

# **MINISTRY OF INTERIOR**

## **ANNUAL PROGRESS REPORT**

**2010**

# CHAPTER 1

## 1.0 GENERAL PROFILE OF MINISTRY OF THE INTERIOR

### 1.1 Introduction

The Ministry of the Interior has over-all responsibility for the maintenance and enforcement of internal law and order. The Ministry's mandatory role in service delivery is implemented through the Ghana Police Service, Ghana Prisons Service, Ghana National Fire Service, Ghana Immigration Service, Narcotics Control Board and National Disaster Management Organization

It also has oversight responsibility over the National Peace Council, Migration Unit, Ghana Refugee Board, Ghana National Commission on Small Arms and Gaming Board

The broad objectives of the Ministry and main issues to be addressed and problems to be resolved are the following:-

- Maintenance of law and order;
- Protection of persons and properties;
- Immigration issues and Border controls;
- Enforcement of Drug laws;
- Control of Illicit Arms and Ammunitions; and
- Emergency Management and Relief

### 1.2 Structure of the Ministry

#### 1.2.1 Vision

The Vision of the Ministry is to be an effective and efficient institution which can be relied upon to provide a safe and secure socio- economic and political environment, conducive to carry out socio- economic activities as well as local and foreign investment.

### **1.2.2 Mission**

The Ministry of the Interior exists **to ensure the maintenance of Internal Security and Peaceful Development within the law in Ghana.**

We do this by:

- Reviewing, formulating, implementing and evaluating policies relating to the protection of life, preventing and detecting of crime;
- Ensuring safe custody and facilitating the reformation and rehabilitation of offenders and by reaching out to the general public by employing and establishing good public relations with them;
- Being guided by our belief in integrity, transparency, efficiency and prompt responsiveness to our clients. The latter comprises all persons in Ghana and especially the vulnerable in society.

The Ministry has the following Directorates: Finance; Administration; Policy, Planning, Monitoring & Evaluation [PPME], Human Resource Management [HRM] and Research, Statistics & Information and Public Relations [RSIPR]. The activities of the Ministry are mainly focused on policy-making, co- ordination, monitoring and evaluation. The Agencies, which have some level of autonomy, execute programmes in accordance with the policy direction of the Ministry and Government.

In 2010, the Ministry was headed by Hon. Martin A.B.K Amidu, as Minister and Hon. Dr. Kwasi Apea-Kubi as Deputy Minister. The Acting Chief Director, Alhaji Salifu Osman headed the bureaucratic system of the Ministry and was responsible for the overall co- ordination of the activities of the four-line Directorates of the Ministry.

The Directorates of the Ministry were headed as follows:-

- Administration - Alhaji Salifu Osman
- Finance - Mr. Patrick Ampadu

- Human Resources Management - Mrs. Christina Edmund
- Policy, Planning, Monitoring & Evaluation and RSIM - Mr. Roland Modey
- Migration Bureau - Mr. David Agorsor
- Research Statistics and Information Management - Mr. Samuel Amankwah

### **1.3 Functions of the Ministry**

The Ministry formulates policies and/or enables the enactment of legislation relating to: -

- The maintenance of law and order;
- The custody and rehabilitation of prisoners;
- The protection of national assets against natural, industrial and other hazards, including fire and floods and the provision of needed relief;
- The entry into, residence and employment in Ghana of aliens;
- Repatriation and deportation of aliens;
- Extradition of fugitive criminals;
- The entry into, residence and grant of official recognition to refugees in Ghana;
- Addressing issues pertaining to citizenship;
- Regulating and monitoring the operations of Private Security Organizations;

- Regulating and the monitoring of the operations of key-cutting companies;
- Regulating the observance of Public Holidays;
- Regulating and monitoring the manufacture, import and export of arms, ammunition and explosives;
- Regulating public auctions

**STAFF STRENGTH OF HEADQUARTERS**

<b>S / N</b>	<b>NAME</b>	<b>SEX</b>	<b>DATE OF BIRTH</b>	<b>STAFF No.</b>	<b>GRADE</b>	<b>POSTING</b>	<b>PAY ROLL No.</b>	<b>REMARKS</b>
1	Alhaji Osman Salifu	M	12-Aug-57	61778	Ag. Chief Director			
2	Roland Atta Modey	M	16-Sep-54	10458	Director	''		
3	Christina Edmund	F	05-06-62		Director	''		

	(Ms.)							
4	David Agorsor	M	23-Oct-57		Director	"		
5	Samuel A. Amankwah	M	21-Aug-56	152981	Director	"		
6	A.Mumuni Bawumia	M	25-Feb-61	106006	Dep. Director	"	0101	
7	Abukari Mahama Nuhu	M	1-Jan-62	99751	Dep. Director	"	0101	
8	Kudjo Ogbete Dabri	M	24-Apr-52	50301	Dep. Director (ISD)	"		
9	Ebenezer Sam	M	18-Feb-75	18366	Asst. Director I	"	0101	
10	Ernest Kwarteng	M	19-Nov-69	578148R	Asst. Director IIA	Min. of the Interior	0101	
11	Dominic Agyemang	M	1-Jun-73	16662	Asst. Director IIA	"	0101	
12	Gideon A. Tetteh	M	2-Oct-71	137106	Asst. Director IIA	"	0101	
13	Rueben E. Okine Korley	M	14-Nov-82		Asst. Director IIB	"	0101	
14	Shadrack Mensah	M	15-Sep-79	714178	Asst. Director IIB	"	0101	
15	Christiana Akrong	F	24-Jun-82		Asst. Director IIB	"	0101	
16	Augustine K.N. Safi	M	15-Aug-64		Asst. Director IIB	"		
17	Kwaku Otchere Odame	M	27-Jul-83		Asst. Processing Officer	"	0101	

18	Elvis Agorsor	M	26-Dec-82		Snr. Info. Assistant	"	0101	
19	Joseph Frank Entwi	M	20-May-52	36112	Asst. Chief Exec. Officer	"	0101	
20	Ms. Marmle Ramani	F			Asst. PRO	"		
21	Esther Borketey-Odum	F	7-Apr-54		Executive Officer	Min. of the Interior	0101	
22	Samuel Danso Appiah	M	16-Sep-69	25420	Executive Officer	"	0101	
23	Eunice Opoku-Agyei	F	1-Aug-68		Higher Executive Officer	"	0101	
24	Belinda Bediako Asiedu	F	31-Mar-83	56768	Executive Officer	"	0101	
25	Theodore Akleih	M	1-Jan-69		Executive Officer	Min. of the Interior	0101	
26	Esther O. Kisiwaah	F	9-May-58	36115	Records Sup	"	0101	
27	Benjamin Kpeteme	M	12-Feb-57		Snr. Supply Officer	"		
28	Harry Dey	M	20-Jul-85		Storekeeper	"	0101	
29	Justina Bediako	F	14-Jun-71	28988	Snr. Private Secretary	"		
30	Cecilia Agbezudor	F	18-Nov-79		Private Secretary	"	0101	
31	Charlotte Mensah	F	29-Aug-57	79015	Stenographer	"	0101	

					Secretary			
32	Susana Ohenebeng	F	24-Jul-78	68533	Stenographer Gd I	"	0101	
33	Joyce A Tetteh	F	21-Apr-58	34882	Stenographer Gd II	"	0101	
34	Dora Nana Ama Addo	F	12-Feb-77	33046	Stenographer Gd II	Min. of the Interior	0101	
35	Mercy D. Anipah	F	13-Aug-84		Stenographer Gd II	"	0101	
36	Grace Larbi	F	18-Jan-79		Stenographer Gd II	"	0101	
37	Cecilia Akorful	F	7-May-52	115848	Senior Typist	"	0101	
38	Elizabeth Neequaye	F	28-Feb-56	53498	Senior Typist	"	0101	
39	Elizabeth Bannor	F	7-Dec-57	175609B	Senior Typist	"	0101	
40	Victoria Amoah	F	5-Dec-55	43604	Senior Typist	Min. of the Interior	0101	
41	Anita A. Quansah	F	26-Mar-76	44355	Senior Typist	"	0101	
42	Leticia Nartey	F	26-Apr-80	43998	Typist	"	0101	
43	Cecilia Atike	F	1-Feb-53	1695..	Prin. Security Guard	"	0101	
44	Prince A. Cobblah	M	21-May-57	38482	Yard Foreman	"	0101	
45	Mustapha Salifu	M	28-Sep-71	11803	Chief Driver	"	0101	



46	Samuel K. Essuman	M	8-Aug-62	74661	Driver I	"	0101	
47	Jacob Adjei Sowah	M	1-Oct-66		Driver III	"	0101	
48	Abraham De-Love Mensah	M	1-Jun-61		Driver III	"	0101	
49	Joseph Yaw Amponsah	M	1-Aug-68		Driver III	"	0101	
50	Stephen Tettey Tetteh	M	31-Sep-60		Driver II	Min. of the Interior	0101	
51	George Yaw Mensah	M	25-May-78		Driver III	"	0101	
52	Felix Kobina Acquah	M	30-Dec-69		Driver III	"	0101	
53	Kingsley Osei Jachie	M	10-Oct-86		Driver III	"	0101	
54	Daniel Kwame Wood	M	18-Feb-78	611300	Driver III	"	0101	
55	Emmanuel Honu	M	24-Sep-66		Snr. Caretaker	"	0101	
56	Christiana Agbesi	F			Gardener	"	0101	
57	A. K. A. Agbeli	M			Night Watchman	"	0101	
58	Nyawambe Dagarti	M			Conservancy Laborer	Min. of the Interior	0101	
59	Adelaide Nortey	F			Sweeper	"	0101	
60	Cecilia Commey	F	1-Apr-63		Sweeper	"	0101	

61	Juliana Badu	F	14-Sep-75		Sweeper	"	0101	
62	Emelia Owoo	F	9-May-53	99567	Proof Reader	"	0101	
63	Patrick Obed Ampadu	M	31-Jan-60	C.9061	Director of Finance	"		
64	Robert Danso-Mensah	M	1-sep-58	83241	Chief Accountant	"		
65	Florence A. Attipoe	F	4-Nov-66	265765H	Snr. Accountant	"		
66	Celestine Patience Smith	F	12- Nov-6	472862	Snr. Accountant	"		
67	Susie Hammond	F	15-Sep-62	508813	Accountant	"		
68	Danso Anim	M	21-Jul-60	116911G	Accountant	Min. of the Interior		
69	Timothy Nyamadi	M	13-Nov-60	118896Y	Accountant	"		
70	Maranda Sackey	F		074619T	Assist. Chief Acct	"		
71	Sarah Pappoe	F	20-Jan-66	178088P	Snr. Acct. Officer	"		
72	Magdeline Koomson	F	24-Jul-60	203006A	A.O.A. Secretary	"		
73	Peter Morkly	M	9-Jul-67	320624G	Snr. Acct. Officer	"		
74	Michael Sai	M	15-Oct-70	82101	Snr. Acct. Officer	Min. of the Interior		
75	Seth George Adufutse	M	8-Feb-54	3142P	Jnr. Acct. Officer	"		

76	Modesta Pwalua	F	12-Feb-63	328040H	Snr. Data Clerk	"		
77	Nicholas Tsekpo	M	8-Feb-54	20324	Accountant	"		
78	Theresa Boahene	F	14 May-68	79418	Snr. Accts Officer	"		

#### **1.4 RATIOS OF STAFF**

##### **1.4.1 Male/Female (M/F)**

**M - 43**

**F - 34**

##### **1.4.2 Senior/Junior Staff (S/J)**

**S - 45**

**J - 32**

**Name (Head) .....**

**Grade .....**

**Date .....**

**STAFF WHO LEFT THE SERVICE - 2010**

S/N	NAME	SEX	STAFF No.	GRADE	REASON	DATE
1	Kwaku Ohene-Agyei	M		Dep. Director	C. Retirement	25 <sup>th</sup> Jan,2010
2	Raphael K .Tamakloe	M		Chief Executive Officer	C. Retirement	May,2010

3	F.E. N. Ampratwum	F		Chief Director	Expired of Contract	June,2010
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### **POSTING OUT OF THE MINISTRY**

S/N	NAME	SEX	OFFICER'S GRADE	INSTITUTION		EFFECTIVE DATE OF POSTING	REMARKS
				FROM	TO		
1	Romeo Adu-Tutu	M	Director	Min. of the Interior	Ministry of Finance	Oct.,2010	
2	Richard Antwi	M	Prin. Storekeeper	Min. of the Interior	Ministry of Defence	May, 2010	
3	Nancy Swatson	F	Snr. Records Sup	Min. of the Interior	PRAAD	July,2010	
4	Azameti Roger K. Stephen	M	Driver Gd III	Ministry of the Interior	Office of the President	July, 2010	
5	Gabriel Mensah	M	Driver Gd. III	Ministry of the Interior	Ministry of Energy	August, 2010	

6	Ato Adu-Gyamfi	M	Driver Gd. III	Ministry of the Interior	Ministry of Transport	Oct.,2010	
7	George Mensah	M	Prin. Personnel Officer	Ministry of the Interior	Ministry Roads and Highways	Nov., 2010	

### **PROMOTION UNDERTAKEN**

S/N	NAME	SEX	PREVIOUS GRADE	PROMOTED TO	NOTIONAL DATE OF PROMOTION	EFFECTIVE DATE OF PROMOTION
1	Gideon Asamoah Tetteh	M	Asst. Director IIA	Asst. Director I		1 <sup>st</sup> Jan.,2010
2	Dominic Afriyie Agyemang	M	Asst. Director IIA	Asst. Director I		1 <sup>st</sup> Dec.,2009
3	Joseph Frank Entwi	M	Assistant Chief Executive Officer	Chief Executive Officer		1 <sup>st</sup> Dec., 2008
4	Elizabeth Neequaye	F	Stenographer Grade II	Stenographer Grade I		1 <sup>st</sup> June, 2010
5	Joyce A. Tetteh	F	Stenographer	Stenographer	1 <sup>st</sup> Jan., 2007	1 <sup>st</sup> Jan., 2008

			Grade II	Grade I		
6	Mustapha Salifu	M	Chief Driver	Yard Forman		1 <sup>st</sup> Jun., 2008
7	Joseph Amponsah	M	Driver Grade III	Driver Grade II		1 <sup>st</sup> April,2009
8	Abraham De-Love Mensah	M	Driver Grade III	Driver Grade II		1 <sup>st</sup> Sep.,2009

## **1.5 TRAINING & DEVELOPMENT**

### **1.5.1 SCHEME OF SERVICE RELATED TRAINING PROGRAMME -2010**

S/N	NAME	SEX (M/F)	COURSE OF STUDY	DURATION		INSTITUTION	FUNDING	PAID/UNPAID
				FROM	TO			
1	Rueben Okine	M	CPA	March 8	May 30	GIMPA	GOG	Paid
2	Shadrack Mensah	M	CPA	March 8	May 30	GIMPA	GOG	Paid

### **1.5.2 COMPETENCY BASED TRAINING UNDERTAKEN – 2010**

S/N	NAME	SEX	COURSE OF STUDY	DURATION	INSTITUTION	FUNDING	PAID/UNPAID
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		(M/F)		FROM	TO			
1	Shadrack Mensah	M	The Exclusive Economic zone Management Course	Feb 15	Feb 19	GAFSC	GOG	Paid
2	Christiana Akron	F	Conflict & Crisis Mgt	May 23	June 12	GAFSC	GOG	Paid
3	Charlotte Mensah	F	Development Programme for Top Level Secretaries	June 21	July 1	CSTC	GOG	Paid
4	Dominic Afriyie-Agyemang	M	Policy Development & Analysis	July 28	Aug. 5	CSTC	GOG	Paid
5	Mrs. Eunice Opoku Adjei	F	Effective Performance Mgt	Oct 11	Oct. 14	CSTC	GOG	Paid
6	Ms. Joyce A. Tetteh	F	Interpersonal Effectiveness in Mgt.	Oct 18	Oct 21	CSTC	GOG	Paid
7	Ms. Anita Quansah	F	Interpersonal Effectiveness in Mgt.	Oct. 18	Oct. 21	CSTC	GOG	Paid



## **1.6 Programme Delivery**

- Collated and compiled of the Sector Medium- Term Development Plan (SMTDP);
- Non-Tax Revenue totaling GH¢**731,876.45** was collected from by Ministry of the Interior [Headquarters] from **January to September, 2010.**
- Facilitated the formulation of policies for the improvement and monitoring the welfare of refugees in the country
- Facilitated the institutional enhancement of the Ministry and the Agencies for enhanced service delivery
- Facilitated the formulation of policies to reduce the problems of the proliferation of illegally held small arms and light weapons.
- Facilitated the ratification of the ECOWAS Convention in March 2010 and the UN Convention on Cluster Munitions in August 2010

- Reviewed and finalised National Plan of Action GNACSA awaiting printing
- Facilitated the approval by Cabinet and Ratification by Parliament of the ECOWAS Convention on Small Arms and Light Weapons and the UN Convention on Cluster Munitions in March and August 2010 respectively
- Collected 528 confiscated illicit Firearms from Police Armouries in the Volta and Eastern Regions for safe keeping in Accra and for later destruction
- Organised a Weapons Destruction Programme on 1<sup>st</sup> October, 2010 to create awareness and educate Ghanaians on firearms issues. 1500 illicit firearms were destroyed in Kumasi
- Commissioned the Development of a Strategic Resource Mobilisation Document to explore areas of support for the Commission in mobilizing funds to implement programmes and projects in the fight against illicit proliferation of small arms
- Finalised a draft Firearms Manual for civilians and security agencies meant to promote responsible gun ownership awaiting printing
- Completed a study into sustainable and economically viable Alternative Livelihood Schemes for blacksmiths in the Volta and Ashanti regions as part of the programme to wean local blacksmiths off the illegal production of firearms in Ghana
- Organised a Seminar for the media from 3<sup>rd</sup> to 5<sup>th</sup> December, 2010 to sensitise them on small arms issues, seek their support for the fight against small arms proliferation and abuse and enhance their capacity to educate the public on various issues associated with the proliferation, illegal possession and misuse of small arms in Ghana
- Committed a lot of efforts in getting the Secretariat of GNACSA established by getting in place the needed documentations and approvals such as the Organisational Design and Structure, and Clearance from the Ministry of Finance and Economic Planning to recruit, awaiting endorsement by the Public Services Commission [PSC]
- Participated in all International Meetings, Conferences and Workshops on Small Arms and Light Weapons and other Related Issues that Ghana was invited to participate through the Commission, to demonstrate Ghana's commitment to the fight against illicit SALW

## **1.7 Financial Performance, 2009/2010**

### **1.7.1 SUMMARY OF EXPENDITURE RETURNS FOR THE PERIOD JANUARY TO DECEMBER, 2010**

<b>HEADQUARTERS</b>	<b>TOTAL APPROVED ESTIMATES (A) GH¢</b>	<b>RELEASES TO DATE GH¢</b>	<b>ACTUAL EXPENDITURE INCURRED (B) GH¢</b>	<b>BALANCES A-B=(C) GH¢</b>
<b>PERS.EMOLUMENTS</b>	5,106,443.00	5,106,442.00	5,106,442.00	<b>1.00</b>
<b>ADMINISTRATION</b>	2,110,803.00	9,494,903.00	9,441,726.28	<b>(7,330,923.28)</b>
<b>SERVICE</b>	1,907,692.00	6,217,125.97	6,048,231.95	<b>(4,140,539.95)</b>

<b>INVESTMENT</b>	1,606,108.00	1,085,689.84	630,730.89	<b>975,377.11</b>
<i>IGF</i>	-	-	-	-
<b>TOTAL</b>	<b>10,731,046</b>	<b>10,731,046</b>	<b>21,462,092</b>	<b>975,377.11</b>

### **1.8 CHALLENGES ENCOUNTERED IN THE IMPLEMENTATION OF THE 2010 BUDGET**

- Inadequate and late release of funds
- Inadequate staff (skills and numbers)
- Inadequate office space

### **1.9 URGENT ISSUES THAT NEED TO BE ADDRESSED IN 2011**

- Inter- Ministerial Committee working on Draft Policy on Migration for Ghana as well as mainstreaming Migration into National, Sector, Regional and District Development Plans to meet the demands of Millennium Development Goals (MDGs).
- Monitor the performance of the Agencies under the Ministry.
- Develop a National Migration Database
- Train staff to handle multi- dimensional issues of migration.

