2.5.2	Procure and operationalize office space	Q 4 2011	Q 4 2014	Availability of funds	Fully functional legal department	Projects/Estates, Procurement, GoG, Finance, Regional Administration, District Assembly
2.5.3	Establish regional legal offices in Tamale, Kumasi, Takoradi, and Ho	Q 2 2012	Q 4 2014	Timely provision of office space and other logistics		Procurement, Finance, Heads of Selected Regions
2.5.4	Train and certify twenty prosecutors	Q 2 2012	Q 4 2012	-Availability of training program	20 Prosecutors	Training, Finance, Procurement, Management, Training Institutions
2.5.5	Train 20 additional Investigators	Q 2 2012	Q 4 2012	Availability of funds	20 additional Investigators	Training, Finance, Procurement, Management, Training Institutions
2.5.6	Establish Prosecutions Unit in each Regional Command	Q 1 2013	Q 4 2013	-Availability of trained prosecutors -Timely provision of office space and other logistics	10 functional Prosecutions Unit	AG's, Procurement, Ghana School of Law, Operations Department,
2.5.7	Develop a proposal to HR for an effective structure, career development plan, and liberal HR Policy for staff to train as lawyers.	Q 2 2012	Q 3 2012	-Specialized capability and knowledge	Legal department restructured	HR, PPMEU, Finance,
2.6	Develop Legal Booklets					

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 PLANNED PROJECTS						
PROJECTS		TIMELINE		Dependencies	Result/Output	Partners
S/N	Activity Details	Start Date	End Date			
2.6.1	Develop a booklet of interpretations for Ghanaian migration related laws	Q 3 2012	Q 1 2014	-Specialized capability and or experience if available	Booklet on Interpreted Ghanaian migration Laws	Procurement, AG’s department, Centre for Migration Studies, law reform, MFA, IOM, UNHCR, WTO, UNICEF, ILO, MOWAC, UNODC, MDAs
2.6.2	Compile all domestic and international migration legal instruments into a single reference document	Q 3 2012	Q 1 2013	-Specialized capability and or experience if available -Availability of all international migration laws	Single Reference Document of Domestic & International Migration laws	
3.1	Develop Ghana Immigration Service ICT Strategy					
3.1.1	<u>ICT Governance and Planning.</u> Establish an ICT Steering Committee and Governance structure to oversee ICT activities: Address strategy, Organisational Framework, Risk Management, Business Continuity, Investment and Operations. Develop ICT Strategies Conduct feasibility studies	Q 3 2011	Q 4 2011	-Cooperation from Heads of key user Departments -Approval from Board and management -ICT Capacity of Officers	Efficient and effective management of the ICT Strategy	Head of departments, management, board

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 PLANNED PROJECTS						
PROJECTS		TIMELINE		Dependencies	Result/Output	Partners
S/N	Activity Details	Start Date	End Date			
3.1.2	<u>ICT Infrastructure</u> - Convert Server Room to a Data Centre - Local Area and Wide Area Network Infrastructure (LAN- HQ & Regional Commands) - Maintenance support for CCTV Facilities at 17 stations	Q 4 2011	Q 4 2015	-Availability of ICT Expertise -Timely completion of procurement processes.	All GIS Offices are networked	Head of departments, management and board
3.1.3	<u>Software and Licenses</u> - Integrated E-Immigration System and Software Licenses - Electronic Document Management System - Upgrade GIS Website, Business Application (ERP) - ICT Help Desk	Q 4 2011	Q 4 2015	-Management approval, -Commitment and cooperation from heads of user departments	Central, resilient data management and storage facility	Head of departments, management, board,
4.1	Office-Space Provisioning					
4.1.1	Develop an office expansion and implementation programme for approval	Q 4 2011	Q 4 2014	-Capability of Officers, -Timely approval by management, -Procurement process completed on schedule	Office provisioning programme	Management, Board, Finance, Procurement, PPMEU, PPA
4.1.2	Acquisition of land			-Timely approval by management and board -Procurement process completed on schedule	Land acquired	
4.1.3	Procurement of consultants and contactors			-Timely approval by management -Procurement process completed on schedule	Consultant and Contractor engaged	

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 PLANNED PROJECTS						
PROJECTS		TIMELINE				
S/N	Activity Details	Start Date	End Date	Dependencies	Result/Output	Partners
4.1.4	Construction of works and management of the project			Adequate supervision of works	Offices built and expanded	
4.1.5	Hand over and commissioning			Timely completion of works	GIS takes custody of completed facilities	
4.2	Develop Staff Housing Programme					
4.2.1	Approve and implement housing policy	Q 4 2011	Q 3 2014	-Timely approval by management and board, -Adequate budgetary allocation, -Procurement process completed on schedule.	GIS Housing Policy	Management, Board, Finance, Procurement, PPMEU, PPA
4.2.2	Acquisition of land			-Timely approval by management and board -Procurement process completed on schedule	Land acquired	
4.2.3	Procurement of consultants and contactors			-Timely approval by management, -Procurement process completed on schedule	Consultant and Contractor engaged	
4.2.4	Construction of works and management of the project			Adequate supervision of works	Houses built and expanded	
4.2.5	Hand over and commissioning			Timely completion of works	GIS takes custody of completed facilities	
4.3	Mid-Country Training School Development Plan					

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 PLANNED PROJECTS						
PROJECTS		TIMELINE		DependenciesResult/OutputPartners		
S/N	Activity Details	Start Date	End Date			
4.3.1	Development of mid country school infrastructure programme	Q 1 2012	Q 4 2015	-Timely approval by management and board -Adequate budgetary allocation	Mid Country School programme	Management, Board, Finance, Procurement, PPMEU, PPA
4.3.2	Acquisition of land			-Timely approval by management and board -Procurement process completed on schedule	Land acquired	
4.3.3	Procurement of consultants and contactors			-Timely approval by management -Procurement process completed on schedule	Consultants and Contractors engaged	
4.3.4	Construction of works and management of the project			Adequate supervision of works	Mid Country Training School built	
4.3.5	Hand over and commissioning			Timely completion of works	GIS takes custody of completed facilities	
4.4	Equipment Provisioning					
4.4.1	Determination of comprehensive needs and cost estimates for logistics, arms and border management equipment	Q 4 2011	Q 1 2012	-Timely prioritization of equipment list for all duty posts by management. -Timely responses to request sent to all duty posts from controls	Budgeted and prioritized list of GIS Equipment Needs	Regional/Sector commands, GIS management

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 PLANNED PROJECTS						
PROJECTS		TIMELINE		Dependencies	Result/Output	Partners
S/N	Activity Details	Start Date	End Date			
4.4.2	Procurement of identified and prioritized equipment Needs	Q 2 2012	Q 2 2015	<ul style="list-style-type: none"> -Timely approvals by GIS management. -GIS Management understands and appreciates procurement methods. -Timely completion of procurement process 	Prioritized Equipment needs procured	Procurement, Finance, Legal, PPMEU, User departments
4.4.3	Develop a distribution and facilities management system for procured equipment	Q 4 2012	Q 4 2015	<ul style="list-style-type: none"> -Availability of service management. -Timely deliveries to stations by stores and inventory unit. -Implementation of fixed asset management system. -Capability of Officers. 	Comprehensive distribution and facilities management system	Stores, all commands, management, service providers
5.1	ECOWAS Training Programme					
5.1.1	Consult and develop a Pilot Training course for other Cowes states with modules that includes irregular migration, cross border crimes and the ECOWAS protocols on free movement of persons and goods	Q 1 2012	Q 2 2012	<ul style="list-style-type: none"> -Availability of Expertise. -Cooperation of ECOWAS states and secretariat. -Endorsement of Management. -Cooperation from MFA and MOI 	Comprehensive Pilot Training Programme for other ECOWAS states	ECOWAS Secretariat, ECOWAS, MOI, MFA, Management

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 PLANNED PROJECTS						
PROJECTS		TIMELINE		Dependencies	Result/Output	Partners
S/N	Activity Details	Start Date	End Date			
5.1.2	Conduct training of trainers for GIS Officers	Q 2 2012	Q 3 2012	-Availability of trainers -Timely development of training materials	Trainers Trained	ECOWAS Secretariat, ECOWAS, MOI, MFA, Management
5.1.3	Train officers and men in the ECOWAS sub region	Q 4 2012	Q 1 2013	-Cooperation of ECOWAS states and secretariat -Cooperation from MFA and MOI -Availability of Training facilities	ECOWAS Officers and men trained	ECOWAS Secretariat, ECOWAS, MOI, MFA, Management
5.1.4	Implement recommendations from Pilot evaluation to expand Training Programme to Africa	Q 4 2013	Q 4 2015	-Availability of Expertise -Timely production of Pilot evaluation report -Cooperation of AU -Endorsement of Management -Cooperation from MFA and MOI	Comprehensive Training Programme for Africa	AU, MOI, MFA, Management, Institutions
5.2	Improve Stakeholder Collaborative Working					
5.2.1	Set up a technical committee to formulate modalities to improve collaboration between GIS and other stakeholders	Q 2 2012	Q 2 2012	-Capability of officers -Availability of Officers -Endorsement of Management	Organized Schedule for collaborations	Management, Development Partners, MDAs, Partner institutions, Relevant Departments

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 PLANNED PROJECTS						
PROJECTS		TIMELINE		Dependencies	Result/Output	Partners
S/N	Activity Details	Start Date	End Date			
5.2.2	Organize focused collaborations with specialized institutions (BNI, NACOB, etc)	Q 4 2012	Q 4 2015	-Stakeholder interest and commitment -Management Endorses collaboration	Improved and increased domestic collaborations	
5.2.3	Collaborate with interstate agencies and partners	Q 4 2012	Q 4 2015		Improved and increased international collaborations	
5.3	Communications Strategy					
5.3.1	Publish and disseminate strategic plan (full copies, abridged version on flyers and posters)	Q 3 2011	Q 4 2011	-Timely procurement of publishers -Capability of Officers	Printed copies of Strategic Plan, flyers and posters	Procurement, PPMEU, Management
5.3.2	Organize Launching of Strategic Plan	Q 4 2011	Q 4 2011	-Availability of MOI and stakeholders -Timely publication of Strategic Plan	Sensitized stakeholders	Development Partners, MDAs, Media Houses, Partner institutions, Staff
5.3.3	Upload Strategic Plan onto GIS website	Q 4 2011	Q 4 2011	-Timely submission of soft copy to MIS, -Cooperation of MIS	Wide Dissemination of Strategic Plan	MIS, PPMEU
5.3.4	Organize sensitization campaigns and durbars to celebrate success	Q 4 2011	Q 4 2012	-Availability of officers, -Capacity of Strategic Plan Champions, -Timely production of sensitization materials	Officers Sensitized and informed of progress made	Regional Commanders, Regional public affairs officers, finance, management

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 PLANNED PROJECTS						
PROJECTS		TIMELINE		Dependencies	Result/Output	Partners
S/N	Activity Details	Start Date	End Date			
5.3.5	Publish progress updates using internal communication channels like wireless messages, circulars, and Staff Journal	Q 1 2013	Q 4 2015	-Capability of Officers, -Availability of editorial board, -Cooperation of management	Officers well informed of progress made	Regional Commanders, Regional public affairs officers, finance, management, radio room, communications unit, administration secretariat

6. Our communications strategy

We will be carrying out activities that are intended to have profound positive impact on our organisation. All have an inherent cultural component prerequisite to the desired outcomes. Many outcomes are dependent on the coordinated actions of multiple contributing stakeholders, some of which may lie outside the organisation. We are faced with the challenge of delivering cultural and behavioural change in coordination with its programmatic rollout to achieve its desired outcomes.

