

GHANA POLICE SERVICE

"To Protect and Serve With Honour"

FIVE-YEAR STRATEGIC NATIONAL POLICING PLAN 2010-2014

May 2010

Police Headquarters, Accra

(INTERNAL USE ONLY)

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ACRONYMS

ACP	-	Assistant Commissioner of Police
ACS	-	Armoured Car Squadron
ADB	-	African Development Bank
ADC	-	Aide de Camp
ASP	-	Assistant Superintendent of Police
AU	-	Audit Unit
BNI	-	Bureau of National Investigation
CCU	-	Commercial Crime Unit
CDSB	-	Crime Data Service Bureau
C/INSPR	-	Chief Inspector of Police
CID	-	Criminal Investigations Department
CIU	-	Criminal Intelligence Unit
C/MTTU	-	Central Motor Traffic and Transport Unit
COP	-	Commissioner of Police
CPU	-	Community Policing Unit
CSO	-	Chief Staff Officer
C/SUPT	-	Chief Superintendent of Police
DC	-	District Commander
DCOP	-	Deputy Commissioner of Police
DIGP	-	Deputy Inspector General of Police
DOVVSU	-	Domestic Violence Victims' Support Unit
DSM	-	District Sergeant Major
DSP	-	Deputy Superintendent of Police
FBI	-	Federal Bureau of Investigations
GAF	-	Ghana Armed Forces
GIMPA	-	Ghana Institute of Management and Public Administration
GPRS	-	Ghana Poverty Reduction Strategy
GPS	-	Ghana Police Service
GPSI	-	Ghana Police Service Instructions
HRD	-	Human Resource Development
HPU	-	Highway Patrol Unit

HRMS	-	Human Resource Management System
IGP	-	Inspector General of Police
ICT	-	Information Communication Technology
INSPR	-	Inspector of Police
IT	-	Information Technology
KNUST	-	Kwame Nkrumah University of Science and Technology
LSS	-	Logistics Support Services
MDPI	-	Management Development and Productivity Institute
MF/HQR	-	Mobile Force Headquarters
MOI	-	Ministry of the Interior
MSSAS	-	Mounted Squadron and Special Action Squad
NACOB	-	Narcotics Control Board
NPP	-	National Policing Plan
NPTS	-	National Police Training School
NSS	-	National Security Secretariat
OPS	-	Operations
PC	-	Police Council
PIPS	-	Police Intelligence and Professional Standards Bureau
PPAF	-	Policing Performance Assessment Framework
PSLN	-	Police Squad Lesson Notes
PTS	-	Police Training School
RC	-	Regional Commander
RDU	-	Rapid Deployment Unit
RSM	-	Regional Sergeant Major
SGU	-	Special Guards Unit
TNA	-	Training Needs Assessment
UG	-	University of Ghana
UNDP	-	United Nations Development Programme
VCIU	-	Vetting Crime Intelligence Unit
VVIPU	-	Very Very Important Persons' Unit
WAJU	-	Women and Juvenile Unit

EXECUTIVE SUMMARY

The Inspector General of Police, together with the Police Council, and the entire staff of the Ghana Police Service, are privileged to present this, our Second Strategic/ National Policing Plan, 2010 - 2014, as our commitment to fulfill our constitutionally approved mandate, using internationally accepted democratic policing principles and practices to deliver relevant services to all our stakeholders. The Plan covers three main areas. First is our collective vision and mission statements to guide fulfillment of our strategic/policing plan objectives. Second is our honest appraisal of our current resource capacity status expressed as our strengths, weaknesses, threats and the opportunities available to us to achieve our assigned objectives. Third, are our determined strategies, programmes and methodologies to overcome our constraints and achieve enhanced levels of protection of life and property that should meet the expectations of our stakeholders.

Our combined vision and mission is to be a world-class police service using democratic policing principles and internationally tested professional best practices to prevent and fight crime, detect, apprehend and prosecute criminals in order to progressively enhance the security and peace of our communities in Ghana. The mission is to be fulfilled by,

- preparing and implementing successive, five year strategic/national policing plans focused on the enhanced maintenance of law and order and the protection of life and property of all Ghanaians;
- installing effective democratic and international best practice policing mechanisms to manage, preempt the commission of crime, investigate and apprehend criminals;
- maintaining a consistent level of prosecution of offenders to act as a deterrent for criminals and to reduce the prevailing long periods of custodial detention..

These core objectives can be achieved with improved service delivery capacity, namely:

- developing a professionally competent police service through systematic recruitment of qualified staff, and regular training and development of all staff to establish a high delivery capability, functional discipline, integrity and fairness in dealing with the public;
- maintaining a high degree of accountability and economy in the use of scarce resources;

- maintaining a comprehensive and reliable database, equipping and strengthening, especially, the lagging investigative and prosecutorial functions of the Police Service;
- equipping the entire Service with adequate infrastructure, accommodation, logistics and funds to enhance operations.

In order to facilitate the effective discharge of our functions the GPS is divided into several departments, units, regions, divisions, districts, stations and posts. The current structure of the Service, installed by Government in 2009 has the IGP at the apex, supervising the entire range of eight Director Generals performing the key functions from Administration, the three core functions, Operations, CID, and Legal and five non-core support departments, Administration, HRM/D, Welfare, General Services, Technical Services and Research and Planning , see Annex B. This structure creates an inordinately wide and unmanageable span of control for the IGP. In Annex A, a more manageable structure has been agreed with HEMAB, in which the IGP delegates direct supervision and coordination of seven Departments to DG Administration, who is the most senior Commissioner of Police. He acts as the *de facto* Deputy IGP, in practice. This redesigned division of labour is intended to ensure a more equitable sharing of responsibilities and permit professionalism and specialization of skills and functions in all areas of our work. The IGP is enabled to focus on key policy issues and attend to the myriad leadership demands of Government, key stakeholders and the public. We must however bear in mind that no one department or function in the structure is more important than the other. All our activities are so important and interdependent for the fulfillment of our mission, that no one activity can be singled out as the most important. What is needed is for all of us to focus on and improve communications, between all departments, sections, units, as well as regions, divisions, districts, stations and posts and the Headquarters, in a network of constant and mutual cooperation, discussion, consultation and harmonization of effort, in order to achieve our common objectives.

Our major challenge in this second national policing plan is to sustain the culture of democratic policing principles and international best practices which will enable us to ensure the peace and security of all Ghanaians. To achieve this, we must address the following priorities. First, as a police service we must entrench public order management practices to reduce the overall crime rate to levels that will improve and eventually earn the people's complete trust of the Police Service. Second, we should provide citizen-focused police services which respond to the needs

of the communities and individuals for protection. In that regard we shall enlarge and equip our Community Policing Unit (CPU) to enable us operate nationwide. The community policing policy is a collaborative effort between the police and the communities primarily for fighting crime, providing security and safety for citizens in their communities. Working together with the people through Neighbourhood Watch Groups, the Crime Protection Assistants (CPAs) and police mobile patrols in the communities, we hope to inspire public confidence in the Police Service. Third, we must take action in collaboration with our partners, the other security agencies, and the public, to increase sanction detection rates and target prolific and other priority offenders. Fourth, we must focus on combating serious and organized crime with the primary objective to reduce people's concerns and fears about crime and other anti-social behaviour and disorder. It is our expectation that our declared Policing Plan targets will guide the development of regional, district and local yearly plans whose implementation will together lead to improved national policing results and positive strategic assessment of our performance. In the final analysis, we should be mindful of the fact that the development of our nation depends, to a large extent, on the environment created by the Police Service, of law and order, safety and security of life and property, for everyone to pursue their legitimate business in peace.

