

Annual Report 2015



GHANA IMMIGRATION SERVICE

FOREWORD

The Ghana Immigration Service as a forward looking organization, considers its human resource base as a critical constituent in its very survival and its quest to deliver consistently high level of service to its stakeholders.

The Board and Management of the Service thus holds the position that the success and sustainability of the Service and its capacity to meet the complex and challenging demands of its stakeholders without compromising on its performance, is dependent on the caliber of Officers and Men in the employment of the Service. Consequently, the Service has over the years strived to ensure that it has the right mix of a well-trained and motivated staff with sufficient skills, knowledge and in sufficient numbers to effectively discharge on its mandate.

As a result of the view held by the Board and Management, Officers and Men of the Service have received and continue to receive varying forms of training both internally and externally. Unfortunately, these trainings have not been carried out in a structured and coordinated manner thereby creating an unequal selection of Officers and Men for training programmes. This gives room for few Officers to receive multiple training while other critical staff set hardly benefit from any such trainings. The training programmes that were hitherto carried out were not referenced to any training policy or syllabus and therefore were not standardized. Indeed, previous training programmes held for new entrants at the Academy and Training School for various Cadet and Recruit Officer Intakes were not standardised by way of course content and duration, a situation this new policy seeks to cure.

The New Training Policy is structured to ensure the delivery of high level training to both new entrants (Cadet and Recruit Officers) at both the senior and the junior Levels as well as to Serving Officers at both levels. The Training Policy also identifies special training for both the Career Officer working in specialised unit and the professional corps, it also details the implementation criteria to be followed for selection for and delivery of training. Professional Development and Career Progression courses have also been designed to ensure that officers obtain continuous training throughout their service life.

I wish to recognize the hard work of the Training Curriculum Sub-committee and commend them for a good work done. The Committee argued from the start of the development process that the Service has the requisite human resource base to develop the policy internally without resulting to external resources. Indeed, many of us were in doubt of the capacity of the Committee to do so, but thankfully, the co-sponsor of the project (GIS-UK Project), the British High Commission and the GIS Management, supported the idea to develop the policy in-house. I am therefore elated that the Committee has effectively delivered on its promise.

I would like to assure all Officers and Men that Management would ensure the full implementation of the Policy.

FELIX YAW SARPONG
(AG. DIRECTOR OF IMMIGRATION)

ACKNOWLEDGEMENT

The Board and Management of the Ghana Immigration Service is grateful for the continuous support of the Government of Ghana and the Ministry of the Interior over years. It is worth of note that the Ministry of the Interior during the reporting year provided the needed leadership and direction to the Service and supported the work of the Service in diverse ways.

To our critical stakeholders, we are appreciative of the support and understanding shown towards the Service in its effort to effectively manage migration in Ghana. Indeed migration management that migration management is a shared responsibility and the contribution to the process in 2015 was remarkable. Our profound gratitude goes to the European Union Delegation in Ghana as well as Member States of the EU accredited to Ghana for their support in implementing the GIS Four (4) Year Strategic Plan (2011-2015).

Special mention must be made of the International Organisation for Migration (IOM) particularly the Head of Mission in Ghana and Miss Kazumi Nakimura, the GIMMA Project manager for their dedication towards the realization of the GIMMA Project deliverables. The contribution of the Government of the United States of America in our capacity building drive is affectionately acknowledged.

Special acknowledgment is made of the invaluable contribution of the Policy Planning Monitoring and Evaluation Unit to the developmental drive of the Service. Indeed GIMMA and Several other projects being implemented by the Service were engineered by the Unit. To all Regional and Sector Commanders, Sectional and Unit Heads I say well done for compiling and submitting your Reports to the PPME Unit.

Last but certainly not the least, special gratitude to all whose cooperation and input made this report possible.

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1.0 VISION

Delivering excellence in migration management for national development

1.1 MISSION STATEMENT

To build a stronger and better Ghana by operating fair but firm immigration controls that regulate and facilitate 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.

1.2 LEGISLATIVE MANDATE

The main legal instruments governing the work of the Ghana Immigration Service are the 1992 Constitution of the Republic of Ghana, Immigration Service Act, 1989 (PNDCL 226) now repealed by the passage of Immigration Service Act 2016 (Act 908), the Immigration Act, 2000 (Act 573), Immigration Service Regulation 2001 (L.I 1691), Immigration (Amendment) Act, 2012 (Act 848) the Security and Intelligence Agencies Act 1996 (Act 526) and the Anti-Terrorism (amendment) Act, 2012 (Act 842). The Service is generally charged with the responsibility of enforcing all the enactments relating to entering, exit, residence and the employment of foreign nationals in Ghana.

1.3 STRATEGIC OBJECTIVES

To achieve its vision, the Service has set for itself three strategic objectives and these are as follows:

1.3.1 Managing Migration in the National Interest by;

- Promoting migration that contributes to the economic, social and developmental interests of Ghana and the communities residing therein
- Facilitating the border crossings of legitimate travellers at authorised routes
- Administering the rights of visitors to Ghana.

1.3.2 Defend Against Irregular Migration:

- Preventing, detecting and deterring border crossings at unauthorised routes
- Detecting and stopping threats at entry points.

1.3.3 To Contribute To National Security:

- Tackling immigration crime
- Collaborating with other Ghanaian security agencies
- Working with other states to improve the quality of operations

1.4 GOVERNING BODY

The Governing Board of the Ghana Immigration Service is the GIS Board which is vested with advisory and supervisory powers. The Board advises the President on matters of policy relating to migration management in Ghana generally as well as ensure efficiency in the administrative and operational processes of the Service. The Board also makes recommendation to the Minister on bilateral and multilateral co-operation with foreign countries on matters relating to immigration and provide for the organisation of the Service into viable units.

1.5 MEMBERSHIP OF THE BOARD

The current membership of the GIS Board is as follows:

- Hon. Cletus Avoka ●————● Chairman
- Dr Ahmed Abdulai Jinapor ●————● Member
- Mr. John OwusuAmankrah ●————● Member
- Mr. Robert OrracaTetteh ●————● Member
- Nana Essifuah Boison ●————● Member
- Mr. Mustapha Ahmed ●————● Member
- Felix Yaw Sarpong ●————● Ag. Director, GIS- Member
- Madam Adelaide Annor Kumi ●————● Chief Director Ministry of the Interior/ Rep of The Honourable Minister for the Interior - Member
- Alexander Grant Ntrakwa ●————● Director of Passports, Ministry of Foreign Affairs and Regional Integration – Member
- Louis Francis Aikins ●————● Assistant Director of Immigration – Secretary

1.6 ESTABLISHMENTS

The GIS is made up of the following establishments:

- i. GIS Headquarters
- ii. Eleven Regional Offices
- iii. Immigration Academy & Training School
- iv. 14 Sector Commands
- v. 4 Major controls (KIA, Aflao, Elubo and Paga)
- vi. 2 Sea Port offices (Tema and Takoradi)
- vii. 41 District Immigration Offices
- viii. 36 Approved minor border controls
- ix. Several unapproved routes

1.7 FUNCTIONS & RESPONSIBILITIES

The statutory functions of the Service include but are not limited to the following:

- Examination of travellers entering or leaving Ghana;
- Issuing of visas (entry visas, transit visas and re-entry visas);
- Processing and issuing of work and residence permits for regulated terms as well as indefinite stay and right of abode permits;
- Investigation and monitoring of the activities of foreign nationals in Ghana;
- General investigations into breaches of Immigration laws and regulations, and prosecutions where appropriate;
- Enforcement of all existing Immigration laws and regulations;
- Patrolling of the country's frontiers to ensure border security and territorial integrity;
- Providing vital travel information to would-be migrants, as well as promoting and educating the public on the legal ways of migrating;
- Processing of applications for Ghanaian passports, Dual Citizenship, Naturalization and Registration;
- Collaborating with the UNHCR and Ghana Refugee Board to manage the movement and stay of refugees and Asylum seekers in Ghana; and
- Combating Human Trafficking/Smuggling.

The GIS also collaborates effectively with other Security Agencies in combating crime and other issues relating to public safety and security. Owing to our strong presence at the borders, we represent an authentic, timely and reliable source of information on the security situation within frontier communities and remain the foremost security agency responsible for providing vital information and data on other nationals in the country for security, economic and other purposes.

1.8 AIMS AND OBJECTIVES OF THE GIS

The Aims and Objectives of the GIS are;

- To ensure the availability of the required capacity to cope with current demands and also predicted demand in the years ahead;
- To make the existing resources go further by focusing on intelligence-led operations, directing our time and effort to where it is most effective;
- To ensure that our mandate is discharged with utmost sense of professionalism and integrity;
- To be recognized both locally and internationally as taking a hard line against irregular migration, but also be recognized for our respect for human rights and dignity;
- To ensure that obstacles posed to legitimate travellers are removed to present a welcoming and efficient first contact to Ghana in accordance with our national traditions;
- To ensure that applications for permits are handled efficiently and effectively and also to seek to encourage investment in Ghana;
- To reduce the turnaround time in passenger processing at the various entry points;
- To co-operate with our partners in Government to make Ghana a welcoming investment destination; and
- To deepen our collaboration with UNHCR, IOM and other local and international organisations in refugee processing and management, as well as other migration relation issues.

1.9 ORGANIZATIONAL STRUCTURE OF THE GIS

The Ghana Immigration Service Board remains the highest Authority in the Ghana Immigration Service the Director of Immigration is the next in the hierarchy of authority in the Service and is responsible for the general administration of the Service. Until September 2015, the Director was ably assisted by three Deputy Directors in-charge of Command Post and Operations, Finance and Administration and Legal Research & Monitoring. However, following the elevation of the Deputy Director in- charge of Command Post and Operations to the Director of the Service, the Deputy Directors were reduced to two (2) that is Directors in-charge of Finance and Administration and Legal Research & Monitoring and they constitute the GIS Directorate.

The Directorate and selected Senior Officers drawn from Headquarters, Greater Accra and Tema Regions and KIA constitute the GIS Management Team. Administratively, there are Eleven (11) Regional Commands, Fourteen (14) Sector Commands and Forty two (42) District Offices.

1.10 ADMINISTRATIVE AND MANAGERIAL STRUCTURE

The head of the Ghana Immigration Service is the Acting Director Felix Yaw Sarpong, in the interim, ably assisted by two deputies:

- Ms. Judith Dzokoto Lomoh, Acting Deputy Director -Finance and Administration, and
- Ms. Victoria Ninette Baaba Asare, Acting Deputy Director -Legal.

HUMAN RESOURCE AND GENERAL ADMINISTRATION



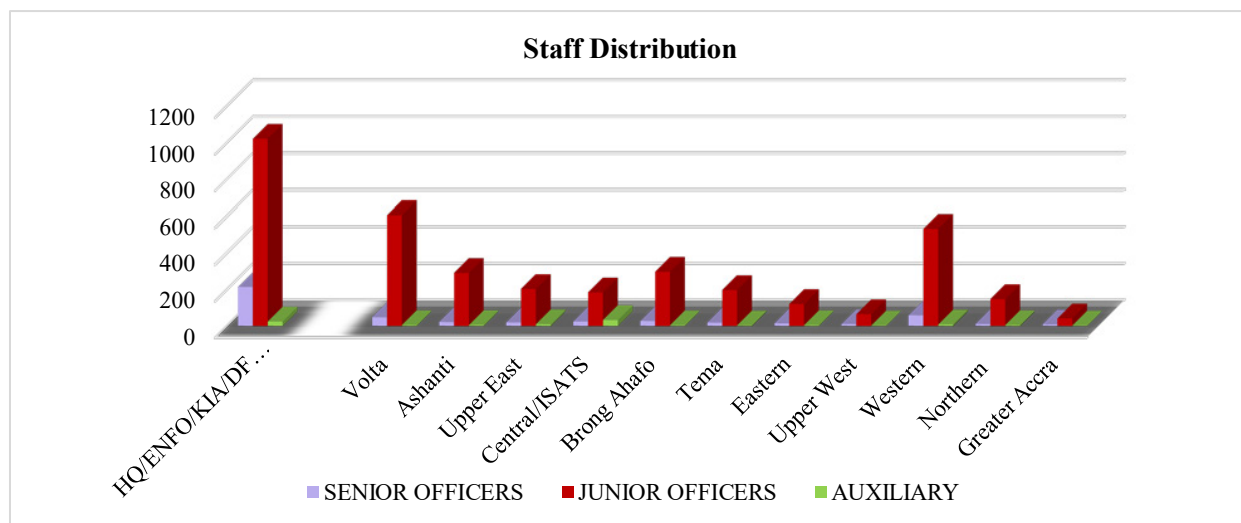
2.0 STAFF STRENGTH

The total staff strength as of December ending 2015 was Four Thousand Two Hundred and Ninety (**4,290**). This consist of Four Hundred and Eighty (**480**), Senior Officers, Three Thousand Seven Hundred and Two (**3,702**) Junior Officers and One Hundred and Eight (**108**) auxiliary staff. Comparing these figures with those recorded as of December 31, 2014 indicates a marginal rate of attrition within the period under discussion. The Senior Officer corps recorded an attrition of Six (**6**) Officers whereas the Junior Officer Corps and the Auxiliary Staff registered an attrition of thirteen (**13**) and Two (**2**) respectively.