We believe the best way of gaining commitment and an appetite for the upcoming changes is to give those affected an understanding how the strategy will affect them personally. Because this is a strategy for improvement we hope its personal impact will almost always be positive.

This implies taking a personal approach to communication, which is resource intensive. To make the most of our time, we will follow an approach that directs our efforts to where they will have most impact, while ensuring all those affected find out what they need to know.

6.1 Communications approach

We believe people must be given the opportunities to develop common understandings and appreciations in order to implement change and achieve the goals. We will use these common understandings to guide the flow of the implementation activities.

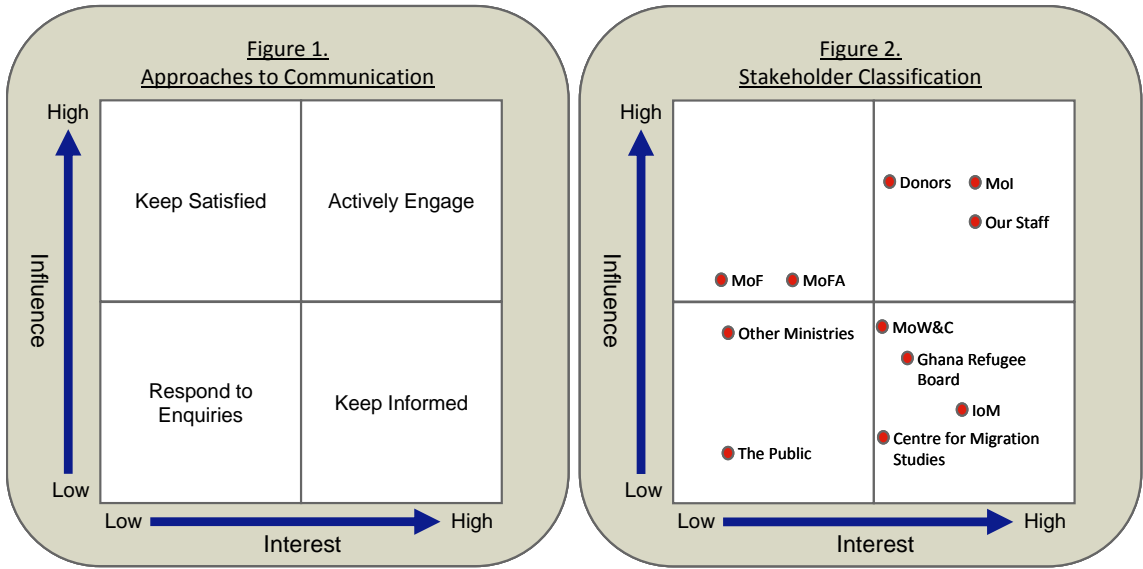
- People must hear about the incoming changes, with the same message through all channels. We will **develop a common set of messages** for the delivery of both the strategy and the individual change programmes it comprises.
- Our stakeholders must have opportunity to talk about what the changes mean, adapt them to their own circumstances and explore the implications. We will make efforts to clarify the concepts through announcements, identifying and initiating dialogues with key stakeholders and providing fora for discussing upcoming changes where appropriate.
- We will sell the changes on the personal level, explaining to stakeholders how the change will affect and benefit them personally.
- We will use the common vision of success to drive understanding and commitment to the need for change.

Our objective will be to reduce resistance to change among both implementers and recipients. We will run supportive sessions, provide training, run mutual problem-solving teams, one-to-one interactions and provide technical assistance as required. We will reinforce changes in the desired behaviour with ceremonies and symbolic awards.

We will establish clear measures of success and let our stakeholders hold us to account for progress. We will pay regular attention to announcing success.

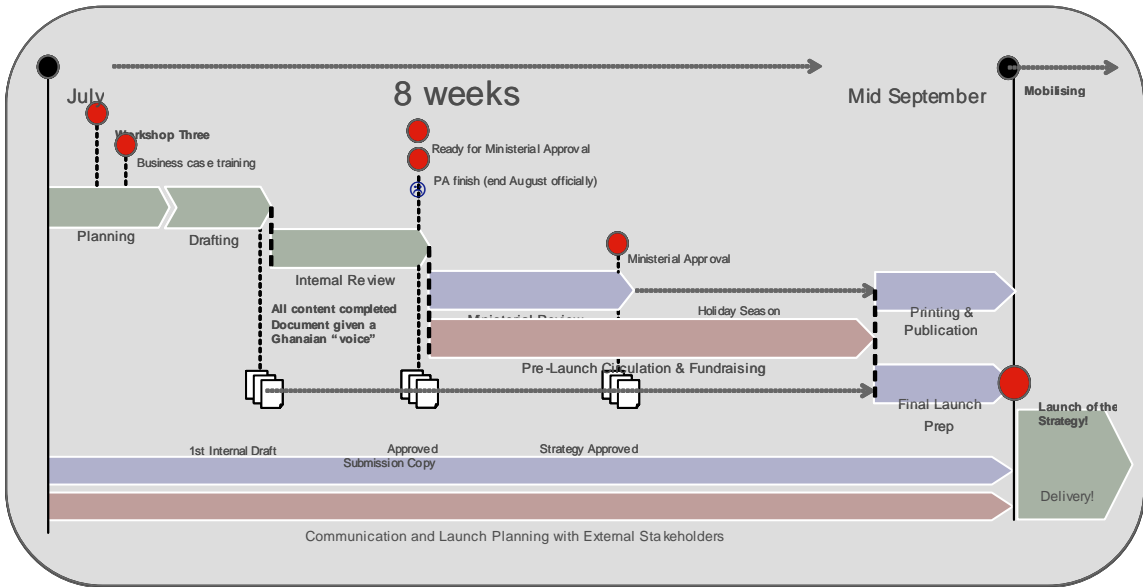
6.1.1 Targeting our efforts

We respect that different stakeholders have different needs for information, and that some have more influence on the success of the strategy than others. We will follow a tried and tested strategy for targeting engagement depending on the stakeholders influence and interest.



6.2 Launch plan

We plan to launch the strategy in September 2011, subject to the availability of key groups and individuals. We present the following plan for the steps leading up to launch. This plan is also subject to availability.



6.3 Communications timeline

We will commence formal communication activity as soon as the plan is complete. This is expected to be in early August. We have already begun the task of sensitising key stakeholders to its existence. A list of stakeholders contacted so far is given in Appendix A.

Two pre-launch events have taken place so far, both hosted by the British High Commission. The April event informed the wide range of stakeholders that the strategic planning work was under way.

The launch event is planned as described in section 6.2 above.

We will make detailed plans for the communication of the strategy to the remaining stakeholders, as part of implementation preparations, but we expect to run an ongoing communications function throughout its life.

6.4 Requirement for materials

We will produce information leaflets and training materials as required in support of the change initiatives. We will produce progress reports as part of the regular project management processes.

We will organise and run durbars in the regions as required to promote and discuss changes in the organisation.

We will publish the strategy on our website, and ensure the website content is aligned to its measures.

6.5 Press office

We will take central responsibility for communicating change and prepare communications for the press and other interested parties accurately and informatively reflecting our plans and progress.

6.6 Celebrating success

We will be very clear about what success looks like, and will recognise and celebrate it when we get there. This will be important not only for morale, but also to demonstrate return on investment to our funding partners.

To make success measurable we will identify the outcomes the strategy is expected to deliver and establish ways of measuring that success. This may be quantitatively via KPIs or qualitatively via surveys and similar tools.

It is right that those stakeholders who have worked to make the strategy a success should be included and recognised in its celebration.

7. BUSINESS CASES AND FINANCIAL FRAMEWORK

7.1 Background

Ghana Immigration Service (GIS) has developed a new strategy to build capacity and capability through change and investment. The plan recognizes that we will have to address key issues if we are to continue to deliver our mandate to manage migration in a more systematic manner. The fundamental issues to address include: insufficient capacity to meet current and future demands; the lack of flexibility to meet changing requirements for services; lack of mandate for change; and a lack of framework for investment.

To realize the value proposition described in the strategic plan, implementation has to be structured and efficiently managed. Eighteen initial projects have been planned to kick off implementation. These projects are aligned to five (5) primary business components and further delineated in this implementation work plan. Thus this work plan presents the prioritization and realistic costing of key activities necessary to ensure successful achievement of the strategic objectives. We also realize that the success of these projects depends mainly on the availability of funds to commence and complete planned activities.

Primary Components

“Our purpose is to build a stronger and better Ghana by operating fair but firm immigration controls that regulates and facilitates the movement of people through Ghana’s borders and efficient, effective residence and work permit systems that meet the social and economic needs of the country”¹². Over the strategic plan period, we will attain our mission through these strategic objectives:

4. We will manage migration in the national interest.
5. We will defend against irregular migration.
6. We will contribute to national security.

We do realize that our ability to deliver these objectives depends on the capacity and capability of our organisation. Thus, the projects we will implement over the four years should improve the effectiveness of how we perform those duties. To perform our duties in the most effective and efficient manner requires capability and capacity in all areas of our organisation and an effective structure for making GIS work as a harmonious whole.

Therefore our programmatic goals are aligned to improving capability and capacity. At the heart of what we do are the fundamental business processes we deliver in the pursuit of our strategic objectives. These processes are delivered by a combination of fundamental business components working together. We identify five primary business components upon which the successful execution of our duties depends.

7. BUSINESS CASES AND FINANCIAL FRAMEWORK

People	Policy	Information ¹³	Facilities & Equipment	Collaboration and Funding
Well trained and motivated staff, with sufficient skills in sufficient numbers to perform their allocated roles	Laws, policies, documented processes and procedures defining and making legal the tasks staff undertakes and covering both administration and operations.	The collection, storage and use of the data GIS need to perform their duties, including the ICT systems upon which the data resides.	Includes all physical infrastructure that GIS requires to perform its duties ranging from office space and staff housing to uniforms, equipment, arms and ammunition and transport.	The relationships GIS requires to perform its duties. Includes our relationships with our customers, other government and non-government organisations in Ghana and our wider relations with ECOWAS and other international partners.

All projects identified in this strategic plan align to building capacity and capability in one or more of these five categories. To make optimum use of our resources and funding over the next four years we will target our project activity to addressing specific weaknesses in our capability.

7.2 Component 1: PEOPLE

7.2.1 Justification

We are reliant on our people in every aspect of what we do. Our staff, their management and their leaders are the single most important asset of our organisation. While we may seek to improve the efficiency and effectiveness of our organisation through automation, this will never remove our reliance on a skilled, motivated workforce in sufficient numbers to carry out our key duties.

GIS requires staff of sufficient capability demonstrating sufficient professionalism and integrity to carry out our mission. We must be able to recruit, train, lead, organise, motivate and retain a team with the requisite skills and in requisite numbers to meet current and future objectives.

Project
1.1 Develop a comprehensive HR policy and plan
1.2 Establish Policy Planning Monitoring & Evaluation Unit
1.3 Restructure and expand the training curriculum

7.2.2 Component 1 Project Business Cases

Project 1.1 – Develop a comprehensive HR policy & plan

GIS must develop a comprehensive HR policy and plan to ensure that the HR function, its systems, tools and processes are aligned to effectively support the business. By creating clear policies GIS can provide consistent guidelines for recruitment, succession planning, salary bandings and rewards packages and where necessary disciplining staff. The plan will create the guidance to make it part of HR's duties to bring together disparate parts of the organisation by being the focal point for joint working and collaboration. The primary focus for the policy will be to ensure that GIS has the right numbers of staff, with the right skills, in the right places at the right times.

¹³ "Information" in this instance refers to any data GIS collects, stores, processes or exchanges in the course of its administration and operations.