Recent increased demands on us, in the form of armed robberies, ethnic conflicts, cyber crimes, narcotic drugs trafficking, and increasing population pressure, continue to expose the inadequacy of our existing staff strength and capability or low police to population ratio, (PPR). In order to achieve the additional targets in our policing plan, and improve our police population ratio, our Staffing plan suggests an increase to our strength of at least 16,000 officers, both basic and graduate recruits in the next five years, up to 2014, to bring our total GPS staff strength to about 40,000.

As indicated in the IGP's maiden address, our first priority is to enhance the quality and professional status of the entire GPS staff to deliver world class services to Ghanaians. To achieve that our policy focus in our HRD Plan, is to provide training and development opportunities for each member at least once every three years, and this will cover staff, at all levels, ranging from the new police recruit up to the senior command and top management positions up to the IGP. More refresher courses will be implemented to continuously update the knowledge and skills of our staff in the core areas of activity, as well as, in integrity, discipline,

leadership and management skills, and respect and fairness in dealing with the public. We would increase our continuing education, upgrading or study leave programmes, in our effort to cultivate a learning organization. In addition to a new Staff College, new Police Training Schools are planned in the four remaining regions to increase our recruitment sources, and provide regional balance in the recruitment of Ghanaians into the Service. In particular, we need to improve the syllabi of all training programmes, revise the “Squad Notes” and “Service Instruction” manuals, strengthen our weak overall investigative skills and improve the quality and numbers of our staff trainers at all levels to deliver quality training for our staff.

The unavoidably large increase in our staff strength of up to 70% has major implications for staff accommodation, police training schools, in-service training venues, office space, and related equipment. Currently 25% of our staff are not housed at all, contrary to our conditions of service. Out of the 75% who reside in police accommodation only half have decent accommodation. The rest live in uncompleted buildings, offices, garages, and dilapidated buildings. This means that by 2014, when our staff strength reaches 40,000 we shall require immediate housing for 31,000. There are other key infrastructural demands that we shall have to address, but all these cannot be achieved overnight, and will be phased out in our successive medium term strategic plans up to the 2020s. All these will impose huge financial obligations, for which we shall look up to the goodwill of stakeholders and the public.

Police work, all over the world, thrives on a large mass of accurate and reliable information and communication networks, from which rapid analyses could be made and timely action taken. Currently, we have three IT units working separately, thus depriving the Service of the benefits of the unified and comprehensive database we need to operate as a world class service. Our Modernization Plan prescribes a unified IT Department for the Service and outlines our IT/ICT and other equipment needs over the next five years and beyond. With much improved equipment and communication system and effective management of data we should be able to improve our investigative capabilities and operate like the dependable, modern, world-class, police service we aspire to become.

Our recent focus on improving community policing services has led to the very rapid growth in popularity of the Domestic Violence Victims Support Unit (DOVVSU), formerly WAJU, as a

very important arm of the Police Service. Over the plan period we intend to widen the national coverage of the Unit, by staffing, equipping and housing the National Secretariat, as well as the regional, divisional and district offices, in order to adequately address the problems of the vulnerable, women and children all the way to the grassroots level. The DOVVSU staff will also benefit from special training programmes outlined in our HRD Plan to meet the Unit's peculiar skills requirements.

Our new motto is "To PROTECT AND SERVE WITH HONOUR." This underlines our overriding commitment to protect and serve all Ghanaians, in their communities, using democratic policing principles, to preserve their lives, property and personal dignity. Our aim is to earn the complete trust of the people, as a first step to salvaging our low public image. We intend primarily to redeem that image by cultivating a highly disciplined and professional corps of police officers, working closely with the public and delivering much improved services to all.

In order to improve our service delivery capacity, we need to further enhance our mobility and patrolling duties to meet the increasing crime rate and enhance our presence in the communities. Our policing plan calls for new ambitious targets and the up to 16,000 additional staff we plan to recruit by 2014, will demand considerable expansion of all our facilities, especially residential accommodation, vehicles, equipment and logistics management to upgrade our frontline policing and patrol duties. In all cases we have made a careful assessment of needs as the strict basis of all our procurement plans. We are also committed to a culture of planned, systematic, bi-annual maintenance plan for all our buildings, vehicles, IT and other equipment to ensure that we derive maximum utility from them.

Finally, we make this pledge as our commitment to the people of Ghana to follow democratic policing principles and international best practices in protecting and serving their interests during this plan period and beyond. "We will be tough on crime. We will be accessible to and protect people who need to call us. We shall be visible to people in the communities. We shall continue to convict and deter offenders. And we shall continue to serve Ghanaians, right in their communities, with due respect for their basic rights, and dignity, guided by the principle of fairness for all. If, in our zeal to earn the trust and support of our stakeholders, as is always the case, we unwittingly commit any excesses to the displeasure of our stakeholders, we will always

assure them of our primary desire to protect and serve their interests first, and then take swift action to deal with those officers who carelessly abuse our public trust.”

Paul Tawiah QUAYE
Inspector -General of Police,
Ghana Police Service,
Police Headquarters,
Accra.

November, 2009

Review of the First Strategic National Policing Plan (2006 – 2010)

The First Five-Year Strategic/National Policing Plan, 2006-2010, of the Ghana Police Service was completed in 2005, and finally approved by the Police Council in August, 2007. However, its implementation was not formally launched. Nevertheless aspects of the Plan, such as the organization structure, nomenclature of some positions like Director General, Strategic Direction and Management, a stipulated number of yearly recruitments into the Service, and progress in other areas, suggest a degree of implementation. This review of the status of the First Plan therefore is intended to establish what had been achieved by 2009, as the basis for determining what targets to pursue in the Second Five-Year Strategic and National Policing Plan, 2010—2014.

The focus of the review is on the extent to which the Police Service has been able to achieve some measure of progress or otherwise, in selected areas of its mandate, as derived from its mission statement, using data from 2005 to 2009, and analysis of such data over the period before looking forward into the Second Plan period, 2010-2014.

The following vision and mission statements have been more or less operational in the Ghana Police Service, since August, 2007 and are reviewed, as follows.

VISION: The vision statement from the First Strategic Plan, 2006-2010 was “*The vision of GPS is to be a world class police service committed to the delivery of planned, democratic, protective and, peaceful services with honour*”.

In response to suggestions to make the vision statement more explicit and professionally focused, the following statement is substituted and recommended. In order to clarify the concept, the ten points that characterize a world class organization are listed in Chapter 4 of this report. The modified vision statement follows: “*The vision of GPS is to be a world class Police Service capable of delivering planned, democratic, protective, and peaceful services up to standards of international best practice*”

MISSION: The mission statement from the First Plan is maintained as appropriate: *“The mission of GPS is to deliver services in crime prevention, detection, apprehension and prosecution of offenders, consistent with the expectations of Ghanaian stakeholders for maximum protection, safe, secure and peaceful communities.”*

Performance in Selected Areas of Activity

- **GPS Staffing / Manning**

Police Service employment increased by 35% during the First Five-Year Strategic Plan, 2006-2010 period, from 17,554 in January 2006 to 23,702 in 2008/9. The minimum additional staff target set in the Plan was 10,000, to be recruited mainly from the six basic Police Training Schools and graduates, to bring the total staff strength to a minimum of 28,000 and maximum of 40,000 by 2010, but those targets could not be met. Currently, there is need to serve an ever increasing population, estimated to reach 25 million in 2010, and to exceed 27 million by 2014, with the need to combat crimes with increasing levels of sophistication and to increase both the PPR and service delivery capability of staff. It will therefore be necessary to ensure an additional minimum recruitment of up to 16,000, over the Second Plan period, 2010—2014, to bring the total staff, this time to, at least, 38,000 or up to 40,000. This expected staff increase of about 70% over the Plan period has major implications for police accommodation and all other resource requirements. The focus, however, should not just be the PPR, and numbers, but on quality and professionally trained and utilized staff.