Table 1: Staff Distribution, 2015

HQ/KIA/REGIONS	SENIOR OFFICERS	JUNIOR OFFICERS	AUXILIARY	TOTAL
HQ/ENFO/KIA/DFEC	215	1,019	24	1,258
Volta	48	605	5	658
Ashanti	21	290	6	317
Upper East	20	203	10	233
Central / ISATS	26	184	31	241
Brong Ahafo	28	297	4	329
Tema	19	197	3	219
Eastern	15	121	5	141
Upper West	11	65	3	79
Western	57	531	9	597
Northern	11	148	5	164
Greater Accra	9	42	3	54
TOTAL	480	3702	108	4,290

Fig 1: Graphical Representation of Staff Distribution as December, 2015



2.1 ATTRITION RATE

The Service recorded an attrition of Twenty-One (**21**) Officers and Men from its ranks in 2015. The various rates of attrition recorded in various categories is as follows; Retirements; Five (**5**); Deaths: Fifteen (**15**); and Dismissal: One (**1**). This number represents a percentage decrease of **47.50** as compared to the figure recorded last year which stood at Forty (**40**). It is however regrettable to indicate that the highest category of attrition recorded in both **2014** and **2015** were deaths. In all Fifteen (**15**) Officers and Men passed-on in 2015 as compared to Twenty-One (**21**) in 2014.

Table 2: Breakdown of the attrition rate for the year ending December 31, 2015

RANK	RETIREMENT	DEATH	DISMISSAL	RESIGNATION	TOTAL
DIS					
DD					
ADI					
COMPT	3	2			5
ACOI	1				1
DSI					
ASI					
SNR. INSP					
INSP.	1				1
ASST. INSP		1			1
ICO		2	1		3
AICOI		6			6
AICOII		2			2
RECRUIT					
AUX.		2			2
TOTAL	5	15	1		21

2.2 TRANSFERS

A total of One Thousand One Hundred and Nineteen (**1,119**) Officers and Men were transferred to various commands in 2015. This comprises Ten (**10**) Senior Officers and One Thousand One Hundred and Nine (**1,109**) Junior Officers. This represents a percentage change of **314.44** over the transfers recorded in 2014 which was Two Hundred and Seventy (**270**) transfers. The huge percentage change recorded was as a result of a decisive action by management to adhere to the deployment plan and also to ensure that all commands have the full complement of Staff. This notwithstanding, there is still more to be done to ensure that all commands have the full complement of staff of various ranks and in the requisite numbers.

2.3 PROMOTIONS

Sixty Eight (**68**) Senior Officers and Two Hundred and Thirty Four (**234**) Junior Officers were promoted in 2015. This comprises the promotion of Fifteen (**15**) Assistant Comptrollers of Immigration (ACOI) to the rank of Comptrollers of Immigration (COI), Twenty Eight (**28**) Deputy Superintendents of Immigration (DSI) to the rank of Assistant Comptrollers of Immigration (ACOI) and Twenty Five (**25**) Assistant Superintendents of Immigration (ASI), to the rank of Deputy Superintendents of Immigration (DSI).

In reference to the promotion of other ranks, Twenty Six (26) Junior Officers of various ranks were promoted to the Senior Inspector rank after successful completion of approved study leave. Two Hundred and Eight (208) Assistant Immigration Control Officer grade two (AICO II) officers were also promoted to the rank of Assistant Immigration Control officer grade one (AICO I).

S/NO.	RANK		NUMBER
	FROM	TO	
1.	ACOI	COI	15
2.	DSI	ACOI	28
3.	ASI	DSI	25
TOTAL			68

Table 3: Promotions of Senior Officer I 2015

S/NO.	RANK		NUMBER
	FROM	TO	
1.	VARIOUS RANKS	SNR INSP	26
2.	AICOII	AICOI	208
TOTAL			234

Table 4: Promotion/upgrading of Junior

2.4 RE-INSTATEMENT

The period under review saw the re-instatement of Seventeen (17) Officers and Men, comprising Three (3) Senior Officers and Fourteen (14) Junior Officers who were interdicted for their suspected involvement in activities that contravenes laws and regulations of the Service.

TRAINING AND CAPACITY BUILDING



3.0 TARGETED TRAINING

The Service continue to place people development as a critical strategic objective of the Service. Consequently, a total of Three Hundred and Twenty (320) Officers and Men benefited from several capacity-building programmes. The targeted training courses which were organised both internally and externally and covers very wide range of courses including;

3.1 MANAGEMENT COURSES

As part of the continuous education drive and also in line with the deployment and carrier progression plan of the Service, Twenty-Two (22) Senior Officers (**Regional & Sector Commanders**) attended selected management courses within the period under review. All the courses were held in Ghana with Local facilitators. Details of the programmes and others pursued by other group of Officers are captured in **Table 5: Trainings/ Workshops/Courses held as of end of Year, 2015**

3.2 WORKSHOPS, CONFERENCES & SEMINARS

- Twenty-Two (22) Regional and Sector Commanders attended a seminar on Public Sector Management and Governance at the African Graduate School of management and Leadership in Accra.
- A nine (9)-member Committee also held a validation workshop on the Draft Training Policy, Curriculum, and Syllabus at Prampram.
- Two (2) selected Junior Officers at the front desk (reception) also attended a seminar on Secret to Successful Communication in Accra.
- Two (2) Senior Officers attended a Master of Science in Defence & International Politics (MDIP) programme at the Ghana Armed Forces Command and Staff College (GAF CSC).
- Again, Two (2) Senior Officers attended a two-week Joint Inter Security seminar at GAF CSC.

3.3 REFRESHER COURSES

Ninety-Eight (98) Men of the rank of Senior Inspector are undergoing Officer Cadets training at the ISATS.

Tailor-made course content was specially developed and approved to suit the various categories of Artisan /Professional Officers who hitherto had to sit and compete with their general duty counterparts during such refresher course on same subjects.

Details of the programmes followed and others pursued by other group of Officers are captured in **table 5**.

Table 5: Trainings/ Workshops/Courses held as of end of Year, 2015

S/NO.	NO. OF OFF.	COURSE TITLE	DURATION	PLACE	FUNDING
1	10	Migrant Protection	25th – 31st Jan 2015	Legon	GIS/LECIAD
2	1	Transnational Organized Crime Investigations	26th – 30th Jan 2015	WARTC	US Embassy
3	2	Advanced Techniques in Controlled Deliveries	26th – 30th Jan 2015	WARTC	GIS/US Embassy
4	2	Master of Science in International Politics (MDIP)	27th Feb 2015 – Feb 2016	GAFSC	GIS
5	15	GIFEC Training	16th – 20th Feb 2015	Kumasi	GIS
6	2	Certificate in Public Procurement	7th Mar – 6th Sept 2015	GTUC	GIS
7	2	Advance Computing and IT Infrastructure & Security	23rd Feb – 21st August 2015	Kofi Annan ICT Center	GIS
8	20	Targeted Protection Training	31st March, 2015	Ho	UNHCR
9	8	Spanish Language Course	April – October, 2015	Accra	GIS/MOFA
10	2	Joint Inter-Security Seminar	27th April – 8th May, 2015	Accra	GIS
11	3	French Language for Professional Teachers	19th – 29th May, 2015	Accra	GIS/French Emb.
12	1	Enterprise on Vulnerability & Patch Management	15th – 19th June, 2015	Accra	GIS
13	13	Diploma in Migration Management	1st April – 26th June 2015	Netherlands	IOM/Maastricht
14	14	Handling Non-Conventional Security threats for developing countries	13th May – 2nd June, 2015	China	China Gov.
15	15	Migration Policy Development	30th May – 25th June, 2015	Netherlands	IOM
16	16	Maritime Rescue for Development Countries	8th May – 28th May, 2015	China	China Gov.
17	17	Anti-terror Command for developing countries	22nd May – 18th June, 2015	China	China Gov.
18	18	Regional workshop on Strengthening the Criminal Justice System in Sahel to fight effectively against drug smuggling, trafficking, organized crime, terrorism and corruption in the Region	27th – 29th January, 2015	Senegal	Interpol
19	19	Cross line intersection on migration of ink fraudulent document investigation	2nd – 6th June, 2015	France	Interpol/GIS
20	20	Guest Analyst Workshop	17th -18th June, 2015	Warsaw	Frontex
21	3	Physical Training Instructors' Course	21st Aug. -27th Nov, 2015	MATS, Accra	GIS
22	2	Drills and Duties Course	11th Sept – 3rd Dec, 2015	MATS, Accra	GIS
23	5	Security Mgt, Forensics and Investigative Psychology	15th Aug – 17th Oct, 2015	Wisconsin University	GIS
24	10	Stores and Management Course	8th – 10th Sept, 2015	AFCAB	GIS
25	22	Public Sector Management			
26	2	Secret to Successful Communication	22nd-23rd Oct 2015	Accra	GIS

3.4 STUDY LEAVE 2015

A total of Fifty [50] Officers and Men, representing about (1.17%) of the total staff strength of the Service, were granted study leave to pursue various approved courses of their choice for the 2015/2016 Academic Year. This was made up of Nine (9) Senior Officers and Forty One (41) Junior Officers of various ranks.

Table 6: List of Approved Study Leave Applications for the 2015/2016 Academic Year

S/NO.	SEX	RANK	COURSE OF STUDY	YEARS	INSTITUTION
1	F	ACOI	MA Bus. Adm. In Finance	2	UCC
2	M	DSI	MA Bus. Adm. In HR	2	UCC
3	M	DSI	Master Of Law	2	Mount Crest Uni. Coll.
4	M	DSI	MA Bus. Adm.	2	KNUST
5	M	DSI	MA In Ministry Programme	1	Trinity Theo. Sem.
6	F	DSI	MA Bus. Adm. In Fin.	2	UCC
7	M	DSI	MA Of Law	2	UG
8	F	DSI	Msc Devpt. Mgt.	2	KNUST
9	M	DSI	MA Bus. Adm.	2	UCC
10	M	INSP.	BA Com. Studies	3	African Univ. Col. Of Com
11	M	INSP	Post Dip. Bachelor Of Music	2	Evan. Presby. Univ.
12	M	INSP	Bsc. Human Resource Mtg	4	Evan. Presby. Univ.
13	M	INSP	Bsc. Human Resource Mtg	4	VV Univ.
14	M	ASST.INSP	Bsc	4	Bluecrest Col.
15	M	ASST.INSP	Dip. In Mgt. Studies	3	Uni. Of Edu.
16	M	ASST. INSP	Bachelor Of Management Studies	2	UCC
17	F	ASST.INSP	Bsc	4	Ghana Tech. Univ.
18	F	ASST.INSP	Bsc Human Resource Mtg	4	Meth.Uni. Col.
19	M	ASST.INSP	Bsc.Proc& Supply Chain Management	4	Christ Apost. Univ.
20	M	ASST.INSP	Bsc. Management	2	Zenith University
21	F	ASST.INSP	Bsc	4	Presby Univ. Col.
22	M	ASST.INSP	Business Administration	3	Univ. Col. Of Com.
23	M	ASST.INSP	Bsc Accounting	4	VVUniv.
24	F	ICO	Bsc	4	Pan African Univ.
25	F	ICO	Bachelor Of Law	3	Wisconsin Int'l Univ.
26	M	ICO	BABusiness Studies	2	Wisconsin Int'l Univ.
27	M	ICO	Bsc. Public Sector Adm.	4	Cath. Inst. Of Bus.& Tech.
28	F	ICO	Bsc. Human Resource Mtg	4	Uni.Col.OfMgt. Std.
29	M	ICO	Dip. Psy.& Foundation Of Education	3	Garden City Univ. Col.
30	F	ICO	Bsc. In Economics & Management	4	Garden City Univ. Col.
31	M	ICO	Bachelor Of Administration	4	Garden City Univ. Col.
32	F	ICO	Bachelor Of Business Administration	4	Islamic Univ. Col.
33	M	ICO	Bsc	4	All Nations Univ.
34	F	ICO	Bachelor Of Law	4	Zenith Univ. Col.
35	M	ICO	Bsc Economics & Business Administration	3	Catholic Univ. Col.