## **2.0 OUTLOOK FOR 2011**

- Regularize the activities of Private Security Organisations
- Finalize policy on Early Warning System
- Review the Draft of 2010-2014 Strategic Plan of the Ministry
- Build Capacity of ten members of staff in functional areas
- Mainstream issues of gender, HIV and AIDS, Fire Safety, Road Safety, Crime and Drug menace
- Continue with the sensitisation of officers of Security Agencies on HIV and AIDS
- Continue with the Inter-Ministerial Committee work on draft policy on migration as well as mainstream migration into national, sector, regional and district development plans
- Continue to monitor the performance of the Agencies under the Ministry
- Initiate a process of constructing a Ministerial Office Complex

## **CHAPTER 2**

### **2.0 GHANA POLICE SERVICE**

#### **General Profile of the Organisation**

## **Programme Delivery**

### **Financial Performance, 2009/2010**

### **Challenges and Strategies for overcoming the Challenges and the Outlook for 2011**

## **CHAPTER 3**

### **3.0 GHANA PRISONS SERVICE**

#### **3.1.1. General Profile of the Organisation**

#### **3.1.2. Introduction**

The Ghana Prison Service, an agency under the Ministry of the Interior, is mandated to ensure the safe custody and welfare of prisoners and to undertake their reformation and rehabilitation whenever practicable. Thus, the Service plays a crucial role in the effective administration of Criminal Justice.

#### **3.1.3. Brief History**

Penal system in the Gold Coast started in an irregular manner from the early 1800s when the administration of the Forts on the coast were in the hands of a Committee of Merchants under the chairmanship of Captain George Maclean, who exercised criminal jurisdiction not only in the Forts but also outside them. By 1841, a form of prison had been established

in the Cape coast Castle where debtors, possibly, were incarcerated. By 1850, there were prisons in four Forts, holding a total of 129 prisoners who were kept in chains.

From 1875, when the Gold Coast was formally created as a colony, British criminal jurisdiction was gradually extended to the entire southern part of present day Ghana and in 1876, the Gold Coast Prison Ordinance, modeled on the English Prisons Act of 1865, was introduced. The caretaker functions of the early prisons which consisted of mere rules for safe-keeping of prisoners were established in the 1880 Prisons Ordinance.

The unsatisfactory state of the prisons in the years that followed led to the placing of the Prisons Department under the Police Administration. In 1920, however, as a result of increased number of prison establishments and staff, the Police and the Prisons Departments were again separated, and the Prisons Department placed under an Inspector-General of Prisons.

By 1948, there were twenty-nine establishments all over the country. On 1<sup>st</sup> January 1964, the Prisons Department became autonomous and ceased to be part of the Civil Service and renamed Ghana Prisons Service.

### 3.2 **Vision**

Our vision is to transform the Ghana Prisons Service into an efficient Correctional Service operated by a well trained, disciplined and highly motivated staff dedicated to reforming and reintegrating convicted offenders into our communities.

### 3.3 **Mission Statement**

The Ghana Prisons Service, as a key stakeholder of Criminal Justice Administration in Ghana, contributes to the maintenance of internal security and public safety with the commitment to operating a safe, humane and efficient penal system for the successful incarceration, reformation and rehabilitation of offenders. Our operations are deeply rooted in discipline, vigilance, fortitude, humanity and integrity.

### 3.4 **Legislative Mandate**

The statute that currently governs the Prisons Service are:

- a. 1992 Constitution of Ghana.
- b. Prisons Service Decree 1972, NRCD 46.
- c. Prisons Standing Orders, 1960.
- d. Prisons Regulation L.N. 412/58".
- e. Prisons (Declaration of Prisons) Instrument,
- f. Prisons (Amendment) Regulation, 1970 (L.I)
- g. Prisons Service Scheme of Service Administration.

### 3.5 **Core Functions**

The functions of the Service are spelt out in the NRCD 46 as follows:

- i. Safe custody of prisoners.
- ii. Welfare of prisoners.
- iii. Reformation and rehabilitation of prisoners (where practicable).

The following are some of the policies linked to the above functions:

- a. Execution of sentences in a humane manner to reduce recidivism (re-offending).
- b. Offering opportunities to prisoners to develop their skills through vocational training, moral and formal education.
- c. Encouraging public/private participation in the provision of skills training.
- d. Improvement in the welfare of prisoners (i.e. health care, clothing, bedding, feeding, recreation, library facilities, etc.).
- e. Protection of rights of prisoners.



### 3.6 **Governing Body**

The Ghana Prisons Service is governed by the Prison Service Council which is an advisory and supervisory body. The council advises the President on matters of policy in relation to the organization and maintenance of the prisons system in Ghana. At the regional level we have the Prisons Service Committees headed by the Regional Minister.

### 3.7 **Structure of the Service**

Administratively, the Service is headed by the Director-General of Prisons assisted by two Deputy Director-Generals and five/5 Directors who together form the Prisons Directorate. There are ten/10 regional commanders heading the ten administrative regions of the service.

The Service currently has forty-five/45 prison establishments namely:

- Prisons Headquarters
- Prisons Officers' Training School
- Senior Correctional Centre
- Seven/7 Female Prisons
- Seven/7 Central Prisons
- Thirteen/13 Local Prisons
- Three/3 Open Camp Prison
- Ten/10 Agricultural Settlement Camp Prisons
- One/1 Medium Security Prisons
- One/1 Maximum Security Prison (yet to be inaugurated)

***Prisoners' population as at 30<sup>th</sup> Dec. , 2010.***

<b>GENDER</b>	<b>CONVICT</b>	<b>REMAND</b>	<b>TRIALS</b>	<b>TOTAL</b>
<b>MALE</b>	10,210	2775	290	<b>13,272</b>
<b>FEMALE</b>	185	60	5	<b>250</b>
<b>TOTALS</b>	<b>10,395</b>	<b>2,835</b>	<b>295</b>	<b><i>GRAND TOTAL- 13,525</i></b>

***Staff Strength***

<b>GENDER</b>	<b>SUPERIOR OFFICERS</b>	<b>SUBORDINATES OFFICERS</b>	<b>CIVILIAN EMPLOYEES</b>	<b>GRAND TOTAL</b>
<b>MALE</b>	339	2998	5	3342
<b>FEMALE</b>	56	1284	1	1341
<b>TOTALS</b>	<b>395</b>	<b>4282</b>	<b>6</b>	<b>4683</b>

**3.8 Postings**

A total number of One thousand and twenty-four (1,024) officers were posted/transferred in 2010 to various stations where their services would be needed. This was made up of Seventeen (17) Superior Officers and One Thousand and Seven (1,007) Subordinate Officers.

### 3.9 **Training and development**

On staff development, a total of 899 officers have received training in various fields during the year which include refresher courses for subordinate officers at POTS, ICT Training and GIMPA run courses while others were also sponsored to pursue courses at some tertiary institutions and Government Secretarial Schools

### 3.10 **Programme Delivery**

1. Construction Works on the Ankafu Maximum Security Prison and Officers' accommodation
2. The Administration Block, Six(6) blocks to house 2,000 inmates have been completed.
3. Clinic, Kitchen & Dining Complex has been completed.
4. Biogas facility, Gate Lodge, Reception Block and Visitors' rest room is 95% complete under Phase 1 of the project.
5. Forty-eight (48) out of the 128 new housing units for officers have been completed.
6. "Justice For All" programme to ensure fair and speedy trial of remand Prisoners to decongest the prisons
7. Over 200 cases have been reviewed resulting in the release of about 167 remand prisoners. A task force has been established to ensure speedy trial of the remaining cases.
8. Decongestion of the prisons
9. Staff Development
10. A total of 899 officers were sponsored by the Service to pursue courses at GIMPA, the Polytechnics, Government Secretarial School and other tertiary institutions to upgrade their knowledge and skills
11. Provision of healthcare for officers and prisoners

12. All inmates, officers and their dependants have been successfully registered under the National Health Insurance Scheme **(NHIS)**.

13. To Improve the Transportation System of the Service

14. The Prisons Service received forty (40) Mahindra Vehicles to facilitate the transportation of inmates to and from hospital and court duties as well as administrative operations

15. Revamping of the Industrial Wing of the Prisons Service to help train the inmates to acquire employable skills.

16. Carpentry and Tailoring Machines have been installed at some selected central prisons to enhance the training of the inmates and also to increase industrial production.

17. Auto-mechanic, Vulcanizing, Welding, Blacksmithing, Shoe-making, Ceramics and Six (6) selected prisons.

18. Expansion of Educational Facilities in the Prisons

19. The UNDP, through the Government of Ghana, has established Computer training centres at the Nsawam Male and Female Prisons and at the Senior Correctional Centre to boost the education of inmates.

20. Inmates Educational Programmes have been introduced in Six (6) prison establishments.

21. Junior High and Senior High School programmes have been introduced in some selected prisons

22. Acquire decent residential accommodation for officers

23. Government has constructed 48 out of the 128 new housing units for officers at the Ankaful Prison

24. Government has planned to build 4000 housing units for officers of the Ghana Prisons Service under the Korean STX deal. .

25. The Prisons Service has rented barrack annexes for officers as a short term measure.

26. To Send Convicted Persons closer to their families to facilitate their re-integration

27. Under the transfer of convicted Persons Act (Act 743), One Ghanaian National was received from the United Kingdom while two (2) UK Nationals were transferred to their country.

28. Ensure Increased food Production

29. Gari processing factory has been established at Duayaw Nkwanta Camp Prisons which produces Eight (8) maxi bags of gari daily to supplement inmates feeding.

30. Maize, Yam, Cassava and assorted vegetables are also produced.

31. The Service engages in livestock production at some selected prison establishments.

32. Three hundred (300) acres of oil Palm Plantation has been maintained at the Kenyasi Settlement Camp Prisons under the President's Special Initiative **(PSI)**.

33. Wide area net work

34. Through the help of UNDP a WAN has been establish at Headquarters, POTS, Kumasi Central, Nsawam Male /Female and Ankaful Maximum for data, video voice interconnectivity.

35. Internet connectivity has been expand to the four/4 afore mentioned station to help in the distance education program for the inmates.

**Financial Performance, 2009/2010**

	<b>2009</b>			<b>2010</b>	
<b>SOURCE</b>	<b>APPROVED BUDGET</b>	<b>ACTUAL RECEIPTS</b>	<b>ACTUAL EXPENDITURE</b>	<b>APPROVED BUDGET (GH)</b>	<b>ACTUAL RECEIPTS</b>
GOG	15,983,471.00	15,982,000.00	15,982,000.00	16,755,418.00	41,899,512.26

**3.11 Challenges and Strategies for overcoming the Challenges and the Outlook for 2011**

In order to catch up with contemporary prison practice, the service needs improvements in the following:

- ❖ Establishment of training facilities such as Senior Staff College to run career and refresher courses.
- ❖ Review all aspects of staff training bearing on career development
- ❖ Collaborate with the Judiciary, Attorney General and other stakeholders for review of sentencing policy in Ghana to pave the way for the introduction of non-custodial sentences.
- ❖ Mechanization of agriculture leading to self sufficiency in food production thereby reducing government expenditure for inmates feeding.
  
- ❖ The significant contributions of the public, private organizations and NGO's cannot be ignored in the reformation and rehabilitation agenda of the Service. The Service would want to see more involvement of NGO's in the transformation of the Prison Service.
- ❖ The Service would want to see the creation of a database on all prisoners in the system to facilitate the storage and retrieval of prisoners and criminals data for an effective prisoner management and Criminal Justice administration.

## **CHAPTER 4**

### **4.0 GHANA NATIONAL FIRE SERVICE**

#### **4.1 General Profile of the Organisation**

The Ghana National Fire Service (GNFS) was first established by Act 219 of 1963. Taking into consideration the narrow scope of operations offered by this Act, the GNFS was re-established by Act 537 of 1997.

The purpose of Act 537 was to expand the functions of GNFS and take into cognisance the modern trends in the Fire Services all over the world; from fire intervention to fire prevention and safety.

#### 4.1.1 **VISION**

The Ghana National Fire Service is committed to creating safer communities throughout Ghana by containment of fire and reduction of fire-related accidents and deaths.

#### 4.1.2 **MISSION STATEMENT**

To provide an efficient and valued Fire And Rescue Services, as well as meet the statutory requirements so as to maintain and improve on public safety from fire and related emergencies thereby protecting the people, the environment and the economy through a motivated work force and adequate resources.

#### 4.2 **STRATEGIC OBJECTIVE**

The objective of the Service is to prevent and manage undesired fires.

#### 4.3 **FUNCTIONS**

GNFS performs the following functions:



- a Organise Public Fire Education Programmes to;
  - i) Heighten the role of the individual/ citizenry in the prevention of fire
  - ii) Create and sustain awareness on the hazards of fire.
- b. Provide technical advice for building plans in respect of machinery and structural layouts to facilitate escape from fire, rescue operations and fire management.
- c. Inspect and offer technical advise on fire extinguishers.
- d. Co-ordinate and advise on the training of personnel in the departments of institutions in the country.
- e. Train and organise fire volunteer squads at community level.
- f. Offer rescue and evacuation service to those trapped by fire or in other emergency situation and
- g. Undertake any other function incident to the objective of the Service.

#### 4.4 **HUMAN RESOURCE**

The Service has a total strength of 5,818 comprising of 893 Senior Officers and 4,925 Junior Officers.

##### 4.1.1 **GENDER DISTRIBUTION**

##### **SENIOR TO JUNIOR RATIO**

<b>Region</b>	<b>Senior</b>	<b>Junior</b>	<b>Ratio</b>
Ashanti	72	486	1:7
Brong Ahafo	47	436	1:9
Central	70	468	1:7
Eastern	92	561	1:6
Fats	26	82	1:3
Greater Accra	207	1010	1:5
Headquarters	201	503	1:3
Northern	19	219	1:12

Tema	43	285	1:7
Upper East	14	242	1:17
Upper West	14	121	1:9
Volta	33	250	1:8
Western	55	262	1:5
<b>Total</b>	893	4925	1:6

#### 4.1.2 MALE AND FEMALE RATIO

<b>REGION</b>	<b>MALE</b>	<b>FEMALE</b>	<b>RATIO</b>
Ashanti	383	174	2:1
Brong Ahafo	358	124	3:1
Central	450	88	5:1

Eastern	515	138	4:1
Fats	73	35	2:1
Greater Accra	678	541	1:1
Headquarters	480	225	2:1
Northern	185	53	3:1
Tema	212	115	2:1
Upper East	200	56	4:1
Upper West	119	16	7:1
Volta	231	52	4:1
Western	228	90	3:1
<b>TOTAL</b>	<b>4112</b>	<b>1707</b>	<b>2:1</b>

#### 4.1.3 AGE DISTRIBUTION

##### **JUNIOR OFFICERS**

<b>Age</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
21-25 yrs	162	118	<b>280</b>
26-30 yrs	602	286	<b>888</b>
31-35 yrs	604	243	<b>847</b>
36-40 yrs	414	200	<b>614</b>
41-45 yrs	699	347	<b>1046</b>
46-50 yrs	579	195	<b>774</b>
51-55 yrs	267	53	<b>320</b>
56-60 yrs	137	19	<b>156</b>

<b>TOTAL</b>	<b>3464</b>	<b>1461</b>	<b>4925</b>
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#### 4.1.4 SENIOR OFFICERS

TABLE 5.2

<b>Age</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
30-35 yrs	33	6	<b>39</b>
36-40yrs	42	15	<b>57</b>
41-45 yrs	132	64	<b>196</b>
46-50 yrs	145	57	<b>202</b>
51-55 yrs	130	41	<b>171</b>

56-60 yrs	164	63	<b>227</b>
<b>TOTAL</b>	<b>647</b>	<b>246</b>	<b>893</b>

#### 4.1.5 VACATION OF POST

<b>TYPE OF VACATION</b>	<b>JUNIOR</b>	<b>SENIOR</b>
RETIREMENT	30	68
VOLUNTRY RETIREMENT	4	-
DEATH	29	9

RESGNATION	4	-
DISMISSAL	3	-
<b>TOTAL</b>	<b>70</b>	<b>77</b>

#### 4.1.6 POSTINGS AND TRANSFERS

<b>REGION</b>	<b>POSTING/TRANSFERS</b>
ASHANTI REGION	15
BRONG AHAFO REGION	25
CENTRAL REGION	8



EASTERN REGION	25
FATS	0
GREATER ACCRA REGION	30
HEADQUARTERS	58
NORTHERN REGION	5
TEMA REGION	6
UPPER EAST REGION	6
UPPER WEST REGION	2
VOLTA REGION	10

WESTERN REGION	7
<b>TOTAL</b>	<b>194</b>

## 5.1 ACHIEVEMENTS

### 5.1.1 TRAINING UNDERTAKEN

Three Hundred and Seventeen (317) Junior Officers with various tertiary Education qualifications graduated from the Fire Academy & Training School (FATS) to join the Senior Officer Corps. They have also been trained in Administration and Management at GIMPA.

Two Thousand Three Hundred and Twenty One (2321) Junior Officers wrote their promotion examination and are awaiting results

The Service has recruited One Thousand (1,000) people and they are yet to start training at the Fire Academy and Training School (FATS)

Two (2) officers have been sponsored to pursue Law Degree programme at Kwame Nkrumah University of Science and Technology (KNUST).

One Hundred and Twenty (120) officers have undergone training in intensive Breathing Apparatus (BA) Fire Fighting course at Ghana Aviation Authority.

A one week training programme was organised for Southern and Northern sectors of the Service for Regional Commanders, Accountants and store keepers on Proper Public Sector Financial Management and practices .

A total number of Sixty (60) Officers were drawn from the Service nationwide to undertake a course of study in Fire Prosecution which was organised by the Ghana School of Law. Another batch of Safety officers also attended a Safety course organised by the Expatriates from United Kingdom (UK) at Headquarters.

A workshop on Capacity Building for Finance Officers on the Legal Framework of the Public Sector Accounting was organised for selected Officers from Finance and Administration, Accounts, Internal Audit and Logistics Departments.