7. BUSINESS CASES AND FINANCIAL FRAMEWORK

- **Strategic case**

Compared to similar organisations at home and abroad GIS has a relatively small HR function for an organisation its size. This constrains the ambition of both the department and the organisation in supporting its workforce. Similar organisations so constrained have demonstrated marked improvement in operations by empowering their HR departments to take a more active hand in staff affairs. GIS is seeking to invest in its people to deliver first class services. It can only hope to do so if it has an adequately staffed and empowered HR function implementing a well thought out HR policy. The development of this policy is central to HR effectiveness.

Having a clear HR policy in place is important because:

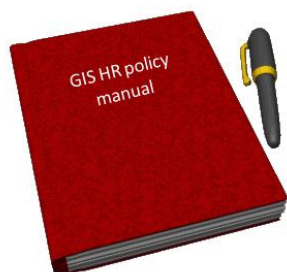
- it allows intelligent workforce planning
- it supports the organization by providing adequate rules, effective tools and systems and ensures their consistent and fair application;
- it identifies, promotes and implement best-demonstrated HR practices, and supports the implementation of other best-demonstrated practices across the organization;
- it promotes effective and truthful communication with all employees;
- it provides assistance, guidance and tools necessary to select, retain and develop adequately qualified employees;
- it can be a vehicle for required cultural change within the organisation, in support of other change initiatives.

7. BUSINESS CASES AND FINANCIAL FRAMEWORK

• Economic case

The successful implementation of the policy will have an impact throughout the organisation. In the long term the policy will lead to appropriate staffing configurations that may deliver efficiency savings. In the short term it will rectify inconsistencies and gaps in the services approach to dealing with HR matters. However the main benefits of the intervention will be a long term improvement in the resilience and quality of the Service. GIS will be a better place to work. Staff will feel more supported in their careers which will lead to improvements in productivity, discipline and morale. In addition it allows GIS to determine when to promote, or when to leave right staff at right levels.

Contents (example):



- | | |
|-----------------------|-----------------------|
| 1 HR's duty to GIS | 5 Reward packages |
| 2 Manpower planning | 6 Disciplinary policy |
| 3 Recruitment | 7 Shared services |
| 4 Succession planning | 8 Staff Welfare |

Example of a policy: The Company normally will try to fill job openings above entry level by promoting from within, if qualified internal applicants are available. (See TRANSFER, Policy 205; and PROMOTION, Policy 206.) In addition, the Company normally will give consideration to any known qualified individuals who are on layoff status before recruiting applicants from outside the organization. (See LAYOFF AND RECALL, Policy 210.)

• Financial Summary

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 INDICATIVE BUDGET FOR PLANNED PROJECTS (000 GHC)											
PROJECTS		Time Frame & Indicative Budget Amt in thousands of GHC					Total	Funding Source			
S/N	Activity Details	2011	2012	2013	2014	2015		GoG	IGF	Donor	Gap
1.1	Human Resources Policy and Plan		38	14	77		129	11			119
1.1.1	Develop Job Description to list general task, functions, roles and responsibilities of each position.		33	7			40				40
1.1.2	Update and approve Conditions & Scheme of Service			8			8	4			4
1.1.3	Conduct skills audit and design a Career Development Plan for officers within organization.		3				3	3			
1.1.4	Develop deployment plan for efficient staff distribution to all commands				2		2	2			
1.1.5	Develop a Succession Planning Mechanism to identify and nurture officers with potential to fill leadership positions in the Service.		2		75		77	2			75

Project 1.2 – Form a policy, planning, monitoring and evaluation unit

The role of the policy, planning, monitoring and evaluation unit (PPMEU) is designed to be impartial and dedicated to improving the service. Its initial primary role will be managing the implementation of the 2011 strategic plan, but it will have a retained role in ongoing change management and assuring the delivery of consistent high quality services. The Unit will manage the implementation work streams and be held accountable for progress and reporting by the implementation board. The unit will be responsible for keeping GIS abreast of changing demands and ensuring the organisation adapts to cater to them without deterioration of service. PPMEU will also work in collaboration with the legal research unit to ensure GIS keeps ahead of emerging migration related legal developments.

7. BUSINESS CASES AND FINANCIAL FRAMEWORK

• Strategic case

The mandate for the PPMEU unit derives from the understanding that their impartiality allows them to audit the GIS and support and assess projects to ensure they are delivered to scope, to budget and on time. When issues arise they are in place to determine the correct course of action and ensure that GIS is working within its remit defined by strategy and policies agreed. The most pressing concern is to set up a unit to manage the implementation of the 2011 strategic plan. The long term strategic aim is to improve the agility of the service, and make it responsive to change in a controlled and well-planned manner.

• Economic case

The primary benefits of this project are not financial, although setting up the PPMEU should be seen as a key enabler for any efficiency driven interventions in the future. A fully operational Policy, Planning, Monitoring and Evaluation (PPMEU) unit, with clear lines of reporting to ensure that projects are monitored and are completed on time and on budget thus ensuring savings in finances. The unit must ensure it has a clear understanding of its role, with key personnel in place who understand the role of the PPMEU and their own roles and responsibilities within it.

a) Key responsibilities and benefits :

The planning and implementing function is distinct from the planning and implementing unit in that it has different skills, duties and accountabilities and must remain impartial.

These responsibilities and benefits include:

- to co-ordinate the rollout of the strategy
- after the implementation of the strategy concludes they continue in monitoring and responding to new and changing roles
- developing and using the commercial and financial assessment frameworks for new projects
- ensuring consistent delivery of services, alignment to SOPs, efficiency and quality, customer feedback and importantly integrity (i.e. anti corruption).
- To provide the public and relevant stakeholders with quality information on all government related issues, both local and at the international level

• Financial Summary

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 INDICATIVE BUDGET FOR PLANNED PROJECTS (000 GHC)											
PROJECTS		Time Frame & Indicative Budget Amt in thousands of GHC					Total	Funding Source			
S/N	Activity Details	2011	2012	2013	2014	2015		GoG	IGF	Donor	Gap
1.2	Establish Policy Planning Monitoring & Evaluation Unit	28	154	20	18		220	30		28	161
1.2.1	Assign officers to the PPMEU secretariat										
1.2.2	Targeted training for officers within the PPMEU	28	64				92	15		28	49
1.2.3	Develop and implement a comprehensive monitoring and evaluation mechanism, plan and tools for all projects in the Service		75	8	8		91				91
1.2.4	Plan and develop comprehensive organizational policies, strategic plans, systems, programmes and budgets for the Service		15	12	9		36	15			21

Project 1.3 – Expand and restructure the training curriculum

At the moment, the training is standardised with no personalised training, no specialist training for particular roles and nothing in the way of executive or management training. This project is designed to develop the “schooling” side of training, while retaining the boot camp aspects to create a gold standard training curriculum. It is our intent to tailor training to the needs of both the service and the individual. We are planning a more personal approach to planning training. This will deliver staff with appropriate skills for their roles, and allow us to spot the stars of tomorrow thereby guaranteeing the longevity of the service.

• Strategic Case

An effective training curriculum is an essential element of all successful organisations. The quality of employees and their development through training and education are major factors in determining long-term profitability of a small business. If you hire and keep good employees, it is good policy to invest in the development of their skills, so they can increase their productivity.

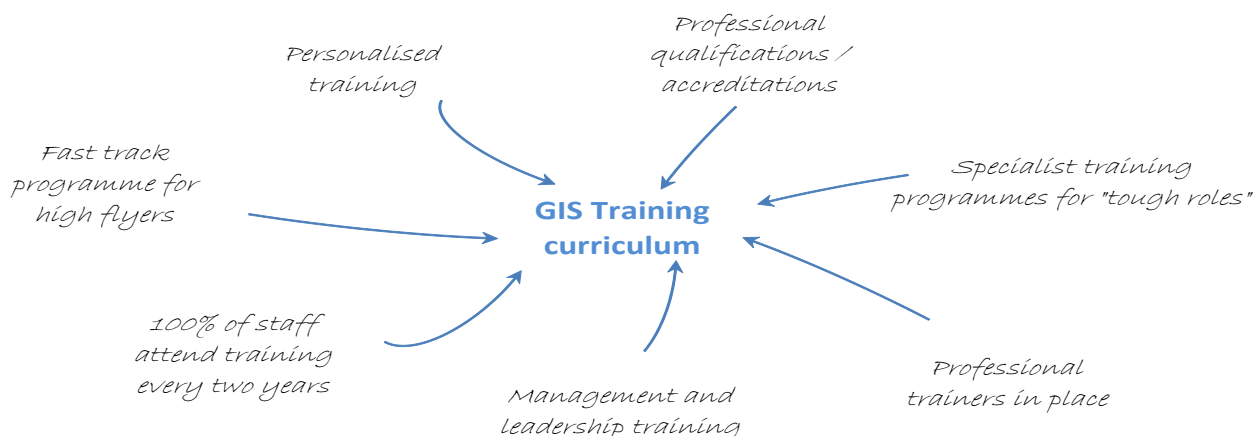
Training often is considered for new employees only. This is a mistake because ongoing training for current employees helps them adjust to rapidly changing job requirements.

Purpose of Training and Development

- Creating a pool of readily available and adequate replacements for personnel who may leave or move up in the organization.
- Building a more efficient, effective and highly motivated team, which enhances the company's competitive position and improves employee morale.
- Ensuring adequate human resources for expansion into new programs

• Economic case

There needs to be programmes set up to expand the training infrastructure to cope with increased numbers and workload. There should be regular skills audits with an objective for 50% of officers to receive training each year. Other benefits will be enhanced infrastructure, defined admission requirements and the ability to offer certificates in management.



7. BUSINESS CASES AND FINANCIAL FRAMEWORK

• Financial Summary

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 INDICATIVE BUDGET FOR PLANNED PROJECTS (000 GHC)											
PROJECTS		Time Frame & Indicative Budget Amt in thousands of GHC					Total	Funding Source			
S/N	Activity Details	2011	2012	2013	2014	2015		GoG	IGF	Donor	Gap
1.3	Overhaul Training Curriculum/Training Policy	1	214	207	209		631	301			330
1.3.1	Consultations with sister security and other relevant institutions (like IOM) for information on comparable Training Policy.	1					1				1
1.3.2	Prepare Training Policy for endorsement, publication and dissemination.		9				9	1			8
1.3.3	Implement recommendations from GIS skills audit		48	49	51		147	50			97
1.3.4	Develop and implement targeted and tailored training courses		158	158	158		474	250			224

7.3 Component 2: POLICY

7.3.1 Justification

As a public service organisation we are constrained in almost all we do by policy and law. In all our operational roles, and most of our administrative roles, we are constrained to perform our duties according to fixed processes in accordance with domestic law and international convention. Inconsistent interpretation of policy in practice is undesirable and damaging to both the reputation and legal footing of the Service.

Ghana currently lacks a comprehensive migration policy. GIS will play a leading role in contributing to the formulation of that policy and will be the primary instrument for its implementation. Policy must be translated into effective operation by GIS. To do this we need to operate consistent processes and standard operating procedures at all levels and at all locations. These procedures must be understood and applied by all staff requiring high quality initial training followed by support and enforcement during operations.

Project
2.1 Mobilise the Legal Research Unit
2.2 Contribute to the formulation of national migration policy
2.3 Introduce pervasive standard operating procedures
2.4 Complete a comprehensive review of legal instruments
2.5 Restructure and expand the legal department
2.6 Create internal publications gathering and explaining migration laws

7.3.2 Component 2 Project Business Cases

Project 2.1 – Make the Legal Research Unit operational

The legal research unit (LRU) is already in existence on paper, but it has never got up and running. This project will formally mobilise the Unit and ensure its mandate is aligned to the strategic objectives of the organisation. The legal research unit will play an essential role in keeping GIS abreast of changes in the law and interpretation of international protocols. It will also play a role in ensuring the governing legal requirements are promulgated within the service and reflected in policy and procedures.