36	M	ICO	BA Governance Studies	4	Wisconsin Int'l Univ.
37	F	ICO	BA Info. Studies And Psychology	3	University Of Ghana
38	M	ICO	Bsc	4	Garden City University
39	F	ICO	Bsc Human Resource Mtg	3	Univ. Col. Of Mgt Std.
40	M	ICO	BARural Dev. & Ecotourism	4	Wisconsin Int'l Univ.
41	F	ICO	BAComm. Studies	3	Pan African University
42	M	ICO	Bachelor Of Law	3	Central University
43	F	ICO	Bsc	2	Wisconsin Univ. Col.
44	M	ICO	Bachelor Degree In Commerce	2	UCC
45	M	ICO	Bsc. Information Technology		Bluescrest College
46	F	ICO	BscMtg& Computer Studies	2	Wisconsin Int'l Univ.
47	F	ICO	Procurement Management	3	GIMPA
48	F	ICO	Bsc. Human Resource Mtg	3	Univ. Col.OfMtg Std.
49	M	ICO	BAPublic Relation	4	Jayee Univ. Col.
50	F	ICO	Bsc Human Resource Mtg	3	Pan African University

3.5 VISITS

The period saw the former Director of Immigration, COP (Dr) Peter A. Wiredu, paying a working visit to the Brong Ahafo Region to cut sod for the construction of Migration Information Center (MIC). The then DD/OPS Felix Yaw Sarpong also paid a working visit to the Upper West Region to familiarize himself with the operations and challenges of the various Commands under the Region. The following persons of varying Nationalities and working with partner institutions both in Ghana and abroad visited the Document Fraud and Expertise Centre (DFEC) to acquaint themselves with the operations of the Centre in 2015;

1. Grazian Perria : Intelligence Officer Attaché to the Italian Embassy in Ghana
2. Vivianne van der Vorst : Lecturer at Maastricht University, the Netherlands
3. Janne M.H. Kvale : Identity and Document Advisor of the Royal Norwegian Embassy, Nigeria
4. Martina Garamendi : Civil Status Officer, Swiss Embassy, Accra
5. Cora Graf-Gaiser : Deputy Chief of Swiss federal Office, Civil Status, Switzerland
6. Stefan Adam : Intelligence Officer, German Embassy, Accra
7. Ekwang-Ali Josephine : Leader of Immigration Officers from the Ministry of Internal Affairs, Kampala, Uganda
8. Evelyn Deegmulden : Immigration Officer, Netherlands Embassy
9. Narh Elvelilur : An Officer from the Netherlands Embassy
10. Capitolin Unutesi : An Officer from the Canadian Bank Note (CBN)
11. Komi Viagbo : An Officer from the Canadian Bank Note (CBN)

Similarly, the Officer-In-Charge and the Second-in-Command of the Document Fraud Expertise Centre paid a one day working visit to the Aflao Sector Command to present certificates of participation to Officers who participated in the Document Fraud Detection Awareness training programme. The programme was organised in the first quarter of the 2015. The OIC DFEC and his team took the opportunity to sensitize Officers and Men at the Command on the need to preserve the integrity of the Embarkation and Disembarkation stamps in use at the Command.

As part of the GIMMA project, a team of Officers drawn from the Border Patrol Unit, the Policy Planning Monitoring and Evaluation Unit, Officials from the International Organization of Migration and a Border Management Consultant embarked on a border assessment programme to Antokrom, Yaakese and Sewum all in the Dadieso Sector and within the Western Regional Command as well as Agortime-Afegame and Hordzokope in the Nyive Sector, within the Volta Regional Command.

Finally, a delegation from the Chinese embassy visited the Western Regional Command to discuss ways of curbing the Chinese involvement in “galamsey” activities in the Region.

3.6 GIS TRAINING POLICY & CURRICULUM MANUAL DEVELOPMENT

The Ghana Immigration Service in collaboration with the British Government under the GIS-UK Project has developed a comprehensive Training Policy capable of meeting the training needs and requirements of the Service. It is pertinent to mention, however that, the Ghana Integrated Migration Management Approach Project (GIMMA) supported the finalization of the Training Policy, Training Syllabus and Curriculum. The Training Policy is yet to be printed after which Officers and Men would be sensitised on it before it is fully implemented.

FINANCIAL PERFORMANCE



4.0 BUDGET

The approved budget for the Service for the fiscal year 2015, was One Hundred Million, Six Hundred and Three Thousand, Eight Hundred and Twenty Nine Ghana Cedis, and Twenty-One Pesewas (**GHC100,603,829.21**). However, Ninety Five Million, Nine Hundred and Forty-Four Thousand and Fifty-Five Ghana Cedis, Thirty Two Pesewas (**GHC 95,944,055.32**) was released to the Service for the year representing **95.37%** of the total approved budget. Whilst the GIS did not receive its total approved budget in 2015, the releases in the year showed an increase of **12.79%** over those of 2014 which was Eighty Five Million, Sixty Six Thousand Three Hundred and Seventy Three Ghana Cedis, Eighty Six Pesewas (**GHCs 85,066,373.86**).

The approved budget and the releases as per the economic items for the year were as follows:

Table 7: Gog Budget & Releases, 2015

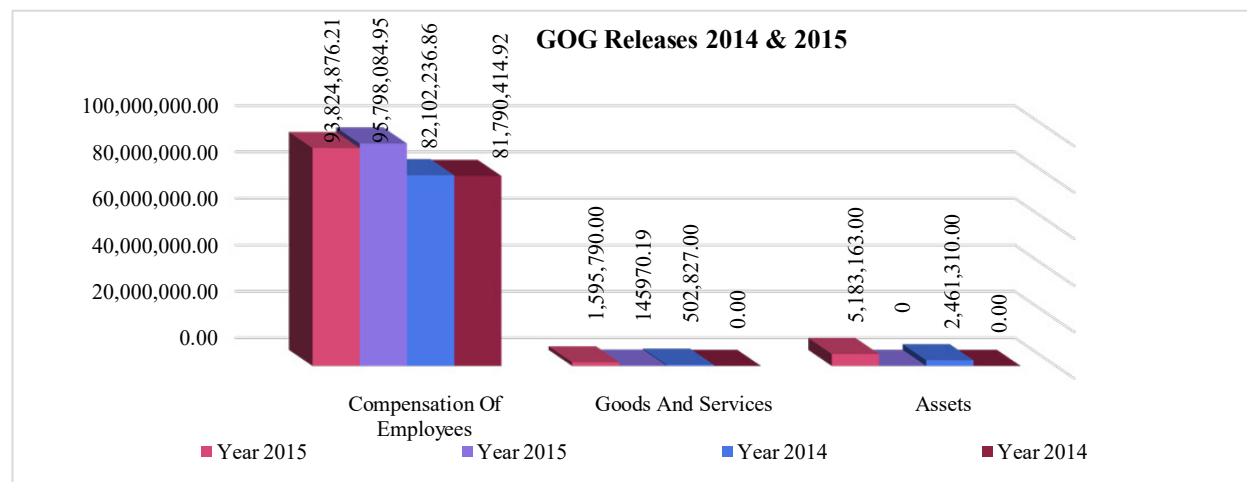
Item	Annual Budget GH¢	Releases GH¢	Variance GH¢	Remarks
Compensation of Employees	93,824,876.21	95,798,084.95*	1,973,208.74	favourable
Goods And Services	1,595,790.00	145,970.19	(1,449,819.81)	unfavourable
Assets	5,183,163.00	0.00	(5,183,163.00)	unfavourable
Total	100,603,829.21	95,944,055.14	4,659,274.07	Unfavourable

* Compensation of Employees includes salary related allowances

Table 8: Comparative Analysis of GOG BUDGET& RELEASES 2015 and 2014

ITEM	Year 2015		Year 2014	
	Annual Budget GH¢	Releases GH¢	Annual Budget GH¢	Releases GH¢
Compensation of Employees	93,824,876.21	95,798,084.95	82,102,236.86	81,790,414.92
Goods And Services	1,595,790.00	145,970.19	502,827.00	0.00
Assets	5,183,163.00	0.00	2,461,310.00	0.00
Total	100,603,829.21	95,944,055.14	85,066,373.86	81,790,414.92

Figure 2. Graphical Representation of GOG Approved Budget & Releases 2015 and 2014



Tables 6 & 7 and figure 2 indicate an increase of 2.1 % release in compensation of employees over the annual budget estimate. This is as a result of the payment of rent allowances to Officers and Men who are not living in Service provided apartments.

4.1 GOODS & SERVICES

The approved budget for Goods & Services for 2015 was One Million, Five Hundred and Ninety Five Thousand, Seven Hundred and Ninety Ghana Cedis (**GHS1, 595,790.00**) of which only One Hundred and Forty-Five Thousand Nine Hundred and Seventy Ghana Cedis, One Pesewa (**Ghs 145,970.01**) was received for the period. In 2014 the approved budget for goods and services was Five Hundred and Two Thousand Eight Hundred and Twenty-Seven Ghana Cedis (**GHS502, 827.00**), unfortunately nothing was released to the Service. The low budgetary allocation for Goods and Services over the years have affected the operational and administrative effectiveness of the Service.

4.2 ASSETS

The approved amount for Assets in the year 2015 budget proposal of the Service was Five Million, One Hundred and Eighty-Three Thousand, One Hundred and Sixty-Three Ghana Cedis (**GHC 5,183,163.00**). In 2014, the approved budget proposal of the Service was Two Million, Four Hundred and Sixty-One Thousand, Three Hundred and Ten Ghana Cedis (**GHC 2,461,310.00**). It is pertinent to note that even though approvals were obtained in both years for Assets as indicated above, no releases were made to the Service. This affected many activities of the Service including the completion of the Border Patrol Infrastructure Projects embarked upon in 2007 as well as other planned operational and administrative activities.

4.3 REVENUE (IGF)

The projection for revenue generation as contained in the 2015 budget estimate is, Fifty-Two Million, Three hundred and Eighty Thousand, One Hundred and Thirty-Three Ghana Cedis, and Forty-One Pesewas (**GHC 52,380,133.41**). However, due to prudent management and effective monitoring of our revenue collection activities a total of Seventy-Two Million, Seven Hundred and Ninety-Five Thousand, Seven Hundred and Five Ghana Cedis, Forty Pesewas (**GHC72,795,705.40**) was recorded as of 31stDecember2015, indicating a positive variance of Twenty Million, Four Hundred and Fifteen Thousand, Five Hundred and Seventy-One Ghana Cedis, Ninety-Nine Pesewas (**GHC 20, 415,571.99**) and representing an increase of a 38.8%.

As by law permit, the Service retained 20% of the amount realised which stood at Fourteen Million, Five Hundred and Fifty Nine Thousand, One Hundred and Forty One Ghana Cedis, Eight Pesewas (**GHC14,559,141.08**) and the remainder paid into the Consolidated Fund during the period under review.

The increase recorded in 2015 was largely due to the some operational control measures put in place including the introduction of visa stickers. The details are shown in table 9 below.

Table 9: Performance Implementation Report, (IGF) 2014 and 2015

Year	Projected (A) GH¢	Actual Collection (B) GH¢	20% Retention GH¢	80% Paid To CF GH¢	Variance (B – A)
2014	42,623,866.13	39,785,819.50	7,957,163.90	31,828,655.60	(2,838,046.63)
2015	52,380,133.41	72,795,705.40	14,559,141.08	58,236,564.32	20,415,571.99

Figure 3 Graphical Representation of Revenue Collection performance 2014 & 2015

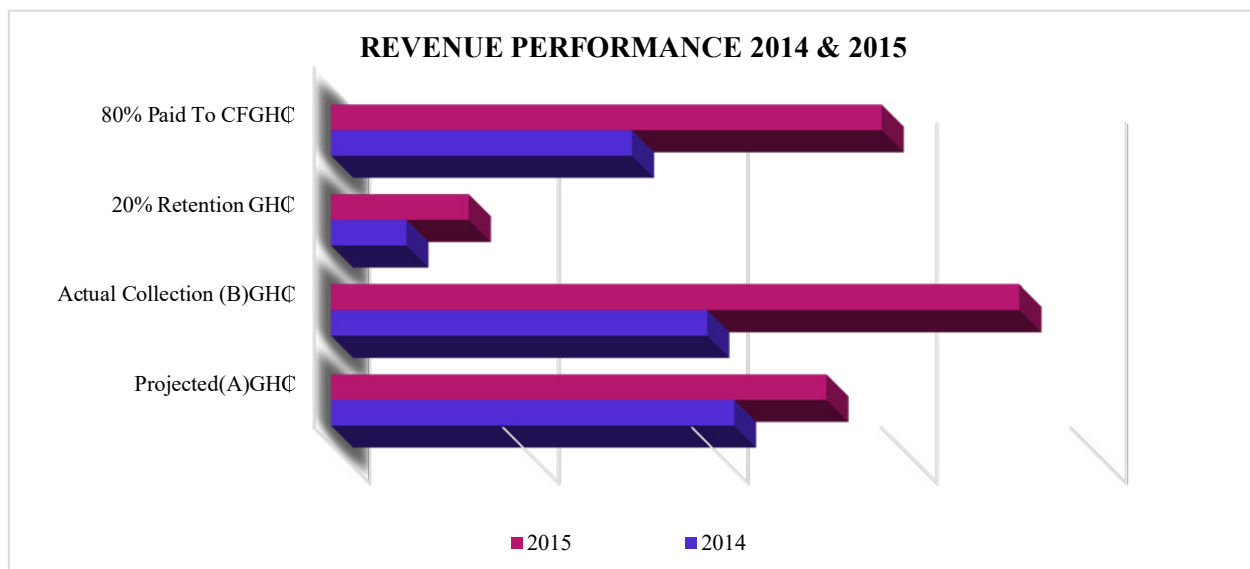


Figure 3, immediately above shows increases in revenue performance in 2015 juxtaposing the figures recorded to that of the figures recorded in 2014. The huge performance is largely due to prudent financial and revenue monitoring systems put in place during the year under review. Regional/ Sector Commands as well as departments/sections and Units were advised and assisted to adhere to approved financial practices. Enforcement activities throughout the country was also intensified. The jump in revenue generation could also be attributed to the introduction of new fees during the first quarter of the year. Most of the fees charged by the Service were increased on the average by 55 % of those charged last year.