- **Police to Population Ratio (PPR)**

The PPR is a measure of the number of police officers available or needed to provide satisfactory services and protection to Ghanaians. Given Ghana’s population in 2005 of 21.13 million and of 23.9 million in 2008 the PPR had improved from 1: 1,204 in 2005 to 1: 1,008 in 2008. If the staffing level of 40,000 proposed in this Plan is achieved by 2014 when Ghana’s population would be 27 million, the PPR will be 1: 675. This will be the closest Ghana would come to the ideal PPR target of 1: 500 suggested by the UN for all countries. That target would ensure much improved service delivery and must be pursued. But, as suggested in the Plan, the increase in numbers must come in tandem with a systematic programme of professional training to equip them for effective performance.

- **Human Resource Training and Development**

There is a positive correlation between high performance levels and the levels of staff training and development. Generally training levels in the GPS have been low with clear evidence of unsatisfactory performance. For example, in 2007 a total of 4,709 staff were trained on a wide range of courses, out of which 2,577 were new recruits. That means that only a total of 2,132 staff, representing 9.0% of regular staff was trained that year. This, clearly is an unacceptably low rate of developing GPS staff, and is consistent with the IGP's major focus on increased training and development of all staff. In that direction the new policy focus of GPS should be the provision of training and development courses for every member of staff, at least once every third year. At that rate every member of staff will be assured requisite training, and up to two-thirds will be assured attendance of at least two courses over the Five-Year Strategic Plan period, 2010-2014. In order to implement this policy, it is recommended to build four new PTSs in the four remaining regions as a priority, both to provide regional balance in, and enlarge the sources of staff recruitment into the fast growing Police Service. Apart from the ten Police Training Schools additional space will need to be created, or rented urgently, in all regions. That will facilitate implementation of the new training policy requirement to plan and deliver in-service training/refresher courses, requiring class room facilities for up to 15,000 officers every year.

- **Operations Department**

Operations is the heart of every police organization, as it performs the major core activities of patrolling, protecting, guarding, securing the safety of life and property, maintaining law and order, and ensuring internal peace in the country. Examples of recent key achievements include, CAN 2008, State Visit of President Bush of USA, the UNCTD XII of 2008, the ACP conference, Committee for Joint Action Demos., Conflicts in Bawku, Suhum, Gbese, Anloga, Presidential and Parliamentary Elections, 2008, President Obama of USA's Visit in 2009, and President Kwame Nkrumah's Centenary Celebrations. A large percentage of its staff performs Guard duties at the Presidency, VVIP, Banks, Embassies, Public security Installations, etc. leaving inadequate numbers for other duties. Yet like all other Departments and Units of GPS, the constraints persist as; inadequate staffing, acute accommodation problems, lack of vehicles to perform basic duties and to give real meaning to the concept and practice of community policing, among others. A clear decision is proposed to formalize and commercialize Guard Duties as a way of generating much needed revenue to sustain the development of the Service. The

implications for this action include increases in staff numbers and professional training for staff assigned Guard Duties.

- **Community Policing Concept and Unit**

Consistent with the vision of GPS, since the First Strategic Plan, 2006, to be a world-class, democratic Service, committed to building partnerships and community engagement in its operations, a Community Policing Unit has been in operation. With limited resources and a staff strength of only 28, the Unit's experimental focus has been on selected areas of the Greater Accra region. The Unit's approach is mainly four pronged, i.e.

- a) Combined sensitization, outreach and Anti-crime Educational talks
- b) Formation of Neighbourhood Watch Committees
- c) The employment of Community Protection Assistants (CPAs) under the National Youth Employment Scheme, and
- d) The use of Police Bicycle Patrols, among other means of reaching out.

The concept of community policing is a world-wide experimental effort to forge collaboration between the police and the communities for fighting crime, providing security and safety for citizens in a way that permits the building of real partnership and joint responsibility for security in the communities. As a method of fighting the high crime rates in, especially, urban areas the concept and practice will need to be sustained and expanded, beyond Accra, to all key urban and crime-prone areas of the country within the next five-year plan period.

- **Cases Reported to the Police**

The number of cases reported to GPS for each of the last five years did not show any definite trend. It was 225,341 in 2004, 190,019, in 2005, 228,567, in 2006, 255,412 in 2007 and 239,823 in 2008. Given the 13% increase in Ghana's population and 35% increase in number of police officers employed since 2005, the number of cases reported could have been higher. Questions that need to be raised include, whether Ghanaians are not reporting more cases because generally problems reported to the Police Service are not satisfactorily addressed. Or could it possibly be that cases are being under recorded to fend off enquiry regarding low rates of investigation of those reported. But clearly the ability of the Police Service to investigate only about 20% of the average of the 230,000 cases reported each of the last five years constitutes very poor

performance. The Regional and Divisional Commanders should be held accountable for those cases reported and recorded but left uninvestigated under their jurisdictions. The general public's attitude seems to be that, nothing happens when cases are reported, so why bother, and that sums up the public image of the Service. That image is not positive, and is clearly inconsistent with the mission of GPS.

- **Cases still under Investigation**

It is not clear why between 2004 and 2008 more than 80% of cases reported to the police every year were not fully investigated and concluded. This seems inconsistent with the reports from the CID of cooperation of the specialized Units, like the Crime Scene Management Team (CSMT), the Forensic Laboratory and the Crime Data Service Bureau, (CDSB) Clearly the 80% of cases left uninvestigated every year, and why the cases reported have not substantially increased over the last five years, need to be explained by regional and divisional commanders, as a matter of urgency to resolve this indication of poor performance.

- **Cases awaiting Trial in the Courts**

On the average only 37% of cases sent to court for trial, between 2005 and 2008, were completed. Cases sent to court represent only about 13.% of true cases registered by the police. Apart from this indicating poor performance by the police, it could also mean that, either the Courts lacked capacity to try more cases sent to them, or the **Legal Department**, and the **CID** could not complete the pre-trial investigations for more cases to be sent to court. That again could point to inadequate investigative capacity on the part of the CID staff, and to the fact that the CID Training School has not functioned over the last three years.

- **Major Offences**

The statistical data on the major offences committed, ie., Murder, Robbery, Rape, Defilement, did not show significant variations over the period 2005 to 2008. With a growing population and a vigilant press the statistics would normally show an upward trend, or reflect effective police vigilance or other reasons. Could it be that people are not reporting cases to avoid the frustrations of inconclusive police investigations? The only exception in the records was Possession, use, distribution of narcotic drugs which showed a high yearly average increase of 10,9% over the period. The question, of whether any decreases in the data on the major offences committed

could be attributed to improved performance by the police, cannot be clearly answered, using the data recorded alone.

- **Criminal Investigations Department**

The CID under whose jurisdiction the last four points above fall is one of the largest departments of the Service, with 16% share of the total staff. It is supposed to handle the average of 230,000 cases reported each year. But on the average only 20% of those cases are investigated, leaving about 80% not completed each year. Such poor performance may however be only partly explained by the following constraints; i) it has been unable to train detectives since 2007 when the Detective Training School was gutted by fire, until 2009 when the BNI Training School admitted 50 CID officers, ii) an important investigative facility like the Forensic Science Laboratory has not been functioning since 2007, and is being refurbished by the European Union Grant support, iii). similarly the Criminal Data Services Bureau is almost dormant and in need of major refurbishment and modernization, iv) finally, detectives are forced to rely almost entirely on their own sources during the lengthy process of intelligence gathering and crime investigations. Those and other constraints notwithstanding, the performance level of the Department is rather low, at 20%, as CID staff seem unwilling to take the necessary steps to justify their employment and improve on the low investigation rates to at least 50% of cases reported. The other constraints that must be addressed include the GPS-wide lack of transportation, equipment, and accommodation.