- **Strategic Case**

This project is designed to ensure that the Legal research unit (LRU) is operational and positioned to protect both the facilities of the Service (e.g. Uniforms, infrastructure, contracts), and ensure its long-term legal operation. The operationally focused legal department is too busy handling the day-to-day aspects of legal duties, such as the prosecution of suspected immigration crimes, to provide research services. This gap in ability would expose GIS to risk through lack of an outward and forward-looking legal team.

- **Economic Case**

The benefits of a strong Legal research unit are that they will ensure new expanded functions in the service are adequately supported in law, ensure the patents and IP of GIS are respected, and contracts adequately managed. The Legal Research unit will allow the legal department to undertake change projects, beyond its regular remit of legal casework. This will improve the agility of GIS in responding to changing legal demand and decrease the risk of non-compliance with domestic law and international convention.

7.3 Component 2: POLICY

- Financial Summary

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 INDICATIVE BUDGET FOR PLANNED PROJECTS (000 GHC)											
PROJECTS		Time Frame & Indicative Budget Amt in thousands of GHC					Total	Funding Source			
S/N	Activity Details	2011	2012	2013	2014	2015		GoG	IGF	Donor	Gap
2.1	Establish Legal Research Unit		20	20			40				40
2.1.1	Assign head of unit										
2.1.2	Draw up terms of reference for Unit										
2.1.3	Train legal officers in research		20	20			40				40

Project 2.2 – Define an immigration policy for Ghana

GIS will collaborate in the definition of migration policy for Ghana. As front-line delivery agents we are uniquely placed to take a leading role in the definition and support of policy. Where necessary we will take the lead in definition of parts of the policy, but will collaborate with the Migration Unit, the Quota Committee, the IOM, the Ghana Investment Promotion centre and other contributing bodies to deliver a harmonious and coherent policy for the Service to implement and monitor.

- Strategic Case

Ghana currently lacks a migration policy. The basic assumption is that Ghana is a nation of emigration, whereas in fact it has become a nation absorbing large-scale immigration beyond the framework of the controlling legislation. Ghana has limited coherence in its immigration law. It lacks vision and long-term goals and has limited reliable data that could serve as the basis for policy-making. The perpetuation of this state is injuring national interests and jeopardising the fair treatment of visitors and migrants. GIS are in a unique position to contribute to and drive the development of migration policy for Ghana in collaboration with the Migration Unit.

In February, 2006, Cabinet gave the approval for the establishment of the Migration Unit under the Ministry of the Interior to coordinate the activities of all governmental institutions whose activities affect or are affected by migration. The Migration Unit was set up in July, 2008 with equipment and technical support from International Organization on Migration, to contribute to Ghana's economic and social development by providing key support to government of Ghana's efforts to better integrate migration into the national developmental framework. The Unit has three (3) main organs namely: Inter- Ministerial Committee, the Secretariat and the Thematic Working Groups (TWGs).

- Economic Case

The primary recipient of economic benefit is Ghana itself. The service will not specifically benefit, other than through increased direction via working with targets and quotas in mind.

- Financial Summary

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 INDICATIVE BUDGET FOR PLANNED PROJECTS (000 GHC)											
PROJECTS		Time Frame & Indicative Budget Amt in thousands of GHC					Total	Funding Source			
S/N	Activity Details	2011	2012	2013	2014	2015		GoG	IGF	Donor	Gap
2.2	Support National Immigration Policy		17				17	17			
2.2.1	Coordinate the establishment of a technical Committee to recommend inputs into the National Migration Policy		16				16	16			
2.2.2	Technical Committee submits recommendations to the inter-ministerial Committees		1				1	1			

Project 2.3 – Implement Standard Operating Procedures

GIS will identify and define a comprehensive set of standard operating procedures (SOPs) covering all aspects of operations and administration. The SOPs shall be compliant with all governing policy and laws¹⁴. The SOPs shall present instructions for carrying out duties in all routine aspects of operations and administration of the Service¹⁵. The SOPs shall cover all foreseeable circumstances encountered in the normal operation of the service. GIS will develop the capabilities, structures and processes required to maintain the SOPs and ensure they are consistently applied throughout the Service.

- **Strategic Case**

There is lack of consistency in the execution of duties. Staff in critical functional areas, are operating without clear guidance on what their duties are and how to perform them. This has negative impact on efficiency, quality of service, staff morale and the public perception of the Service. There is a pressing requirement to address gaps in both current operations and administration and planned future operations such as expanded remit and scale of border patrol. Failure to address this fundamental gap in management will make it hard or impossible to translate central strength into operational quality. The key targeted outcome is consistent services in all locations and aspects of operations and administration in accordance with the recognised policies, values and objectives of the Service.

- **Economic Case**

There is a need to conduct an initial comprehensive SOP review to ensure all areas are fully specified.

The primary benefits of this project are not financial, although this project should be seen as a key enabler for any efficiency driven interventions in the future. The primary costs are incurred through the employment of the team that will carry out the work. There are no major capital costs. The project will be of benefit to operational efficiency (through consistency), staff morale (though knowing their duties and how to conduct them), and reputational standing both with the public, wider government and the international community. There will be knock-on benefits to GIS in the form of a solid basis for training, a framework for monitoring and evaluating quality of operations against a commonly held set of standards and an increased agility, i.e. the ability to make future changes that can be swiftly enacted throughout the organisation.

- **Financial Summary**

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 INDICATIVE BUDGET FOR PLANNED PROJECTS (000 GHC)											
PROJECTS		Time Frame & Indicative Budget Amt in thousands of GHC					Total	Funding Source			
S/N	Activity Details	2011	2012	2013	2014	2015		GoG	IGF	Donor	Gap
2.3	Develop Standard Operating Procedures	103	25				128			41	87
2.3.1	One-on-one consultations with departments, units, sectional, and regional heads to update Master SOPs	50					50				50
2.3.2	Final validation workshop with those consulted to confirm documented current practices	12					12				12
2.3.3	Retreat to review documented GIS Practices by core Management	40					40			40	
2.3.4	Approve updated GIS SOP	1	25				26			1	25

¹⁴ If, in the course of SOP development, deficiencies are identified in the governing policies and laws these shall be highlighted and addressed through the prescribed channels.

¹⁵ To include, but not be limited to all aspects of border patrol; entry and exit clearance; permit issuance; arrests, search, detention and repatriation; refugee handling; the storage and provision of information; the use and administration of ICT systems; HR processes; business administrative and financial processes.

7.3 Component 2: POLICY

Project 2.4 – A comprehensive review of laws and implementation of international protocols and conventions

A long-term project to ensure the legal instruments adequately support the operations of GIS in the fulfilment of its duties. This will also involve a re-examination of our interpretation of ECOWAS Protocols, bilateral agreements, and other International conventions to which GIS is a signatory.

- **Strategic Case**

According to the IOM migration profile¹⁶, Ghana currently has thirteen legal instruments regulating migration. These date back to 1992 and reflect an *ad-hoc* proliferation of new laws, some of which were defined arbitrarily by bureaucrats, in the absence of a coherent approach to managing migration. The laws exist to legalise and regulate the operational activities of the Service and must reflect operational realities if they are to service their purpose. The perpetuation of this state of affairs is injurious to vital national interests and endangering the legal footing upon which we carry out our duties.

Beyond addressing the state of our domestic legislation we need to review our interpretations of the international protocol and convention. There is room for improvement in the manner in which we apply the ECOWAS conventions on free travel, and in any case these will need a thorough re-examination in response to the emergence of Ghana's national migration policy.

- **Economic Case**

GIS will be adequately supported by domestic legislation. GIS will remain faithful to those international conventions which Ghana has ratified, while maintaining our ability to manage migration lawfully in the national interest.

- **Financial Summary**

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 INDICATIVE BUDGET FOR PLANNED PROJECTS (000 GHC)											
PROJECTS		Time Frame & Indicative Budget Amt in thousands of GHC					Total	Funding Source			
S/N	Activity Details	2011	2012	2013	2014	2015		GoG	IGF	Donor	Gap
2.4	Review of Immigration Laws		28	5			33	5			28
2.4.1	Establish a legal review committee		27	3			30	5			25
2.4.2	Draw up terms of reference for the committee to define scope										
2.4.3	Validate identified laws for review										
2.4.4	Review laws and recommend strategies for implementation		1	3			4				4

Project 2.5 – Restructure and expand the legal department

The legal department needs to have the ability to meet the changing needs of GIS. This involves concentrating the legal function on particular areas, expanding the geographic coverage of the legal department, establishing of Prosecution Units in the Regions and Districts.

- **Strategic Case**

The legal function needs to be scaled and organised to best serve demand for its services. Its current configuration reflects the needs of five years ago and it needs to meet requirements for increasingly specialist skills and services throughout Ghana's regions – not just in the regions of Accra and Kumasi.

¹⁶ Migration in Ghana: a country profile 2009 available at <http://www.iom.int>

7.3 Component 2: POLICY

- Economic Case**

The legal team will reorganise and expand to meet changing demand. It will establish specialist centres of knowledge that act as shared service centres for its field operations. It will establish scale-able services through the establishment of prosecution units in the regions and districts. It will seek to retain the services of talented lawyers through input to the emerging HR plan.

- Financial Summary**

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 INDICATIVE BUDGET FOR PLANNED PROJECTS (000 GHC)											
PROJECTS		Time Frame & Indicative Budget Amt in thousands of GHC					Total	Funding Source			
S/N	Activity Details	2011	2012	2013	2014	2015		GoG	IGF	Donor	Gap
2.5	Restructure & Expand Legal Team	50	124	6	4		184	2			182
2.5.1	Recruit and retain 12 lawyers within 5 year period		11				11	2			9
2.5.2	Procure and operationalize office space										
2.5.3	Establish regional legal offices in Tamale, Kumasi, Takoradi, and Ho		3	6	4		13				13
2.5.4	Train and certify twenty prosecutors	50	60				110				110
2.5.5	Train 20 additional Investigators		50				50				50
2.5.6	Establish Prosecutions Unit in each Regional Command										
2.5.7	Develop a proposal to HR for an effective structure, career development plan, and liberal HR Policy for staff to train as lawyers.										

Project 2.6 – Publish a Consolidated Legal Booklet

GIS will compile a booklet of all laws pertaining to its operations and administration. All sources of requirement or influence shall be drawn upon including national legislative instruments; ECOWAS protocols and international conventions to which Ghana is a signatory. The booklet shall be both a reference and communication document for use throughout GIS management. To be an effective tool, the booklet must be kept up to date with changes to the source legal instruments. The compilation of the booklet shall be one of the early activities of the newly operational Legal Research Unit.

- Strategic Case**

It is currently impossible, without extensive research and a strong legal training, to gain an understanding of all laws applicable to the Service. Ghana does not currently have a migration policy, but governs migration through thirteen legal instruments¹⁷. The ECOWAS protocols require interpretation as applied in the member states, as do international conventions. The GIS decision-makers must be aware of all pertinent legislation when planning the delivery of services. The creation, promotion and maintenance of a comprehensive, accessible reference for legal matters will reduce the risk of ill-informed decisions and make the legal diligence process more transparent. Finally the production of the book will be seen as an early-win for the Legal Research Unit establishing its value to the Service and credibility.