Table 10: Comparative Analysis of GOG and IGF Expenditure, 2015 and 2014

ITEM	Year 2015			Year 2014		
	GOG (GH¢)	IGF (GH¢)	TOTAL (GH¢)	GOG (GH¢)	IGF (GH¢)	TOTAL (GH¢)
Compensation of Employees	95,798,084.95	0.00	95,798,084.95	81,790,414.92	0.00	81,790,414.92
Goods And Services	13,878,707.70	9,145,553.28	23,024,260.98	0.00	11,862,559.92	11,862,559.92
Assets	0.00	5,574,709.92	5,574,709.92	0.00	1,618,760.83	1,618,760.83
Total	109,676,792.65	14,720,263.20	124,397,055.85	81,790,414.92	13,481,320.75	95,271,735.67

Figure 4: Graphical Representation of GOG and IGF Expenditure for 2015 and 2014

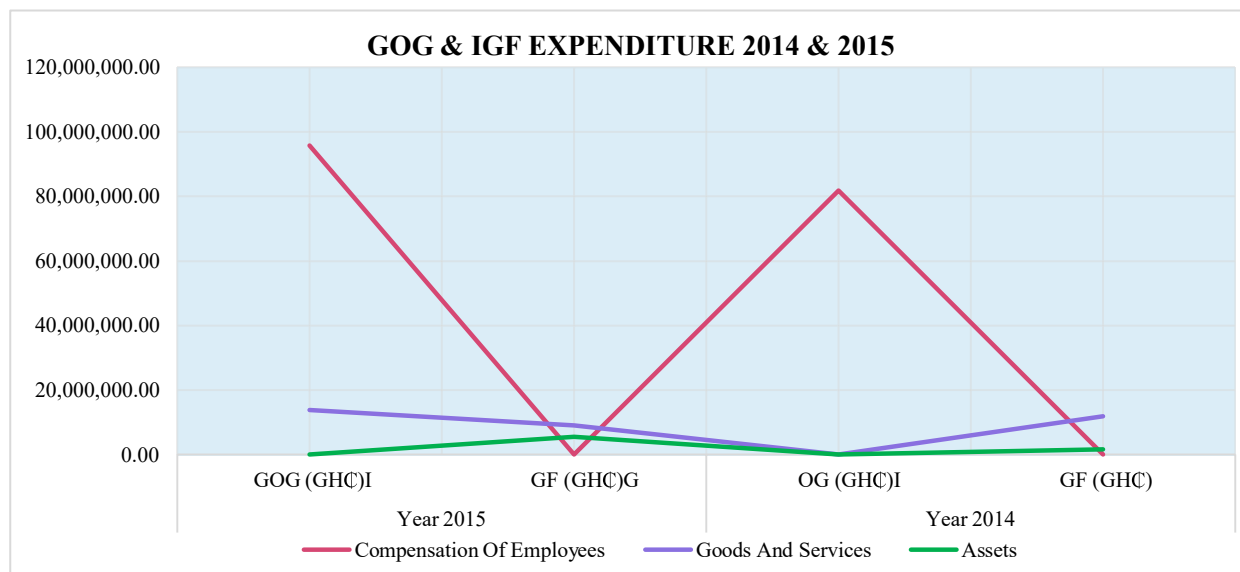


Figure 4, shows a graphical representation of the GOG and IGF expenditure on all the three cost centers of the Service for the years 2015 and 2014. In 2014, there was no release for Goods and Services as well as Assets from **GOG** accounts and therefore revenue generated internally were applied to funding activities and programmes under these cost centers. The expenditure recorded was through IGF, same cannot be said of the year 2015, as there was some releases for Goods and Services but no release for Assets from GOG and therefore the expenditure recorded for Assets represents only IGF.

4.4 REVENUE MONITORING

The Service aims to monitor and review accounting controls to ensure that all Commands and Controls adhere to Financial Management systems and comply with the financial regulations. New Officers and Men posted to the Finance Section were trained on how to effectively use the Electronic Monitor (E-Monitor) machines to capture transactions.



5.0 AUDIT ASSIGNMENT

The Service, within the reporting period carried out some audit assignments outlined in the annual audit plan approved by Management, at selected GIS Commands. The assignment included a nationwide staff head count which was intended to examine staff payroll to ensure effective management as requested by the Ministry of Finance. Additionally, to carry out a review of the usage of Emergency Entry Visa Stickers.

The Audit Unit of the Service also performed selected assignments at specific GIS Commands to assess their adherence to Operational and Financial Controls in the performance of their duties. Audit activities performed in line with the annual audit plan included but not limited to the following:

- I. Nationwide Staff head Count
- II. Visa Sticker Audit at KIA
- III. Tema Regional Audit
- IV. KIA Command Audit
- V. Receiving Counter Audit
- VI. Greater Accra Regional Audit

COMMAND POST AND OPERATIONS



6.0 ARREST

A total of Two Hundred and Eight Nine (**289**) persons of various nationalities were arrested during the period under review, for breaching various Immigration laws and Regulations in the Country.

6.1 INADMISSIBLE / REFUSED ENTRY

Eight Hundred and Twenty-Seven (**827**) Ghanaians were refused entry into various destinations abroad and repatriated back to Ghana. The Service also refused Two Hundred and Six (**206**) persons of other nationalities entry into Ghana for failing to meet entry requirements and directed the Airlines they arrived on to remove them from the country.

6.2 REPATRIATION/DEPORTATION OF OTHER NATIONALS

A total of Four Hundred and Twenty Seven (**427**) other nationals were removed from Ghana to their respective home countries for failing to observe their condition of admission and residence into the country. Of the total number removed from the country in 2015 Four Hundred and Twenty Fourteen (**424**) persons were repatriated while Three (**3**) others were deported.

6.3 DEPORTATION/REPATRIATION OF GHANAIS FROM ABROAD

The year 2015 saw the deportation of One Thousand Two Hundred and Seventy-Eight (**1,278**) Ghanaians from various countries abroad to Ghana for failing to comply with the laws of those countries. This figure includes Two Hundred and Seventy-Four (**274**) Ghanaian nationals who opted for voluntary repatriation from abroad.

6.4 STOWAWAYS

In particular reference to persons arrested or intercepted for attempting to Stowaway to destinations abroad, Seventy-Five (**75**) persons all Ghanaians were recorded. They were processed and, handed over to the police for further investigations since stowaway is a matter bothering on criminalities.

6.5 FRAUD CASES

The Fraud Office at KIA and selected entry points including the Document Fraud Expertise Centre recorded a total of Six Hundred and Seventy Three (**673**) document and identity fraud related cases for verification during the period under review. Of number received, Sixty Nine (**69**) were found to be genuine; representing **10.25%** of the total cases. The remainder were all found to be forged /counterfeit passports, business certificates, visas, bank statements, stamps, imposters, illegal acquisition of visa, mechanical eraser and photo substitution of resident cards. Counterfeit stamps featured predominantly among all fraudulent cases. The culprits were referred to the Operations and Enforcement Unit for further investigations. After investigation some of the culprit were prosecuted and others cautioned and discharged.

6.6 INTELLIGENCE GATHERING

The Intelligence Unit of the Service investigated Two Hundred and One (**201**) cases of foreigners suspected to be working illegally in Ghana. The Unit also shared Seventy Seven (**77**) classified information and intelligence with other security and law enforcing agencies in Ghana. In some controlled situations the sharing of information and intelligence were carried out only upon request. The Intelligence Unit also investigated and cleared One Hundred and Sixty-Seven (**167**) cases involving foreign nationals working in Ghana in various capacities and organizations referred to the Unit for clearance.

The Service through its Intelligence Unit responded to Eight (**8**) requests from Foreign Missions accredited to Ghana and also verified One Hundred and Twenty-One (**121**) issued Residence Permits to other nationals referred to the Service for verification by Financial Institutions and other agencies.

Based on intelligence gathering, the Anti-Human Trafficking Desk at Elubo Border was able to rescue a twelve year old child from Dogo near Mankessim. The child has since been re-united with the family.

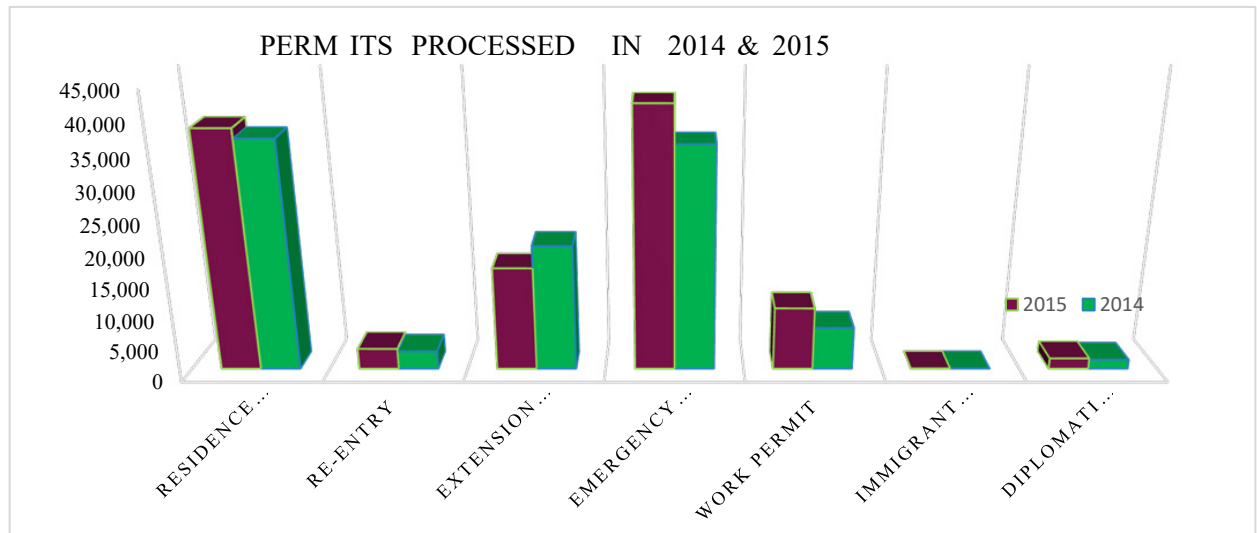
6.7 PERMIT PROCESSING

The Service issued in total One Hundred and Twelve Thousand, Three Hundred and Ninety Five (112,395) permits of various categories to persons of other nationalities as well as Ghanaians with Foreign Passport in 2015. The figure recorded in 2015 was Eight Thousand Four Hundred and Fifteen (8,415) more than the total permits issued in 2014 which was One Hundred and Three Thousand Nine Hundred and Eighty (103,980) representing a percentage change of **8.09**. The increase in the number of permits issued can directly be linked to the intensification of enforcement activities throughout the country especially in the Greater Accra and Tema Regions.

Table 11: Breakdown of Permits Issued –Year, 2015

TYPE OF PERMITS	2015	2014	VARIANCE
Residence Permit/ Immigrant Quota	38,411	36,691	1,720
Re-Entry	3,453	2,903	550
Extension of Visitor’s Permit	16,781	20,178	(3,397)
Emergency Entry Visa (EEV) /Transit Visa	41,935	35,860	6,075
Work Permit	10,095	6,846	3,249
Diplomatic Permit	1,720	1,502	218
TOTAL	112,395	103,980	8,415

Figure 5: Graphical Representation of Number of Permits Issued in 2014 & 2015.



The GIS recorded marginal increases in all categories of permits issued in 2015 over same categories of permits issued in 2014, Extension of Visitors Permit excepted. As depicted in the diagram immediately above, the increases recorded in the number of permits issued were largely as a result of the intensification of enforcement duties throughout the country as well as sensitization programmes organised by the Public Relations Unit all over the country which had put many foreigners on their toes to regularize their stay in Ghana.

It is the further estimation that the increase or intensification of our enforcement and intelligence activities served as a disincentive for persons who hitherto were using visitors permit extension to illegally work in the Country. In the particular case of the performance of the issuance of EEV, the Service instituted systems to facilitate the speedy and effective profiling of application for EEV's to ensure timely and intelligence led issuance processes. A comparative analysis of the overall performance of permits issued by the GIS in 2015 and 2014 shows a positive percentage change of **8.09** over that 2014 figures.