- **The Motor Traffic and Transport Unit (MTTU)**

The GPS Annual Report, 2008, did not provide much statistical data to make a clear assessment of the performance of the Operation Department's performance, apart from the MTTU. Staffing is a problem given the fact that a considerable number are assigned Guard duties, at the expense of community patrolling and other duties. The Department has peculiar problems like special weapons and vehicles for riot and combat duties. However, it has also the same general problems of staffing, accommodation, equipment, and vehicles for patrol and other duties as the GPS as a whole.

The number of motor accident cases handled by the MTTU, and the number of convictions recorded showed no clear trend over the past four years. The number of staff of the MTTU

countrywide is 1,648, about 7% of the total GPS staff, in 2008, suggesting the need for a major increase in staff strength. The MTTU in the Accra Region, including the capital city of Accra, where most of the major national events and motor accidents are concentrated, has 520 staff or 2.2% of the total GPS staff strength. The Unit in the Accra region has only two (2) vehicles, and 21 motorcycles for patrol duties, in an area with the highest concentration of motorists, and which handled an average of 43% of the total national motor accidents in 2007 and 2008. Staffing, accommodation for staff, vehicles and equipment constitute the major constraints of the Unit, as for the Operations Department and the entire GPS.

- **Legal Department**

The Department performs a lot of internal legal functions in addition to referring investigated cases to the Attorney General's Department for prosecution. Its prosecutorial output however depends on the level of completion of investigations of cases referred to it by the CID, and that Department's work has been very constrained in recent years. The Department did not feature a report on its activities in the GPS Annual Report, 2008.

- **DOVVSU Staffing**

The number of DOVVSU staff increased from 162 in 2005 to 423 in 2008, out of which 80% benefited from training in 2008. The plan is to extend DOVVSU facilities to all Regions, Divisions, Districts and Desks. The First Strategic Plan proposed a staffing level of 1,043 by 2010. That number would need to be increased proportionately when the total GPS staff numbers increase by 70% in 2014. Currently, the Unit has 87 desks and offices throughout the country. There are 960 Regions, Divisions, Districts, Stations and Desks across the country. Like the other Departments and Units DOVVSU's other priority needs are, accommodation, transportation, equipment, and funding.

- **Projects Unit/Nationwide Accommodation**

Budgetary release of GHc553,000 for 2008, as for other years, could not fund the numerous projects designed by the Projects Unit. There are outstanding projects, ranging from locations across the country like, Cape Coast, Achimota, Police Headquarters, Elubo, Essiama Division, Takoradi, Sunyani, Koforidua PTS, the Forensic Laboratory in Accra, among many others. Commencement letters applied for to enable the Unit to implement those projects were reported

not to have been released. Similarly, renovation of many old structures, some dating back decades since first construction, remains stalled. This has been the pattern of neglect of Police accommodation problems over the past decades. The Unit reports that out of 24,000 GPS staff only 18,000 are housed. Only half of that number, of about 9,000 live in decent accommodation. This means that currently 15,000 staff require decent accommodation made up of 6,000 who are not housed at all and 9,000 without decent accommodation. By 2014 when GPS is expected to have 40,000 staff, 75% or 31,000 will therefore need to be housed.

In addition to the residential accommodation the Service needs office buildings estimated as; Headquarters buildings for 29 Divisions, 100 Districts and 200 Police Stations. As the IGP has already emphasized the accommodation needs of the Service constitute the major priority and cost area that must be addressed together with the increase in PPR over the Second Plan period.

- **Transportation**

The total number of vehicles held by all regions including the Headquarters and Police Hospital in 2008 was reported as 1,433, out of which 21% had broken down. The total number of Regions, Divisions, Districts and Stations and Posts across the country is 960. This means that each Region, Division, District, Station and Post could be allocated only one vehicle to carry out police duties. Given the predominant need for mobility in all aspects of the work of the police, the number of vehicles should at least be doubled. A case in point is the Accra regional MTTU which has only one vehicle for patrols in the whole capital city of Ghana! The problem of transportation therefore remains one of the major priority areas for a service whose effectiveness depends on mobility, patrolling and being there when it matters.

- **Communications / Information Technology**

Productive police work is heavily dependent on adequate communications. Yet in the GPS the acquisition, utilization and control of IT equipment are not adequately coordinated in the R&P, Payroll, CID and the Peacekeeping Units. As a result there is no dependable stock of IT equipment in the system, and based on that, a clear estimate of the numbers and types of such equipment to procure. The IT Modernization Plan attempts to provide an indication of needs. Sketchy information indicates that 530 of the total 807 police stations and posts have no radio communication equipment or direct phone lines. There are no internal telephone extension

equipment in 560 of the police stations. The Police Headquarters including the CID, has only 120 extension lines instead of more than the 1,000 needed. Modern communication equipment like mobile radios and Walkie-talkies are rare equipment for the majority of Ghana's police officers. It was noted that in 2008 the Bureau of National Communications contributed 1,200 Gota Handsets to enhance the means of communication in the Service. There is need for more effective management of the IT assets of the Service. Inadequate IT equipment remains a major weak link in GPS's performance.

- **Financing the Plan**

Budgetary provisions remained the major constraint during The First Strategic Plan, 2006-2010, as the records for 2005—2009, consistently indicated that eighty per cent, (80%) of the GPS remain budget, went into salaries, leaving only 20% for all other needs including investments, and critical needs like accommodation, equipment, etc. In effect the First Plan was not specifically funded to implement its planned programmes and projects. Funding, therefore remains the first priority need of GPS, to implement the detailed programmes and projects outlined in the Second Strategic Plan, 2010-2014, above everything else.

The First Plan had budgeted for a total expenditure of six hundred and forty-three million US dollars,(US \$ 643,921,421)This Second Plan, 2010 -2014 has involved more comprehensive coverage and costing with a total cost estimate of, two billion, nine hundred million US dollars, (US \$ 2,910,802,024). The GPS and Government will need to undertake a major fund raising exercise, far beyond the normal budgetary limits, in order to implement this very essential Plan.

For more detailed aspects of the areas outlined in this review the reader is referred to the specific reports supporting this Report.

CHAPTER 1

PURPOSE AND SCOPE OF THE STRATEGIC PLAN

1.1 Purpose of the Plan

This Second Five Year Strategic/National Policing Plan, 2010-2014 represents the second formal attempt by the Ghana Police Service to fulfill the combined specification of the strategic objectives, national policing targets and capacity building programmes and activities to be implemented over the medium term of five years, and beyond to 2020. The Plan seeks to fulfill the vision and mission of the IGP, the Police Council, the Directorate at the Police Headquarters, Regional, Divisional and, District Commanders, including all staff, in the stations, and posts of the Service and, will be implemented with the motto: “To Protect and Serve (Ghanaians) with Honour”.