#### 5.1.2 **UNITY FIRE VOLUNTEERS SQUADS**

A total number of 1,305 Fire Volunteers have been trained nationwide. The break down is as follows:-

- Western Region - 471

- Eastern Region - 131
- Ashanti Region - 703

The "Catch them Young" policy of the Service has also established seven (7) cadet corps at:

- Denu 3 –Town Senior High School
- St Augustine’s College – Cape Coast
- Ghana National College – Cape Coast
- Sacred Heart Technical Institute – James Town
- Akosombo International School
- Crown Prince Academy – Lapas, Accra

Kpong Methodist Primary School

### 5.1.3 **FIRE OUTBREAKS**

Operational Fire fighting and Rescue is the core business of the Service by which we are judged by the public. In the year under consideration the Service attended and successfully fought Two Thousand, One Hundred and Ten (2,110) fires. This resulted in Fifteen (15) deaths and Thirty Nine (39) injuries. The total cost of damage was estimated at Nine Million, Four Hundred and Forty-two Thousand, Nine Hundred and Seventy Three Ghana Cedis, Fifty Seven Ghana pesewas (GH¢9,442,973.57).

#### 5.1.4 FIRE SAFETY ACTIVITIES

The Service was able to generate and pay into the Safety Fund about Thirty Seven Thousand Seven Hundred and Fifteen Cedis (GH¢37,715.00) which was realized from the sale of Application Forms, and fees from processing documents. An amount of Three Hundred and Eighty Three Thousand Two Hundred and Thirty Seven Ghana Cedis, Sixty Seven Pesewas (GH¢ 383,237.67) was generated at the end of December from Renewals, Review and Certification, and Training Programmes conducted for workers at premises that are required to have Fire Certificate and the amount paid into the Consolidated Fund as at 31<sup>st</sup> December, 2010.

The Service inspected One Thousand One Hundred and Eighty Four (1,184) premises and was able to issue the same quantity of Fire Certificates to those premises which had satisfied the conditions stated in the LI 1724.

Various Television and Radio Fire Management Education Programmes were organised to create the necessary awareness of fire hazards and the need to obtain Fire Certificate as stipulated in LI 1724.

The Safety department as at Oct. 2010 had issued a total of 1,092 fire certificates as follows:

- Fire Certificates - 948
- Renewals of fire certificates - 144

Sixty (60) fire safety educational programmes had been undertaken nationwide.

- Market education - 25
- Community - 4
- Ministries - 31

Nine (9) Training programmes have been undertaken in various work places such as Hotels and other institutions.

## 6.1 Programme Delivery

OBJECTIVE	PLANNED PROGRAMMES OF ACTIVITIES	EXPECTED OUTPUT/IMPACT	ACHIEVEMENT	CONSTRIANTS
Strengthening systems, procedures, rules and regulations to enhance efficient and effective operational delivery	<p>Producing operational orders, technical bulletins and risk assessment policies for existing and new equipment and structures</p> <p>Reviewing Laws on fire management and enforce fire safety and production</p>	Committee established to design operational and technical orders to be followed	Renewal fee for fire certificate have been reviewed	

	rules and regulations as stipulated in LI 1724	Procedure for review developed		
	<p>Weekly public education for institution and communities on fire safety and prevention strategies in local languages</p> <p>Undertake anti-bush and disaster prevention campaign and train fire volunteers</p>	<p>Education Programme developed</p> <p>Anti-bush campaign</p>	<p>Education programme have been developed for:</p> <p>Markets &amp; lorry parks</p> <p>Industries with high rise buildings</p> <p>Schools and churches</p> <p>Weekly fire prevention campaign have been going on since</p>	<p>Inadequate logistics coupled with Budgetary constraints is impeding the education campaign of the service</p>



		program prepared	<p>2006</p> <p>Anti bush fire campaign have been a strategic drive of the service since 2006</p> <p>trained volunteers since 2006</p> <p>Disaster prevention campaign is launched annually since 2006</p>	
Strengthening the capacity of GNFS in terms	Review the existing organisational	Committee for the review and design of new	The organisational structure of	Budgetary allocation for the

<p>of organisational structure and human resources to enable the Service deliver efficiently its mandate &amp; roles</p>	<p>structure to be in line with strategic direction of the Service</p> <p>Recruit and train persons with requisite skills and qualification</p> <p>Sponsor officers to undergo training in management and Administration</p> <p>Continuous in service training for officers to</p>	<p>structure to be established</p> <p>Recruitment and Training procedures designed</p> <p>Qualification for sponsorship clearly spelt out in a document and carrier development plan established</p>	<p>GNFS has been reviewed</p> <p>1300 persons have been recruited and trained since 2006-2009</p> <p>114 officers have been granted study leave with pay</p> <p>5 Officers sponsored to pursue masters programme – various fields</p>	<p>recruitment and training is always inadequate</p>
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	meet the current challenges in technology and fire management		2 Officers sponsored to pursue Law programme at UST  2 in service training is undertaken ever year	
Fire fighting equipment, communication gadgets, Office equipment logistics, and physical infrastructure to facilitate operational efficiency nationwide	Acquisition of modern fire fighting equipment and accessories including uniform accoutrements and protective clothing  Ensuring	Assessed fire fighting equipment needed and initiate procurement processes  Potential sources of water and hydrant	Few hoses, Breathing Apparatus, protective clothing and uniform accoutrements have been acquired	Funds for the acquisition of fire tenders and other essential equipment is very difficult  Most water hydrants have been built up

	adequate sources of water for operations	identified		making access to water sources very difficult
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**7.1 Financial Performance, 2009/2010**

Source	Approved Budget	Actual Receipts	Actual Expenditure
	₪	₪	₪
GOG	48,658,900.42	37,712,071.62	35,796,942.65
IGF	900,000.00	383,237.67	-

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7.1.1 **ITEM ONE (1) PERSONNEL EMOLUMENT**

The Service has not experienced any difficulties with regard to the released payment of salaries this year. It should be noted that from January – December 2010 a total amount of Thirteen Million, Three Hundred and Five Thousand, Four Hundred and Thirty Two Ghana Cedis (Gh¢13,305,432.00) has been released to the Service for the payment of salaries. This amount of money is expected to increase with the introduction of the Single Spine Salary Structure.

The salary of personnel yet to be recruited this year will surely increase the total personnel emolument of the Service.

#### 7.1.2 **ITEM TWO (2) ADMINISTRATIVE EXPENDITURE**

A total amount of Nineteen Million, Seven Hundred and Eighty Five Thousand, Six Hundred and Twenty Four Ghana Cedis (Gh¢ 19,785,624.00) has been released to the Service for the period of January – December 2010. This has actually helped the Service to increase the Rent Accommodation for personnel.

#### **MAINTENANCE**

The Service has renovated a number of its buildings. Notable among them are the old structures at Fire Academy and Training School (FATS), Winneba Fire Station, Mankessim Fire Station and Ho Fire Station.

The Health Insurance Fees (Charges) have also been met.

Most of our old Fire Tenders have also been repaired thereby increasing our operational preparedness.

### 7.1.3 **ITEM THREE (3) SERVICE ACTIVITIES**

Four Million and Forty One Thousand, One Hundred and Twenty Four Ghana Cedis Nine-two pesewas (Gh¢4,041,124.92) was released to the Service for the year 2010. The strategic stock of the Service is yet to see a boost as we are going through the procurement process.

### 7.1.4 **ITEM FOUR (4) - INVESTMENT ACTIVITIES**

Five Hundred and Seventy Nine Thousand, Eight Hundred and Ninety Ghana Cedis Seventy pesewas (GH¢579,890.70) was released to the Service for the year 2010. Out of this allocation Communication Equipments on the Service are acquired to enhance Operational efficiency and effectiveness.

### 8.1 **INTERNALLY- GENERATED FUND**

An amount of Two Hundred and Eighty-two Thousand, Four Hundred and Fifty-eighty Ghana Cedis, Thirty-eight Pesewas (GH¢282,458.38) was collected as Internally- Generated Fund (IGF)

## **9.1 Challenges and Strategies for overcoming the Challenges and the Outlook for 2011**

### **9.1.2 CONSTRAINTS AND CHALLENGES**

### **9.1.3 FIRE OPERATIONS**

The expected reduction of 0.5% loss in GDP due to fires could not be achieved (to realise the objective of managing and prevention of undesired fires as stipulated in Fire Service Act 537 of 1997) due to the following factors:

- a) Poor spatial development and erratic numbering of industrial and residential premises as well as traffic congestion which impede rapid response to fires (environmental factors).
  
- b) Inadequate logistics (fire fighting suits, fuel)



- c) Inadequate numbers of Fire Tenders and other related equipments for rescue activities is also affecting the performance of the Service. Nine Million, Four Hundred and Forty-two Thousand, Nine Hundred and Seventy Three Ghana Cedis, Fifty Seven Ghana pesewas (GH¢9,442,973.57).

#### 9.1.4 **OPERATIONAL FIRE FIGHTING**

Inadequate number of fire tenders and other related equipments for rescue activities is also affecting the performance of the Service.

#### 9.1.5 **HUMAN RESOURCE DEVELOPMENT**

The expected overseas training of officers could not materialize due to financial constraints.

The Service intends to train more personnel at MDPI in managerial and leadership skills.

#### 9.1.6 **INFRASTRUCTURE**

Lack of funds for the completion of Critical office accommodation in some regional capitals such as Greater Accra Headquarters at Korle-Bu, Upper West at Wa, Brong Ahafo at Sunyani just to mention a few, is also not enhancing the performance of the Service.

Inadequate budgetary allocation coupled with delay in releases is seriously affecting our planned programmes for the year.

#### 10.1 **WAY FORWARD**

- Intensification of efforts to prevent fires in strategic national Installations such as the Harbours, VRA, TOR, the Airport and the Castle will continue.
- The Government has given the Service a target of One Thousand Nine Hundred and Thirteen Thousand Eight Hundred Fifty Nine Ghana Cedis Thirty Six pesewas (GH¢1,913,859.36) to generate into the consolidated accounts.
- Bush Fire Law 229 to be reviewed to capture current environmental needs and land use management, the introduction of burning permits in forest reserves, slash and burn and group hunting.

- One Thousand (1000) recruits are to be recruited.
- Introduce fire safety plans in industrial activities and promote fire management activities as part of work place safety plans.
- Undertake regular fire safety education in fire prone industries to reduce fire incidence.
- Develop and design a curriculum for fire education from pre-school to senior secondary levels.
- Promote the culture of fire prevention in households and deprived communities.
- Build and strengthen the capacity of GNFS in bushfire management planning for desertification control and reforestation of degraded forests.
- Review and enact the relevant laws to promote bushfire control and prevention.
- We also hope to sponsor a number of personnel for various Programmes subject to availability of funds.

## **CHAPTER 5**

### **5.0 GHANA IMMIGRATION SERVICE**

#### **GENERAL PROFILE OF THE ORGANIZATION**

Ghana Immigration Service is a Security Service operating under the Immigration Act 2001 (Act 573) established under PNDC & 226 (1989) and other enactments relating Immigration and border security.

#### **Vision**

The vision of the Service is to build an Immigration Service that facilitates travel, promotes the development needs of Ghana and which is recognized internationally for its professionalism and high standards of service and control.

Mission statement:

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

**Strategic Objectives:**

The objectives of the Service can be summarized as follows:

1. To ensure territorial integrity and national security.
2. To provide efficient and reliable service.
- 3.** To develop and retain human capacity.
4. To monitor, control and reduce the fraudulent acquisition and use of fraud documents.
5. To enhance revenue mobilization
6. To enhance the ICT system of the Service
7. To minimize deterrence to unlawful migration
8. To develop and implement effective and efficient human relation policy.

## **PROGRAMME DELIVERY**

### **Some of the programmes the Service undertook were:**

1. Basic Prosecution Skills Course
2. DPA/CPA courses at Ghana Armed Forces Command and Staff College
3. Intelligence Training courses
4. French Language organized by Ministry of Trade & Industries
5. International Border Police Conference
6. Drill duties course
7. Small Arms Course
8. Clerical and Administration duty course
9. ICT Training at IPMC
10. Stores and Supply Management Course
11. Training in Oil and Gas Immigration Processes

And above all:

Two (2) training programmes financed by the Dutch Government for the training of hundred (100) Liberian Immigration Officers and a Training of Trainers Course building capacity for thirty (30) Liberian Immigration Officers which were successfully concluded by 10<sup>th</sup> December, 2010.

There has also been a general expansion in the roles of the Service with the inclusion of the following departments which were previously non-existent:

1. Strategic Plan 2011-2014 due to be launched in first quarter 2011.
2. Policy Planning Monitoring and Evaluation [PPME] Unit in October, 2010. This Unit formed as part of the Strategic changes in GIS resulting from the ever-expanding responsibilities of the GIS responsible for:

(i) Evaluation and review of policies for management discussion and adoption

(ii) Strategic Planning

(iii) Monitoring and Evaluation

(iv) Compilation of Reports

[Quarterly, half yearly and annually]

(v) Monitoring and evaluation of other performance indicators and general output of the Service

3. In a related development there is the setting up of the Oil and Gas Desk in Takoradi to monitor the Immigration related fall outs of Ghana's Discovery and Production of Oil and Gas in commercial quantities.
4. Anti trafficking Desk has been set up under the Migration Management Bureau to pre-empt Human and Child Trafficking as well as educate officers and men on effective ways of intercepting Human Smugglers and Traffickers who invariably use criminal methods to exploit unsuspecting Ghanaians. This role is being carried out in conjunction with our sister institutions. [The Police, UNHCR, UNDP, Refugee Board, Migration Unit, Customs Unit of GRA etc.
5. The Pedestrian Border in Aflao [the first of its kind] has been opened. It would assist the processing of border residents and non passport holders in the sub-region.
6. The Danish Project was also launched. The US\$1,000,000 project will assist with vital equipment and provide facilities to the GIS Training School and Academy based in Assin Foso( Central Region).
7. During the year, Africa's first Document Fraud Expertise Center worth One hundred and forty seven thousand Euros (€147,000) was commissioned in Ghana. it will conduct examinations, training for institutions in document fraud detection, assist in researching and designing official documents, analyses fraud trends, assist in document fraud

prosecutions and issue alerts as well as interface GIS Headquarters operations, KIA and coordinate information with participating agencies such as Visa Unit, CID, Passport Office, Marriage Registry, Birth and Death Registry and the Registrar General's Department.

8. A new Immigration Departure Hall was commissioned at the Aflao Border Post to facilitate the processing of travelers out of Ghana the 95,000 GHC Project has cut down the processing time of travelers as well as created a security database as first line of intelligence by National Security apparatus.

Among some major successes were the signing of Cooperation Agreement between Ghana & Italy through which eleven (11) vehicles were donated to GIS.

9. The Spanish Government have also donated computers worth five hundred and eighty thousand Euros (€580,000) to Ghana Immigration Service in addition to another two million euro (€2M) loan to acquire sophisticated equipment to secure all entry and exist points in Ghana.
10. The Intelligence Unit was established at Headquarters, Accra with satellite offices in Kotoka International Airport (KIA), Takoradi Harbour, Elubo, Aflao and all ten Regional Offices.
11. Enforcement activities carried out so far as follows:
  - (i) Mobilize GH¢ 50,000.00 non tax revenue for the 1<sup>st</sup> quarter of year 2011.
  - (ii) Establishment of new enforcement officer enforcement offices in Accra and all regional capitals by year 2011. Expansion of Enforcement activities to all regional capitals.
  - (iii) Enforcement Annex (Accra) has already been established at Makola for inspection of workers and shops.



The operational activities during the year under review included monitoring and investigation, processing of permits and visas. The monitoring exercise was aimed at enforcing Immigration Law relating to the entry, residence employment and exit of foreign nationals. In view of emerging demands and responsibilities of the service, the website of the Service has been updated, media monitoring and information sharing has improved over the period under review. Investigations were also conducted into cases of document fraud, with respect to visas, passports and other cases referred from the controls and other foreign missions in Ghana.

### **FINANCIAL PERFORMANCE 2009/2010**

Achievement so far for year under review is as follows:

From a total budgetary projection of GH¢ 7.5M for 2010, the actual release was GH¢ 6.62M .

IGF gave as a total of GH¢ 13.2 M exceeding the projection of GH¢ 8.5M for the year 2010 by 60%. Details of financial performance and projections are below.

<b>YEAR</b>	<b>ITEM 1 GH¢</b>	<b>ITEM 2 GH¢</b>	<b>ITEM 3 GH¢</b>	<b>ITEM 4 GH¢</b>	<b>TOTAL GH¢</b>
<b>2009</b>	4,925,411.00	1,851,787.00	435,142.00	285,787.00	7,500,136.00
<b>2010</b>	7,092,505.00	1,251,763.00	450,739.00	366,183.00	9,163,200.00
<b>TOTAL</b>	<b>12,017,916.00</b>	<b>3,103,550.00</b>	<b>885,881.00</b>	<b>651,970.00</b>	<b>16,663,336.00</b>

## **CHALLENGES AND STRATEGIES FOR OVERCOMING THE CHALLENGES AND THE FORWARD OUTLOOK FOR 2011**

### **A. Challenges/Constraints**

The Service is faced with inadequate budgetary allocation. The Service intends to adopt the following measures aimed at increasing non-tax revenue [IGF] to GH¢11,000,000.00 [Eleven Million Ghana Cedis] in 2011. The effort to overcome this challenge will take the form of increased public awareness, aimed primarily at foreign nationals on the need for them to regularize their stay in the country and also to:

- (i) Step up enforcement activities
- (ii) Intensify border surveillance
- (iii) Step-up Revenue monitoring

### **B. Capacity Building Programmes:**

Under Security, the Border Patrol Unit continues to patrol the country's borders, both approved and unapproved routes.

There have been persistent attacks on officers & men carrying out their legitimate duties.

In spite of all these, remarkable successes have been achieved and we plan to achieve more in 2011 through the following strategies:

- 1 .Confidence Building and team work training for officers and men. It is projected that at least one thousand (100) would benefit from this training in 2011.
- 2 .Defense Management Course for ten (10) senior officers at the Ghana Armed Forces Command and Staff College (GAF CSC).
- 3 .Small Arms Course for five (5) officers Kofi Annan International Peacekeeping Center.
- 4 . Posting of additional (1000) border patrol officers and men to the various entry/exit points and stations to reinforce presence.
- 5 .Delivering on Intelligence led Operations.
- 6 . Arrests and Curbing Smuggling
- 7 .Anti Cyber Crime and Human Smuggling Intelligence Operations.

**C. Projects Estates and Infrastructural Development.**  
**There has been improvement in maintenance and repair and new additions to infrastructure of 10% as per attached in appendix D**

**D. Donor Funded Programs and Projects**

1. AENEAS PROGRAM
2. Ghana-Italy bilateral co-operation
3. Spanish Protocol that funded the deployment of Digital Border Surveillance Equipment and CCTV at Entry Exit Points.
4. PISCES – Personal Identification Secure Comparison Evaluation System. USA-Ghana bilateral agreement.

5. "Improved Migration Management" programme-A one million US dollar ( US\$1,000,000) Danish Government Grant financed this programme aimed at strengthening GIS over three [3] years [2010 -2012].