6.8 PERMANENT RESIDENCE PERMITS

In 2015, a total of One Hundred and Seventy-Eight (**178**) fresh applications for Permanent Residence Permits were recommended for the grant of Permit Residence status to the Hon. Minister for the Interior and same was approved by the Hon. Minister. This figure excludes Fifty Four (54) applications that were outstanding in 2014, they were all approved and issued bringing the cumulative number of Permanent Residence Permits issued in 2015 to a total of Two Hundred and Thirty Two (232).

6.9 BORDER PATROL

The Borders of the Country were effectively patrolled though under extremely difficult situation by Personnel of the Border Patrol Unit (BPU) of the Service. Through their activities, Six Hundred and Thirty-Seven (**637**) and Sixteen (**16**) parcels of substances suspected to be Indian hemp were intercepted in Akanu, and Leklebi Dafor respectively. Seven (7) motor bikes used to smuggle goods from Ghana to Togo through an unapproved route were arrested.

The patrol team at the Akanu Sector again intercepted 19 jerry cans of fuel, 19 jerry cans of Pre-Mix fuel, two bags of rice and a motorbike during the reporting period. The items have since been handed over to Ghana Revenue Authority (GRA) Custom Division.

In a similar patrol exercise, (24) jerry cans and 130 jerry cans of fuel were intercepted at the Nkwanta Sector and Brong_Ahafo Region respectively. Also a total of Seventy-Nine (**79**) bags of cocoa beans being smuggled into Togo at various times in the course of the year were seized and handed over to the Kadjebi District Assembly.

A reconnaissance exercise was also embarked upon to locate a shooting range site for the Service. The team has so far visited Assin Foso and its environs



The Legal Research and Monitoring Department, performed remarkably during the year under reference, the department effectively led the processes to Re-enact the establishing law of the Service (Immigration Act 1989 (PNDC Law 226). The Department with the support of the PPME Unit as well as Officers selected from key Sections and Units within the Headquarters is in the processes of finalizing the New GIS Regulation.

Consistent with its mandate, the Department advised the GIS Board, Directorate and Management on all matters relating to Laws and decision which hinge on the performance of the Service. The following specific cases were handled by the Legal Research and Monitoring Department during the year under review.

Table 12. Number of Naturalization Application forms Received and Processed

No. of Applications Received in 2015	No. of Applications Processed at the end of year 2015(including backlog)	No. of Applications Forwarded to the Min. of Interior as of December Ending 2015
39	97	64

7.0 OTHER CASES

The Legal Department prosecuted five (5) cases that were referred to the Department in 2015.

Table 13: Details of the cases

S/N	NATURE OF OFFENCE	NO. OF CASES	REMARKS/OUTCOME
1	Fake Stamps	2	The Accused persons fined by court and subsequently case is still pending
2	Illegal Residence	1	Case still pending at the Madina District Court.
3	Defrauding by False Pretense	1	Pending
4	Forgery of Official Document	1	Pending

7.1 CIVIL CASES

Table 14: Civil Cases handled in 2015

S/NO.	NAME OF SUIT	COURT	NATURE OF THE CASE	REMARKS
1	Hansol Ltd Vs. GIS	High court	Illegal Mining	Pending
2	Vincentia Aku Sogbe Vs. GIS	High Court	Contempt of Court against the Director of GIS	Application dismissed
3	Kwame Takyi Vs. GIS	High court	Unlawful Interdiction	Pending
4	Veronica Addy Vs. GIS	High court	Unlawful Interdiction	Pending
5	Juliana Osei Vs. GIS	High court	Contesting a sale of a property to the Service contention of Judgment Debt	Judgment was given in favour of Juliana Osei. Standard Chartered Bank the Defendant in the original suit is appealing the decision.
6	Ophelia Macleod Vs. GIS	High Court	Protection of Fundamental Human Right	Pending
7	KAFAROV Ramazan vs. GIS and 4 Others	High Court	Protection of Human Right	Pending
8	Stephen Opoku Vs. GIS	Appeal court	Unlawful Dismissal	Appeal decided in GIS favour. Stephen has appealed to the Supreme Court.
9	Vicentia Sogbe vs. GIS	Court of Appeal	Appealed against judgment of the High Court in favour of GIS	Pending
10	Stephen Opoku vs. GIS	Supreme Court	Appealed against Judgment of the Court of Appeal in favour of GIS	Pending
11	Kelvin Taylor vs. GIS	High Court	GIS to deport him	Pending

Within the year, the Service also reviewed three (3) Bilateral and Multinational Visa agreements received from other Ministries and Departments. The Department also reviewed a number of agreements the Service entered into in 2015.

7.2 REVIEW OF IMMIGRATION LAWS

The Legal Department has successfully led a team to review the draft Ghana Immigration Service Regulation. The final draft is expected to be submitted to the Attorney-General's Department for advice.

Under the auspices of ECOWAS and the EU, to establish Joint Border Post (JBP) with neighboring countries at Akanu, Paga, Elubo-Noe, the Legal Department was part of a formidable legal team from various countries that prepared the Legal Framework, for the implementation of the project.

Whereas, the Akanu JBP has been successfully completed and commissioned, pending its operationalization. Those to be constructed at Paga and Elubo are yet to take off.



8.0: IMPLEMENTATION OF THE FOUR (4)-YEAR (2011-2015) GIS STRATEGIC PLAN

The Policy, Planning, Monitoring and Evaluation Unit successfully led the process to implement the GIS Four (4)-Year (2011-2015) Strategic Plan which was launched in September 2011. The implementation of the various projects and programmes in the strategic plan have strategically positioned the Service to effectively manage migration. Whilst most of the projects have seen considerable successes in their implementation, some very critical projects fundamental to the growth of the Service have not yet seen any noticeable improvement by way of its implementation. Particular reference can be made of the projects under Facilities and Equipment where very marginal successes were chalked.

The Policy, Planning, Monitoring and Evaluation Unit (PPMEU), noticing these difficulties have written and submitted several proposals through the Director of Immigration to development partners as well as international and local organizations in Ghana. **Table 15** depicts some of the favorable responses received from the proposals submitted.

The Unit successfully monitored the implementation of the GIS Strategic Plan and reported on same through its Quarterly Performance Report, Mid-Year Performance Reports and Annual Performance Report. The Unit was also called upon to submit several write-ups to various state and non-state institutions on matters bothering on migration management and security and in some cases administrative. The Unit contributed effectively to the drafting on the Annual Progress Report of the National Development Planning Commission (NDPC).

The PPME Unit played a fundamental role in the drafting and defending the Cabinet Memo and the Bill seeking to re-enact the establishing laws of the Service (PNDC Law 226). The Unit continue to play key role in the development of the Draft GIS Regulations.

The PPME Unit through its Policy and Planning Section spear headed the drafting of an; HR policy and Plan, Rotators Permit Policy, Training Policy, Training Syllabus and Training Curriculum, Policy and Promotion of Artisans and Craftsmen including Sportsmen, Bandsmen etc .The Unit also developed Concept Notes on setting-up and workings of Committees within the Service, Concept Note on the Establishment of a Rapid Response Unit, a Concept Note on Revamping the Border Patrol Unit among others. The Unit also played a lead role in the development of the GIS Annual Budget and the defense of the Services programmes at the Ministry of the Interior, Ministry of Finance and Economic Planning and the Parliamentary Select Committee on Defense and the Interior.

With respect to responsive strategies, the PPMEU has developed mitigation strategies to address the challenges of the various Department / Region / Sector / Section / Unit as collated by the Unit; this is yet to be submitted to management for appropriate response.

Table 15: Projects Implemented within the Implementation period of the GIS Strategic Plan

S/NO.	PROJECT DETAILS	PROJECT DESCRIPTION
1	Name of Project	Ghana Integrated Migration Management Approach (GIMMA)
	Executing Agency	International Organization for Migration.
	Collaborating Partners	Ghana Immigration Service, Ministry of the Interior, Ministry of Finance, Ghana Statistical Service, Civil Society Organizations (CSOs).
	Sponsor(s)	The European Union Development Fund
	Main Objective(S)	Contribute to the Government of Ghana's efforts to manage migration through the establishment of an integrated migration management approach.
	Budget	EUR 3,000,000
	Start date	2013
	End date	2016
2	Name of Project	e-immigration(An Integrated Immigration Management System)
	Executing Agency	Gemalto Sa and Avalon Biometrics SL
	Collaborating Partners	Ministry of Communications, NITA
	Sponsor(s)	World Bank
	Main Objective(S)	a) To provide an integrated e-immigration system to regulate entry into and exit of the country by foreigners, as well as check fake identities. b) To provide a case management system for permit processing to meet the future needs of the Service and improve its quality of Service to the public.
	Budget	\$18.80 million with Counterpart
	Start date	January 2013
	End date	June 2016

8.1 PENDING PROPOSALS

The Policy, Planning, Monitoring and Evaluation Unit through the Director of Immigration submitted the following proposals to development partners for support to implement selected projects in the GIS Strategic Plan.

1. Proposal to ICMPD to Train about 200 Officers and Men in Monitoring and Evaluation, Migrant Smuggling and Human Trafficking
2. Proposal to the US Government to support the establishment of a Rapid Response Unit
3. Proposal to FMM project being implemented by ICMPD
4. Proposal to the US Government to support the Revamping of the Border Patrol Unit.
5. Proposal to the Ministry of Finance to support the implementation of the Ebola Project.

8.2 STATUS OF IMPLEMENTATION OF GIS 4-YEAR STRATEGIC PLAN

Table 16: Implementation Status of the GIS Four (4)-Year (2011-2015) Strategic Plan

S/NO	Project Deliverable	Programmed Activities	Status of Implementation
1	Define HR policy and plan	<ul style="list-style-type: none"> Develop Job Description to list general task, functions, roles and responsibilities of each position. Update and approve Conditions & Scheme of Service Conduct skills audit and design a Career Development Plan for officers within organization. Develop deployment plan for efficient staff distribution to all commands Develop a Succession Planning Mechanism to identify and nurture officers with potential to fill leadership positions in the Service.) 	<ul style="list-style-type: none"> Final Draft HR Policy ready for Printing Regional/Sector/ District/Dep./Sec and units have submitted proposed Job Description to PPMEU/ HR Unit Broad Rank Based Job Description Developed HR software procured and installed with difficulties Deployment plan approved by the GIS Board Collation of completed skills Audit Template submitted to the PPME unit by Regional/Sector/ District/Dep./Sec this is not validated due to some operational challenges. Scheme and Conditions of Service yet to be developed Succession Planning yet to be developed
2	Expand and restructure the training curriculum	<ul style="list-style-type: none"> Consultations with sister security and other relevant institutions for information on comparable Training Policies. Prepare Training Policy for endorsement, publication and dissemination. Implement recommendations from GIS skills audit Develop and implement targeted and tailored training courses 	<ul style="list-style-type: none"> Draft Revised Training Curriculum and Syllabus ready for final review by the Committee. Final Draft Training Policy submitted to management for comments and approval. Targeted training continue to be organized for officers Skills audit yet to be conducted
3	Establish PPME Unit	<ul style="list-style-type: none"> Assign officers to the PPMEU secretariat Targeted training for officers within the PPMEU Develop and implement a comprehensive monitoring and evaluation mechanism, plan and tools for all projects in the Service Plan, develop and implement comprehensive organizational policies, strategic plans, systems, programmes and budgets for the Service 	<ul style="list-style-type: none"> This Output has completely been delivered with the exception of the finalization of the M & E Mechanism which has been pushed or included the ICMPD project that seeks to evaluate the Four (4) GIS Strategic Plan 2011-2015 and also to draft a new Plan.
4	Establish Legal Research Unit	<ul style="list-style-type: none"> Assign head of unit Draw up terms of reference for Unit Train legal officers in research 	<ul style="list-style-type: none"> Unit Head has been assigned Draft TOR and Legal Restructure Plan developed Officers of the Unit continue to benefit from targeted training
5	Support National Immigration Policy	<ul style="list-style-type: none"> Coordinate the establishment of a technical Committee to recommend inputs into the National Migration Policy Technical Committee submits recommendations to the inter-ministerial Committees 	<ul style="list-style-type: none"> GIS had a representative on the Inter-Ministerial Committee on the Development of the National Migration Policy National Migration Policy Developed and launched
6	Develop Pervasive Standard Operating Procedures	<ul style="list-style-type: none"> One-on-one consultations with departments, units, sectional, and regional heads to update Master SOPs Final validation workshop with those consulted to confirm documented current practices Retreat to review documented GIS Practices by core Management Approve updated GIS SOP 	<ul style="list-style-type: none"> Project fully Implemented Officers and Men to be sensitized by the second quarter sensitization of Officers and Men