The purpose for commissioning the Plan includes:

- The imperative for the GPS to focus on democratic policing practices, as mandated by the Constitution, in serving our communities, and the people, first, by reviewing the prevailing socio-economic conditions, stakeholders expectations, other environmental factors, the strengths and weaknesses of the Service and where the organization is or fits now.
- The need to set such formal direction and targets for the Ghana Police Service in its Strategic/National Policing Plan as to where the organization wishes to go. The specified direction of the Plan commits the IGP, Director Generals, Directors and other Service managers to be proactive, anticipate, recognize impending threats and, plan to seize the opportunities available to achieve their objectives.
- The National Policing Plan seeks to institutionalize the culture of democratic, non-coercive policing methods to achieve policing objectives, targets, and reporting practices, to tackle crime successfully from local to national levels and across borders.
- The clearer direction the Plan provides, of where we are all going, enables all officers to feel part of the team and process, to use their skills to make innovative and effective decisions, and as motivated staff to put in extra effort to move the Service ahead towards its mission fulfillment.

- It provides a basis for preparation of special purpose plans, like regional, divisional, district plans, financial business plans, human resource plans, equipment and materials procurement plans etc;
- The Plan finally provides key stakeholders, like the Police Council, Ministry of the Interior, funding sources like Government of Ghana and Development Partners, the Public and communities, useful information on which to base their investment decisions, for assessing the effectiveness of the Police Service and, to justify its continued existence and public support.

1.1 Scope of the Plan

This Second GPS Five Year Strategic and National Policing Plan (2010 – 2014) covers five years, and beyond up to ten years 2020, with rolling plans expected to be prepared yearly by the Police Headquarters, Regional, Divisional, District Commands, stations and posts, as inputs from all corners of the country. All levels of the Service need to commit themselves each year to the Plan, to update and make it current and relevant to the Service itself as well as to the nation.

This report incorporates the overall resource needs, for the programmes and action plans of the Police Service, in the financial plans proposed in Chapter 8 of this report. The relevant chapters are:

- Chapter 6 – Strategic Thrusts Medium-Term Plan Objectives and Strategies
- Chapter 7 – Programmes and Action Plans; and
- Chapter 8 – Financial Plans.

The overall resource needs of the Service captured in Chapter 8 of this Plan are derived from the following separate reports specified in the TOR of this Assignment, namely:

- GPS, Organization Design and Management.
- GPS, Human Resource Training and Development Plan 2010 – 2014
- GPS, Staffing Plan, 2010-2014
- GPS, Modernization/IT Plan, 2010-2014, and
- GPS, Domestic Violence Victims’ Support Unit (DOVVSU) Needs.

CHAPTER 2

PROFILE OF THE GHANA POLICE SERVICE

2.1 The Organization

The Ghana Police Service has, since its inception been in the frontline of the criminal justice system of Ghana. It is clearly, the most visible arm of government as the symbol of law and order, to the people. It was mandated by the Police Service Act 1970, Act 350, and continued in existence by Article 200 of the 1992 Constitution. It was made one of the fourteen public services in Ghana by Article 190 (1) (a) of the same Constitution.

The Service, earlier known as the Gold Coast Police Force, had a coercive military orientation, popularly called the *Buga Buga Boys*, in reference to the Escort police who were noted for their use of brutal force in operations. The Force predates the country's independence, in 1957, by over one hundred years. The first Gold Coast Militia and Police were known to have been put together by the British around 1844 from private troops guarding the coastal forts and castles. The British assumed full sovereignty over the Gold Coast in 1871 and by 1876 the Force was renamed the Gold Coast Constabulary with about 700 men. By the 1957 Independence Day, the work force had expanded to 6,000 officers and to about 19,000 in 1970 / 71. The size of the Service declined to 15,484 in 1992 and by 2001 there were 14,412 officers servicing a population of 18.9 million, which is more than double the population of 1970 / 1971. In December 2005 there were 17,944 officers serving a population of 21.12 million thus yielding a police population ratio of 1:1178. By December, 2008 there were 23,702 officers, serving a population of 23.9 million Ghanaians, yielding a police to population ratio of 1: 1,008. Based on the UN prescribed standard PPR of 1:500, the Service is obviously under-staffed. The functions of the Service have, however, remained basically unchanged since the Police Service Act 1970, Act 350, and the 1992 Constitution.

The Constitution mandates the Service to operate on democratic policing principles. In that regard, the GPS is now committed to a continuous transformation of its services from traces of its military and coercive policing profile into one operating on the democratic philosophy and international best practice of providing secure and peaceful community policing services. Among other strategies, such as increasing the number of officers on patrol duties in the communities, the Service has established a Community Policing Unit to coordinate the formation of CPUs

across the nation. Community Protection Assistants, (CPAs) are being recruited, equipped and, trained to employ non-coercive methods in the delivery of services to the communities.

A more detailed analysis of the organization and structure of the Service is presented in the Organization Analysis in Chapter 3, of this report.

2.2 Legal Mandate

The Police Service Act 1970, Act 350 Article 1 (1) spells out the basic functions of the Service as:

- To prevent and detect crime
- To apprehend offenders, and
- To maintain public order and the safety of persons and property.

The Police Force (Amendment) Decree 1974, NRC D 303, made the Service self- accounting and the 1992 Constitution, Article 200(3), which created the Police Service as one of the public services of Ghana, expected it to be “equipped and maintained to perform its traditional role of maintaining law and order”.

2.3 Other Statements of Functions

Some documents, such as the “GPS Organizational Structure and Functions for Schedule Officers” restate the functions of the Services as:

- The protection of life and property
- Prevention and detection of crime
- Apprehension and prosecution of offenders
- Enforcement of all laws, Acts, decrees and other regulations with which it is directly charged

2.4 Core and Non-Core Support Activities

In broad terms the expanded mandate from Act 350 of the Ghana Police Service covers the following areas:

- Protection of life and property
- Prevention and detection of crime

- Apprehension and Prosecution of offenders
- Preservation of peace and good order, and
- Enforcement of all laws, Acts, decrees with which it is directly charged.

Activities undertaken by the GPS, covering all of the foregoing areas, can be classified into two categories, namely:

- A) Core Activities / functions, and
- B) Non-Core Activities / functions

A. Core Activities

The core activities of GPS are those line or most important activities of policing which are the functions specified in the Police Service Act 350 and other legal sources as its mandate. They include the following:

- ✚ Prevention of Crime and Protection of life and Property through:
 - Patrol – foot and mobile
 - Traffic operations
 - Criminal Intelligence gathering
 - Investigation, Apprehension and prosecution
 - Records and Communications
 - Police Station operations,
 - Forensic Analysis

The core activities can be grouped under the following three main areas:

- 1) Prevention of crime and protection of Life and Property
 - i) Preventing the commission of crime (i.e. armed robbery, drug offences, sexual offences, murder)
 - ii) Patrolling to prevent crime, protect life and property in communities
 - iii) Traffic control and policy formulation
 - iv) Communication and Operation Room Control and Management
 - v) Apprehension of offenders, criminals, trouble makers

- vi) Resolution of conflicts, disputes, national disasters, police / military joint operations
 - vii) Coverage of Northern and Southern command areas
 - viii) Protection of commercial houses and places of strategic national interest,
 - ix) Protection to VVIPs, fixed duty at residences and as personal guards.
- 2) Detection of Crime and Apprehension of Criminals (CID)
- i) Investigation of crime of all types (Homicide, armed robbery, drug offences, etc)
 - ii) Creation of crime intelligence to detect crime
 - iii) Apprehension of offenders, suspects, etc. during investigation
 - iv) Registration of offences reported to the police CID
- 3) Prosecution of Offenders
- i) Remanding in custody
 - ii) Prosecution & putting arrested persons before court

B. Non-Core Activities

The non-core activities are those essential activities aimed at providing indispensable support, as such, for the performance of the core activities to achieve the mandate of GPS. They include the following:

- Administration (general)
- Finance
- Human Resource Management / Personnel
- Human Resource Development / Training
- Welfare
- Services, General and Technical – Health / Hospital / Clinics / Transport / Workshops / Tailoring / Catering
- Research, Planning and Development
- Professional Standards, monitoring

Structure for Achieving Objectives

In order to perform the core and non-core functions outlined above, the Ghana Police Service has established and mandated appropriate departments, and units. There are eight such departments, reporting to the IGP, each headed by a Director General, namely; Operations, Criminal Investigations Department, Legal, Administration, Human Resource Development, Welfare, Technical Services, General Services and Research and Planning. Finance is headed by a Director. There are also Regional, Divisional, and District Commands as well as Police Stations and Posts all reporting to the Administration at Headquarters. The structure as presented enables the IGP to take command and lead the Service through strategic planning and plan monitoring and evaluation to ensure that planned targets are successfully attained.