**E. Management Information Systems**

1. GIS website re-engineered to make it more attractive and responsive to the needs of our operations and visitors on the site.
2. Re-activation of the Electronic Data Management System [EDMS] for the procession section leading to functional care management of applications.
3. E-Immigration Project under the E-Ghana Project – work in progress 50% to be accomplished in 2011.

**F. Human Resources**

200 men expected to be recruited in the course of 2011.

To explain the expanding role of the Service and the projections for 2011, kindly find attached:

## **CHAPTER 6**

### **6.0 NATIONALDISASTER MANAGEMENT ORGANISATION (NADMO)**

### 6..1.1 **Introduction**

The Organisation pursued its responsibility, which is the management of areas affected by disasters and providing for related matters as mandated by Act 517 of 1996, which established NADMO. The Organisation also undertook social mobilization of the communities through the Disaster Volunteer Groups (DVGs) for disaster management, employment generation, poverty

### 6.1.2 **VISION**

NADMO seeks to enhance the capacity of society to prevent and manage disasters and to improve the livelihood of the poor and vulnerable in rural communities through effective disaster management, social mobilisation and employment generation.

### 6.1.3 **MISSION STATEMENT**

The Mission of the Organisation is: “To manage disasters by co-ordinating the resources of government institutions and non-governmental agencies, and developing the capacity of communities to respond effectively to disasters and improve their livelihood through social mobilization, employment generation and poverty reduction projects.”

This is done by:

- a. Reviewing of the National, Regional and District Disaster Management Plans (DDMPs) for effective implementation.
- b. Linking Disaster Management Programmes to the Ghana Poverty Reduction Strategy (GPRS), and re-forestation.
- c. Building capacity of staff and stakeholders.
- d. Promoting Disaster Risk Reduction (DRR) and Climate Change Risk Management countrywide.
- e. Public awareness creation through media discussions, public education and training of community members and Disaster Volunteer Groups (DVGs).
- f. Provision of skills and inputs for Disaster Volunteer Groups for employment generation and poverty reduction.

- g. Rehabilitation and reconstruction of educational and other social facilities destroyed by fire, floods rainstorms and other disasters.

NADMO is committed to rendering selfless and dedicated service to all manner of persons irrespective of geographical location, religion, sex, age, political or tribal affiliation and to creating a natural capacity for effective disaster management and response to ensure sustainable development.

## 6.2 **OBJECTIVES**

### Strategic Objectives

The strategic objectives of the Organisation are:

- a. To improve Human and Institutional Capacity.
- b. To promote Disaster Risk Reduction (DRR) and Climate Change Risk Management through the establishment of National and Regional Platforms for all Stakeholders.
- c. To strengthen Disaster Prevention and Response Mechanisms.



d. To link NADMO's Disaster Prevention and Management Programmes to the GPRS and re-forestation through effective social mobilisation for disaster prevention and poverty reduction.

#### 6.2.1 **General Objectives:**

In 2009, re-structured NADMO pursued both disaster management and social mobilization objectives.

#### 6.2.2 **Disaster Objectives:**

The Organisation pursued programmes and activities to achieve the under listed objectives with the guidance of its Technical Advisory Committees and Disaster Management Plans (DMPs), Annual Action Plans (AAPs), Standard Operating Procedures (SOPs).

- To equip the Organisation to handle all aspects of disasters in Ghana;

- To create awareness on disasters through intensive public education;
- To ensure disaster prevention, risk and vulnerability reduction, as a means of reducing the impact of disasters on society;
- To be in a position to provide the first line response in times of disaster;
- To assist in post-emergency rehabilitation and reconstruction effort;
- To assist and motivate community-based organizations to serve as the credible voluntary organizations to assist in the prevention and management of disasters at the local level;
- To set up monitoring and early warning systems to aid the identification of disasters in their formative stages, to disseminate timely information and warning, and hazard/disaster awareness creation;
- To enforce laws to prevent and mitigate disasters;

- To provide good conditions and scheme of service to raise morale, performance; and productivity;
- To raise human capacity and development of staff.

### 6.2.3 **Social Mobilisation and Employment Objectives:**

The social mobilization objectives for the year 2009 still remained:

- To harness human and material resources of communities to develop their potentials and strengths especially in re-afforestation and agricultural development;
- To organize, train, and resource volunteers, especially the youth, to assist in managing disasters, and to assist them undertake economic activities by mobilizing, training, and equipping them with the necessary technical know-how; for disaster management and income generation
- To assist communities to understand and participate in Government programmes and activities;

- To sensitize communities to contribute towards the provision of social amenities.

#### 6.4 ***FUNCTIONS***

The current expanded functions of re-structured NADMO include, to:

- (a) Prepare National, Regional and District Disaster Management Plans for preventing and mitigating the consequences of disasters;
- (b) Monitor, evaluate and update National Disaster Plans;
- (c) Ensure the establishment of adequate facilities for technical training and the institution of educational programmes to provide public awareness, early warning systems and general preparedness for its staff and the public;
- (d) Ensure that there are appropriate and adequate facilities for the provision of relief, rehabilitation and re-construction after any disaster;
- (e) Co-ordinate local and international support for disaster or emergency control relief services and reconstruction;
- (f) Engage in social mobilization for employment generation and poverty reduction;  
and

(g) Perform any other functions that are incidental to the functions specified.

## 6.5 **STRUCTURE OF THE ORGANISATION**

### Spatial Structure:

The Organisation operated at the National, Regional, District and Zonal levels: in all the ten (10) regions, one hundred and seventy (170) Metropolitan, Municipal and District offices, and in about nine hundred (900) zones throughout the country.

### The Command Structure:

- The National Security Council (Headed by H.E., the President of the Republic of Ghana).
- The National Disaster Management Committee (Chaired by the Minister for the Interior), with NADMO national headquarters as its national secretariat.
- The Regional Disaster Management Committees (Chaired by the Regional Ministers) with the NADMO regional offices as their secretariats.

- The District/Metropolitan/Municipal Disaster Management Committees (Chaired by the District/Metropolitan/Municipal Chief Executives) with the corresponding NADMO District/Metropolitan/Municipal offices as their secretariats.
- The Zonal Offices

At the national and regional levels, NADMO currently enjoys advocacy by the National and Regional Platforms for Disaster Risk Reduction and Climate Change Adaptation, and is guided and assisted by Technical Advisory Committees, which provide relevant technical advice and programme implementation support.

## 6.6 **2010 HUMAN RESOURCE ANALYSES**

### Human Resource Data

**a)** Total Staff Strength (*as at 1<sup>st</sup> January, 2010*) = 2449

<b>b)</b> Cessations/Separated Staff	= 592
<b>c)</b> Recruitment during the year	= 631
<b>d)</b> Deaths	= 9
<b>e)</b> Staff Strength ( <i>as at 31<sup>st</sup> December, 2010</i> )	<b><u>=2,488</u></b>

No of staff granted study leave with pay	= 1
Staff on secondment (to NADMO)	= 6
Staff on secondment (from NADMO)	= 2
Number of contract appointment granted within the year	= Nil
Staff on contract	= 14

## 6.7 **Personnel Training and Development**

NADMO trained one hundred and sixty-six (160) of its own personnel and stakeholders in disaster management related subjects. Courses of study included Conflict and Crisis Management, Auditing, Stores Management, and Civil and Military Co-operation during Crisis. Institutions, such as the University of Ghana, the North Dakota National Guards of

the United States of America, the Ghana Armed Forces Staff and Command College, and the Civil - Military Co-operation Group of the British Army.

## 6.8 **ADMINISTRATION**

### 6.8.1 Administrative and Managerial Changes

The leadership of the Organisation remained the same with the only difference being the appointment of Hon. Sylvester Azantilow as substantive Deputy National Co-ordinator for Administration, was appointed in October.

### 6.8.2 Ongoing Legal/ Policy Reforms

#### a) Legal Review



The draft National Disaster Management Service Bill 2010, to replace the existing National Disaster Management Act 517, of 1996 was reviewed, to include ministerial comments by the Hon. Minister for the Interior to retain the National Security Council as the Governing Council of the Organisation.

*b) Policy Reforms*

New policy reform objectives still remained, to:

- devolve disaster risk reduction and climate change management to the communities
- a) by increasing General staff by four thousand, two hundred and thirty (4,230),
- enhance Emergency Response by recruiting and training NADMO Rapid Response Teams by two thousand (2000) personnel,
  - intensify income generation and poverty alleviation through community based disaster volunteer groups, DVGS,

- create 100,000 jobs in alternative livelihood programmes for the Disaster Volunteer Groups and vulnerable communities with the support of the World Bank,
- support 13,000 farmers in dry season gardening, livestock production, etc,
- assist 7,325 households in the southern sector with emergency agricultural inputs with support by FAO and in collaboration with the Ministry of Food and Agriculture,
- create 21,000 jobs for DVG's in plantation development, re-forestation and youth-in-agriculture programmes, in collaboration with the Ministry of Lands and Forestry and the Forestry Commission,
- activate the National and Regional Platforms for Disaster Risk Reduction and Climate Change Risk Management.

The policy reforms/ reviews are in line with the ruling NDC's manifesto/policy of ensuring safety and security for all, jobs for the youth in poor urban and rural communities, and of ensuring adequate safety of life, property and the environment for development

through effective disaster prevention, mitigation, and livelihoods restoration, towards achieving a 'Better Ghana'.

## **7.0 PROGRAMME DELIVERY**

### **7.1 ADMINISTRATION/HUMAN RESOURCE**

#### **7.1.1 Nationwide Personnel Audit**

During the year under review a personnel audit was undertaken nationwide to ensure compliance with the mass transfers undertaken in August-September and to streamline the pay roll. After the exercise and further investigations 592 personnel separated from the Organisations.

#### **7.1.2 Employment/Recruitment**

*Six hundred and thirty one (631) persons were engaged during the year.*

## 7.2 **MONITORING, EVALUATION, RESEARCH, INFORMATION AND TRAINING**

### 7.2.1 Public Awareness Creation/Sensitization

*Sixteen thousand, four hundred (16,400) posters, ten thousand (10,000) fliers, and fifteen thousand (15,000) information brochures on the Pandemic Influenza, H1N1 were printed and distributed throughout the country, especially in communities, health facilities, market areas, religious premises and academic institutions.*

### 7.2.2 Publications

The following national Documents for effective disaster management were also produced and distributed:

- Revised National Disaster Management Plan
- National Standard Operating Procedures for Disaster Response
- Revised National Contingency Plan
- Draft National Policy on Disaster Risk Reduction

NADMO also created awareness, through radio and television discussions and press conferences on the Pandemic Influenza, H1N1; Cerebrospinal Meningitis (CSM), bush and domestic fires, windstorm and flooding. These were to highlight on the causes, effects, prevention and mitigation of the various disasters, and to help institutions and communities to create resilience against the various disasters.

### **7.2.3 The NADMO News, Media Monitoring, and Coverage of Activities**

The Unit, with the assistance of the Editorial Board, collated, edited and prepared material for the publication of the third quarter issue of the NADMO News, undertook media monitoring for management decisions, as well as conduct own and media coverage of NADMO activities (conferences, workshops, seminars, disaster risk reduction operations, relief donations and distributions).

## **8.1 CAPACITY BUILDING/ TRAINING & HUMAN DEVELOPMENT**

### 8.1.1 Training/Human Development

Two separate orientation courses were organised for *one hundred and fifty (150) District Co-ordinators*, senior staff from Headquarters, Accra, as well as Regional Co-ordinators and their Operations Officers were given training in Disaster Management and general administration at Shai Hills, Greater Accra. Both courses, organized between April and June, were organised with technical and financial support by the UNDP, United Nations Population Fund (UNFPA) and the United Nations Office for the Co-ordination of Humanitarian Affairs (UN/OCHA).

*Two hundred 200* headquarters personnel attended lectures on the *Single Spine Salary Pay Policy* on 21<sup>st</sup> July, 2010 as well as a lecture on *Oil Production*, and NADMO's Preparedness on 11<sup>th</sup> August, 2010 with a resource person from Ghana National Petroleum Corporation (GNPC). *Thirty (30)* NADMO personnel from Headquarters and Greater Accra Region attended a four day course on Occupational Health and Safety Management at Headquarters, Accra..

*Twenty one (21)* personnel of the NADMO Rapid Response Team, Headquarters, were trained in basic military drill, physical training, first aid, watermanship and disaster management; at the Whistler Barracks, Teshie of 48 Engineer Regiment of the Ghana Army. The training was to sharpen the physical and intellectual alertness of the RRT personnel.

A Workshop on the Pandemic Influenza, H1N1 was organized for *three hundred and fifty (350) proprietors, directors, head teachers and teachers* from first, second and tertiary educational institutions in the Greater Accra Region, in April.

*Twenty (20) NADMO* senior personnel from Headquarters and the regions participated in the Disaster Management Course organised by the Ghana Institute for Management and Public Administration (GIMPA), 15<sup>th</sup> to 26<sup>th</sup> Mach 2010. The Course was a collaboration effort among NADMO, GIMPA, North Dakota State University and the Florida State University of the United States of America.

*Seven (7) senior staff* participated in a three-week Conflict and Crisis Management Course organised at the Ghana Armed Forces Command and Staff College, Otu Barracks Teshie, Accra, in May/June.

### 8.1.2 **Establishment of International Centre for Emergency Technologies (ICET)**

Towards the establishment of a sub-regional International Centre for Emergency Technologies (ICET) or the Pre-Hospital Phase for West Africa in Ghana, NADMO hosted a one-day workshop on Emergency Preparedness at the La Trade Fair Site, Accra in March for senior personnel of the Agencies and Services responsible for Disaster Management, such as NADMO, Ghana Armed Forces, Ghana National Fire Service, Ghana Health Service and the National Ambulance Service.

## 9.0 **DISASTER FIELD OPERATIONS**

### 9.1.1 Pre-Flood Activities



*Flood Vulnerability Analysis:* The National Platform on Disaster Risk and Climate Change Adaption put in place measures to prepare the citizenry for the 2010 rainy season. The nationwide Pre-flood measures and activities were aimed at identifying the causes of flooding, alert the communities likely to be affected, and to plan for their timely and effective search and rescue, evacuation, and relief operations during flood emergencies. Some of the measures are recounted below.

*Flood Risk Identification:* The National Hydrometeorological Technical Committee of the National Platform undertook assessment of all flood prone areas countrywide, and identified the causes of flooding in Accra and other towns and cities.

*Flood Vulnerability Analysis:* Studies were made of all major rivers countrywide and their tributaries/channels to identify the number of communities and persons likely to be affected by flooding, and those likely to be displaced. These studies showed that *774,766 persons were likely to be affected and 468,370 displaced in 1,191 communities countrywide.*

*A National Pre-Flood Clean-Up Campaign was launched on 8<sup>th</sup> May* to ensure cleaning up of filth and de-silting of drains and culverts to effect free-flow of water to prevent and

mitigate the effects of flooding. The Campaign, which was launched simultaneously in all the regions, was undertaken in collaboration with all identifiable bodies, including the Office of the President, political parties, professional groups, educational institutions, market women, traditional leaders and religious leaders.

*Completion of Negotiations for Flood Mitigation Equipment:* NADMO successfully negotiated with the Japanese Government for a *USA\$ 7.5 m grant* to purchase heavy earthmoving equipment for flood prevention and mitigation through de-silting, construction and widening or reconstruction of drains.

### 9.1.2 Response to the 20<sup>th</sup> June Floods

NADMO and its Collaborators responded to the widespread and serious flooding that hit southern Ghana resulting in the death of *57 people (33 children, 13 women and 11 men)*. The 10<sup>th</sup> June 2010 floods affected Greater Accra (Ashaiman and Tema), Central (Swedru and Nyarkrom), and Volta Regions. Later in September, eleven (11) communities including Enchi were also affected in the Western Region due to an overflow of the Dusue River with its several tributaries. *Two (2)* fatalities were recorded.

Also, the Bagre and Kupenga dams' spillage in Burkina Faso on 20<sup>th</sup> August, 2010 resulted in flooding in the three Northern Regions, as well as northern Volta, northern Brong Ahafo and parts of the Eastern Region; *seventeen (17) fatalities* were recorded.

### 9.1.3 Disease Epidemics

For *twenty-one (21) days, between April 26<sup>th</sup> and May 16*, NADMO engaged the services of the Ghana Private Broadcasters Association, in the live broadcast of discussions and playing of jingles and adverts on the Pandemic Influenza, H1N1; about the nature, mode of transmission, signs and symptoms, preventive measures, and medical facilities for treatment. Information/ education were imparted by professionals from the Ghana Health Service and Ghana Education Service Health Co-ordinators.

*Guidelines for the Control of the H1N1*: At a workshop for Directors, Head Masters, Teachers of first, second and third cycle educational institutions in Greater Accra, a Guideline for the treatment of the Pandemic Influenza, H1N1 was adopted, and includes

the decongestion of classrooms and dormitories, adequate and constant supply of soap and water for hand washing, disinfestations of kitchens, toilets and dormitories, isolation of students with symptoms of the H1N1. The Guidelines are also to ensure that the schools continue to operate in the face of an outbreak, and enhance resilience.

*Proposed Construction of a Fertilizer Plant:* At a public hearing on solid waste treatment facility, sorting and compositing project at Adjen Kotoku in the Amasaman District on 26<sup>th</sup> August, 2010; NADMO educated the chiefs and other community leaders on the dangers the project could pose to them and advised ZoomLion Company Ltd to prevent or mitigate the likely negative effects like air and water pollutions, fly infestations and diseases that the project may cause on the community.

*Petition by the Zenu Residents Association:* The Department conducted inspections of a construction site at Zenu of the Tema Municipality and a held a meeting with the Residents Association on 8<sup>th</sup> September, 2010. This was after a petition had received from the Resident Association of Zenu against the construction of a second adjoining LPG filling Station.

#### 9.1.4 Inauguration/Workshops for the National /Regional Platforms

In April, *one hundred and forty (140) members of the National Platform and the Technical Advisory Committees* attended the Maiden Meeting of the National Platform on DRR and CCA, at the Trade Fair Site, La, Accra in June, *154 persons* attended the inauguration/workshops of the Regional Platforms for the Upper West (48), Upper East (50) and Northern (55) Regions in their respective regional capitals.

And *240 Regional Platform members* (between 17th July and 19<sup>th</sup> August, 2010) for Brong Ahafo (60), Ashanti Region (47), Western Region (62), and Central Region (79) participated in four (4) respective post-inauguration workshops organized for them.

One hundred and twenty- three (123) Regional Platform members received training on Disaster Management at two separate workshops for the Volta Region (61) and Eastern Regional (62) Platforms on 16<sup>th</sup> and 22<sup>nd</sup> December, respectively.

#### 9.1.5 Meetings of The Technical Advisory Committees

The *eight (8) National Technical Advisory Committees* also held bi-monthly and other emergency meetings throughout the year to adopt and implement their respective disaster management programmes. As well, they undertook field operations including hazard/disaster monitoring and assessments. For instance, on September 7<sup>th</sup>, 2010 a meeting was held to deliberate on various man-made disasters like Market/Office/Industrial Fires, Flooding, Road Accidents, 'Galamsey', and spillage of oil and toxic materials, and a recommendation was made for the purchase and planting of seedlings along the banks of the White and Black Volta.