7	Review of Immigration Laws	<ul style="list-style-type: none"> Establish a legal review committee Draw up terms of reference for the committee to define scope Validate identified laws for review Review laws and recommend strategies for implementation 	<ul style="list-style-type: none"> Legal Review Committee Setup Terms of Reference Drawn Immigration re-enactment Bill is before Parliament for consideration GIS Regulation submitted to the Attorney General's Department for advice
8	Restructure & Expand Legal Team	<ul style="list-style-type: none"> Recruit and retain 12 lawyers within 5 year period Procure and operationalize office space Establish regional legal offices in Tamale, Kumasi, Takoradi, and Ho Train and certify twenty prosecutors Train 20 additional Investigators Establish Prosecutions Unit in each Regional Command Develop a proposal to HR for an effective structure, career development plan, and liberal HR Policy for staff to train as lawyers. 	<ul style="list-style-type: none"> Three (3) Lawyers recruited trained and posted The Legal Unit may be allocated an office space in the reconstructed Operations Block Twenty (20) prosecutors trained Ten (10) investigators trained
9	Develop Legal Handbook	<ul style="list-style-type: none"> Develop a booklet of interpretations for Ghanaian migration related laws Compile all domestic and international migration legal instruments into a single reference document. 	<ul style="list-style-type: none"> The GIMMA Project is assisting the Service to develop a Legal Handbook containing all domestic and international laws relevant to the performance of the functions of the Service.
10	Develop Ghana Immigration Service ICT Strategy	<ul style="list-style-type: none"> 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 ICT Infrastructure <ul style="list-style-type: none"> - 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 Software and Licenses <ul style="list-style-type: none"> - Integrated E-Immigration System and Software Licenses - Electronic Document Management System - Upgrade GIS Website, Business Application (ERP) - ICT Help Desk 	<ul style="list-style-type: none"> ICT Governance and Planning, Little or no activity in this regard has been done. ICT Infrastructure, this activity has seen just little activity Software and Licenses, the implementation of the E-Immigration is behind schedule and gradually progressing.
10	Office Space Provisioning	<ul style="list-style-type: none"> Develop an office expansion and implementation programme for approval Acquisition of land Procurement of consultants and contractors Construction of works and management of the project 	<ul style="list-style-type: none"> Several Office buildings largely along the frontiers of the country has been completed and others are in advance stages of completion Parcels of land have been procured in Regional Commands Northern and Western Regions have been allocated Buildings by the Regional Coordination Councils for Use as Regional Offices This activity still needs more to be done

11	Develop Staff Housing Programme	<ul style="list-style-type: none"> • Approve and implement housing policy • Acquisition of land • Procurement of consultants and contractors • Construction of works and management of the project • Hand over and commissioning 	<ul style="list-style-type: none"> • Parcels of land has been procured and in some very limited cases housing properties have been procured to be used as residential accommodation
12	Build a mid - country training school	<ul style="list-style-type: none"> • Development of mid country school infrastructure programme • Acquisition of land • Procurement of consultants and contractors • Construction of works and management of the project • Hand over and commissioning 	<ul style="list-style-type: none"> • The sub-committee on this activity have identified a parcel of land in the BA Region for consideration by management. • Plans are advanced to renovate the operations block to multi-purpose office space building.
13	Equipment provisioning plan	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Office equipment, computers, printers and accessories have been provided to almost all GIS commands. This process shall be enhanced in 2014 • The e-immigration project will also provide some equipment to selected commands
14	ECOWAS Training Programme	<ul style="list-style-type: none"> • 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 • Conduct training of trainers for GIS Officers • Train officers and men in the ECOWAS sub region • Implement recommendations from Pilot evaluation to expand Training Programme to Africa 	<ul style="list-style-type: none"> • Selected officers have obtained training • Some Officers of the Service are on selected committees working on matters bothering on represented
15	Cross-government collaborative working	<ul style="list-style-type: none"> • Set up a technical committee to formulate modalities to improve collaboration between GIS and other stakeholders • Organize focused collaborations with specialized institutions (BNI, NACOB, etc) • Collaborate with interstate agencies and partners. 	<ul style="list-style-type: none"> • A memorandum of understanding has been signed with 7 allied agencies to collaborate in the fight against irregular migration and related cross border. • The Service is also involved with a host of other collaborators as a member of the Inter-Ministerial Committee on Migration among others.
16	Funding Strategy		<ul style="list-style-type: none"> • Several proposals have been written to Government and selected foreign missions in Ghana to assist in the implementation of the GIS –Four (4) Strategic Plan. • The GIMMA and the GIS-UK projects were borne out of the several proposals submitted to key institutions, mainly foreign missions.
17	Communication Strategy	<ul style="list-style-type: none"> • Publish and disseminate strategic plan (full copies, abridged version on flyers and posters) • Organize Launching of Strategic Plan • Upload Strategic Plan onto GIS website • Organize sensitization campaigns and durbars to celebrate success • Publish progress updates using internal communication channels like wireless messages, circulars, and Staff Journal 	<ul style="list-style-type: none"> • There • Under the GIS-Uk project, a considerable amount is set aside for sensitization of policies and plan that shall be developed under the project.



Ghana continued to record considerable movement of persons across its borders over the period under review. Statistical Data compiled from identified entry and exist points in Ghana indicates a total of Eight Hundred and Ninety-Six Thousand, Five Hundred and Twenty-Four (**896,524**) and Nine Hundred and Eleven Thousand, Five Hundred and Fifty Three (**911, 553**) arrivals and departures respectively were recorded, showing a respective increase of **6.61%** and **2.99%** over 2014. The increase could be attributed to the favorable socio-economic and political climate being enjoyed in Ghana.

Out of the total number of travellers recorded in 2015, Ghanaian travellers recorded Two Hundred and Ninety Five Thousand, Seven Hundred and Seventy Four (**295,774**) arriving passengers and Three Hundred and Twenty Eight Thousand, Seven Hundred and Sixty Seven (**328,767**) departing passengers representing **32.99%** and **36.07%** respectively of the total arrival and departure figures.

ECOWAS travellers recorded Two hundred and Nineteen Thousand, Eight Hundred and Fifty Five (**219,855**) arrivals and Two Hundred and Two Thousand, Three Hundred and Thirty Five (**202,335**) departures representing **24.52%** and **22.20%** of the total embarkation figures respectively. Other Nationals recorded Three Hundred and Eighty Thousand, Eight Hundred and Ninety Five (**380,895**) arrivals and Three Hundred and Eighty Thousand, Four Hundred and Fifty One (**380,451**) departures respectively representing **42.49%** and **41.73%** of the total movement figures recorded in 2015.

In reference to mode or means of transportation, Air travel continues to register as the most preferred choice of travel for travellers to and from Ghana. Consequently, a total arrival and departure figures of Eight Hundred and Three Thousand, Two Hundred and Forty Two (**9803, 242**) and Eight Hundred and Twenty Six Thousand, Three Hundred and Forty (**826,340**), representing (**89.60%**) and (**90.65%**) respectively of the total arrival and departure values were recorded in 2015. Air travel enjoys huge patronage as a result of the lack of other reliable means of transport.

Travelling by land recorded Ninety One Thousand, Seven Hundred and Twenty Four (**91,724**) (**10.23%**) and Eighty Two Thousand, Three Hundred and Sixteen (**82,316**) (**9.03%**) whilst travelling by Sea received One Thousand, Five Hundred and Fifty Eight (**1,558**) (**0.17%**) and Two Thousand, Eight Hundred and Ninety Seven (**2,897**) (**0.32%**) of arrivals and departures respectively.

All the mode of transports recorded an increase for the year 2015, in both arrival and departure except figures for departure by Sea. The increases as expressed in percentages are 6.61% arrivals and 2.99% departures by Air, 16.70% arrivals and 16.57% departures by land and 10.11% increase in arrivals and 3.24% decrease in departure.

The statistics and detailed summary of the above information have been given below:

Table 17: Monthly Statistics of Arrivals and Departures in 2015

MONTH	TOTAL		% CHANGE	
	ARR	DEP	ARR	DEP
JAN	70722	71672	7.89	7.86
FEB	57689	61359	6.43	6.73
MAR	70345	67351	7.85	7.39
APR	66594	73577	7.43	8.07
MAY	70306	74045	7.84	8.12
JUN	71515	74324	7.98	8.15
JUL	85144	81061	9.50	8.89
AUG	86716	92913	9.67	10.19
SEP	77977	83008	8.70	9.11
OCT	76296	74720	8.51	8.20
NOV	77710	76879	8.67	8.43
DEC	85510	80644	9.54	8.85
TOTAL	896,524	911,553	100.00	100.00

Figure 6: Monthly Trend of Total Arrival and Departure of Travellers

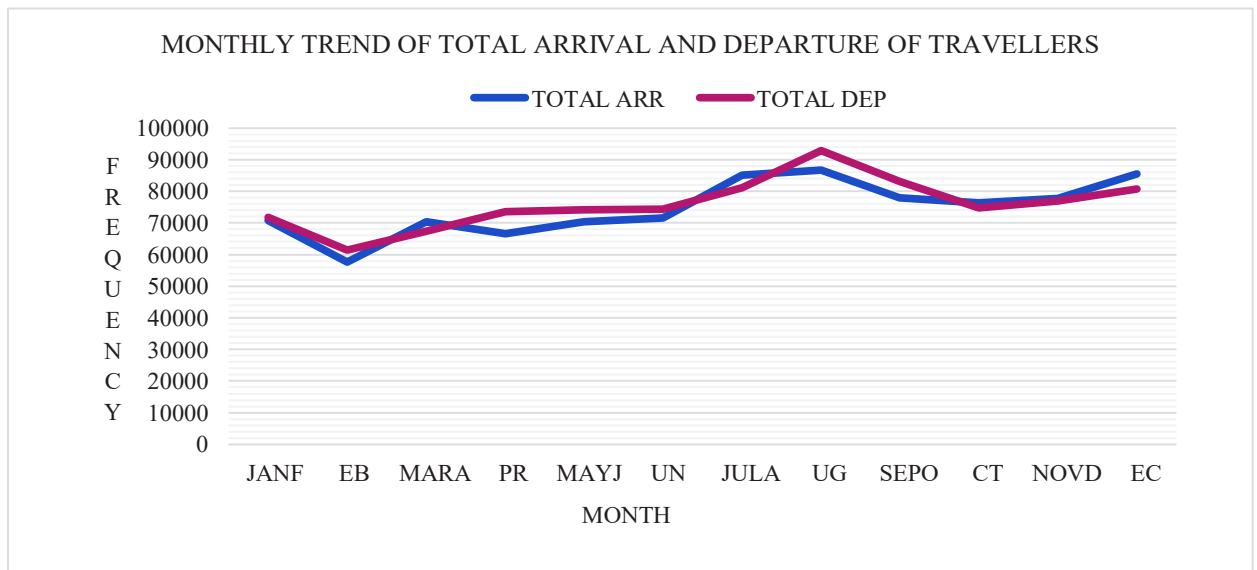


Figure 6, shows an inconsistent trend in both arrival and departure figures during the first quarter of the year with February recording the least arrival and departure figures. It is insightful to mention that this trend is consistent with that of previous years as the period marks the winter/carnival and spring holidays in Europe and America. The period also marks the school period in Ghana and therefore there is less student movement around that period. Movement of travellers to and from Ghana as captured in the figure above start recording increases from the month of June and peak in August. The steady increases recorded from June through to September can be attributed to the result of the Summer Holiday period in Europe and America as the well as the school opening period in Ghana and therefore is major movement of persons to and from Ghana. This therefore explains the perennial increases of passenger movement around the period under discussion.

Table 18: Comparative Analysis of Monthly Passenger Movements for 2014 and 2015

MONTH	2014		2015		% CHANGE	
	ARR	DEP	ARR	DEP	ARR	DEP
JAN	72273	75594	70722	71672	-2.15	-5.19
FEB	60125	61802	57689	61359	-4.05	-0.72
MAR	69777	73805	70345	67351	0.81	-8.74
APR	69088	72974	66594	73577	-3.61	0.83
MAY	72373	74422	70306	74045	-2.86	-0.51
JUN	73155	79632	71515	74324	-2.24	-6.67
JUL	83532	78035	85144	81061	1.93	3.88
AUG	76790	90346	86716	92913	12.93	2.84
SEP	58705	68159	77977	83008	32.83	21.79
OCT	56013	60524	76296	74720	36.21	23.46
NOV	63503	63041	77710	76879	22.37	21.95
DEC	74977	73319	85510	80644	14.05	9.99
TOTAL	830,311	871,653	896,524	911,553	7.97	4.58

Fig 7: Graphic Representation of Monthly Passenger Movements for 2014 and 2015

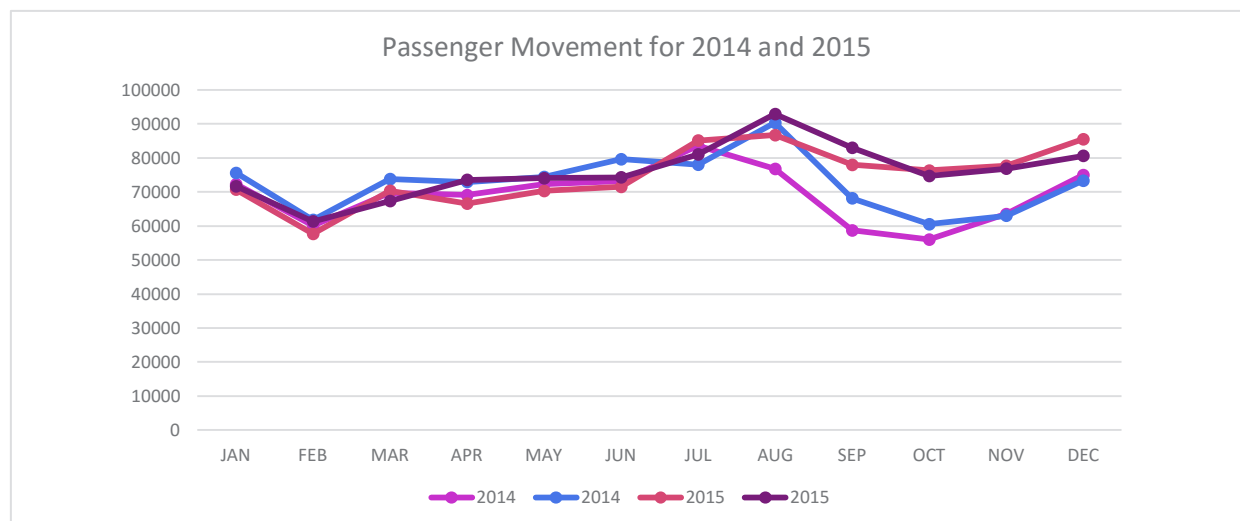


Figure 7. Represents a year-on-year comparative analysis of monthly passenger movement to and from Ghana for 2014 and 2015. The trend as observed in the graph shows a consistent trend in terms of monthly passenger movements to and from Ghana for both years with 2014 October recording the least arrival figure within the comparative period whereas August 2015 recorded the highest departure figure.