It is recommended that the IGP continues to rely on the Research and Planning Department, which should report directly to the IGP, not to DG Administration. The rationale is to fully inform and constantly update the IGP on current realities of the Service. This constitutes one of the key requirements for transforming and restructuring the Service to enable it to prepare and implement successive Five Year Strategic and National Policing Plans, monitor and evaluate plan implementation in order to constantly enhance police service delivery with the requisite effectiveness.

2.5 Clientele

The key stakeholders or clientele whose needs must be addressed by the Service include;

- The Government / State
- The public – individuals whose life and property need to be protected
- Various bodies, organizations, communities, groups in regional and local levels who need to be protected
- Other security agencies
- International Community / Donor Countries / Neighbours Multilaterals

2.6.1 Existing Vision and Mission Statements

The first Ghana Police Service Strategic/National Policing Plan 2006—2010, provided new vision and mission statements which are echoed in the *GPS Annual Report, 2008*. The two

statements, with minor modifications, are proposed to be equally valid for the Second Strategic Plan, 2010—2014, namely:

2.6.2 Vision: The vision of GPS is to be a world class Police Service capable of delivering planned, democratic, and protective services, up to standards of international best practice.

2.6.3 Mission: The GPS exists to deliver services in crime prevention, detection, apprehension and prosecution of offenders, consistent with the expectations of Ghanaians for maximum protection, personal safety, secure and peaceful communities.

2.7 Existing Organization Structure

The existing organization structure is based on the appointments made by the President in May, 2009. It is reviewed and modified to be consistent with the vision and mission statements in Chapter 4 of this report.

CHAPTER 3

STRATEGIC ANALYSIS

This section outlines, the stakeholder' analysis, the internal organizational analysis, external environmental analysis as international benchmarks and practices, and the SWOT analysis, as well as a review of overall performance, strategic areas identification and key strategic issues.

3.1 Stakeholder Analysis

The preliminary analysis of the main stakeholders of the Ghana Police Service leads to the identification of the following groups.

Government / State policy makers and leaders

These are stakeholders made up of the leadership of state, with policy making, oversight economic and administrative performance monitoring and evaluation responsibilities which include, the President, Parliament, Cabinet Ministers, Central management agencies, ministries especially MFEP, MLGRD, Ministry of the Interior the Judiciary, Attorney General and Ministry of Justice and the Police Council. These have direct responsibility for specified aspects of the policing functions such as protection of life and property, preservation of law and order and prosecution or enforcement of all laws, Acts and decrees as appropriate to ensure peace and national development.

The public, individuals

Stakeholders made up of the public individuals with various degrees of property ownership and quality of life who need their lives and property protected in an atmosphere of peace and good order, and in whose interest offenders must be apprehended, prosecuted and locked up as appropriate. They see the Police as eventually protecting the development of their country. They are the most direct beneficiaries of the Police services.

Communities, Interest groups at regional and local levels

Stakeholders made up of organized communities interest groups, regional and local level organizations who have both professional and private interests in the preservation of life and property, to protect and enhance local and national development and the enforcement of laws and

regulations, which ensure their existence and protect their interests such as CSOs, CBOs, Professional Associations, Religious bodies.

Security Agencies and Linked Agencies

Stakeholders whose outputs depend on the Police Service are complementary to or interdependent to the extent that one is incapable of performing adequately without the others' inputs, especially the Prisons Service, the Fire Service, Attorney Generals Dept., the Judiciary, the Armed Forces, CEPS, the Immigration Service, BNI, NACOB, NSS.

Employees and Staff Associations of GPS

Stakeholders made up of employees at all levels, staff associations, like the ARSPO and, management of the GPS who maintain a career working in the organization and have a direct interest in its continued existence, improved conditions of employment, their progression in the organization and its enhanced public image.

International Community, Neighbouring Countries, Donors

Stakeholders made up of various interests such as collaboration in law enforcement across national borders (INTERPOL) prevention of across border crime at points of entry with neighbouring countries (Togo, Burkina Faso, Cote'd Ivoire) exchange of know-how and experience or development partners or donors who may offer assistance to develop the Police Service for a number of reasons of interest to them such as the ADB, bilateral and multilateral donors, UNDP, World Bank, etc.

All these stakeholders expect the Police Service to protect their interests, create the atmosphere of peace in order to carry out their activities successfully and promote the development of the country to further their interests. Apart from the individual expectations of all the stakeholders, the state expects that the Police Service by its devotion to its mission will provide the stable environment for the implementation of the policies intended to ensure the eventual development of the country into the middle income one. The table 3.1 captures the interests of stakeholders and their relative power to influence the mission attainment of the Police Service.

Table 3.1: Stakeholder Analysis

STAKEHOLDER	EXPECTATION / INTEREST	RELATIVE POWER TO INFLUENCE MISSION
Government / State	<ul style="list-style-type: none"> Contribute to the realization of policy objectives, protecting lives, property, creating the environment of peace, stability, to expand investments in the economy, create employment and ensure national development 	High
Public / Individuals	<ul style="list-style-type: none"> Life and property protection, peace and order in the country to enable them go about their business. 	High
Communities / Interest Groups	<ul style="list-style-type: none"> Peace and order in communities, growth in interests and business make for national development. 	Medium
Security and Other Linked Agencies	<ul style="list-style-type: none"> Linkages, collaborative and interdependent relationships which make for mutual success in security services delivery. 	Medium
Employees and Staff Associations of GPS	<ul style="list-style-type: none"> Continued existence and growth of GPS and improved conditions of employment enhance their lives 	High
International Community, Donors, Neighbours	<ul style="list-style-type: none"> Cross-border and internal crime control, enhances environment to pursue business interests. 	Medium

3.2.1 Strengths, Weaknesses, Opportunities and Threats – SWOT Analysis

3.2.1 Internal Organizational Analysis

3.2 1.1 Organization and Management

Review of Organization Structure: The management of the Ghana Police Service, as appointed by the President, in May, 2009, comprises the Inspector General of Police at the apex. He supervises eight Heads of department or schedule each of the status of Commissioner of Police. Heads of schedule have been designated, since December, 2005, as Director Generals. The Chief Staff Officer and the DCOP Special Duties in the IGPs Secretariat report directly to the IGP. See Annex A for the Organization Structure. The appointments effectively eliminated the posts of Deputy Inspector Generals of Police, (DIGP).

In the existing structure the IGP is expected to supervise eight Departments directly, namely Operations, CID, Legal, Administration, Human Resource Development, General Services, Technical, Administration, Welfare and Research and Planning. All these departments are expected to be headed by Commissioners of Police with the IGP's Secretariat headed by a DCOP Special Duties and the Chief Staff Officer.