- Economic Case**

The booklet shall be produced as one of the first duties of the Legal Research Unit. The lawyers responsible for its creation already have a comprehensive understanding of the laws involved so will quickly be able to identify content and translate it into an accessible form for comprehension by the GIS management team. There are limited capital costs in the production and

¹⁷ 1. Provisions enshrined in the 1992 Constitution; 2. Immigration Act, 2000 (Act 573); 3. Immigration Regulations, 2001 (L.I. 1691); 4. Citizenship Act, 2000 (Act 591); 5. Refugee Law 1992 (PNDCL 30); 6. Labour Act, 2003 (Act 651); 7. Labour Regulations, 2007 (L.I. 1833); 8. Children's Act 560 (1998); 9. Human Trafficking Act, 2005 (Act 694); 10. Representation of People's Amendment Act 2007 (Act 669); 11. Ghana Investment Promotion Centre Act, 1994 (Act 478); 12. The Ghana Investment Promotion Centre (Promotion of Tourism) Instrument, 2005 (L.I. 1817); 13. Immigration Quota Committee.

7.3 Component 2: POLICY

distribution of the booklet¹⁸ which will recur on subsequent publication. Any cost associated with keeping the material up to date is considered part of the regular duties of the Legal Research Unit. The project delivers value through:

- a decreased on-boarding time for those requiring knowledge of applicable laws
- a reduced effort in referencing particular laws pertaining to migration and the operation of the Service
- a reduction of risk through increased understanding of legal requirements for decision-makers.

• [Financial Summary](#)

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 INDICATIVE BUDGET FOR PLANNED PROJECTS (000 GHC)											
PROJECTS		Time Frame & Indicative Budget Amt in thousands of GHC					Total	Funding Source			
S/N	Activity Details	2011	2012	2013	2014	2015		GoG	IGF	Donor	Gap
2.6	Develop Legal Booklets		25	29	13		67	2			65
2.6.1	Develop a booklet of interpretations for Ghanaian migration related laws		5	29	7		41	1			40
2.6.2	Compile all domestic and international migration legal instruments into a single reference document		19		6		26	1			25

¹⁸ The booklet may be published through other media.

7.4 Component 3: INFORMATION

7.4.1 Justification

Our ability to perform our duties is dependent on our ability to take well informed decisions. High quality information is the life-blood of decision making and we view the data we collect, store, and make use of as a foundation of our business.

Apart from defending the border, the main theme of our business is making decisions and controlling rights of individuals entering, leaving and within Ghana. We are an information-led organisation that aspires to be an intelligence-led organisation and is making progress toward this goal. We require access to complete, reliable data. Ghana currently lacks the structures to track the identities and passage of all foreign nationals across its borders.

To achieve the vision of managed migration and intelligence-led control requires more information, much of which must be obtained and used in collaboration with other organisations in order to be effective. In the long term it may be possible to gather the majority of information electronically, but this will require significant long term investment in infrastructure. In the short term a more pragmatic approach to information is required. GIS will be the main route by which the Government of Ghana receives feedback on the progress and success of its policy so it must be able to collect and deliver comprehensive, timely and reliable data

Project

6.1 Formulate and implement an ICT Strategy

7.4.2 Component 3 Project Business Cases

Project 3.1 – Conduct a comprehensive programme of ICT infrastructure improvement

GIS will conduct a comprehensive programme of ICT infrastructure improvement. This will involve an initial review of the current ICT within GIS and to produce a future look into what would be necessary to support the GIS strategy for a modern immigration strategy over the next 5 years

- **Strategic Case**

Apart from defending the border, the main theme of our business is making decisions and controlling rights of individuals entering, leaving and within Ghana. As an information-led organisation that aspires to be an intelligence-led organisation, GIS is making progress toward this goal. They require access to complete, reliable data. Ghana currently lacks the structures to track the identities and passage of all foreign nationals across its borders. To achieve the vision of managed migration and intelligence-led control requires more information, much of which must be obtained and used in collaboration with other organisations in order to be effective. In the long term it may be possible to gather the majority of information electronically, but this will require significant long term investment in infrastructure. In the short term a more pragmatic approach to information is required.

- **Economic Case**

Key benefits will be to put GIS in a position to feed Government with relevant data and information to inform strategic economic, political and social decisions, allow categories of investors and businesses to reduce turnaround times from processing permits to within 5 working days, to deliver work permits to applicants within 14 days and extend emergency visa issuing facilities to all major entry points.

The ICT programme will address current problems with paper and electronic record-keeping and reporting, with the aim to operate electronic data capture devices at 100% points nationwide, which means Improving the service websites, allowing GIS to develop and maintain a database of all foreign nationals by 2013 and to regulate and monitor the activities of all foreign nationals in Ghana, to ensure data can be retrieved and analysed in a timely manner.

7.4 Component 3: INFORMATION

Finally, like the overall strategic plan, the ICT strategy will provide a framework for provisioning for those wishing to invest in GIS ICT through the donation of systems and support.

- **Financial Summary**

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 INDICATIVE BUDGET FOR PLANNED PROJECTS (000 GHC)											
PROJECTS		Time Frame & Indicative Budget Amt in thousands of GHC					Total	Funding Source			
S/N	Activity Details	2011	2012	2013	2014	2015		GoG	IGF	Donor	Gap
3.1	Develop Ghana Immigration Service ICT Strategy		15,855	15,555	15,555	616	47,581			5,250	42,331
3.1.1	ICT Governance and Planning. Establish an ICT Steering Committee and Governance structure to oversee ICT activities: Address strategy, Organisational Framework, Risk Management, Business Continuity, Investment and Operations. Develop ICT Strategies Conduct feasibility studies		300				300				300
3.1.2	ICT Infrastructure										
	Convert Server Room to a Data Centre		220	220	220	220	882				882
	Local Area and Wide Area Network Infrastructure (LAN- HQ & REGIONAL COMMANDS)		170	170	170	170	680				680
	Wide Area Network (WAN) Nationwide		250	250	250	225	975				975
	Maintenance support for CCTV Facilities at 17 stations		230	230	230		690				690
3.1.3	Software and Licenses - Integrated E-Immigration System and Software Licenses - Electronic Document Management System - Upgrade GIS Website, Business Application (ERP) - ICT Help Desk		14,685	14,685	14,685		44,054			5,250	38,804

7.5 Component 4: FACILITIES & EQUIPMENT

7.5.1 Justification

We require adequate accommodation in all locations we conduct our business and train our staff. The accommodation must be adequately supported with utilities, reflecting the essential nature of the work being carried out. Our staff require the proper equipment to do their jobs. They must also be able to afford to live within reasonable reach of their place of work, in accommodation commiserate with their status.

Project
4.1 Facilities and Infrastructure planning project
4.2 Staff housing projects
4.3 Mid country training school
4.4 Equipment requirements analysis & sourcing strategy

7.5.2 Component 4 Project Business Cases

Project 4.1 – Facilities and Infrastructure planning project

This is a major strategic and capital project which will enable GIS to make forward-looking provision for office space. It is not a new project, but instead represents a formalisation of existing measures to plan office space and infrastructure in support of our business.

- Strategic Case

With GIS looking to grow in size over the next four years, there will be an obvious need to have the facilities and infrastructure in place to support them in implementing their strategy effectively. This will mean that there will be requirement to build new office space for GIS which is both secure and has capacity to take on an increased workforce. GIS needs a strategy and tactics to deliver the most cost-effective provisioning in time, and in the right locations, to support its needs.

Within the scope of this project there may be requirements to open new authorised routes to meet changing demand. The project also needs to consider the requirement for housing for the expanded border patrol units and increased duties regarding the off-shore industry.

- Economic Case

The primary benefits will be a gold standard infrastructure which will demonstrate the service is serious about supporting their staff in their development and offering the best facilities to work in which could be a factor in recruiting the best people. Beneath is a basic requirement for facilities provisioning that will deliver cost-effective accommodation for GIS in the coming years.

7.5 Component 4: FACILITIES & EQUIPMENT

- Financial Summary

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 INDICATIVE BUDGET FOR PLANNED PROJECTS (000 GHC)											
PROJECTS		Time Frame & Indicative Budget Amt in thousands of GHC					Total	Funding Source			
S/N	Activity Details	2011	2012	2013	2014	2015		GoG	IGF	Donor	Gap
4.1	Office-Space Provisioning		1,313	22,881	834	120	25,147		3,000		22,147
4.1.1	Develop an office expansion and implementation programme for approval		2				2				2
4.1.2	Acquisition of land		30	30	70		130				130
4.1.3	Procurement of consultants and contactors		15	15	15	15	60		60		
4.1.4	Construction of works and management of the project		1,266	22,821	734	90	24,910		2,940		21,970
4.1.5	Hand over and commissioning			15	15	15	45				45

Project 4.2 – Staff housing programme

GIS staff requires access to affordable housing near their place of employment. This is a pressing concern for staff unable to find adequate accommodation for themselves and their families. There are many options that should be investigated in providing this housing, not least of which will be collaboration in wider Government official affordable housing schemes. There may however be further opportunities for providing access to housing for GIS staff.

- Strategic Case

This is to ensure GIS support staff in housing themselves and their families. It is something that has been discussed before and this project is designed to assist access to affordable housing for either rent or purchase by frontline key workers to give them a better way of life.

- Economic Case

This will help in attracting new staff who see that GIS invest and look after their staff. It should also ensure that GIS staff get the rewards of home ownership and encourage people to stay within the service which means less attrition. We consider this to be a basic provision which we must have an approach to supporting.

- Financial Summary

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 INDICATIVE BUDGET FOR PLANNED PROJECTS (000 GHC)											
PROJECTS		Time Frame & Indicative Budget Amt in thousands of GHC					Total	Funding Source			
S/N	Activity Details	2011	2012	2013	2014	2015		GoG	IGF	Donor	Gap
4.2	Develop Staff Housing Programme		5,376	3,778	2,291	15	1,460				11,460
4.2.1	Approve and implement housing policy										
4.2.2	Acquisition of land		30	38	30		98				98
4.2.3	Procurement of consultants and contactors		15	15	15		45				45
4.2.4	Construction of works and management of the project		5,331	3,710	2,231		1,272				11,272
4.2.5	Hand over and commissioning			15	15	15	45				45

7.5 Component 4: FACILITIES & EQUIPMENT

Project 4.3 – Building mid country training school

This is a major strategic and capital project which will enable GIS to make forward-looking provision for building a mid country school training facility to support the training strategy.

- **Strategic Case**

With GIS looking to grow in size over the next four years, there will be requirement to have the facilities such as a mid country training school in place to support the training of new recruits, and satisfy other training needs in an environment where they can both train and live during their training.

- **Economic Case**

Having their own training school which can take a larger number of trainees will create an economy of scale enabling GIS to train more people in a shorter amount of time. This also supports the objective of extending training support to the Immigration Services of other countries in the region.

- **Financial Summary**

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 INDICATIVE BUDGET FOR PLANNED PROJECTS (000 GHC)											
PROJECTS		Time Frame & Indicative Budget Amt in thousands of GHC					Total	Funding Source			
S/N	Activity Details	2011	2012	2013	2014	2015		GoG	IGF	Donor	Gap
4.3	Mid-Country Training School Development Plan		354	2,112		15	2,480				2,480
4.3.1	Development of mid country school infrastructure programme		4				4				4
4.3.2	Acquisition of land		350				350				350
4.3.3	Procurement of consultants and contactors			15			15				15
4.3.4	Construction of works and management of the project			2,097			2,097				2,097
4.3.5	Hand over and commissioning					15	15				15

Project 4.4 – Equipment needs and sourcing strategy

There is a planning side to this which will mean completing an Equipment requisition register & gap analysis, enabling GIS to develop the Sourcing strategy, procurement case and Sourcing plan for equipment over the next four years.