Table 19: Arrivals and Departures by Nationality Categorization, 2015

ENTRY/EXIT POINTS	NATIONALITY	1ST QUARTER		2ND QUARTER		3RD QUARTER		4TH QUARTER		GRAND TOTAL	
		ARR	DEP	ARR	DEP	ARR	DEP	ARR	DEP	ARR	DEP
KIA	GHANAIAN	57507	70575	65430	74059	80182	89119	81992	76848	285111	310601
	ECOWAS	36189	30665	37300	40948	42896	41088	38898	41396	155283	154097
	OTHER	81299	78225	85726	88875	100204	101760	95619	92782	362848	361642
	TOTAL	174995	179465	188456	203882	223282	231967	216509	211026	803242	826340
AFLAO	GHANAIAN	127	778	156	843	156	1081	145	928	584	3630
	ECOWAS	1229	1479	1619	1897	2054	2607	1386	1643	6288	7626
	OTHER	2523	2441	2908	3019	3469	3702	2657	2703	11557	11865
	TOTAL	3879	4698	4683	5759	5679	7390	4188	5274	18429	23121
ELUBO	GHANAIAN	1209	1848	1341	1901	1365	2215	1704	2386	5619	8350
	ECOWAS	6865	4089	6808	3931	8098	5938	9065	6381	30836	20339
	OTHER	548	430	501	510	727	604	674	601	2450	2145
	TOTAL	8622	6367	8650	6342	10190	8757	11443	9368	38905	30834
PAGA	GHANAIAN	632	861	459	626	551	685	577	806	2219	2978
	ECOWAS	7012	4663	4871	3784	6821	4961	5118	3967	23822	17375
	OTHER	399	293	222	243	360	301	335	276	1316	1113
	TOTAL	8043	5817	5552	4653	7732	5947	6030	5049	27357	21466
OTHER	GHANAIAN	730	1339	286	438	781	864	444	567	2241	3208
	ECOWAS	1516	1254	479	352	1019	838	612	454	3626	2898
	OTHER	971	1442	309	520	1154	1219	290	505	2724	3686
	TOTAL	3217	4035	1074	1310	2954	2921	1346	1526	8591	9792
TOTAL	GHANAIAN	60205	75401	67672	77867	83035	93964	84862	81535	295774	328767
	ECOWAS	52811	42150	51077	50912	60888	55432	55079	53841	219855	202335
	OTHER	85740	82831	89666	93167	105914	107586	99575	96867	380895	380451
GRAND TOTAL		198756	200382	208415	221946	249837	256982	239516	232243	896524	911553

Table 19 shows that KIA was the most preferred Border Post by all categories of nationalities who entered or departed Ghana within the reporting period. KIA was followed by Elubo, Paga and then Aflao. It is interesting to note that for some years now Paga has been recording more passenger movement than Aflao, a situation which is inconsistent to the general operational estimation of passenger movements along these borders. Traditionally, Aflao is considered bigger in terms of its operational outlook and structure and thus expected to register more passenger movement than Paga.

It is further interesting to note that Aflao which is the largest of the three (3) major land borders recorded the least cumulative movement of travelers or passenger flow over the past three years. The Policy Planning and Monitoring Unit brought it to the attention of the Volta Regional Commander and has commenced in-depth investigations into this unusual occurrence to establish the true cause of this present trend.

Table 20: Most Frequent Nationalities to and from Ghana in 2015

NATIONALITY	1ST QUARTER		2ND QUARTER		3RD QUARTER		4TH QUARTER		TOTAL	
	ARR	DEP	ARR	DEP	ARR	DEP	ARR	DEP	ARR	DEP
GHANAISANS	60205	75401	67672	77867	28251	33346	84862	81535	240990	268149
IVORIANS	7423	6855	6695	4917	2979	2351	7948	6630	25045	20753
BURKINESE	7238	6955	5716	4541	3823	2750	5775	4733	22552	18979
NIGERIANS	26941	27958	24459	27608	10415	9554	26173	28395	87988	93515
LIBERRIANS	2285	2989	4377	4088	1470	1368	4570	4201	12702	12646
SOUTH AFRICANS	5055	4745	5313	5378	1957	1898	5549	5876	17874	17897
TOGOLESE	2112	3156	2508	2650	1180	1230	2450	3014	8250	10050
FRENCH	3469	3148	3361	3559	1272	1246	3545	3801	11647	11754
GERMANS	4369	4401	3859	4141	2123	2454	4946	4712	15297	15708
DUTCH	2961	3202	3414	3224	1038	2028	3957	3614	11370	12068
BRITISH	11551	11943	10445	8955	4903	6556	14582	12770	41481	40224
AMERICANS	14164	13791	18679	14845	7288	8826	19743	17420	59874	54882
CANADIANS	2845	3059	3190	2731	878	997	3676	3015	10589	9802
CHINESE	4386	4583	4935	4264	1763	1540	4807	4272	15891	14659
INDIANS	5388	4700	5506	5766	2102	1764	5147	5917	18143	18147
LEBANESE	2084	1715	2013	2336	1057	749	1844	2211	6998	7011
AUSTRIALIANS	1287	1312	1160	1013	401	380	1635	1396	4483	4101
OTHER NAT.	34993	20469	35113	44063	176937	177945	38307	38731	285350	281208
TOTAL	198756	200382	208415	221946	249837	256982	239516	232243	896524	911553

Table 20 depicts passenger flows in 2015 with particular reference to the most frequent nationalities who travel to and from Ghana in the year under review. It is evident from the table that there is increasing movement within the West African Sub-region with Nigeria topping list of non- Ghanaian nationals who visited Ghana in 2015. Americans continue to lead in the number of passenger flow of other nationals who visit Ghana yearly.

9.0 HAJJ OPERATIONS 2015

A total of Five Thousand, Four Hundred and Five (**5,405**) pilgrims were airlifted by NAS Air of Saudi Arabia to Jeddah between 3rd September- 27th October, 2015. However, a total of Five Thousand, Two Hundred and Eighteen (**5,218**) pilgrims arrived after completing a successful pilgrimage. It was reported that of the total number which embarked on the pilgrim Seventeen (**17**) of them died through stampede, six (**6**) went missing, with no reasons provided for the remaining One Hundred and Sixty Four (**164**).

Table 21: Statistics of the 2015 Hajj Pilgrimage

DEPARTURE		ARRIVAL		TOTAL	
MALE	FEMALE	MALE	FEMALE	DEPARTURE	ARRIVAL
2,117	3,288	2,041	3,177	5,405	5,218

ESTATE AND GENERAL SERVICES



10.0 ESTATE AND PROJECT ACTIVITIES

Several strategically selected projects were embarked on during the period under review. As a result several projects were completed at various Commands in 2015 with several others at various levels of completion.

Table 22: Summary of Projects Carried out in 2015 forward

S/NO	PROJECT TYPE	PLACE	CONTRACT SUM(GHS)	TOTAL EXPD.T.	STATUS OF IMPL.(GHS)
1	Refurbishment of Director's Secretariat	HQ	15,232.91	15,232.91	100% completed
2	Erection of Revenue Counter	HQ	2,520.00	2,520.00	100% completed
3	Construction of Legal Library	HQ	2,241.75	2,241.75	100% completed
4	Reconstruction of fallen fence wall	G.Accra	16,783.10	16,783.10	100% completed
5	Completed 4 bedroom Residential Accommodation	G. Accra	10,227.00	10,227.00	100% completed
6	Roofing of Dry Dock Container Office	Tema	4,940.00	4,940.00	100% Completed
7	Renovation of Residential Accommodation	G. Accra	20,893.43	20,893.43	95% Completed
8	Repaneling of Main Harbour Container	Tema	29,512.00	29,512.00	90% completed
9	Relocation of Tema Regional Office	Tema	47,346.60	47,346.60	80% Completed

10.1 BORDER PATROL PROJECTS

The following are the performance matrix and other remarks for the projects;

GONOKROM: The Service embarked on the construction of a 3-storey, 2-bedroom block of 6 flats for residential accommodation in 2007. The project which is estimated to cost Six Hundred and Four Thousand, Nine Hundred and Eighty Ghana Cedis, Thirty – Four Pesewas (Gh¢ 604,980.34) is about 90% completed. So far an amount of Three Hundred and Seventy Eight Thousand, Nine Hundred and Thirty - Seven Ghana Cedis, Sixty Pesewas (GH¢ 378,937.60) has been expended.

DADIESO: The construction of 4-storey, 1-bedroom block of 24-flat which was under construction has been abandoned by the contractor citing non-operational rates as the cause of his action, the project is therefore **38%** completed. The total expenditure so far is One Hundred and Seventy Five Thousand, Forty Nine Ghana Cedis and Thirty Three Pesewas (**GH¢ 175,049.33**). The initial contract sum was Three Hundred and Sixty Six Thousand, Six Hundred and Three Ghana Cedis, Forty Pesewa (**GH¢ 366,603.40**), but this figure is considered for review at a cost of Two Million and Seventy Six Thousand Two Hundred and Seventy Two Ghana Cedis, Thirty Two Ghana Pesewas GH¢ 2,076,272.32 which was presented by the consultant in consultation with the contractor. The contractor indicated that the long delay in the issuing of commencement certificate derailed the initial price estimates submitted and therefore was unwilling to continue with the project if the approved contract sum is not reviewed upwards. The Service has however commenced the process to reinvigorate the project.

BAWKU: The construction of 4-storey, 1-bedroom block of 24-flat which was under construction at Bawku has been abandoned by the contractor citing non-operational rates as the cause of his action. The contractor who had at the time completed about 55% of the project and expended about Two Hundred and Fifty Thousand, Seven hundred and Seventy Ghana Cedis and Ten Ghana Pesewas (**Gh¢ 250,770.10**) refused to continue with the project. The contract sum was Four Hundred and Seventeen Thousand, Two Hundred and Ninety- Eight Cedis and Fifty Ghana Pesewas (**GH¢ 417,298.50**). In our bid to revive the project several meetings were held with the contractor to get him to complete the project to no avail.

BUNPKRUGU: The Bunkprugu border office construction embarked on in 2014 has been completed. In addition to the actual contract of Forty Five Thousand, Seven Hundred and Sixteen Ghana Cedis and Twenty Seven Pesewas (**GH¢ 45,716.27**), a variation order was issued to the contractor for the tiling and the installation of air-conditioners. A recommendation was made for the construction of a borehole to ensure constant supply of water to the building after the practical handing over was undertaken at the site. The total cost of the project after the completion is Eighty Three Thousand, Five Hundred and Thirty Ghana Cedis (**GH¢ 83,530.00**).

10.2 FUNCTIONAL HEADQUARTERS

The Service has received approval for single sourcing from PPA for the construction of functional headquarters. The estimated cost is Thirty Two Million US Dollars (**\$32,000,000.00**) and the contractor penciled for the award is Top Engineering Ltd. The consultant for the project has been paid his pre-contract services and the post-contract is still being negotiated for both the scope and the rates as there have been wide changes to the scope. The initial plan of 6-storey has been changed into 8-storey with underground car park in addition. The anticipated cost covers these changes to the original plan.

10.3 CONVERSION OF BOYS' DORMITORY INTO CLINIC AT ASSIN FOSU

The provision of infirmary for the Training School and Academy is still in steady progress. The partition walls in the container dormitory have all been completed and the electrical works in the project which partially delayed the work now in progress. The work is expected to be completed in the middle of February, 2016.