9.1.6 Validation of District Disaster Management Plans for ten (10) districts in Greater Accra between 8<sup>th</sup> October and 8<sup>th</sup> November 2010

9.1.7 A workshop was organised (24<sup>th</sup> – 29<sup>th</sup> October) for NADMO and its stakeholders to validate two important documents: the draft National Disaster Risk Reduction Policy and the draft National Disaster Reduction Action Plan at the

## 10.0 **RELIEF/REFUGEE/RETURNEE ADMINISTRATION**

### 10.1.1 Relief Administration

*Relief Projection:* An assessment was undertaken in the regions and districts to project emergency relief needs (food and non-food) of likely victims during emergencies. Items for relief, rehabilitation and reconstruction were stockpiled for timely and effective response to disasters. Relief items were also distributed to the regions/districts as part of their strategic stocks.

#### *Stockpile and Distribution of Relief Items*

*12,983,516 Ghana Cedi worth of assorted food and non-food relief items (rice, cooking oil, dried beans, treated maize, alluzinc roofing sheet, student mattresses, used clothing, blankets, bathing and washing soaps, plastic plates and cups, etc) were procured and distributed between January and October 2010 for victims of various disasters. Part of this stock were distributed in the Greater Accra (Ashaiman and Tema), Central (Swedru and Nyarkrom), Volta Regions and three northern regions, in response to flood disasters.*

### 10.1.2 Refugee/Returnee Administration

*Refugee Administration:* NADMO continued to administer the Buduburam (Central Region) and the Krisan/Sanzule (Western Region) Refugee Camps throughout the year. Assessment visits were made to the 2 Refugee Camps to learn at first hand the situation there and to encourage the inmates to undertake voluntary repatriation into their home countries.

*Reception and Resettlement of Ghanaian Returnees:* One hundred and sixty (160) Ghanaians were received and dispatched to their home regions/districts after they had been deported from Libya during the second quarter of the year.

The Relief and Reconstruction Technical Advisory Committee held discussions with both local and international NGOs and discussed how best to collaborate in order to enhance response delivery in the country.

#### 10.1.3 Rapid Response Team/Search and Rescue, and Evacuation

During the period of report, the NADMO Rapid Response Team supported the appropriate leading agencies in search and rescue, recovery and evacuation of dead bodies of an accident at Ofankor Old Barrier. They also supported fire emergency



response operations at Agbogbloshie Market and Achimota Neoplan Area, Midland International Company Ltd, an Alcohol Production Company near the Tema Oil Refinery (*Four (4) lives* and properties were lost in the explosion); a collapsed building (Accra/ Spintex Road and Apam); a motor accident on the Accra Tema Motorway; and floods in Greater Accra, Central and the three northern regions.

*Extrication Exercise:* In June, NADMO Rapid Response Team participated in *a one-week Road Accident Extrication Exercise* at the Independence Square, Accra. The World Rescue Organisation, based in the United Kingdom, facilitated the exercise.

*Weija Dam Spill:* NADMO constantly monitored the filling up and subsequent spilling of the Weija Dam in June and timely alerted all the communities along the channel, downstream, to avert casualties.

*Evacuation of the 20<sup>TH</sup> June Flood Victims:* NADMO co-ordinated the emergency response/search and rescue and evacuation of victims of the 20th June floods disasters in the Greater Accra (Tema, Ashaiman, Afienya, Pokuase), Central (Agona Swedru, Agona Nyakrom and surrounding communities), Western and Volta Regions. The

emergency response exercise, led by the 48 Engineers Regiment of the Ghana Army, took 3 days at Swedru, Nyarkrom, Takyiaw and Saban Zongo. The joint NADMO-48 Engineer Regiment Rescue Team moved north in September to effect search and rescue, and evacuation operations in flood affected communities in the three northern regions. NADMO sheltered the displaced persons at the Swedru Town Hall, Salem and the Community Centre.

#### 10.1.4 Integration of Disaster Risk Reduction (DRR) and Climate Change Adaptation (CCA) in District Planning

In *10 pilot Municipal and District Assemblies*, one in each in a region, NADMO actively participated in the implementation of a 'Guidelines for Integration of Disaster Risk Reduction (DRR) and Climate Change Adaptation (CCA) into District Planning.

### **11.0 DISASTER VOLUNTEER GROUPS (DVGs) OPERATIONS**

#### 11.1.1 Disaster Volunteer Groups and Job Creation/Improvement on Livelihoods

*Formation, Education and Training of DVGs:* As at October, there existed 2481 DVGs with a total national membership of 5, 2287. Some of the DVGs were educated and trained on the causes, control and effects of bushfires within their communities. The DVGs were used to mobilize their communities and they participated actively in the nationwide pre-flood clean-up exercise.

*Sustainable Livelihood Support:* NADMO secured US \$100,000.00 UNDP-Bureau for Crisis Prevention and Recovery grants to improve on the livelihoods of vulnerable communities through income generation and improvement of social infrastructure in some communities in the northern part of the country.

*500 households* have been supported with ploughing services, seeds and fertiliser to cultivate 500 acres of maize, an acre per household as a first activity of the UNDP sponsored Sustainable Livelihood Support Programme. The programme is part of the UNDP Northern Recovery Programme for communities affected by flood since 2007 in the Upper East, Upper West and Northern Regions. A NADMO/ MOFA team has been monitoring and supervising the distribution of the ploughing, inputs and sowing in 15

communities of the four project districts of Zabzugu-Tatale and West Mamprusi (Northern Region), Builsa (Upper East), and Wa-West (Upper West Region).

## **12.0 INTERNATIONAL RELATIONSHIP AND CO-OPERATION**

12 officials of the Ministry for the Interior, NADMO, and collaborating agencies attended *12 disaster management and climate change adaption related consultative meetings, conferences, workshops and seminars. These travels were aimed at* establishing, sustaining and strengthening relationships/ links with other Disaster Management Organisations throughout the world, and as a means of enhancing Disaster Management skill and knowledge.

## **13.0 INTERNAL AUDITING**

During the half-year the Internal Audit Unit undertook auditing of payroll and procurement activities in order to ensure complete and accurate disclosure of all

transactions and proper utilisation of assets, and to ensure that procurement is carried out in line with the Public Procurement Act.

## **14.0 FINANCIAL PERFORMANCE**

### **14.1.1 *Item i: PERSONNEL EMOLUMENTS***

The Organisation has migrated to the Controller and Accountant General's IPPD payment system. However, *the salaries of some 502 personnel have not been paid* as far back as September 2009. It is expected that the Ministry of Finance/ Controller and Accountant General will pay these arrears to end the financial difficulties of those affected.

### **14.1.2 *Item ii: ADMINISTRATIVE EXPENDITURE***

During the year, 2010, a total of 7,253,791.47 Ghana *Cedi* was released to the Organisation and expended for administrative purposes including publications, maintenance of vehicles, communication and office equipment and offices; as well as enhancement of international relations.

#### 14.1.3 ***Item iii: SERVICE ACTIVITIES***

An amount of 293,068.00 Ghana *Cedi* was released and spent for core activities including hazard/disaster monitoring, vulnerability/risk assessment and emergency/disaster response; disaster relief administration; public education and sensitization about diverse disasters/ emergencies through the print and electronic media, outreaches, seminars/ workshops; personnel training and development.

It should be observed that the budgetary allocations for training/human resource development and strategic stock/relief items were woefully inadequate.

#### 14.1.4 ***Item iv: INVESTMENT***

The Organisation received and expended no budgetary allocation on investment activities.

**TABULAR PRESENTATIONS OF 2010 BUDGET PERFORMANCE: BUDGET RELEASES AND EXPENDITURES - ITEMS 1- 4**

<b>Items</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<b>Budget Releases</b>	<b>IPPD (Controller and Account General)</b>	<b>7,253,791.47</b>	<b>293,068.00</b>	<b>NIL</b>
<b>Expenditure</b>	<b>IPPD (Controller and Account General)</b>	<b>7,253,791.47</b>	<b>293,068.00</b>	<b>NIL</b>

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**Total Release / Expenditure = 7,546,859.47**

#### 14.1.5 **Challenges in Financial Performance**

Some of the challenges faced in financial performance included:

- Inadequate budgetary allocations for the Organisation: this made it difficult to implement all programmes and activities during the period under review.
- Responses to unpredicted disasters and emergencies, demand urgent attention and therefore diversion of scarce resources from planned activities and programmes

### **16.0 CHALLENGES AND STRATEGIES FOR OVERCOMING THE CHALLENGES AND THE FORWARD OUTLOOK FOR 2011**



### 16.1.1 THE CHALLENGES

#### 16.1.2 GENERAL CHALLENGES

Some of the critical challenges that confronted the Organisation during the year in the performance of its mandated functions included the following:

- *Late release and inadequate budgetary allocations/funding* of core functions or activities/programmes
- Inadequate *strategic stocks for emergency response/relief administration* of disaster victims, especially flood impacted communities
- *Lack of haulage trucks* to cart bulk emergency relief items into the regions, districts and communities
- *Inadequate vehicles* for general administration and supervision, hazard monitoring, as well as emergency (assessment
- *Inadequate equipment* for search and rescue, and communication

### 16.1.3 **DEPARTMENTAL**

The challenges of the Organisation have been treated in detail under the various departments.

#### 16.1.4 Financial

- Inadequate budgetary allocations
- Late releases of funds
- Lack of adequate multilateral and bilateral support (due to perception of the Organisation as an appendage of ruling political party rather than an independent humanitarian service provider)

#### 16.1.5 Administration/Human Resource

- several vacancies (due to creation of new districts, resignations, etc)

- Lack of office accommodation (Headquarters, Regional and District levels)
- Lack of office equipment and furniture
- Low remuneration and non-payment of risk allowance (leading in low morale, . resignations, desertion of post, etc)
- Inadequate vehicles for day-to-day operations and activities of the Organisation ( hazard monitoring, early warning, etc)
- The personnel situation worsened with the creation of forty (40) new districts

#### 16.1.6 Disaster / Operations

- Regional and District Disaster Management Committees unable to meet and operate ( due to lack of funding)
- Insufficient and .ineffective hazard monitoring and early warning (Due to inadequate funding and non-budgetary bi-lateral and multilateral support)
- Broken down communications equipment
- Operations Room not up to required standard
- Inadequate Rapid Response Teams and training for them

- Disaster Volunteer Groups (DVGs), and professional volunteer groups are not active (due to lack of support and involvement in NADMO activities)

#### 16.1.7 Relief Administration

- Insufficient Strategic Stock to meet increasing occurrences of disasters and the demand for relief items by disaster victims
- Inadequate haulage trucks to transport relief items to disaster affected areas

#### 16.1.8 Monitoring, Information and Training

- Insufficient managerial and professional training for staff, collaborators and the general public
- Inadequate information and public education / sensitization of the general public about hazards/disasters
- Lack of research and monitoring of performance of programmes and activities

### 17.0 **STRATEGIES FOR OVERCOMING CHALLENGES**

To overcome challenges/difficulties, the Organisation will:

- Improve efficiency in the use of available human, material and financial resources
- Seek more financial support from Government
- Increase efforts to seek bilateral and multilateral donor support for the effective performance of its core activities/functions
- Improve conditions of service and service environment to enhance efficiency and productivity
- Improve morale of personnel through training, promotions, upgrading, rewards, awards, etc.

## 18.0 **THE WAY FORWARD OUTLOOK FOR 2011**

The 2010 activities and programmes, with medium and long term objectives, continue into and beyond 2011, especially in the areas of the establishment of Public education/Sensitization about the various disaster types, Disaster Risk Reduction and

Climate Change Adaptation, livelihoods support and poverty alleviation programmes within the disaster affected or vulnerable and poor communities; human and institutional capacity building, and mechanisms to reduce weaknesses and threats as well as improve on the strengths and opportunities of the Organisation.

#### 18.1.1 Recruitment/Expansion in Staff Strength

- Recruit three thousand, one hundred and twenty (3120) additional staff to strengthen Rapid Response in particular and disaster management in general.

#### 18.1.2 Human Capacity Building

- Organize training in Disaster Management for staff and stakeholders  
Organize administrative/Management courses for senior staff
- Organize training in bushfire prevention and fighting for Disaster Volunteers Groups/ fire volunteers.

- Organize training for *two thousand (2,000) Rapid Response* personnel at the national, regional and district levels
- Organize *two (2) full-scale simulation exercises* on oil and chemical spillage, earthquake and fires in collaboration with Tullow Oil Company.

#### 18.1.3 Disaster Volunteer Groups: Income Generation and Job Creation Support Programmes

- Support *thirteen thousand (13,000) farmers* in dry season gardening, livestock production, etc.
- Create *twenty-one thousand (21,000) jobs* for DVGs in plantation development programmes.
- Assist *seven thousand, three and twenty-five (7,325) households* in the southern sector with emergency agricultural inputs with support by FAO.

#### 18.1.4 Vulnerability and Risk Assessments/Analyses

- Conduct vulnerability/ risk analyses with the view to planning for effective Disaster risk reduction, disaster mitigation and effective response to the various disasters especially floods.

#### 18.1.5 Monitoring and Assessment of Hazards

- Monitor, warn and educate the public and private institutions on natural and man-made hazards.

#### 18.1.6 Disaster Risk Reduction/Nationwide Pre-flood Cleaning Campaign

- The pre-flood cleaning exercise will be undertaken nationwide to prevent and mitigate the effects of flooding in 2011.

#### 18.1.7 Establishment of International Centre for Emergency Technologies (ICET)

- With support from the Dutch Government NADMO will undertake the feasibility studies for the establishment of a sub-regional International Centre for



Emergency Technologies (ICET) or the Pre-Hospital Phase with a grant of €180,000.

#### 18.1.8 International Co-operation and Collaboration

- Enhance International, African Regional and ECOWAS sub-regional co-operation in Disaster Management and Climate Change Adaption.

#### 18.1.9 Enactment of the National Disaster Management Service Bill 2010

Hasten processes to have the National Disaster Management Service Bill 2010 enacted during the year 2011 by Parliament.

## **CHAPTER 7**

### **7.0 NARCOTICS CONTROL BOARD**

#### **7.1 GENERAL PROFILE OF NACOB**

##### **7.1.2 Introduction**

The Narcotics Control Board (NACOB) continues to be the lead institution established by law, coordinating all activities which can be termed as 'the war against the abuse of and trafficking in illicit narcotic drugs, precursor and psychotropic substances' (all of these underlined substances hereinafter refer to as illicit drugs).

On the International front, Ghana is a signatory to the following United Nations Conventions and Protocols on drugs.

- (i) The 1961 Single Convention
- (ii) The 1972 Protocol Amending the 1961 Single Convention
- (iii) The 1971 Convention on Psychotropic Substances
- (iv) The 1988 Convention Against Illicit Trafficking of Narcotic Drugs And Psychotropic Substances

These Conventions promote co-operation among states so that they may effectively address the various aspects of illicit drug trafficking and psychotropic substances. Countries have to enact new or amend their existing legislation and to adjust their drug control system in order to fully implement its provisions.

The Board, therefore, has international obligations under these conventions, the infringement of which would result in sanctions.

## **7.2 Vision**

To become a reference Drug Law Enforcement Agency of excellence in Africa

## **7.3 Mission**

Narcotics Control Board exists to implement provisions of existing legislation and international conventions on narcotic drugs, psychotropic substances and precursor chemicals, through enforcement and control, preventive measures such as education as well as social reintegration, treatment and rehabilitation of drug addicts and counseling of drug users, addicts and non-users. This is achieved through a focused leadership, motivated workforce, effective national coordination and international collaboration.

#### **7.4 Functions of the Board**

The Narcotics Control Board was established under Section 55 of the Narcotic Drugs (Control, Enforcement and Sanctions) Law, 1990 PNDC Law 236 with the responsibility to:

- (a) collect, collate and disseminate for use by the Government information on narcotic drugs and psychotropic substances;
- (b) receive and refer for investigation any .complaint of alleged or suspected prohibited drug activity or narcotic drug abuse;

- (c) examine in consultation with appropriate bodies the practices and procedures for the importation of, and dealing in, narcotic drugs or psychotropic substances by any person or authority;
- (d) liaise with foreign and international agencies on matters relating to narcotic drugs and psychotropic substances;
- (e) advise Government on suitable methods for reducing drug abuse and on provision of treatment and rehabilitation facilities for persons addicted to narcotic drugs;
- (f) disseminate information to educate the public on
  - (i) the evils of the use of narcotic drugs;
  - (ii) the effect of drug abuse generally;
  - (iii) punishment for offences under the Law particularly relating to seizure of property acquired from narcotic drug dealing;
- (g) enlist and foster public support against prohibited activities relating to narcotic drugs: and

(h) perform such other functions as the Secretary (that is, the Honourable Minister of Interior,) shall assign to it.

## **7.5 Directorates**

The Board is made up of three Directorates and four Specialized Units. These Directorates have eight Departments which are further segmented into twenty- six (26) units.

These Directorates are:

### **7.5.1 Finance and Administration**

The Finance and Administration Directorate has two Departments namely;

- Administration and Human Resources
- Finance

### **7.5.2 Enforcement and Control**

The Directorate has two Departments;

- Operations
- Intelligence and Documentation

### **7.5.3 Demand Reduction**

The Demand Reduction Directorate has four Departments:

- Institution-Based Prevention Programmes (IBPP)
- Social Re-integration and Precursor Control
- Community-Based Prevention Programmes (CBPP)
- Information Management and International Programmes (IMIP)

### **7.5.4 Specialized Units are made up of;**

- Internal Audit
- Communications, Media Relations & Protocols
- Legal Liaison
- Staff Officer

## **8.0 PROGRAMME DELIVERY**

The report provides highlights of the various activities taken by NACOB during the period under review based on its strategic plan to combat the drug menace.

### **8.1.1 FINANCE AND ADMINISTRATION DIRECTORATE**

### **8.1.2 Administration and Human Resources Department**

The Administration and Human Resources Department which falls under the Finance and Administration Directorate, is responsible for coordinating daily administrative activities of all the Directorates. The Department comprises five (5) Units as follows:

- Human Resources Unit
- Procurement and Stores Unit



- Transport Unit
- General Services Unit
- Registry and Client Services Unit

### **8.1.3. Staff Strength**

In December 2010, six (6) temporary staff appointments were regularised. This brought the numerical staff strength of NACOB to one hundred and eighteen (118) permanent staff, fourteen (14) on secondment and four (4) temporary staff; (one Secretary and two cleaners). Therefore, the staff strength of the Secretariat at the end of 2010 stood at one hundred and thirty-six (136). The permanent and temporary staff consists of forty-four (44) senior and seventy-eight (78) Junior staff. By gender distribution the staff is made up of eighty-five (85) (70%) males and thirty-seven (37) (30%) females. Male – female ratio is 2:1 respectively.

### **8.1.4 Death**

On 18th September, 2010 one member of staff in the person of the late Elijah Kwame Anchirinah passed away through a motor accident in a private vehicle he was driving. The body was conveyed to Wa in the Upper West Region for interment and final funeral rites.

### **8.1.5 Resignation**

During the period, two members of staff in the Finance Department and Enforcement and Control resigned respectively from the service of the Board.