- **Strategic Case**

This project is a critical step in understanding the equipment requirements for GIS over the next four years. The capturing of what equipment is already in place will allow the service to provide a gap analysis to make informed decisions on what will be needed, and to help the sourcing strategy for when any new equipment will need to be purchased.

- **Economic Case**

The economic benefits are that it will avoid duplication of purchasing equipment which GIS already own. By putting in place a sourcing plan and strategy they will also be in control of purchasing so they can look to obtain the best prices by understanding their own needs

7.5 Component 4: FACILITIES & EQUIPMENT

- Financial Summary

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 INDICATIVE BUDGET FOR PLANNED PROJECTS (000 GHC)											
PROJECTS		Time Frame & Indicative Budget Amt in thousands of GHC					Total	Funding Source			
S/N	Activity Details	2011	2012	2013	2014	2015		GoG	IGF	Donor	Gap
4.4	Equipment Provisioning		7,007	3,412	5,347	1,752	17,518	367	509		16,642
4.4.1	Determination of comprehensive needs and cost estimates for logistics, arms and border management equipment										
4.4.2	Procurement of identified and prioritized equipment Needs		5,815	2,816	4,453	1,454	14,537	218	509		13,810
4.4.3	Develop a distribution and facilities management system for procured equipment		1,193	596	894	298	2,981	149			2,832

7.6 Component 5: COLLABORATION

We will use collaboration as the primary means of delivering change. We are a distinct organisation but we deliver our objectives by working with others. We will build on our relationships with our funding partners, our partner organisations in Ghana, our ECOWAS neighbours and the international community. Our objectives are to strengthen our organisation and build respect for not ourselves but also for our nation.

Project
5.1 Formalise and extend the international training programme
5.2 Develop a Stakeholder collaboration approach
6.3 Define and implement a communication strategy

7.6.1Component 5 Project Business Cases

Project 5.1 – ECOWAS training programme

This is a project to formalise and extend the training program we currently offer to our ECOWAS neighbours. The strategy set out an aspiration to cement our reputation as a centre of excellence in the region and improve national border security by improving migration controls with our neighbours. As the training programme has been so successful we are seeking to extend our outreach to all Africa.

- Strategic Case

Part of a wider initiative, it is in Ghana’s interest to continue its support of the ECOWAS outreach training programmes to build relations and to help in protecting their own borders. The project will involve understanding the current training programmes and determining a plan that will be needed over the next four years working under the new training curriculum programme.

- Economic case

The economic benefits are cost efficiencies by planning what is needed over the next four year, so GIS can maximise the training courses and create the perception both nationally and internationally that they have a plan and metrics which are measurable to determine success.

7.6 Component 5: COLLABORATION

- Financial Summary

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 INDICATIVE BUDGET FOR PLANNED PROJECTS (000 GHC)											
PROJECTS		Time Frame & Indicative Budget Amt in thousands of GHC					Total	Funding Source			
S/N	Activity Details	2011	2012	2013	2014	2015		GoG	IGF	Donor	Gap
5.1	ECOWAS Training Programme		161	70	4		235	23			212
5.1.1	Consult and develop a Pilot Training course for other ECOWAS states with modules that includes irregular migration, cross border crimes and the ECOWAS protocols on free movement of persons and goods		81				81	3			78
5.1.2	Conduct training of trainers for GIS Officers		20				20	20			
5.1.3	Train officers and men in the ECOWAS sub region		60	70			130				130
5.1.4	Implement recommendations from Pilot evaluation to expand Training Programme to Africa				4		4				4

Project 5.2 – Cross-government collaborative working

This project is to develop common working practices and ensure there is a plan in place to encourage / formalise communication and intelligence sharing across departments

- Strategic Case

By completing this project, GIS will be able to drive their strategy forward learning from other departments and sharing what they know with others. This will mean the potential to share resource and knowledge which will enhance efficiencies. Collaboration between government units is expected to be a major means of delivering efficiencies and improvements in government.

- Economic case

The economic benefits are through sharing of resource and intelligence by aligning government departments, this will mean that GIS can avoid duplication thus saving money. This project should be considered an approach to engagement rather than a piece of work with well defined commencement and close. Nonetheless it does have easily definable objectives and should be considered for investment as part of the wider strategic programme.

7.6 Component 5: COLLABORATION

- Financial Summary

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 INDICATIVE BUDGET FOR PLANNED PROJECTS (000 GHC)											
PROJECTS		Time Frame & Indicative Budget Amt in thousands of GHC					Total	Funding Source			
S/N	Activity Details	2011	2012	2013	2014	2015		GoG	IGF	Donor	Gap
5.2	Improve Stakeholder Collaborative Working		27	33	40		100	16			84
5.2.1	Set up a technical committee to formulate modalities to improve collaboration between GIS and other stakeholders		10	12	14		35	16			19
5.2.2	Organize focused collaborations with specialized institutions (BNI, NACOB, etc)		9	12	14		35				35
5.2.3	Collaborate with interstate agencies and partners		8	10	12		30				30

Project 5.4 – Communications strategy

To develop and define the strategy and methodology for communication, both internally and externally to ensure that the people know what else is going on within GIS while the numerous projects are being run.

- Strategic Case

A co-ordinated communications strategy will allow GIS to maintain the enthusiasm throughout the service as everyone is fed the news on how other projects are going, where they are with each project and ensuring all members of staff are clear on the purpose and reasons for undertaking these projects. From an external viewpoint it will allow the donation community and international partners to see that Ghana and GIS are investing money wisely and should create the enthusiasm for investing or reinvesting in these projects to ensure they succeed.

- Economic case

The economic benefits will be indirect in that it will help encourage donations to continue by demonstrating the desire that the money will be well invested and internally it allows staff to maintain enthusiasm and ensure the projects are completed thus ensuring the initial investment in time and money is effectively used.

7.6 Component 5: COLLABORATION

• Financial Summary

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 INDICATIVE BUDGET FOR PLANNED PROJECTS (000 GHC)											
PROJECTS		Time Frame & Indicative Budget Amt in thousands of GHC					Total	Funding Source			
S/N	Activity Details	2011	2012	2013	2014	2015		GoG	IGF	Donor	Gap
5.3	Communications Strategy	35	52	42	42	2	173				173
5.3.1	Publish and disseminate strategic plan (full copies, abridged version on flyers and posters)	20					20				20
5.3.2	Organize Launching of Strategic Plan	15					15				15
5.3.3	Upload Strategic Plan onto GIS website										
5.3.4	Organize sensitization campaigns and durbars to celebrate success		50	40	20	20	130				130
5.3.5	Publish progress updates using internal communication channels like wireless messages, circulars, and Staff Journal		2	2	2	2	8				8

7.7 FINANCIAL FRAMEWORK

7.7.1 Financing Requirement

We have received inconsistent levels of funding from the government over the last four years. Budget allocations from the government have been woefully inadequate creating severe financial constraints. Although the government's contribution fully covers the total cost of Personal Emoluments and Administration, it hardly covers Programming costs. While remaining insufficient, the trend is for a progressive increase of funding from the government especially to meet the cost of personnel .

We expect a steady increase in funding to continue and estimate over the next three years to be in excess of about 70 million Ghana cedis (GHC) from the Government of Ghana. Although about 95% of this contribution will be applied to Personal Emoluments and Administrative costs, we anticipate that at least 5% will be for Programming. This contribution is necessary to meet the programming costs of this Strategic Plan of about 107 million GHC over the next five years.

As indicated below, for this work plan the World Bank, DANIDA are providing over 5.3 million GHC. Additionally we will be applying for about 3.5 million GHC from IGF to the activities below. With current support from the Government of Ghana, IGF, the World Bank and DANIDA totalling about 12 million GHC, there remains a funding gap of about 97 million GHC.

This prioritized and realistic work plan demonstrates our readiness to absorb the funding gap. The funding gap will be addressed through several approaches including improving our financial management of current resources to ensure efficient utilization, generating more funds internally, soliciting supports from traditional and non-traditional development partners as well as exploring commercial financing if necessary.

7.7.2 Cost Summary

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 INDICATIVE BUDGET FOR PLANNED PROJECTS (000 GHC)												
PROJECTS		Time Frame & Indicative Budget					Total	Funding Source			Funding Gap	
S/N	Activity Details	2011	2012	2013	2014	2015		GoG	IGF	Donor	GHC	USD
0	Strategy Implementation & Programme Management		312	360	128	355	1,155	300			855	570
Component 1: PEOPLE		29	407	241	303		979	342		28	609	406
1.1	Human Resources Policy and Plan		38	14	77		129	11			119	79
1.2	Establish Policy Planning Monitoring & Evaluation Unit	28	154	20	18		220	30		28	161	108
1.3	Overhaul Training Curriculum/Training Policy	1	214	207	209		631	301			330	220
Component 2: POLICY		153	238	61	17		468	26		41	402	268
2.1	Establish Legal Research Unit		20	20			40				40	27
2.2	Support National Immigration Policy		17				17	17				
2.3	Develop Standard Operating Procedures	103	25				128			41	87	58
2.4	Review of Immigration Laws		28	5			33	5			28	19
2.5	Restructure & Expand Legal Team	50	124	6	4		184	2			182	121
2.6	Develop Legal Booklets		25	29	13		67	2			65	43
Component 3: INFORMATION			15,855	15,555	15,555	616	47,581			5,250	42,331	28,221
3.1	Develop Ghana Immigration Service ICT Strategy		15,855	15,555	15,555	616	47,581			5,250	42,331	28,221
Component 4: FACILITIES & EQUIPMENT			14,050	32,183	8,471	1,902	56,606	367	3,509		52,730	35,153
4.1	Office-Space Provisioning		1,313	22,881	834	120	25,147		3,000		22,147	14,765
4.2	Develop Staff Housing Programme		5,376	3,778	2,291	15					11,460	7,640
4.3	Mid-Country Training School Development Plan		354	2,112		15	2,480				2,480	1,654
4.4	Equipment Provisioning		7,007	3,412	5,347	1,752	17,518	367	509		16,642	11,095
Component 5: COLLABORATION		35	240	145	86	2	508	39			469	312
5.1	ECOWAS Training Programme		161	70	4		235	23			212	141
5.2	Improve Stakeholder Collaborative Working		27	33	40		100	16			84	56
5.3	Communications Strategy	35	52	42	42	2	173				173	115
TOTAL INDICATIVE COSTS		216	31,102	48,545	24,561	2,874	107,298	1,074	3,509	5,319	97,396	64,931

7.7.3 Detailed Implementation Work Plan with Indicative Costs

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 INDICATIVE BUDGET FOR PLANNED PROJECTS (000 GHC)											
PROJECTS		Time Frame & Indicative Budget Amt in thousands of GHC					Total	Funding Source			
S/N	Activity Details	2011	2012	2013	2014	2015		GoG	IGF	Donor	Gap
0	Strategy Implementation & Programme Management		312	360	128	355	1,155	300			855
0.1	Finalize drafting of SP (2011-2015)										
0.2	Develop and implement a comprehensive monitoring and evaluation mechanism, plan and tools for all Strategic Plan projects		15	13	12	15	55				55
0.3	Establish Project Implementation Committees (PIC) for all Strategic Plan projects		287	287			575	300			275
0.4	Establish and implement a non-executive policy planning, monitoring and evaluation board		10	10	10		30				30
0.5	Develop next Strategic Plan (2016-2020)				66	300	366				366
0.6	Train officers to use the financial management system efficiently			50	40	40	130				130
Component 1: PEOPLE		29	407	241	303		979	342		28	609
1.1	Human Resources Policy and Plan		38	14	77		129	11			119
1.1.1	Develop Job Description to list general task, functions, roles and responsibilities of each position.		33	7			40				40
1.1.2	Update and approve Conditions & Scheme of Service			8			8	4			4
1.1.3	Conduct skills audit and design a Career Development Plan for officers within organization.		3				3	3			
1.1.4	Develop a deployment plan for efficient staff distribution to all commands				2		2	2			