In addition to the National Headquarters headed by the IGP as the overall Command, with Control, Supervision and Monitoring responsibilities, there are twelve regional command structures, including Railways, Ports and Harbours, headed by regional commanders of DCOP status located at each regional capital. Regional Commanders report to the Headquarters through the head of Administration. Eleven of the Regional Police Commands are located in Accra, Tema, Ashanti, Eastern, Western, Central, Brong-Ahafo, Volta, Northern, Upper East and Upper West. Regional Commanders are in charge of both administration and operational issues, but report to the IGP through the DG Administration. Each Regional Commander is assisted in the overall management and handling of operational issues by a Regional Operational Commander.

Available data from the 2009, GPS Statistical State of Formation sheet, indicates that there are now 51 instead of forty two (42) divisions, in 2007, spread over the regions, and each is headed by a Divisional Commander who reports to an appropriate Regional Commander. Each division is divided into districts with District Commanders in charge of a total of 187 now. District Commanders have direct control and supervisory responsibilities over the current 674, Police Stations and Posts spread over the country (GPS Statistical State of Formation Records, 2009).

Policy Making: The Central Policy making organ for the Police Service is the Police Council of which the Inspector General of Police is a member. At the Regional level the

Regional Police Committee is the main policy making body representing the Police Council and the Inspector General of Police in supervising the conduct of the Police personnel in the region. The RPC is expected to advise the Police Service in the region. Policy decisions made by the Police Council affect all staff of the Police Service both at the central as well as the decentralized regional, divisional and district levels.

Day-to-day management: The Inspector General of Police and the Director Generals carry out the day-to-day top management functions at the central level of the Service at the GPS Headquarters. The Regional Commanders and their Divisional heads ensure the smooth day-to-day administration of the regions and divisions, as do the District Commanders in the Districts and, heads of the stations and posts at the lower levels.

3.2.1.2 Key Issues on the Organization and Management

Evidence on the ground and a survey of senior management, to determine their views on the following areas, elicited varied facts and responses on the list below;

- Corporate Governance
- Management Practice
- Human Resources and Development/Training
- Financial Resources
- Service Delivery
- External Relations
- Sustainability of mandate

Corporate Governance: The priority areas identified include concerns with the abolition of the posts of the two Deputy IGPs, thereby unduly widening the span of control of the IGP, and isolating him, which could potentially render him ineffective. There is need to update the prevailing Five Year Strategic/National Policing Plan into this Second Plan for the next five years, 2010 to 2014, to provide clear policy direction for the immediate to long term future. Democratic governance of GPS requires the involvement of the HEMAB in discussing, arriving at corporate level decisions and to have joint responsibility with the IGP for critical final policy decisions on, for example, appointments, promotions, postings, and financial matters, among others.

Management Practices: Here the problems include the present confused GPS organization structure, making it necessary for HEMAB members, during their Orientation, to agree on an improvised structure to permit some balance in the sharing of responsibilities and to ensure effective performance. There is lack of centralized IT coordination and control and effective information system, unclear recruitment and personnel practices, unclear bases for selecting staff for refresher and other staff training and development activities, as well as an inadequately implemented strategic policing plan and performance monitoring system.

Human Resources: The problems identified include inadequate Police Population Ratio for a population of 24 million Ghanaians for effective performance, lack of certain professional skills and knowledge, lack of competitive salary and benefits policy, and vacancy positions in middle management. The prevailing policy focus is to provide adequate professional training at all levels with the objective of continuously enhancing their skills to achieve optimum performance targets.

Financial Resources: The problems include inadequate funding to run an effective modern police service, or pay competitive salaries, to provide adequate housing for the increasing number of officers, inadequate budgetary authority at the decentralized levels, inadequate procurement and inventory control systems, and inadequate internally generated funds.

Service Delivery: The problems include lack of full appreciation of the importance of the customer or stakeholder, the public in a democratic dispensation, for whom the entire Service exists to protect and serve and, unclear yardsticks with which to measure staff performance and overall service delivery success.

External Relations: The problems here include inadequate public relations and education on the work of the Police as the partner to crime prevention, concerns with the negative public image of the Service as, perhaps, the most corrupt organization in Ghana, and how to win the trust of the public that will enhance operational effectiveness.

Sustainability: The priority need here is to develop a shared organizational vision and mission with all staff and other stakeholders, including civil society. The lack of alternative sources of funding the Police Service other than the limited Government subvention and periodic donor support limits its development. There is pressing need to find innovative means of generating other sources of funding the Police Strategic Plan to enhance its continuous growth, and service delivery to the nation.

3.2.1.3 Policing Environmental Factors

Environmental scan reveals the key elements shaping policing priorities as:

Government and State

- The Government is expected to pursue policies of stabilization and growth of the economy leading to national prosperity in which Ghanaians will continue to expect to be protected by the police, to provide a secure environment for them to enjoy the increasing national prosperity.
- The strategy will address the issue of increasing Government support with equipment, logistics, and adequate funding, among others, for modernization of the Service to perform better.

Social and Demographic

- The population of Ghana is expected to reach the 25 million mark by 2010 and 27 million by 2014. An increasing population will lead to increased demand almost double the present staff, to deliver effective police services.
- The population increase may be concentrated in urban and other areas where unemployment is high and, the crime rate also tends to be high.
- The Strategy will address the issue of providing adequate services to cover both possibilities.

Economic Factor

- Ghana's economy after the recorded high growth of 7.3% in 2008 is expected to continue to grow steadily in the years ahead. There are complex relationships between performance of the economy and crime and offending rates.
- However Global and Ghanaian economic conditions are unlikely to impact very severely on patterns of offending and policing.

Youth Crime

- Violent crime includes family violence, murders, sexual crimes and street disorders. Surveys show that a small number of people (mainly women and children) suffer a disproportionate level of victimization or violence and sexual offending.
- Reducing violent crime is a national policing priority spearheaded by the GPS Domestic Violence Victims Support Unit, DOVVSU, formerly WAJU.

Organized Crime

- Research has shown that organized crime is heavily involved in production and sale of drugs, armed robbery and other violent crimes. Organized crime, human trafficking, smuggling, money laundering, arms trafficking and terrorism are matters of ongoing global concern.
- The strategy aims at reducing organized crime as a national priority

Road Policing

- Ghana's road safety record lags behind international leaders and must be improved. Analysis shows that over-speeding, alcohol abuse, bad roads and other human

conditions are contributors to road crashes and that crashes can be reduced through consistent Police enforcement activity.

- The strategy recognizes that road policing is a national policing priority.

New Technology

- The increasing use of technology by criminals, in areas like cyber crime “Sakawa” and other computer assisted fraud means that some types of crime can be committed with a degree of anonymity, sophistication and impunity. Increases in computer access and mobile phones ownership pose challenges to law enforcement.
- The strategy supports developing Police technological capability to combat those crimes.

Burglary

- Burglary accounts for about 15% of crime, but it is of high concern to the public, especially armed robbery, which lead to loss of property, privacy and life.
- The strategy signals that reducing especially armed robbery is a national priority.

Recidivism

- Repeat offending is a major concern with research showing that certain offenders are 40% or more likely to be reconvicted within one year or twice within two years. Recent evidence in Ghana supports this fact.
- The strategy is to target recidivist offenders.

Public Confidence in Police

- Public trust and confidence and general public satisfaction with the police are both necessary for combating crime and making the Police work better. Police provide public safety and must be perceived as professional, competent and trustworthy.
- The strategy emphasizes the need for effective policing services, public trust and a police service of high integrity.