### **8.1.6 Transfer/Secondment**

In the course of the third quarter, six (6) officers were transferred to the Special Vetted Unit (SVU) set up by the American Drug Enforcement Administration (DEA) as an Operational wing of NACOB. Four (4) other officers were also seconded to the Dogs academy, three (3) from the Transport Unit and one (1) from the Enforcement Department.

### **8.1.7 Details of Age and Gender distribution of the staff of the Board**

**Table 1:Junior staff**

<b>S/No</b>	<b>Age Range</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
1	18-22	0	0	0
2	23-27	2	5	7
3	28-32	13	10	23
4	33-37	14	7	21
5	38-42	12	5	15
6	43-47	3	0	3
7	48-52	6	0	6
8	53-57	1	0	1

	58- 62	0	0	0
	<b>Total</b>	<b>51</b>	<b>27</b>	<b>78</b>

**Table 2 : Senior Staff**

<b>S/No</b>	<b>Age Range</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
1	23-27	3	1	4
2	28-32	9	4	13
3	33-37	4	1	5
4	38-42	7	2	9
5	43-47	6	2	8
6	48-52	1	0	1

7	53-57	2	0	2
	<b>Total</b>	<b>34</b>	<b>10</b>	<b>44</b>

**Table 3: Gender and status distribution of staff**

<b>Gender</b>	<b>Senior Staff</b>	<b>Junior Staff</b>	<b>Total</b>
Male	34	51	85
Female	10	27	37
<b>TOTAL</b>	<b>44</b>	<b>78</b>	<b>122</b>

**Table 4: Gender Distribution of Departments**

	<b>Head</b>	<b>Western</b>	<b>Ashanti</b>	<b>Northern</b>	<b>Volta</b>	
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13. Special Vettered Unit (SVU)	3	3	-	-	-	-	-	-	-	-	6
14. Kennel Unit (Dog Academy)	3	1	-	-	-	-	-	-	-	-	4
<b>Sub Total</b>	<b>78</b>	<b>30</b>	<b>2</b>	<b>-</b>	<b>3</b>	<b>-</b>	<b>2</b>	<b>-</b>	<b>2</b>	<b>-</b>	<b>118</b>
Temporary Staff	2	1	-	1	-	-	-	-	-	-	4
Staff On Secondment	12	2	-	-	-	-	-	-	-	-	14
<b>GRAND TOTAL</b>	<b>92</b>	<b>33</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>-</b>	<b>2</b>	<b>-</b>	<b>2</b>	<b>-</b>	<b>136</b>



**Table 5: Staff Training undertaken in 2010**

<b>Date</b>	<b>Course</b>	<b>No. of Participants</b>	<b>Duration</b>	<b>Sponsor (s)</b>	<b>Venue</b>
11 <sup>th</sup> - 22 <sup>nd</sup> January	Intelligence Management Training	Five (5)	12 days	British High Commission	BNI School
25 <sup>th</sup> -26 <sup>th</sup> March	Performance Management	One (1)	Two (2) days	NACOB	Institute of Human Resources Management Practitioners (IHRMP).
25 <sup>th</sup> -26 <sup>th</sup> March	Procurement and Contract	One (1)	Two (2) days	NACOB	Ghana Supply Company

	Management				Limited
March	Regional Anti-drug	One (1)	Two (2) weeks	NACOB	Regional Anti-drug Training Centre at Grand Bassam in La Côte d'Ivoire
20 <sup>th</sup> March – 16 <sup>th</sup> April	Advanced Management Course	One (1)	Three (3) weeks	International Law Enforcement Academy (ILEA)	Roswell, New Mexico, USA
15 <sup>th</sup> -19 <sup>th</sup> February	Fifth Exclusive Economic Zone Management and Operations	Two (2)	Five (5) days	Ghana Armed Forces Command and Staff	Ghana Armed Forces Command and Staff College

	course "			College	
22 <sup>nd</sup> March - 2 <sup>nd</sup> April	Regional Anti- Drug Training	One (1)	Ten (10) days	NACOB	Regional Anti- Drug Training Centre in La Cote D'Ivoire.
28 <sup>th</sup> – 30 <sup>th</sup> April	Strategic Stores and Inventory Management	One (1)	Three (3) days	NACOB	Ghana Supply Company Limited
28 <sup>th</sup> -30 <sup>th</sup> April	Basic Intelligence and Exhibition	Eight (8)	Three (3) days	British High Commission	Coconut Groove Hotel, Accra
7 <sup>th</sup> -14 <sup>th</sup> June	Intelligence Analysis Course	Three (3)	Seven (7) days	German Embassy	Alisa Hotel, North Ridge, Accra

24 <sup>th</sup> – 11 <sup>th</sup> June	Conflict and Crisis Management course	Three (3)	Twenty one (21) days	NACOB	Ghana Armed Forces Command and Staff College
5th -6th Oct	Communication link between drug trafficking and development of new forms of crime in W/A	One (1)	2 Days	Regional Anti-drug training Centre	Regional Anti- drug training Centre, La Cote d' Ivoire
10 <sup>th</sup> – 20 <sup>th</sup> October	Anti- narcotics Training Course	Two	10 days	Government of the Islamic Republic of Iran	Tehran, Islamic Republic of Iran

September - November	Computer- Based Anti Drug Trafficking Training	Sixty six (66)	Three months (in batches)	NACOB	NACOB Training Centre
13th – 16th December	Procurement Management in Practice	Three (3)	4 days	NACOB	

### **8.1.8. Human Resource Development Plan**

The Department will assess all training needs recommended by Departmental Heads on the Performance Appraisals as the basis for training plans for 2011. Meanwhile, the following training schedules would be pursued during the first quarter of 2011.

Training for all Drivers at the Armed Forces Driving Training School at Burma Camp

Training on Communication and safety of documents for all Secretaries

Performance Management Training for Directors and Departmental Heads

Competency based training for Staff at Departmental levels.

### **8.1.9 Procurement and Stores**

The Procurement and Stores Unit is the unit that coordinates all the procurement activities of the Board in line with the Public Procurement Act 2003, (Act 663).

The Unit has two sections: procurement and stores.

The Procurement Section does all the sourcing for and on behalf of the Board.

The Stores Section takes custody of all the stocks the Procurement Section purchases. The Section keeps stock of both items purchased and items donated for safe keeping and subsequent re-issuing upon presentation of appropriate approved requisition.

### **8.1.9 Procurement Plans**

The unit submitted a final procurement plan for 2010 to the Entity Tender Committee for approval on 24th February 2010.

### **8.2.0. Transport Unit**

In June 2010 the Board disposed off ten (10) unserviceable vehicles by Public Auction. The Board has five vehicles broken down as at the end of June 2010. Within the third quarter, the Board took delivery of two mini-buses procured from Auto Parts. Two mini-buses were procured mainly for the Dogs Academy through the support from the German government and three drivers were transferred to the Academy

### **8.2.1. General Services**

#### **Office Building (Estate)**

The contractor did not work on the Office Building throughout the year due to the fact that the company had not received payment for work done on the building in 2008.

On the recommendation of Messrs AESL, the Consultant on the building the Board contracted the services of Dizengoff Gh.Ltd, experts in roofing leakages to treat some leakages on the roof of the

building which is about 95% complete. The Office complex which was started in 1996 though not yet handed over will require massive repairs due to delay in completion as a result of lack of funds.

## **Security**

At the initiative of the Ag. Executive Secretary, the Office Complex has been fitted with Close-Circuit Television (CCTV) Cameras. This has enhanced security on the premises.

### **8.2.2. (f) Review of the Narcotic Drugs (Control, Enforcement and Sanctions) Law**

The review of the current Narcotic Drugs (Control, Enforcement and Sanctions) Law, 1990 PNDC Law 236 is in advance stage to address drug related issues.

## **8.3 DEMAND REDUCTION DIRECTORATE**



During the period under review, the Demand Reduction Directorate underwent some changes. The changes were in the form of renaming of two departments in the directorate and adding two more. The four (4) departments were as follows:

- Institution-Based Prevention Programmes (IBPP)
- Social Re-integration and Precursor Control
- Community-Based Prevention Programmes (CBPP)
- Information Management and International Programmes

### **8.3.1 SOCIAL RE-INTEGRATION AND PRECURSOR CONTROL DEPT**

The name of the department was changed from Treatment & Rehabilitation Department to Social Re-Integration and Precursor Control Dept.

The Reintegration and Precursor Control Department is responsible for the monitoring and issuance of import permits for all the substances listed in revised Table I and revised Table II of the Tables referred to in Article 12, paragraph 10 (a) of the United Nations Convention against Illicit Traffic in Narcotic

Drugs and Psychotropic Substances, 1988 and annexed to that Convention. It is these substances listed in the said revised Tables I & II, which are referred to as precursor chemicals (precursors).

On the 26<sup>th</sup> of February 2010, the United Nations Office on Drug and Crime (UNODC) informed the Ghana Government through the Honourable Minister for Foreign Affairs and Regional Integration of the Republic of Ghana per Note Verbale No. NAR/CL.2/2010 and 1988C-Art.12, CU 2010/28 that the Secretary-General of United Nations had received a notification from the Government of Ghana pursuant to Article 12, paragraph 10 (a) and Article 24 of the United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances, 1988. By the notification referred to above the Ghana Government was informing the Secretary-General that the provisions of Article 12, paragraph 10 (a) of the 1988 Conventions should applied to all substances listed of the revised Table 1 annexed to the 1988 Convention. The Government of Ghana by that notification also requested Secretary-General to inform all Government that those provisions should also be extended to all substances listed in Table II annexed to that Convention.

The Government of Ghana by that notification also indicated to the Secretary-General that the competent authority in Ghana which should be notified in advance of any exportation to the territory of

Ghana of all substances listed in the revised Table I and Table II of the 1988 Convention was to be the Executive Secretary, Narcotics Control Board, PMB Cantonment, Accra Ghana.

This notification was officially passed on to Narcotics Control Board on 22<sup>nd</sup> April 2010 by the Honourable Minister, Foreign Affairs and Regional Integration this imposed onerous responsibility on Narcotics Control Board to coordinate the monitoring of these precursors with the aim of preventing their illegal importation, overstocking, diversion, illegal re-exportation and illegal use in the production of illicit drugs.

### **8.3.2The Precursor Chemicals Monitoring Unit**

The Precursor Chemicals Monitoring Unit is responsible for monitoring the movement of precursor chemicals with the aim of preventing overstocking, divergence and use of the chemicals in the production of illicit drugs.

The following activities were undertaken by the Precursor Chemicals Monitoring Unit under the Demand Reduction Directorate for the year 2010.

### **8.3.3 Precursor Chemicals Seminar**

A Seminar On Precursor Chemicals Was Held on the 11th and 12th of November, 2010 at Narcotics Control Board (NACOB) Room 34. The theme of the seminar was 'Precursors and Chemicals Monitoring in Ghana' and was held between 10am and 4pm each day.

Participating companies included Importers/ Exporters, Distributors, Brokers and End-Users of precursor chemicals in Ghana. There were 65 participants in attendance representing the various companies in Ghana.

### **8.3.4 Inspection of Companies**

For the year 2010, officers visited some sites of dealers of precursor chemicals with previously designed auditing forms. This form seeks to make recommendations to the dealers with respect to safety measures, proper record keeping and storage conditions among others. A total of eleven (11) companies were visited for inspection for the year under review. Below are the companies and their location addresses;

### **8.3.5 Registration of Precursor Chemical Dealers**

Out of 97 dealers in precursor chemicals captured in our database, a total of fifty-three (53) companies were registered for the year 2010.

### **8.3.6 Visits by Precursor Chemical Dealers to NACOB for Various Reasons**

The total visits made by precursor chemical dealers to NACOB were 251 with 22 being new and 229 old/existing dealers.

### **8.3.7 Permits Issued Out**

Total number of permits issued for the year 2010 was 237.

### **8.3.8 Counselling Unit**

The Counseling unit of the Demand Reduction Directorate was involved in counseling inmates at the following centres during the period:

- Pantang Hospital Drug Treatment and Rehabilitation Centre (Government)
- Accra Psychiatric Hospital (Government)
- Valley View Clinic & Rehab Center, Dzorwulu (Private)
- Remar Rehabilitation Center, Pakro in the Eastern Region
- Addictive Disease Unit – ADU, Korle Bu
- Buduburam Refugee Camp (Catholic Church Secretariat)

### **8.3.9 Statistics**

Beside the counseling NACOB also collated data on drug related cases from the four psychiatric hospitals (Accra Psychiatric, Pantang Psychiatric, Valley View clinic and Ankaful Psychiatric Hospital) with the aim of analysis for preventive programmes.

Total drug related cases for the year 2010 (January to December) from the four psychiatric hospitals above was **2,216 to 1,945** for the year 2009. Below is a breakdown of the total drug related cases in respect of gender, type of substance abused, age group and employment status of these patients,

Cannabis recorded the highest abused drug during the period with 1,251 cases (56%)

Both employed and unemployed are involved in the use of drugs as indicated in this graph, however unemployed topped with the 48%.

### **8.4.0 Other activities carried out by the Counseling Unit**

During the period under review, the Counselling Unit carried out the following activities:

- Counselling and Psycho-education on narcotic drugs and their effect on the nervous system (the brain) and behaviour for the second year (Level 200) Psychology students in Distance Learning programme from University of Ghana, Legon.
- Orientation on narcotic drugs for the third year (Level 300) Mental Health Nursing students from the Valley View University.

The unit also participated in the Ghana Aids Commission's Thematic Working Group on Prevention and Mitigation of the 2nd National Strategic Framework (NSF II).

It proposed that the Ghana Aids Commission carry out adequate research on intravenous drug use in order to establish the level of infection through injection of drug. It was agreed that the proposal would be included in the NSF III scheduled for 2011 to 2015.

#### **8.4.1 Institution-Based Prevention Programmes (IBPP) Dept / Community-Based Prevention Programmes (CBPP) Dept**



The two departments continued with its prevention and educational programmes during the period under review. The Department undertook educational tours to some senior high schools to sensitized students on Drug abuse and Illicit Trafficking. These students had the opportunity to be enlightened of the dangers of drug activities among students.

The content of the presentation included the following

- i. Definition of a Drug
- ii. Definition of Narcotic Drug
- iii. Classification of Narcotic drugs
- iv. Identification of Drugs often abused
- v. Sources of these drugs
- vi. Reasons why people abuse drugs
- vii. Tell signs of Drugs
- viii. Effects of Drugs on individual, family, Nation
- ix. Drug Trafficking
- x. Method of Concealment
- xi. Consequences of Drug Trafficking
- xii. The Way Forward.

The methods used include the following

- a. Lecture Notes
- b. Power Point Presentation
- c. Questions and Answers/Contribution
- d. Exhibition
- e. Observation

#### **8.4.2 Radio Programme**

The department had the opportunity of honouring invitations from Radio Stations in an attempt to reach out to the public more in its drug campaign educational programmes.

- Sunny FM - Accra
- Asempa FM – Accra
- Garden City FM – Kumasi
- Ash FM – Kumasi

It must be noted that Radio Programmes in the year under review constitute the most sustained radio programmes in the most recent history of the Board which covered seventy (70) different radio programmes across the country. NACOB has also improved its sensitisation programme in the Airport by mounting visible roll-ups with different narcotic messages and images at vantage points both at the departure and arrival halls.

#### **8.4.3 World Drug Day Exhibitions in Accra and Kumasi**

In commemoration of the World Drug Day celebration, the department organized a three day sensitization programme from 1<sup>st</sup> to 3<sup>rd</sup> June, 2010 in the form of exhibition at the Shoprite Shopping centre. Pictures were displayed showing the various –types of drugs, methods of concealment of these drugs. Education was given to shoppers who visited the shopping centre. Also a three day exhibition was mounted in Kumasi during the celebration of the world drug day on 26/6/10. The climax of the World Drug Day celebration was held in a form of a durbar at Prempeh Assembly Hall, Kumasi.

#### **8.4.4 Participation in Future Leaders Conference**

The Directorate participated in the 2010 Future Leaders Conference organized by Foundation for Future Leaders International in Sunyani. A presentation on the impact of Drug Abuse on Youth & Career Development was made to an audience of about 800.

#### **8.4.5 Information Management and International Programmes Department**

The Department which used to be a specialised Unit under the office of the Executive Secretary was changed to a department and placed under the Demand Reduction Directorate during the period under review. In the same period, the Materials Development Unit which used to be under the Prevention and Education department in Demand Reduction Directorate was placed under the Information Management and International Programmes Department.

The department undertook the following activities:

#### **8.4.6 Provision of information to other institutions**

- The department compiled, completed and submitted questionnaire on implementation of the recommendations adopted by the Eighteenth Session of HONLEA Africa, Yamoussoukro, Cote D'Ivoire
- The department also presented a paper on the summary of the Narcotic Drugs Situation in Ghana for submission to Heads of National Drug Law Enforcement Agencies, Africa (HONLEA)
- The department in collaboration with Administration prepared and submitted Performance Review Relevant Baseline Data for 2006 to 2009 to the Ministry of the Interior. This was in relation to the preparation of the Sector Medium Term Development Plan (SMTDP) for the period 2010 to 2013 as an important requirement by Ministry of Finance and Economic Planning (MOFEP).
- Based on request from Public Sector Reform Secretariat under the office of the President the department in collaboration with Finance and Administration provided information to Price Water House Coopers. The information among others were based on development of an action plan for restructuring the agencies for efficient and effective service delivery
- Also in conjunction with the official visit of the representatives of the UNODC, The department provided information to Ministry of Foreign Affairs on drug situation in Ghana.
- The department further provided information on activities, challenges and achievements of NACOB to Information Service Department.

#### **8.4.7 Computer Based Training (CBT)**

During the period under review, the Board in collaboration with the National Security for the first time hosted and trained four (4) officers from Cote D'Ivoire and eight (8) officers from Equatorial Guinea. The officers participated and successfully completed an Intermediate Level Intelligence Course from 15<sup>th</sup> to 19<sup>th</sup> March 2010 and 12<sup>th</sup> to 16<sup>th</sup> April 2010.

The period also saw, a total of fifty eight (58) officers from Customs Excise and Preventive Service (CEPS) going through training. The officers were from Preventive, Airports, Land and Seaport units.

Furthermore, various Heads of intelligence units of the law enforcement agencies undertook familiarization tour at the Computer Based Training centre (CBT) at NACOB Secretariat. A presentation and demonstration was made by the training managers during the visit.

Also, a total of thirty six (36) NACOB officers were trained under the following modules:

- Introduction to Intelligence
- Sea Port Interdiction
- Airport Interdiction 1

- Drug ID and Testing

#### **8.4.8 Repairs and Maintenance of office equipment**

The technical unit of the department is in charge of repairs and maintenance of all the Board`s office equipment and out station computers, printers, UPS, Scanners etc. During the period under review the technical team undertook;

- Routine maintenance and fixing of breakdown equipment
- Regular systems defragmentation, disk clean up, trouble shooting, retrieval of lost data and updates of antivirus software. Also the renewal of the computer Antivirus, (the Bit Defender Antivirus 2010) was purchased with one year licensed.