7.7 FINANCIAL FRAMEWORK

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 INDICATIVE BUDGET FOR PLANNED PROJECTS (000 GHC)											
PROJECTS		Time Frame & Indicative Budget Amt in thousands of GHC					Total	Funding Source			
S/N	Activity Details	2011	2012	2013	2014	2015		GoG	IGF	Donor	Gap
1.1.5	Develop a Succession Planning Mechanism to identify and nurture officers with potential to fill leadership positions in the Service.		2		75		77	2			75
1.2	Establish Policy Planning Monitoring & Evaluation Unit	28	154	20	18		220	30		28	161
1.2.1	Assign officers to the PPMEU secretariat										
1.2.2	Targeted training for officers within the PPMEU	28	64				92	15		28	49
1.2.3	Develop and implement a comprehensive monitoring and evaluation mechanism, plan and tools for all projects in the Service		75	8	8		91				91
1.2.4	Plan and develop comprehensive organizational policies, strategic plans, systems, programmes and budgets for the Service		15	12	9		36	15			21
1.3	Overhaul Training Curriculum/Training Policy	1	214	207	209		631	301			330
1.3.1	Consultations with sister security and other relevant institutions (like IOM) for information on comparable Training Policy.	1					1				1
1.3.2	Prepare Training Policy for endorsement, publication and dissemination.		9				9	1			8
1.3.3	Implement recommendations from GIS skills audit		48	49	51		147	50			97
1.3.4	Develop and implement targeted and tailored training courses		158	158	158		474	250			224
Component 2: POLICY		153	238	61	17		468	26		41	402
2.1	Establish Legal Research Unit		20	20			40				40
2.1.1	Assign head of unit										

7.7 FINANCIAL FRAMEWORK

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 INDICATIVE BUDGET FOR PLANNED PROJECTS (000 GHC)											
PROJECTS		Time Frame & Indicative Budget Amt in thousands of GHC					Total	Funding Source			
S/N	Activity Details	2011	2012	2013	2014	2015		GoG	IGF	Donor	Gap
2.1.2	Draw up terms of reference for Unit										
2.1.3	Train legal officers in research		20	20			40				40
2.2	Support National Immigration Policy		17				17	17			
2.2.1	Coordinate the establishment of a technical Committee to recommend inputs into the National Migration Policy		16				16	16			
2.2.2	Technical Committee submits recommendations to the inter-ministerial Committees		1				1	1			
2.3	Develop Standard Operating Procedures	103	25				128			41	87
2.3.1	One-on-one consultations with departments, units, sectional, and regional heads to update Master SOPs	50					50				50
2.3.2	Final validation workshop with those consulted to confirm documented current practices	12					12				12
2.3.3	Retreat to review documented GIS Practices by core Management	40					40			40	
2.3.4	Approve updated GIS SOP	1	25				26			1	25
2.4	Review of Immigration Laws		28	5			33	5			28
2.4.1	Establish a legal review committee		27	3			30	5			25
2.4.2	Draw up terms of reference for the committee to define scope										
2.4.3	Validate identified laws for review										
2.4.4	Review laws and recommend strategies for implementation		1	3			4				4
2.5	Restructure & Expand Legal Team	50	124	6	4		184	2			182
2.5.1	Recruit and retain 12 lawyers within 5 year period		11				11	2			9

7.7 FINANCIAL FRAMEWORK

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 INDICATIVE BUDGET FOR PLANNED PROJECTS (000 GHC)											
PROJECTS		Time Frame & Indicative Budget Amt in thousands of GHC					Total	Funding Source			
S/N	Activity Details	2011	2012	2013	2014	2015		GoG	IGF	Donor	Gap
2.5.2	Procure and operationalize officespace										
2.5.3	Establish regional legal offices in Tamale, Kumasi, Takoradi, and Ho		3	6	4		13				13
2.5.4	Train and certify twenty prosecutors	50	60				110				110
2.5.5	Train 20 additional Investigators		50				50				50
2.5.6	Establish Prosecutions Unit in each Regional Command										
2.5.7	Develop a proposal to HR for an effective structure, career development plan, and liberal HR Policy for staff to train as lawyers.										
2.6	Develop Legal Booklets		25	29	13		67	2			65
2.6.1	Develop a booklet of interpretations for Ghanaian migration related laws		5	29	7		41	1			40
2.6.2	Compile all domestic and international migration legal instruments into a single reference document		19		6		26	1			25
Component 3: INFORMATION			15,855	15,555	15,555	616	47,581			5,250	42,331
3.1	Develop Ghana Immigration Service ICT Strategy		15,855	15,555	15,555	616	47,581			5,250	42,331
3.1.1	ICT Governance and Planning. Establish an ICT Steering Committee and Governance structure to oversee ICT activities: Address strategy, Organisational Framework, Risk Management, Business Continuity, Investment and Operations. Develop ICT Strategies Conduct feasibility studies		300				300				300
3.1.2	ICT Infrastructure										
	Convert Server Room to a Data Centre		220	220	220	220	882				882

7.7 FINANCIAL FRAMEWORK

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 INDICATIVE BUDGET FOR PLANNED PROJECTS (000 GHC)											
PROJECTS		Time Frame & Indicative Budget Amt in thousands of GHC					Total	Funding Source			
S/N	Activity Details	2011	2012	2013	2014	2015		GoG	IGF	Donor	Gap
	Local Area and Wide Area Network Infrastructure (LAN-HQ & REGIONAL COMMANDS)		170	170	170	170	680				680
	Wide Area Network (WAN) Nationwide		250	250	250	225	975				975
	Maintenance support for CCTV Facilities at 17 stations		230	230	230		690				690
3.1.3	Software and Licenses - Integrated E-Immigration System and Software Licenses - Electronic Document Management System - Upgrade GIS Website, Business Application (ERP) - ICT Help Desk		14,685	14,685	14,685		44,054			5,250	38,804
Component 4: FACILITIES & EQUIPMENT			14,050	32,183	8,471	1,902	56,606	367	3,509		52,730
4.1	Office-Space Provisioning		1,313	22,881	834	120	25,147		3,000		22,147
4.1.1	Develop an office expansion and implementation programme for approval		2				2				2
4.1.2	Acquisition of land		30	30	70		130				130
4.1.3	Procurement of consultants and contractors		15	15	15	15	60		60		
4.1.4	Construction of works and management of the project		1,266	22,821	734	90	24,910		2,940		21,970
4.1.5	Hand over and commissioning			15	15	15	45				45
4.2	Develop Staff Housing Programme		5,376	3,778	2,291	15	11,460				11,460
4.2.1	Approve and implement housing policy										
4.2.2	Acquisition of land		30	38	30		98				98
4.2.3	Procurement of consultants and contractors		15	15	15		45				45
4.2.4	Construction of works and management of the project		5,331	3,710	2,231		11,272				11,272
4.2.5	Hand over and commissioning			15	15	15	45				45
4.3	Mid-Country Training School Development Plan		354	2,112		15	2,480				2,480
4.3.1	Development of mid country school infrastructure		4				4				4

7.7 FINANCIAL FRAMEWORK

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 INDICATIVE BUDGET FOR PLANNED PROJECTS (000 GHC)											
PROJECTS		Time Frame & Indicative Budget Amt in thousands of GHC					Total	Funding Source			
S/N	Activity Details	2011	2012	2013	2014	2015		GoG	IGF	Donor	Gap
	programme										
4.3.2	Acquisition of land		350				350				350
4.3.3	Procurement of consultants and contractors			15			15				15
4.3.4	Construction of works and management of the project			2,097			2,097				2,097
4.3.5	Hand over and commissioning					15	15				15
4.4	Equipment Provisioning		7,007	3,412	5,347	1,752	17,518	367	509		16,642
4.4.1	Determination of comprehensive needs and cost estimates for logistics, arms and border management equipment										
4.4.2	Procurement of identified and prioritized equipment Needs		5,815	2,816	4,453	1,454	14,537	218	509		13,810
4.4.3	Develop a distribution and facilities management system for procured equipment		1,193	596	894	298	2,981	149			2,832
Component 5: COLLABORATION		35	240	145	86	2	508	39			469
5.1	ECOWAS Training Programme		161	70	4		235	23			212
5.1.1	Consult and develop a Pilot Training course for other ECOWAS states with modules that includes irregular migration, cross border crimes and the ECOWAS protocols on free movement of persons and goods		81				81	3			78
5.1.2	Conduct training of trainers for GIS Officers		20				20	20			
5.1.3	Train officers and men in the ECOWAS sub region		60	70			130				130
5.1.4	Implement recommendations from Pilot evaluation to expand Training Programme to Africa				4		4				4
5.2	Improve Stakeholder Collaborative Working		27	33	40		100	16			84

7.7 FINANCIAL FRAMEWORK

GHANA IMMIGRATION SERVICE STRATEGIC PLAN 2011 – 2015 INDICATIVE BUDGET FOR PLANNED PROJECTS (000 GHC)											
PROJECTS		Time Frame & Indicative Budget Amt in thousands of GHC					Total	Funding Source			
S/N	Activity Details	2011	2012	2013	2014	2015		GoG	IGF	Donor	Gap
5.2.1	Set up a technical committee to formulate modalities to improve collaboration between GIS and other stakeholders		10	12	14		35	16			19
5.2.2	Organize focused collaborations with specialized institutions (BNI, NACOB, etc)		9	12	14		35				35
5.2.3	Collaborate with interstate agencies and partners		8	10	12		30				30
5.3	Communications Strategy	35	52	42	42	2	173				173
5.3.1	Publish and disseminate strategic plan (full copies, abridged version on flyers and posters)	20					20				20
5.3.2	Organize Launching of Strategic Plan	15					15				15
5.3.3	Upload Strategic Plan onto GIS website										
5.3.4	Organize sensitization campaigns and durbars to celebrate success		50	40	40		130				130
5.3.5	Publish progress updates using internal communication channels like wireless messages, circulars, and Staff Journal		2	2	2	2	8				8
TOTAL INDICATIVE COST		216	31,102	48,545	24,561	2,874	107,298	1,074	3,509	5,319	97,396

Appendix A: List of those consulted

The following individuals and groups were consulted in the formulation of this Strategic plan.

A.1 The Ghana Immigration Service

- The Director, the leadership and management of the Ghana immigration who formulated this plan.

A.2 The Government of Ghana

- The Deputy Minister of Foreign Affairs
- His Excellency the High Commissioner of Ghana in London

A.3 Other interested parties

- Centre for Migration Studies at the University of Ghana

A.4 The donor community

- The Royal Netherlands Embassy in Accra,
- The Royal Danish Embassy in Accra,
- The United Kingdom High Commission in Ghana,
- The UK's Department for International Development,
- The UK's Returns and Reintegration Fund in London,
- The Migration Mobility Partnership

A.5 Consultants

- PA Consulting Group, London

Appendix B: Glossary of Terms

The following terms and abbreviations are used with specific meaning in this document.

Customers All those to whom GIS provides services or has dealings. Includes legitimate and illegitimate visitors to the country. Individuals suspected and guilty of immigration crime. People interested in visiting Ghana. Those with whom GIS shares intelligence. Other agencies who interface with GIS in the delivery of services. Those to whom GIS provides statistics and other nations that have dealings with GIS for training or bilateral engagement.

SOP Standard Operating Procedure. Guidance in written form setting out how key tasks must be undertaken. SOPs shall cover both the administrative, legal and operational sides of the business and give staff confidence that they are doing the correct thing in all situations. SOPs promote consistent application of standards throughout the service, and ensure activities comply with the policies and rules governing the Service.