10.4 EXPANSION OF OPERATION BLOCK INTO 3-STOREY

The evaluation report and additional floor on the expansion of the operation block was submitted to the Ministerial Tender Review Board for consideration and approval. The project has been approved and awarded to M/s Kingdwosco Enter. Ltd. The project is earmarked to reduce congestion at the Headquarters and also to accommodate other units which are being accommodated at rented premises. The project was awarded at a cost of One Million, Seventy Eight Thousand, Seven Hundred and Sixty One Ghana Cedis, Fifty Three Ghana Pesewas (**GH¢ 1,078,761.53**) for completion within 18 calendar months. The Service has added extra floor and a lift to the project which has been approved by the Ministerial Tender Review Board at additional cost of Three Hundred and Ninety Six Thousand, Three Hundred and Forty – Six Ghana Cedis, Twelve Ghana Pesewas (**GH¢ 396,346.12**). The new contract sum is now One Million, Four Hundred and Seventy Five Thousand, One Hundred and Seven Ghana Cedis, Sixty Five Ghana Pesewas (**GH¢ 1,475,107.65**) and the total expenditure is One Million, Five Hundred and Eighty – Four Thousand, Six Hundred and Ninety Two Ghana Cedis, Twenty – One Ghana Pesewas (**GH¢1,584,692.21**) including fluctuation.

10.5 CONSTRUCTION OF OFFICE FOR MMC

The European Union in partnership with IOM has constructed an office building for the MMB staff in Sunyani. The project has been completed with additional external works. The facility is yet to be inaugurated.

10.6 PROVISION OF COMPUTER LABORATORY FOR TRAINING SCHOOL

The IOM has commenced the development of a 70-seater capacity Computer Laboratory for the Training School. The Service's contribution to this project was the provision of labour whiles IOM provided the materials needed for the completion of the project.

10.7 RENOVATIONS/ REHABILITATION AND REMEDIAL WORKS

10.7.1 Renovation of Airport Barracks

Renovation works at the Airport Barracks is on-going with other works yet to commence. The works which were carried out in phases have seen steady progress. The works have major changes to the scope of the project. The works delayed primarily due to the procurement processes of acquiring the materials to undertake the work.

10.7.2 Renovation of RC Bungalow in Kumasi

The first phase of the renovation of the Regional Commander's bungalow in Kumasi has successfully been completed at a cost Twenty Seven Thousand Ghana Cedis (**GH¢ 27,000.00**). The second phase which comprises the landscaping of the compound is yet to commence.

10.8 PROPOSED PROJECTS FOR 2016

10.8.1 Residential Accommodation

The Service is to commence the construction of the Elubo border patrol project in 2016. The project is estimated to cost the Service Two Million, Eight Hundred and Eighty Seven Thousand, Seven Hundred and Five Ghana Cedis and Ten Pesewas (**GH¢ 2,887,705.10**) to complete. The preparatory works for the commencement of the project was carried out in the third quarter of 2015. The Dadieso project which has been abandoned by the contractor is to be reactivated as all necessary reviews have been undertaken awaiting approval by the approving authority. These two projects are to be further submitted for approval as there have been revisions in the rates of the works.

10.8.2 Office Accommodation

Three offices are to be constructed at the following stations, Sampa, Wli-afegame and the Tumu border posts. All the necessary documentations for the award of the contracts have been finalized.

10.8.3 Academy and Training School

An amount Seventeen Thousand Ghana Cedis (**GH¢ 17,000.00**) was released for the construction of the Phase 1 of an unarmed combat training pitch at Assin Foso Training School. The square at the Training School which was scheduled for resurfacing could not come off as a result of unsuccessful processes followed to procure the services of a contractor at the approved rate of the Service.



11.0 PROCUREMENT ACTIVITIES

The Service embarked on several procurement activities all aimed at providing essential Office tools and operational logistics for Officers and Men of the Service.

The table below shows in detail some specific procurement carried out in 2015.

Table 23: Procurement Activities for the Period under Review

S/N	PROJECT TYPE	QTY	COST (GHC)	STATUS OF IMPLEMENTATION
1.	Toners and cartridges	250 various	74,659.00	Delivered.
2.	Cleaning materials	644	15,892.00	Delivered.
3.	Printing: -Letter heads -Service charter Dairies -BPU mission statement -Calenders -Illuminated sign -Green Files White Jackets - -Temporary Jackets -Business Cards -Annual Report -Immigration Folders - Brochures	25000 500 319 400 2200 1 6400 2000 2000 48 200 852 8000	24,087.50 4,758.75 16,051.44 6,815.00 39,951.50 6,345.00 37,600.00 7,000.00 8,000.00 4,991.40 9,960.00 4,941.00 7,325.36	Delivered.
4.	Stationeries	2715 various	74,102.00	Delivered.
5.	Electronics & Electricals	42 various	134,152.26	Delivered.
6.	Cables & Tools	868 various	22,212.79	Delivered.
7.	Office Furniture	Various	78,584.44	Delivered.
8.	Printers	8	26,950.00	Delivered
9.	Hardware	109	40,724.40	Delivered
10.	Automobile Tyres	Various	76,916.00	Delivered
11.	Leather Gloves	140	4,900.00	Delivered
12.	Automobile Batteries		3,680.00	Delivered
13.	Medical Equipment and Drugs	8	59,789.55	Delivered

14.	Pumps & Pipes	533	15,255.00	Delivered
15.	Curtains & Accessories	3610 various	60,454.82	Delivered
16.	Building Materials	441 various	11,085.24	Delivered
17.	Clothing	Various	172,315.00	Delivered
18.	Musical Instruments	3 pair	16,981.65	Delivered
19.	Tiles	318 various	25,038.70	Delivered
20.	Sports Equipment	Various	8,968.00	Delivered
21.	Safety Items	22 various	2,577.00	Delivered

STORES UNIT



12.0 STORES ACTIVITIES

The Stores Unit which receives allocates and distributes items procured by the Service, during the year under review carried out several activities in this respect. The following activities were carried out by the Unit during the year under reference:

Table 24: Summary of Activities carried out at the end of the year, 2015

S/NO	TYPE OF ITEM	QTY	ISSUED TO	STATUS OF IMPLEMENTATION
1	Toners & Cartridges	17 various	Various Depts, Sections & Units	Completed
2	Printing Items	17,700 various	Various Depts, Sections & Units	Completed
3	Stationery	Various	Various Depts, Sections & Units	Completed
4	Office Furniture	Various	Various Depts, Sections & Units	Completed
5	Electronics & Electricals	14 various	Sections & Training School	Completed
6	Automobile Tyres	55pcs	Transport &Regional Commands	Completed
7	Automobile Batteries	29pcs	Transport	Completed
8	Curtains & Accessories	834yds	Sections in HQ	Completed
9	Clothing	23,927 various	-	Completed
10	Sports Equipment	Various	ISATS	Completed
11	Building Materials	Various	KIA	Completed
12	Safety Items	Various	-	Completed
13	Communication Gadgets	3pcs	-	Yet to be delivered

14	Household items	Various	-	Completed
15	Tailoring Equipment	Various	-	Completed
16	Automobiles			
	*Nissan Pickup Vehicle	10pcs		Completed
	*Nissan Spare parts	2pcs		

TRANSPORT



13.0 TRANSPORT PLANNING AND OPERATIONS

The Service continues to face serious challenges in terms of Command and Operational vehicles. Inadequate budgetary allocation to the Service continues to contribute to this challenge. Nonetheless, the total register of vehicles by the Service as of 31st December, 2015 was Two Hundred and Fourteen (**214**) fleet. Out of this number, Eighty Three (**83**) are off the road and out of this Twenty-Seven (**27**) are serviceable, with only One Hundred and Thirty-One (**131**) in good condition. Consequently, most of the critical Regions and Sectors, Departments and Sections do not have Operational nor Command vehicle.

Table 25: Fleet of Vehicles as of end of year, 2015

Type	Total Number	On Road	Off Road
Station Wagon	47	23	24
Pick-Up	125	86	39
Big Bus	10	6	4
Mini-Bus	3	2	1
Truck	2	1	1
Saloon	13	8	5
4X4 Cross Country Jeep	8	0	8
Troop Carrier	2	2	-
Water Tanker	1	1	-
Cesspit Emptier	1	-	1
Ambulance	2	2	-
TOTAL	214	131	83

The Service had Seventy - Four (74) fleet of motorbikes during the period under review; Forty-Four (44) out of the total number are off the road, with only Thirty (30) on road. The breakdown is as follows:

Table 26: Aggregation of on-road and off-road Motorbikes

TYPE	TOTAL	ON ROAD	OFF ROAD
HONDA 125	25	12	13
YAMAHA 125	3	0	3
F. PRIMA 125	9	0	9
HONDA 250	26	15	11
FEIYING 125	5	0	5
ZHONGTIAN 125	1	0	1
HONDA 750	5	3	2
TOTAL	74	30	44

MAJOR CHALLENGES / CONSTRAINTS



14.0 LOW BUDGETARY ALLOCATION

The GIS is arguably one of the least resourced agencies under the Ministry of the Interior granting this notwithstanding, the Service continues to receive insufficient budgetary allocations for its activities. Allocation for Goods and Services continue to record very low figures while no releases for Assets have been recorded during the past few years.

14.1 RESIDENTIAL AND OFFICE ACCOMMODATION

The GIS Board and Management have over the years worked to improve both Residential and Office accommodation for Officers and Men of the Service. This notwithstanding, the Service is still faced with acute Office and Residential accommodation challenges. The GIS has no single Regional Headquarters Office block of its own, a situation Management considers to be unfortunate and therefore has commenced rigorous processes to ameliorate this shortfall.

14.2 INADEQUATE LOGISTICAL SUPPORT (ARMS AND AMMUNITION)

The Service is hopeful that the Immigration Service Bill presently before Parliament would be passed. The Bill among others seeks to legislate in the use of Arms in the performance of our functions as immigration officers. In anticipation of the passage of the Bill, a committee has been setup to review the weapon needs of the Service and come-up with a proposal for consideration by Management.

14.3 TRANSPORTATION CHALLENGES

The topography along Ghana's borders requires the use of all-terrain vehicles, unfortunately, the Service has no single all-terrain or special purpose vehicle to effectively support its work at the Border. The Service also lacks both command and operational vehicle to support its operational and administrative work. Presently, Three (3) out of the Eleven (11) Immigration Regional Commands, Eight (8) Sectors and Thirty-Six (36) District Offices out of the Forty-One (42) District Offices have no operational nor Command vehicles.

14.5 LACK OF RADIO EQUIPMENT

The Service has no functional communication system as the VHF systems installed decades ago have all broken down. The GOTA system presently in use does not cover our operational areas and therefore unable to meet our requirements in respect of communication equipment.

PROJECTIONS FOR 2016



15.0 PROJECTIONS FOR 2016

It is the projection of the Service for the year 2016 to carry out the following;

15.1 OUTLOOK 2016

- Review of the GIS Four (4)-Year Strategic Plan
- Drafting of a New Five (5) Year Strategic Plan
- Commence sensitization of officers on SOPs.
- Embark on an extensive Border Patrol infrastructural development.
- Intensify border patrol along the borders.

- Strengthen the Enforcement and Intelligence Units throughout the country.
- Conduct rigorously enforcement activities to flush out irregular migrants in the country.
- Reduce the processing time for Immigration Permits.
- Build the capacity of Officers and Men through continuous training.
- Embark on financial deregulation and decentralization in the Regional Commands.
- Finalize the Training Syllabus and Curriculum.
- Embark on a major recruitment Drive for both General and specialized staff.
- Develop and implement a communication plan.
- Construct Armouries and Magazines at selected commands
- Develop a comprehensive ICT Strategy.
- Procure operational logistics. (Special Purpose/All -Terrain Vehicles, Command Vehicles, etc)

CONCLUSION



It is the anticipation of the Board and Management of the Service that the Immigration Service Bill presently before parliament would be passed by the first quarter of 2016 and therefore have instituted processes to ensure its speedy and yet effective implementation. The Bill seeks among others to expand the Senior Officer Rank by introducing two (2) additional Ranks, elevate or re-designate the headship of the Service from Director to Comptroller-General, the Board to a Council status and also affirming the issuance of entry Visa to Ghana a function of the Service.

It is insightful to mention that for the first time ever, the Service would have a law that outlines in detail the functions of the Service when the Bill is passed. The Bill when passed would also legislate on some of the functions hitherto performed by the Service based on Administrative and Operational decisions or directives and without legal backing.

Given the aforesaid, the year 2016 would be quiet eventful and strategic for the Service, it is therefore my hope and prayer that all of us irrespective of the Command or Station we find yourselves will effectively contribute to the process of actualising the provisions in the Immigration Service Bill if passed into law.

I am most thankful to the Board, Management, Officers and Men for the immerse support received following my elevation to Head the Service. I continue to count on your wise counsel and support to effectively deliver on our mandate.

GHANA IMMIGRATION SERVICE

2015

Annual Report