#### **8.4.9 Material development Unit**

The Unit designed the following;

- Birthday cards for officers who celebrated their birthday in August and September.

- Calendars for 2011
- Certificates for the winners and participants of 2010 World Drug Day Essay Writing Competition and 'what do you know quiz contest '
- Certificates for the Computer Based Training Programmes

## **8.5 ENFORCEMENT AND CONTROL DIRECTORATE**

The directorate ensures the suppression aspect of narcotic drugs in the society at large, by arrests and prosecution of cultivators, traffickers, peddlers and users. It has two departments namely; Operations and Intelligence and Documentation with Units; Joint Port Control, Investigations and Prosecution, Surveillance and Canine unit

### **8.5.1 Operations Department**



A total of forty-three (43) cases of narcotic drugs were recorded during the period under review. Forty-four (44) persons were arrested in connection with the forty-three (43) cases.

### **8.5.2 Kotoka International Airport and Aviance Cargo Village units**

In order to make sure that the Kotoka International Airport and for that matter Ghana is not used by drug traffickers as a transit point, the Narcotics Control Board (NACOB) has increased the number of its special operatives at the airport and also extended its operational areas to include the Tarmac, VIP lounge as well as installation of full Body Scanner through the assistance from the Government of the United States of America to help detect potential couriers and also detect contraband.

A security check Desk has been established at the Aviance Cargo Village. All exporters and forwarders are required to register at the desk before exporting their goods.

### **8.5.3 Weight of Narcotic Drugs Seized**

Total gross weight of **2,840.906 kilograms** of various narcotic drugs were seized during the period under review at Kotoka International Airport and Aviance Cargo Village.

Cannabis formed 89% of the total narcotic drugs seized.

### **Cases of interest**

Apart from the forty-four (44) cases of narcotic drugs recorded, some significant arrest and seizure worth mentioning during the period were;

#### **8.5.4 Abandoned Luggage with Suspected Narcotic Drug**

On 28<sup>th</sup> February, 2010, operatives of NACOB at the Kotoka International Airport spiked a checked-in black travelling bag and found traces of suspected cocaine in it. An effort to locate the owner was unsuccessful and it is believed the owner Georgina Amponsah Fardrich, DoB: 21 July, 1954, a Ghanaian traveling on Belgium passport No. EG 335485 might have got wind of the interception and fled the Airport.

### **8.5.5 Seizure of Postal Parcels**

Parcels of cannabis concentrates were seized under the period. These parcels included handicrafts of different kinds meant for export to various recipients in European countries such as the UK, Italy and Spain. These parcels were intercepted by officials at Accra North Post Office, DHL, Aviance, TNT Courier and FEDEX offices after they were deposited by the various senders for dispatch. Address of the senders just like the recipients were either vague or incomprehensible and therefore difficult to track down.

### **8.5.6 Heroin Concealed in Eight Metals**

On 5th March 2010, a twenty-eight (28) year old Nigerian national, Mmerika ENOCK residing in Ghana was arrested when she identified the goods to take possession of the cargo. She claimed they were spare parts. One of the metals was cut opened in her presence and found to contain quantity of substances suspected to be narcotic drugs. All the eight metals were found to contain heroin of 10 kg each. Investigations revealed that between December 2008 and March 2010 the suspect had imported sixty-nine (69) of such metals, each containing ten (10) kilograms of heroin, which totaled 690kg.

## **Heroin Rapped In Threads**

In another development the Narcotic Control Board officers intercepted a quantity of heroin rapped in threads. The same suspect was identified as the consignee.

### **8.5.7 Investigations & prosecutions Unit**

#### **Conviction**

By the end of December 2010, a total of twenty-four (24) of the accused persons were convicted at the courts. Each person on the average is serving a 10 year jail term. Twenty-four (29) cases are pending trial at the various courts. Five (5) cases are under investigation.

#### **Arrests/Seizures Outside Ghana**

A total of five (5) Ghanaians were arrested outside Ghana by attempting to export narcotic drugs.

### **8.5.8 Canine Unit**

With the assistance from Governments of India and Germany and a private organization, NACOB has established the NACOB Canine Unit. This is a joint operation between NACOB and Ghana Armed Forces. The sniffer dogs are currently augmenting the operations of NACOB at various entry points.

## **9.0 Intelligence and Documentation Department**

The most commonly type of narcotic drugs smuggled are cocaine, heroin and cannabis.

### **9.1.1 Modus Operandi**

Most of these narcotic drugs were concealed in the base of false compartment of trolley bags or checked-in luggage for smuggling into or out of the country. The main destinations are U.S.A, U.K, and other European countries. There was a drastic decline in insertion, ingested and body carrying as the

method of concealment during the first quarter. However, the second quarter saw an increase in baggage and body carrying as a means of concealment.

### **9.1.2 Flights/Carriers**

The Flights commonly used in smuggling these drugs are Egypt Air, Emirate Airlines, British Airways, Royal Dutch KLM and South Africa Airlines.

The period also witnessed a trend or movement of cocaine by traffickers from Brazil through South Africa to Ghana.

### **9.1.3 Origin of suspects:**

As typical of the drug trade, various nationals were among the suspects arrested during the period. However, Ghanaians and those who have acquired foreign citizenship formed the majority. The table below shows the nationality distribution of the suspects arrested.

The above chart indicates that Ghanaians and those who had also acquired other nationalities remained the highest with drug related cases with a percentage score of 70%

#### **9.1.4 Intelligence Gathered**

Intelligence gathered during the period show that;

- Most suspects concealed narcotic drugs in their Baggage
- Ghanaians are being used as couriers.
- Aviance is being used to Import and export narcotic drugs.
- The Couriers mostly used South Africa Airways, Egypt Air, Emirate Airlines and British Airways for their illegal trade.

#### **9.1.5 Joint Port Control Unit**

The Joint Port Control Unit during the year under review continued with core mandate of profiling and tracking shipments through the port of Tema. The team on the average rummaged 40 – 50 containers

per month. These include containers from drug source countries as well as those profiled to contain other contraband good.

The JPCU also stretched its profiling to cover the port of Takoradi during the year, the team travelled to Takoradi to undertake some rummaging of profiled containers.

The team also on request by other security agencies operating in the port, helped in the examination of containers on their behalf. Such request came from CEPS, GPHA and BNI.

### **9.1.6 Seizures**

During the year under review the following significant seizures and detections were made by the JPCU

#### **Counterfeit Cigarettes**

The JPCU through its profiling targeted a container arriving from China with its content described as napkins. The Consignment was address to Sams Firma, a false company name. The team rummaged container CRLU and found 150 master cases of Marlboro Light Cigarettes. Also found in the container were white brick slabs which placed at the inside-half of the container.

#### **Cocaine from Panama (Rip Off)**



On January 20 2010, the JPCU and other Security agencies operating in the Port of Tema discovered One hundred and twenty five (125) slabs contained in four bags. The bags were placed at the entrance of container MSKU7633080 which arrived from the United States of America but also transiting through the port of Balboa – Panama. The Container was manifested to contain fuel additives.

The route for the container MSKU7633080 is: Los Angeles – Balboa – Algeciras - Tema

As part of part of the seizure two (2) officials from the clearing agencies who were declarants for the importing company were apprehended.

### **9.1.7 Counterfeit Cigarettes from China**

In May 2010, officers of the JPCU profiled container CCLU7204420 and tagged it for rummage. The said container was manifested to contain electric kettles coming in from China. Owners of the container failed to come forward after six (6) months of passing declaration for clearing the import. The Container was opened in November 2010 and was found to contain fifty (50) cartons of electric kettles which were used as cover-load and nine hundred and Fifty (950) master cases of Marlboro cigarettes. This amounted to 9,050,000 sticks of cigarettes. Lab report from Philip Morris indicated that the seized cigarettes were counterfeits.

### **9.1.8 Revenue Detections / Short Collections**

The JPCU during its profiling work also detected some false declarations put in by some importers that resulted in Short-Collections. Containers profiled by the unit resulting in additional revenue to the state .

### **9.1.9 Other IP Seizures (fake Addidas / Nike shoes)**

Part of the team's mandate is to also look out for intellectual property right infringements, the JPCU stopped four (4) forty footer containers arriving from China. The items were imported by a Chinese trading company dealing in footwear. The containers are;

- BMOU4378921
- PCIU8057701
- PCIU8070956

- PCIU8143693

When the consignment were rummaged, they were found to contain **Nike** and **Adidas** trainers (shoes) but goods did not originate from any of the manufacturers or their representatives. The case was referred to Ghana Customs who later informed Adidas and Nike. Legal representatives of Adidas took up issue and have instituted legal action against the Chinese company in Ghana that imported the projects. Nike has not responded and it is also yet to receive information on the legal action of Adidas Ghana representative.

## **9.2.0 SPECIALISED UNITS**

### **9.2.1 Communication, Media Relations & Protocol (CMRP) Unit**

The Unit which used to be the Public Relation Unit was renamed as Communication, Media Relations & Protocol (CMRPU) Unit during the period under review.

The report looks at activities under taken by the unit within the period from January to December, 2010. These include the following:

### **9.2.2 Media Monitoring.**

The period under review recorded seventy-one (71) drug related news reports in two Daily newspapers Graphic and Ghanaian Times. Out of the seventy-one (71), there were seven (7) feature articles and one (1) editorial comment by the Ghanaian Times. In all Daily Graphic and Ghanaian Times published twenty-nine (29) and thirty-four (34) drug related stories respectively. Some of the stories in relation to NACOB were:

- The US hails Ghana's track record in war against drugs. The United States government has commended Ghana for the progress it has made in the fight against drug trafficking saying the gains are impressive.
- In March, the US calls for more support to NACOB. The US government has stressed the need for increased funding and logistical support for NACOB to sustain the fight against drug trafficking.
- The launching of the INCB Report also got the needed prominence.

- In April the arrest of Samuel Sarfo Kantanka, a self acclaimed music producer dominated the news papers and the radio airwaves.
- Exopa's court appearance in May also attracted a lot of attention both on television (TV) and the news paper publications
- The World Drug Day media launch which includes a workshop on State and the Non-State Collaboration also got the prominence it deserves.
- "High Profile People in Drug Business-NACOB."
- "The Illegal Drug Menace-A National Time Bomb."
- "Is Ghana Winning The Drug War"?

### **9.2.3 Television and Radio Programmes**

As part of post annual world's Drug Day activities, series of programmes were initiated. Prominent among them was the Adult Education Programme on GTV. The Unit with the able support of the Demand Reduction Directorate organized and effectively coordinated the five-day educational programme in five Ghanaian languages which was attended by selected officers across various Units and Departments.

The Unit also made four (4) TV appearances on both ETV and GTV. The Unit also attended nine (9) radio programmes all on drug education campaign. The Unit also made several TV interview arrangements for the Executive Secretary during the period under review.

#### **9.2.4 Press Conferences**

During this period, there were three (3) press conferences. These were in February, 24 when NACOB in collaboration with the UN launched the INCB report for 2009, at the Accra Academy School.

In June, there were two separate press conferences. One was a media launch of activities marking the celebration of the World Drug Day at the Ghana International Press Center.

The other one was held at NACOB when the Food and Beverage Association of Ghana made a cheque donation to NACOB as their contribution towards the building of a National Rehabilitation Center.

#### **9.2.5 Workshop/Training**

As part of activities marking the World Drug Day the office of the Executive Secretary and the CMRP Unit organized a workshop on the State and the Non-State Collaboration Against the Fight of Narcotic Drugs, at the British Council Auditorium on 23<sup>rd</sup> June, 2010. The workshop was well attended.

### **9.2.6 Internal Audit Unit**

During the period under review, the Audit Report Implementation Committee (ARIC) was inaugurated by the representative of the Director General Internal Audit Agency, Accra. The first meeting of the committee took place on 12<sup>th</sup> March 2010 and the following activities were undertaken;

- Review of the first and second quarter reports for 2009 of the Internal Audit Unit
- Review of third and fourth quarter reports for 2009 of the Internal Audit Unit
- Review of the Audit Plan for the year 2009 to ascertain the audit for the year covered all activities in the plan
- Review of the Audit plan for 2010 to ensure plan covers new areas and made inputs as well
- The unit toured the Ashant/Brong Ahafo and Northern zonal offices during the year. The duty stations at the Kotoka International Airport and Aviance Cargo Village were also visited.

### **9.2.7 The Legal Liaison Unit (LLU)**

The following activities engaged the unit during the period under review.

### **9.2.8 Properties of drug dealers**

The Unit has made a little progress concerning the properties of drug dealers. The details of the progress made so far concerning specific cases are as follows:

#### **i. Wuleimo Building.**

The Unit has noticed that according to PNDCL 236, Section 40, this house is confiscated to the State. What is needed to be done is to obtain a court order to that effect. To this end, NACOB applied to the Lands Commission to help acquire the site plan of the building and a subsequent registration of the seizure notice that was pasted on the building. The Board has now acquired the site plan of the building and a copy of the seizure notice has been lodged at the Land Title Registry as required by section 36 of



PNDCL236. A request has been made to the Attorney General's Office to apply to the court for confiscation order.

## **ii. Nancy Dugbatey**

Report reaching NACOB from the office of the DEA in Accra indicates that Nancy DUGBATEY has been incarcerated in the USA. This makes Dugbatey a liable person whose properties can be confiscated to the State. NACOB investigation has identified a house at Sowutuom purported to belong to DUGBATEY. Before a seizure notice can be pasted on this house, the site plan of the house will need to be obtained. Efforts are underway to obtain the site plan of the house.

## **iii. Rebecca Atobrah**

Following the arrest of Rebecca Atobrah and the UK order for confiscation of her properties, an application to register the confiscation order was made to the Accra High Court. The judge ordered that Rebeccah Atobrah should be served with a copy of the application to confiscate her properties and Rebecca was served. In response to the application to confiscate the properties of Rebecca

Atobrah, one Elisabeth Atobrah, a sister of Rebecca Atobrah is claiming that the house at Dansoman and the two land rovers do not belong to Rebeccah Atobrah. Her Counsel has applied to the Accra High Court to review the judgment of the UK Court. The Attorney-General is yet to file her response to the review.

#### **iv. Gorman's House**

This house has already been confiscated to the State. What is needed on this building is for the house to be registered in the name of the State in accordance with section 41 (4) of PNDC Law 236. To do this, we should first get the site plan which will be used to conduct a search at the Lands Commission. Then a certificate from the Attorney General's Department Certifying that the house has been forfeited to the State. With these documents, we can apply to the Lands Commission to register the house in the name of the State. After this, NACOB can ask the State to give the house to be used to enhance the fight against drugs.

#### **v. Major Bonsu's House.**

This house is confiscated by a court in London. The confiscation order has been registered in the High Court, Accra. The order has not been executed because of a pending High Court case between the siblings of Bonsu and the Attorney-General on the same property. The Attorney General's Department sought to dismiss the case of the siblings on the grounds that it unmeritorious but the Appeal Court thought otherwise and has ordered the Attorney –General to open his defence.

### **9.2.9 Other Activities**

#### **National Stakeholders' Workshop for the Development of National Anti- Money Laundering (AML) and Combating the Financing of Terrorism (FT) Strategy for the Republic of Ghana**

The National Stakeholders' Workshop took place in Accra between 5<sup>th</sup> and 7<sup>th</sup> July, 2010. Narcotics Control Board, as participant of the workshop was asked, together with other law enforcement agencies, to work on the relevant legal legislation for regulation and enforcement. At the end of deliberations, the workshop came up with 7 recommendations which relates to enforcement and control of money laundering and terrorist financing. These are:

- that a lead coordinating body of anti money laundering and terrorist financing be established within the structure of the National Security Council.
- that Anti Money Laundering and anti terrorist financing unit be established in each lead enforcement agency including the Narcotics Control Board.
- that there should be capacity building within the various law enforcement agencies.
- that MOUs should be executed among the lead agencies for exchange of information.
- that there should be mechanisms for the regulation of certain unregulated bodies whose activities predisposes them to money laundering and terrorist financing. These included lawyers, accountants, second-hand car dealers etc.
- that the Inter-Ministerial committee on money laundering and terrorism should identify a body to regulate the unregulated bodies.
- that there should be public awareness creation on the activities of money laundering and terrorist financing.

It is also recommended that;

- i. Property and Financial Investigation Unit or Anti-money Laundering Unit should be established at NACOB. This Unit will focus on detecting and investigating drug related laundered money and properties of drug dealers for their eventual confiscation to the State.

- ii. Training in property and financial investigation should be organized for investigators, and other officers at NACOB.

The MOU between NACOB and FIC for exchange of information has been signed and other programmes to implement an effective AML/FT regime have been developed in a National Action Plan.

### **9.3.0 Financial Intelligence Centre**

The Financial Intelligence Unit (FIU) which is established under section 4 of the Anti-Money Laundering Act is now active. Head of Legal Liaison Unit has been nominated to serve as the liaison between the FIU and the Narcotics Control Board.

### **9.3.1 ZONAL AND REGIONAL OFFICES**

#### **a. Western & Central Zonal Office, Takoradi**

The following educational and enforcement activities were undertaken by the zonal office.

## **b. Preventive Programmes**

The Western/Central zonal office of NACOB, Takoradi, had an arrangement with a number of local FM stations, tertiary institutions and senior high schools within its area of jurisdiction to sensitize the general public, continuing, freshmen and women in various institutions on the negative effects of narcotic drugs.

## **c. Institutions visited**

- University of Mines and Technology (UMAT), Tarkwa
- University Of Cape Coast (U.C.C)
- Cape Coast Polytechnic
- Takoradi Polytechnic
- University Of Education, Winneba
- Mpoho Senior High/Tech School, with a student population of about 800 was lectured on the Disease Nature of Addiction.
- Takoradi Technical Institute with student population of over 1,000
- St Mary's Boys Senior High School with over 1,200 students of the school were present

#### **d. FM stations visited**

- Radio Maxx 105.1 FM, a local private radio station in Takoradi an affiliate of Joy FM
- Twin City Radio of the Ghana Broadcasting Corporation, and
- ROK fm
- Kyzs FM Station

Approximately ten thousand freshmen and five thousand members of the general public were educated.

### **9.3.2 Enforcement**

#### **a. Fishing Harbour – Sekondi**

In the period under review, the zonal office conducted risk assessment at the Sekondi Fishing Harbour and found it to be quite high.

This conclusion was informed by the fact that fishing vessels from Sekondi travel through Guinea Bissau beyond Monrovia, Liberia for fishing expeditions. The zonal office is collaborating with the Police CID at the fishing harbor in this regard.

### **b. Chief State Attorney**

The zonal office notified the Chief State Attorney, Western Region, about a large quantity of marijuana in custody of some security agencies in the Western Region.

The Chief State Attorney has since called for all dockets on such cases with the aim of getting the drugs destroyed as soon as possible.

### **c. Search Operation at Tullow Oil Ghana Limited**

During the period under review, a team of five (5) personnel from the headquarters, comprising four sniffer dog technical handlers and a transport officer arrived in Takoradi for a search operation on the premises of Tullow Oil Ghana Limited (TOGL). This also included the examination of some installations of TOGL such as the chemical bulk plant at wharf six of the Takoradi port, Trans Ocean Yard Tullow Oil, Marine Office at shed four, FMC yard (a company working for TOGL), and Takoradi Airport.