PPMEU The Policy, Planning, and Monitoring and Evaluation Unit. A unit to be formed early in the implementation of the strategy tasked with delivering change. The Unit shall also be responsible that the changes made are consistently applied and deliver lasting positive impact on our organisation.

Appendix C: About this plan

We include this Appendix to inform those seeking to understand how this strategic plan, and the decisions contained within it, came to be made. In it we set out our approach to planning and highlight the limitations we imposed on the planning process.

We are also including this Appendix to inform future planning sessions and provide a potential template for the work.

C.1 Stakeholder engagement

C.1.1 How were they identified

The decision was taken prior to planning to engage with as many stakeholders as could reasonably be reached throughout the planning process. The intention being to establish that the plan was on the way, and building a commitment to supporting its approval and execution from the earliest possible stage.

A wide range of stakeholders were targeted, stakeholders being identified as those with a direct interest in the plan and/or having an input in its creation or implementation. Engagement was constrained by availability, time and costs associated with access. In the process we ensured that most major stakeholders were contacted and introduced to the plan. A list is provided in Appendix A.

C.1.2 How did we define roles and responsibilities

Roles for stakeholder engagement were defined through a combination of practicality, access and appropriate degree of contact.

C.1.3 What tactics were employed in their engagement

Key stakeholders were visited by either or both the GIS Director and the planning/consulting team ahead of the project commencement. A light-touch approach to update was taken, given the short timetable for production. Most stakeholders were given advance sight of the completed plan prior to launch.

C.1.4 The political context

Migration is high on the Government agenda, with the Cabinet approval of the Migration Unit, tasked with developing a migration policy for Ghana. GIS will be a significant player in both the development and implementation of the migration policy, so it is necessary that the timing and outcomes of this strategic plan support both those goals.

C.1.5 The development context

The international donor community has money to invest in the GIS and is seeking a framework in which to do so. It is important that the investment is targeted and timed to support the goals identified by GIS.

By defining a plan and setting out their requirements for funding, equipment and support-in-kind over the next four years, the Service hopes to regain control of what is in danger of becoming a donor-led investment model. It is intended that the strategy will give the donor community a framework for investment, while also providing for accountable and responsible feedback on the benefits realised by that investment. At the same time the framework will ensure that the service's direction is defined by those

mandated to do so by the Government of Ghana and therefore its people, not those providing development assistance.

C.1.6 How we agreed a target audience for the plan and aligned it to their needs

The strategy is primarily a communication document. Its primary consumers are identified as:

- The Government of Ghana. Specifically those bodies and institutions with a stake in migration.
- The donor community. As set out above the document is intended as a framework for funding.
- The international community. The strategy will set out GIS' aspirations for delivering quality service and potentially become a framework other countries can follow.
- The service itself, as a basis for planning and communication.

C.2 The planning approach

C.2.1 The constraints on timing and how we made the process fit them

The planning process allowed four months for the development of the strategy. This deliberate constraint on time was imposed to keep the planning process and team compact and avoid periods of stagnation. The time constraint also promoted terseness and a focus on programmatic outcomes from the outset.

C.2.2 The fit with the bigger planning picture

The GIS strategic plan fits with the wider development strategy for Ghana. The plan's programmatic goals are standalone, but nonetheless aligned to current activities. The Thematic Programme on Migration and Asylum 'Aeneas II' project is currently underway within GIS in collaboration with our development partners. This is seen to fit into the strategy by building capability through the training of our staff.

At the time of production of this plan the Migration Unit, within the Ministry of the Interior, is also conducting its strategic planning exercise. The strategies are expected to be complementary. The GIS strategy will focus on operational excellence, while the MU strategy will focus on policy and migration management. There will however be common ground on the issue of immigration quotas and the two strategies must be aligned on this matter.

C.2.3 The approach to existing plans

At the time of the inception of planning, GIS were operating without a strategic plan. Several tactical programme and projects shall be reviewed against the strategic outcomes and their futures determined on their merit, and fit with the strategic goals.

C.2.4 The approach to planning itself

Planning was conducted around a structure of three workshops, with time in between for preparation of materials and production and review of outputs.

- **Workshop One (2 days in April)** In the first workshop a group including the majority of GIS leadership and senior management explored strengths, weaknesses, opportunities and threats and identified the strategic goals of the organisation.
- **Workshop Two (2 days in June)** In the second workshop the leadership team identified programmatic goals capable of delivering these objectives.

- **Workshop Three (2 days in July)** In the third workshop, the leadership team defined an implementation plan for a set of projects capable of delivering the programmatic goals.
- **Workshop Four (3 days in July)** The leadership team worked on indicative costs for the business cases identified by the plan.

C.2.5 Resources and funding used in planning

- **The funding for planning** The involvement of PA consulting was funded by the UK's Returns and Reintegration Fund and facilitated by the British High Commission.
- **The agenda of the funding body (UK's Returns and Reintegration Fund)** The Returns and Reintegration Fund aims to increase the number of failed asylum seekers and foreign national prisoners who are returned to their country of origin and helps to tackle illegal immigration to the UK. It delivers projects in overseas countries which face challenges in accepting back and reintegrating their nationals; provides rehabilitation and reintegration assistance to individuals who return voluntarily; and helps improve the process of removal from the UK.

The application of this remit to the current project did not carry a specific agenda, other than capability building within the Ghana Immigration Service and building trust between the UK and Ghana. The RRF did not influence the content of the strategy in any way.

- **The role of the BHC** A representative of the British High Commission hosted and attended the workshops as the host but avoided any input that was prejudicial or influenced the outcomes or decisions represented in this document in any way.
- **The use of consultants** PA Consulting Group (PA) are an International firm of management consultants recognised as experts in the fields of strategic planning and immigration. They were engaged through a competitive tender process.
- The PA consultants took responsibility for facilitating the strategic planning exercise through the running of the workshops and the provision of tools and templates. They also gave advice based on experience of immigration strategies in other countries.
- PA took responsibility for producing a first draft of the strategic plan, based on the outputs of the three workshops. All key decisions and recommendations made in the strategy came solely from the GIS representatives present in the meetings. PA's views are not expressed in the content and measures of this document.

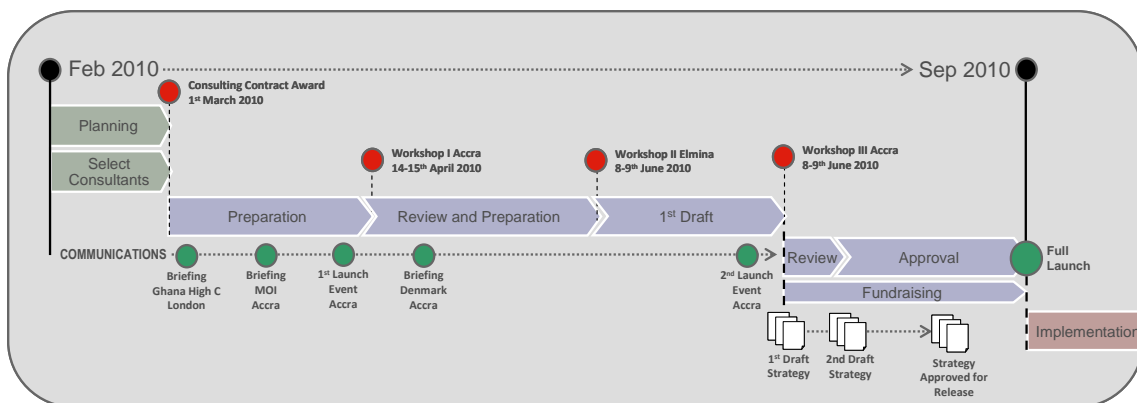
C.3 Critical success factors for creating the plan

There is at present an appetite for developing Ghana's capacity and capabilities in managing migration. There is support for the GIS planning process within Government and within the Organisation. The current strength and stability of the GIS leadership and the commitment and support from international organisations provides a stable platform for planning.

The GIS leaders received mandate from the Director to interrupt their day to day duties to focus on the planning activities. Time was set aside and the use of mobile phones in the meetings was discouraged.

Momentum, and a commitment to produce the plan was generated through communication to the stakeholder groups. This generated an expectant urgency for the publication of the strategy with drove both quality and haste.

C.4 Process/Timeline/Map of the planning process



C.5 The rationale and methods for planning

C.5.1 What constraints we applied?

We conceived the plan itself as a concise, precise, communication tool with an emphasis on programme plans and outcomes. We have attempted not to sacrifice readability in the attempt to present analytical detail.

We devised the plan as two complementary sections:

- The strategic plan itself (this document). A communication tool setting out in high level terms the Service's strategy for the next four years.
- The portfolio of business cases. These are to accompany and inform the main plan. They are devised as standalone documents capable of quickly familiarising stakeholders with the aspects of particular projects with a deliberate emphasis on outcomes and costs. They are thus fundraising tools as well as providing a foundation for project initiation.

Programmes will run for the next four years. The initial tranche of projects included in the business case sections may be added to or altered during the lifetime of the strategic plan. Timeframe for delivery of benefits will be longer.

C.5.2 How far we went into business cases, implementation planning etc. and why?

The strategic plan presents a summary of programmatic objectives and interventions. These are expanded upon in the accompanying set of stand-alone strategic outline business cases. The production of basic business cases was essential to production of a rational funding plan. Their existence in written form is intended to allow targeted fundraising with a number of donors, who may wish to fund certain parts of the strategy.

C.5.3 How we assessed strengths, weaknesses, opportunities and threats

The group broke down the operational business processes into transitions from state A to state B and assessed their strengths, weaknesses, opportunities and threats in the context of these transitions.

C.5.4 How we prioritised objectives

Projects were analysed using a SMART framework, details of which are widely available on the Internet.

C.5.5 How we agreed an updated mission statement

A revised mission statement was agreed by the GIS leadership in a session running in parallel to the main strategic planning exercise, but with reference to its outcomes.

C.5.6 How we examined initiatives and agreed which to take forward

Projects were prioritised using a CARVER analysis borrowed from the military.

C.5.7 How we identified early wins

By common consent in the meeting. Looking for high impact, high visibility projects that could deliver immediate benefits to as wide a proportion of stakeholders as possible.

C.5.8 The basis for which we agreed the communications strategy

The communication strategy was developed largely by the Consultants. We will take pains to ensure that in its execution the communication strategy received a Ghanaian voice and approach.

C.6 Authoring

C.6.1 Who are the authors of the plan?

Our strategy was devised and authored by the leadership of the Ghana Immigration Service, with executive control over the authoring being provided by the former Director of Immigration, Mme Elizabeth Adjei, and the process continued by the current and Ag. Director of Immigration, DCOP (Dr.) Peter Wiredu.

C.7 How will the plan be maintained?

C.7.1 Ownership

Accountability for the delivery of the strategy and ultimate ownership of the strategy will reside with the Director. The strategy will be maintained and managed by the Policy, Planning, and Monitoring and Evaluation Unit.

C.7.2 Monitoring the plan's performance

The Policy, Planning and Monitoring and Evaluation Unit will assure the delivery of strategic outcomes by:

- Putting in place mechanisms for measuring the delivery of outputs and outcomes
- Assessing the performance of the strategy through delivery into operation
- Reporting on performance and making recommendations where required

C.7.3 Looking ahead to next planning exercise

Our strategy will remain a living document during the period of its implementation. Adaptive learning during implementation will lead to revision and refinement under the change control of the Policy, Planning, and Monitoring and Evaluation Unit.

The strategy shall be in force for 48 months following its launch. Prior to its planned obsolescence we shall commence work on the development of a revised strategy in 2014.