#### **d. Inauguration of the Regional Petroleum Security Coordinating Committee (RPSCC)**

The period saw the official inauguration of the Western Regional Petroleum Security Coordinating Committee by the Deputy Regional Minister of which comprised of all security agencies. The committee has a sub-committee known as the core group which is charged with the day to day running of the Regional Petroleum Security Coordinating Centre, and is constituted of the Chairman (FOC-WNC), and representatives of the Police, BNI, CEPS, and GNPC.

This is to ensure the coordination of all matters relating to safety and security of the oil and gas industry.

The zonal office and other security agencies also undertook the following examinations;

- a. All eighty-two (82) tourists and twenty six (26) crew on a tourist ship MV Corinthian II which was on a day's visit to Ghana through the Takoradi Port were profiled.
- b. All exports through Takoradi Port
- c. All suspicious containers containing imported goods

## **e. Stakeholders meetings**

The office participated in the following stakeholders meetings:

- i. Meeting between Zonal Head and Western Regional Police Commander, on strategic planning on how to bring drug situation in the Region to the bearest minimum before the first flow of the anticipated oil from the Jubilee Field.
- ii. Discussions with the SHEP Coordinator of the Sekondi/Takoradi Metro Directorate of the Ghana Education Service on reaching out to pupils in the first cycle institutions.

### **9.3.3 Volta Zonal Office, Aflao**

The Aflao office officially became operational on 18<sup>th</sup> January 2010

During the period, the following selected areas found to be critical were monitored:

- The arrival and the departure halls of the Ghana, Togo border in Aflao. These are official entry points where people and their personal goods/luggage are examined.
- Customs car park where vehicles entering or leaving Ghana are examined by the Preventive Unit of Customs, Excise and Preventive Service (CEPS)
- The duty yard of CEPS where heavy loads of goods meant for export are examined for duty

- The illegal points commonly referred to as the “beats” and “pillars” could only be visited on few occasions due to poor staffing of the zonal office.

#### **9.3.4 Other activities**

- Based on intelligence two (2) persons were picked up at the border when they were about to cross into Togo and escorted to Accra on the instructions of Deputy Executive Secretary (DES). They have since been released after questioning.
- The National Security Operatives in Aflao intercepted a car suspected to be carrying illicit narcotic substances based on information received. However after a search was conducted by National Security Operatives and assisted by some NACOB officials nothing incriminating were found in the car.
- NACOB’s operative at Aflao made some searches of cargo shipments and arrests of drug smugglers this last quarter of the year 2010.
- Officers from the dog unit (canine) during the fourth quarter came to assist the Togo anti – drug unit in their operations at the port of Togo.
- CEPS officials at the Dabala check point also intercepted 1.7kg of heroin and 1kg of cannabis. The exhibits were handed over to NACOB at Aflao and subsequently transferred to NACOB headquarters

- With the opening of a new border crossing - point for only Ghanaian and Togolese pedestrians, the work of NACOB is going to be made more difficult and demanding considering its work force of only two (2) officers stationed at Aflao.

### **9.3.5 Observations**

- The other security agencies at the border have been very cooperative with NACOB in its duty at the border so far
- It has been observed that the security at the border needs to be improved
- It has also been observed that about 90% of the vehicles that pass through the border have Nigerian registered number plates.
- The Aflao border crossing now seems to be a favorite point for smuggling drugs probably because of inadequate drug interdiction facilities/equipment at the border.

### **9.3.6 Northern Zonal Office**

The zonal office focused mostly on the demand reduction activities. The office therefore targeted Basic and Senior High Schools in the Metropolis. The following schools were visited;

**a. Schools**

- Northern School of Business High School
- St Peters Junior High School
- Chogu Junior High School

Schools in other districts outside the Metropolis have not been covered within this period due to inadequate logistics.

**b. Public Education through the Radio**

Series of radio programmes were carried out in the following radio stations;

- Diamond FM
- North Star Radio

### **c. Visits to Psychiatric Hospital in Tamale**

The office had collaboration with Tamale Psychiatric Hospital as a result of this, a number of visits were made to the hospital to obtain statistics on drug-mental related cases to enable the zonal office to draw a comprehensive preventive programmes.

### **d. Collaboration with the Police and other Agencies**

The collaboration with the Police and other Agencies in the areas of sharing of information and strategies are still on-going.

### **9.3.7 Ashanti/Brong Ahafo Zonal Office, Kumasi**

In pursuance of the objective of the Board, the Ashanti/Brong Ahafo Zonal team carried out some activities aimed at disseminating information and educating the general public on issues of narcotic drugs and their devastating effects on individuals and society at large.

#### **a. Collaboration with other organizations**

During the period, the team carried out sensitization programmes in collaboration with the following;

- Global Culture Movement
- Garden City Lions Club
- Bright Future Generation Foundation
- Regional Police Narcotics Unit

## **b. Honoured Invitations**

The team also honoured the following invitations;

- The team visited the rehabilitation centre of the Assemblies of God Church at Oduom, on the 11th November, 2010. The rehabilitation centre is under the management of Pastor David Kofi Owusu Boateng. The visit was to encourage the inmates and to see how they were faring.
- The zonal team interacted and fellowshiped with about seventy (70) recovering drug addicts in the ghettos of Ashanti New Town, a suburb of Kumasi. This was made possible through the initiative of the Global Culture Movement team. The Chief Executive Officer (CEO) of Global Culture Movement is the pastor of the fellowship.

## **c. Photo Exhibition**

Three-day photo exhibition was also mounted in the city centre of Adum to create awareness and engage the public in the sensitization on the drug menace. Similar ones were also held at Prempeh College and the Abrepo Assemblies of God Church, where the 2010 World Drug Day Thanksgiving Service in the Ashanti Region was held.

#### **d. Enforcement & Control**

- The team was invited by the Customs Excise and Preventive Service (CEPS) officials on duty at the Kumasi Main Post Office to conduct a field test on a whitish powder in a transparent polythene sack labeled Zoll-Zoll which had been imported into the country from India. The test conducted on the whitish powder indicated negative for narcotic substance.
- Upon request by the zonal office, the team was briefed by the Head of Police Narcotic Unit, on the arrest of Sergeant Francis Tandoh, an army instructor, and his accomplice Moro Mohammed, who were transporting substance suspected to be cannabis sativa from Badu in the Brong Ahafo region to the Ashanti region.



- The Zonal Office had the opportunity to attend the Airport Security Committee meeting held on 14th April, 2010 at the VIP lounge, Sunyani airport. The main agenda for the meeting was "Airport Security Challenges: The way forward".

#### **e. Observation**

It was realized that the photo exhibition generated much public interest as it largely attracted them to the stands to watch and ask vital questions engaging their minds. Such regular activity would enhance the public education aspect of the Board to achieve greater awareness.

#### **f. Statistics on Preventive Programmes for 2010**

During the year under review about thirteen thousand nine hundred (13900) students across fourteen (14) educational institutions and two thousand two hundred and seventy (2270) faith-based youths in the Ashanti region were sensitized on effects of drug abuse.

## 10.0 FINANCIAL PERFORMANCE, 2009/2010

**Table 29: ACTUAL PERFORMANCE FOR 2009**

<b>Item</b>	<b>Budget Ceiling for 2009</b>	<b>Actual Releases for 2009</b>	<b>Actual Expenditure for 2009</b>
	<b>GH¢</b>	<b>GH¢</b>	<b>GH¢</b>
Personal Emoluments	219,395	440,680.64	440,680.64
Administration	306,201	699,463.00	838,787.79
Service	96,569	-	5,253.50

Investment	219,040	11,094.41	11,094.41
<b>TOTAL</b>	<b>841,205</b>	<b>1,151,238.05</b>	<b>1,295,816.34</b>

**Table 30: ACTUAL PERFORMANCE FOR 2010**

<b>Item</b>	<b>Budget Ceiling for 2010</b>	<b>Actual Amount Releases for 2010</b>	<b>Actual Expenditure for 2010</b>
	<b>GH¢</b>	<b>GH¢</b>	<b>GH¢</b>
Personal Emoluments	207,579	297,135.09	297,135.09
Administration	196,354	1,449,515.00	1,362,630.28
Service	90,802	286,866.00	277,176.73
Investment	250,000	250,000.00	250,000.00
<b>TOTAL</b>	<b>744,735</b>	<b>2,283,516.09</b>	<b>2,186,942.100</b>

## **11.0 CHALLENGES, STRATEGIES FOR OVER-COMING THE CHALLENGES AND OUTLOOK FOR 2011**

### **11.1.1 Challenges**

In spite of these achievements, NACOB as Drug Law Enforcement Agency is plagued with the following challenges which require serious attention;

### **11.1.2 Logistical constraints**

NACOB requires modern equipment among which are the following;

- Trace Itemisers
- Vehicles including special vehicles to convey suspects to and from court
- Computers,
- literature/reference materials,
- projectors and projector screens
- Megaphones
- Small generators to generate power for outdoor preventive programmes

- Inadequate Information Education and Communication materials for educational programmes

### **11.1.3. Inadequate Staff Strength**

In view of the decentralization of the operations of NACOB into zones and regions, the current staff strength is woefully inadequate. Many members of staff are compelled to work for over twelve hours a day.

### **11.1.4 Confiscation of Property of Convicted Drug Dealers**

One of the punishments for contravening the Narcotic Drugs (Control, Enforcement and Sanctions) Law, 1990 (PNDC law 236) is the confiscation of properties of convicted persons. This is hardly being realized as on a few occasions confiscated properties of convicted persons have been de-confiscated and given back to them. A difficulty we see in this law is the fact that the Onus lies on NACOB to prove that the properties were acquired through illegal Narcotic Drugs business.

### **11.1.5 Low staff Remuneration**

Remuneration for staff is still low in spite of the introduction of the Single Spine Salary Structure (SSSS) as compared to the risks faced in the performance of duties in the anti-narcotics war.

### **11.1.6 Low Budgetary Allocation**

Even though the government is working hard to address the challenges of low budgetary allocation to the Board, it is also worth mentioning that the Board continues to suffer from low budgetary allocation. This has been a major constraint over the years to the performance of NACOB's mandate.

### **11.1.7 Lack of National Rehabilitation Centres**

One major function of the Board which seems to have been relegated to the background since the establishment of NACOB has been with the issue of Rehabilitation and Social Re-integration. Currently, the nation has no rehabilitation centre of its own and had to rely on the services of Non Governmental Organizations to counsel its clients. This phenomenon has stifled the Board's efforts in the area of rehabilitation and social re-integration of victims of drug abuse.

Assistance is therefore required to have three national rehabilitation centres in the northern, middle and southern sectors of the country outside the psychiatric hospitals.

## **12.0 Strategies to over-coming challenges**

- The budget allocation alone cannot support the logistical demands and therefore NACOB will solicit support from other stakeholders.
- Efforts are underway to recruit additional staff to improve the staff strength. An approval has been given to carry out the exercise.
- The review of the Narcotic Drugs (Control, Enforcement and Sanctions) Law, 1990 PNDC Law 236 is in advance stage to address the confiscation of property of convicted drug dealers and other related issues.
- Management has taken the initiative to request the Fair Wages and Salary Commission (FWSC) to do a job re-evaluation of the Board to address the current low salary placement on the Single Spine Salary Structure (SSSS).
- It is the hope that government will improve the budget allocation for NACOB which will go a long way to enhance its operations.
- Management has put in place a committee to solicit for funding for the establishment of the National Rehabilitation centre.



## **13.0 Outlook for 2011**

### **13.1.1 Human Resources Development**

The Board has planned to increase its staff strength to seven hundred and fifty (750) between 2011 and 2013. This would be done by recruiting three hundred and twenty-four (324) personnel in 2011 in addition to the current staff of one hundred thirteen (112).

NACOB has also engaged Management Services Division (MSD) of the Office of the Head of Civil Service to prepare job description for the various grades.

### **13.1.2 Training**

The Board has decided that from 1<sup>st</sup> July 2010 all officers, serving and newly recruited, must undergo a laid down structured programme of training. All officers will have to undergo a six-week intensive training in basic law enforcement to be run by Criminal Investigation Department (CID) of the Ghana Police Service. In addition, officers of various departments will be made to go through all relevant in-

service training which corresponding departments in the Civil Service, Security Services and other Public Service Organisations lay down as requirements for their officers.

Where external offers for capacity building which will enhance anti-narcotic law enforcement at the supply-reduction level, the Board will facilitate the award of such offers not only to officers of the Board but also to other officers of relevant Security Services Organisations involved in anti-narcotic law enforcement

This will apply also to offers which have to do with capacity building courses on demand-reduction.

### **13.1.3 Demand Reduction Programmes**

In 2011, the Board has decided that each Region will be assigned one educational team. All the ten (10) educational teams are to be equipped with the same logistics to take up preventive programmes nationwide. Internal rearrangement of the resources that each of the ten teams will be allocated a vehicle from the existing stock of vehicles

The demand reduction programmes will involve:

- Mounting of billboards,
- Developing and printing of brochures, leaflets, posters, flyers etc.
- Embarking on educational tours and sensitization programmes targeting the general public especially schools, faith-based institutions and recognized trade/ labour associations as well as ethnically organized groups.
- Facilitating the formation of Drug-Free Clubs in second cycle schools through NGO's;
- Facilitating a trainer of trainers workshop for SHEP coordinators of the Ghana Education Service;
- Intensifying and expanding collaboration with the media;
- Commissioning drama projects on the drug menace to be held as competition in first and second cycle schools;
- Visiting and counseling at the various rehabilitation centres to be intensified.

#### **13.1.4 International and Inter-Agency Collaboration**

NACOB will continue to liaise with foreign and international agencies on matters relating to narcotic drugs, psychotropic substances and precursors. This collaboration with the international partners is to be sustained and expanded, especially within the West African Sub-region.

NACOB will continue to consult with appropriate bodies to assess practices and procedures as well as programmes for all activities relating to the dealing in of narcotic drugs, psychotropic substances and precursors as well as education and other preventive measures aimed at reducing drug abuse and provision of treatment and rehabilitation facilities for persons addicted to narcotic drugs.

To this end NACOB will continue to collaborate with all stakeholders especially those represented on the Inter- Agency Committees. The Board will therefore facilitate meetings and special operations that will be organized by the committees in curbing the drug threat.

### **13.1.5 International Events**

As part of the calendar event of NACOB every year, two events are significant: the first, the launch of the Annual International Narcotic Control Board (INCB) Report in February (no fixed date) and the second celebrated on 26<sup>th</sup> June each year, is the World Drug Day. The Board will continue to use these two events to enlist and foster public support against prohibited activities relating to narcotic drugs as well as educate the public on:

- the evils of the use of narcotic drugs;
- the effect of drug abuse generally;
- punishment for offences under the Law particularly relating to seizure of property acquired from illicitly dealing in narcotic drugs, psychotropic substances and precursors.

### **13.1.6 Enforcement and Control**

The Board will intensify its drug supply suppression operations. The priority of the Board is intelligence gathering and to wean itself off dependence on foreign intelligence agents. To this end, it is to create surveillance and counter surveillance units on the lines of the BNI and secret service: recruitment will be done in close collaboration with BNI and agreed on friendly foreign intelligence agencies. The Board will also review its methods of recruitment of informants and intensify its work along the land borders.

### **13.1.7 Sniffer Dog Project**

The Board intends to expand the project, as part of the National Dog Academy concept, by increasing the number of dogs to sixteen by 2013.

### **13.1.8 Provision of Office and Residential Accommodation**

Continuing and increased advocacy will be made so that the outstanding balance of the contractor's fees on the office complex of the Headquarters will be paid in 2011 to enable the construction company officially hand over the facility to the Board.

In view of lack of payment for work already done by the contractor, the contractor is still on the site since he has not handed over the building officially. When NACOB moved into the premises in 2006, the contractor had not handed over the building officially, and only the third floor of the four-storey building had any semblance of completion and was habitable for office work. Work towards completing the

building project continued while staff occupied the offices. Within two years the roof started leaking badly, and other physical default were detected and therefore any repair works done on the roof or building has been an unfortunate but necessary misapplication of funds. To avoid this, it is important that all his outstanding bills are paid on time and is made to supervise the correction of all defects on the building.

With the Board's decentralization programme, budget allocation must be made for more office and residential accommodation.

### **13.1.9 Logistics and other facilities**

As the Board continues with its expansion programme, there is the need to increase its assets including vehicles, furniture, fittings and fixtures, computers and accessories and installation of other ICT facilities. Budget allocation for these items will be phased over the period 2011 to 2013. At the same time the Board will ensure the proper maintenance of existing assets.

### **13.2.0 Construction of National Drug Rehabilitation Centre**

There is no national drug rehabilitation centre. A national drug rehabilitation centre will serve as a reference standard also to train all those who intend to open and run drug rehabilitation centres as private enterprises. It will also serve as a mentoring centre for under graduate and graduate students undergoing courses of study such as clinical psychology and social work which is related to drug rehabilitation and social reintegration. NACOB launched an appeal for funds as part of this year WDD for the construction of a National Drug Rehabilitation Centre (NDRC). The monies so far received, in addition to earlier donations given in response to earlier but much low key requests in 2008 have been deposited in an NDRC account. The account will be run by an NDRC trust yet to be set up by the Board. The Board intends to request government to put in counterpart funds equivalent to the amount donated by individuals, institutions or foreign donors. It is hoped that at least the site for the NDRC will be acquired in 2011 and drawings for the project will also begin in 2011.

In the Meantime, the Board is in partnership with the Social Welfare Department to refurbish and use their facility at Dodowa as a rehabilitation centre.



### **13.2.1 Internally Generate Funds (IGF)**

A cabinet memo is being prepared to seek approval for NACOB to internally generate funds (IGF) by charging fees on monitoring precursor chemicals.

### **13.2.2 NACOB/ Ministry of Trade and Industry partnership**

NACOB has engaged the Ministry of Trade and Industry to provide scanners at the various entry points on a public/ private partnership basis to prevent the entry of narcotic drugs into the country. It is hoped that a training school will be established to train law enforcement officers on the interpretation of scanner images.

### **13.2.3 AIRport Communication Project (AIRCOP)**

AIRCOP, which is aimed to combat drug trafficking at the international airport by establishing inter-agency task forces and connecting them to secure, real-time communication networks will be established in Ghana in 2011.

#### **14.0 CONCLUSION AND RECOMMENDATIONS**

In conclusion, the general work output and devotion to duty of the entire staff has been remarkable in the period under review. For example, the sensitization programmes have been encouraging, the collaboration with other security agencies and international partners has been well coordinated and this has resulted in arrests and seizures of illegal drugs. It is expected that the Board would be able to achieve a lot more with improved logistics, staff strength and motivation. The Board therefore recommend that:

- All stakeholders such as security agencies, international partners, non-governmental organization, and civil society organisations should be on board to combat the drug menace;

- The review of the current narcotic law must be treated with all urgency to ensure that status of NACOB is changed to a Commission;
- The Board's current budgetary allocation should be improved;
- Re-evaluation should be conducted in order to ensure that the Board is placed on correct scale of the Single Spine Salary Structure
- Logistical inadequacy of the Board should be addressed;
- Current staff strength should be improved.