3.2.2 Overall Organization Strengths, Weaknesses, Opportunities and Threats

3.2.2.1. Strengths

In spite of a number of constraints, the following strengths were identified in the GPS:

- Pool of skilled, professional and experienced staff able to manage the top and senior management positions effectively.
- Clear legal mandate supports its functions.
- Public education and awareness through the Police Website and Public Affairs Unit
- Crime combat campaigns and enhancing public image of the police.
- Positive international image from representation of GPS on UN and AU Peacekeeping Operations.
- Focus on Community Policing and improving service delivery to the communities
- Creation of Esprit de Corps and cooperation between the Police Service and other security agencies in joint operations such as “Operation Calm Life”
- Enhanced mobile patrol to combat Armed Robberies and other crimes
- Strong Government support of GPS for crime prevention and protection of life and property of Ghanaians
- Commitment to Strategic planning to ensure systematic fulfillment of the objectives of its declared vision and mission

3.2.2.2 Weaknesses

- Inadequate staffing, low PPR, militates against meeting GPS objectives.
- Inadequate residential accommodation restricts recruitment of needed staff
- Inadequate and dated IT communication equipment renders GPS ineffective.
- Weak public image of GPS as one of the most corrupt organizations.
- Inadequate office equipment for normal job performance
- Inadequate funding for infrastructural development.
- Inadequate Police Training Schools to train new recruits across nation
- Inadequate in-service and refresher training of especially the junior ranks.
- Poor training facilities for in-service training at GPTS
- Poor examination and intelligence analysis at Forensic Laboratory
- Lack of Automated Fingerprint identification for investigations
- No functioning CID Investigators’ Training School.

- Low rate of investigation, (20%) of cases reported to the police yearly.
- Low rate of prosecution of cases reported to the police yearly.

3.2.3 External Environmental Analysis/ Opportunities and Threats in the Environment

The environmental analysis conducted during the study yielded a number of opportunities and threats that the Police Administration should take note of and address in its future operations, namely:

3.2.3.1 Opportunities

- Growing cooperation between Police and other security agencies in Ghana and abroad for mutual support and greater effectiveness in police performance
- Avenues for revenue generation exist in a number of activity areas that could be explored, such as Guard Duties
- Comprehensive Training Funds could be marshaled, from local and foreign sources, for staff training and development towards a professional Service
- The Ghana Police Service could be made to perform at world class levels through planning, reorganization, staff training and modernization of equipment, ICT, etc

3.2.3.2 Threats

- Fast growing population and urbanization could increase the number of criminals to combat and lives and property to protect
- Short term and frequent changes in leadership of the Police Service undermine effective leadership and performance
- Influx of refugees across the borders could bring in people with criminal backgrounds
- Chieftaincy, land, inter-ethnic conflicts and other disputes threaten life and property and exert pressure on service delivery.
- Proliferation of locally made and imported shot guns and, weak patrol of borders could increase violent crime
- Poor governance and conflicts across borders could threaten peace in Ghana
- Lack of Automated Fingerprint Identification System and a computerized criminal Database at the CID Headquarters delay investigation of cases
- Labour and Industrial unrest could threaten life, property and social harmony

3.3 Strategic Areas / Identification and Prioritization

The following strategic areas normally represent major factors that decisively affect and influence the direction of any organization; service delivery capacity; services delivered and customers needs; cost effectiveness; Technology, Organizational Image; Method of Reaching Customers and Geographical coverage. Applied to the Police Service the prioritized list that emerged in order to achieve the mission of the Service was the following:

1. Service delivery capacity
2. Services delivered and customer needs
3. Technology
4. Organizational Image
5. Cost effectiveness
6. Method of Reaching the Public (customer)
7. Geographical coverage

Although all the strategic areas are important for mission attainment, the most decisive ones for the Police Service as priority areas are, in that order, Service Delivery Capacity, Services Delivered and Customer Needs, Technology and, Organizational Image.

3.4 Key Strategic Issues (Statements)

3.4.1 Strategic Area 1: Service Delivery Capacity

Service delivery capacity involves the ability of the Police Service' to perform and deliver appropriate service to the customers. There are four segments, human resources capacity; management, equipment and material resources and physical infrastructure.

3.4.1.1 Human Resource Capacity

The Issue: How can the GPS improve its human resources capacity to discharge its mandate effectively?

There is an upsurge in crime especially armed robbery in recent times and the Service does not have enough officers in all critical areas for action. The Service has to recruit and train its own

staff to meet all exigencies. There is however acute shortage of funds to recruit and retain good police officers. If this situation is not addressed the crime rate could engulf the whole nation, making it impossible for the Police Service to fulfill its mandate.

3.4.1.2 Management

The Issue: How can the GPS strengthen its internal management systems so as to improve its effectiveness?

The management culture in the GPS has not internalized strategic planning to organize and achieve its objectives in a systematic and planned framework. There is inadequate decentralization to the regions and Districts, and Divisional heads are not adequately coordinated for the Service to operate as a team guided by common objectives. These conditions suggest that management skills and practices need to be improved. If this situation is not resolved through strategic planning and training, the GPS cannot operate effectively to achieve its mandate.

3.4.1.3 Equipment and Material Resources

The Issue: How can the GPS improve its equipment and material resource to facilitate its operations and effectiveness?

Like all other organizations, the GPS needs appropriate, adequate and well-maintained equipment to function effectively. Due to resource constraints, the Service does not have the quantity and quality of equipment and materials it needs to function effectively. Some of the equipment available are too old and not sufficiently maintained to operate effectively. Poor maintenance culture and inadequate materials and logistics continue to create problems of ineffective performance. If this situation is not resolved, the GPS will remain incapable of responding appropriately to increasingly sophisticated demands by the public for its services.

3.4.1.4 Physical Infrastructure

The Issue: How can the GPS secure the means to put in place adequate infrastructure to provide adequate office space, storage for materials, residential accommodation barracks in the capital, regions and districts?

Inadequate infrastructure in the form of residential accommodation in all regions and districts has characterized the service for some time. If the physical infrastructure deficiencies are not resolved, the GPS again cannot meet the demands on its services all across the nation. The trust and public confidence in the Police can be seriously eroded.

3.4.2 Strategic Area 2: Services Delivery and Customer Needs

The Ghana Police Service like all other organizations exists to perform certain constitutional, statutory or non-statutory functions. The existence of GPS can be justified only if it continues to perform its accredited functions successfully by meeting the needs and expectations of its customers, clients or stakeholders to their satisfaction. The major services offered and associated strategic issues which are considered in this section include; protection of life and property, prevention of crime, detection of crime, apprehension of offenders, prosecution of offenders, criminal intelligence, women and juvenile work, and overall peace and prosperity.

3.4.2.1 Protection of life and property

The Issue: How can GPS ensure that citizens' life and property are well protected?

This is the most fundamental rationale for establishing a functioning Police Service in society, for people to feel secure and confident that their lives and property are protected. In recent times, with increased armed robbery and murders committed in the process of burglaries, people feel insecure and feel the need, more than ever before, to be protected by the Police. Increased police presence in communities and decreased incidents of crime will assure citizens of their safety.

3.4.2.2 Prevention of Crime

The Issue: How can GPS achieve more prevention of crime to make its operations cost-effective?

The Ghana Police Squad Lesson Notes underline the saying that prevention of crime is more important than detection or prosecution of offenders after the offense. Prevention of crime saves lives, time, money, property, manpower, etc. There is therefore the need for GPS to concentrate

as much as possible on crime prevention, by being proactive, anticipating and preventing crimes before they are committed.

3.4.2.3 Detection of Crime

The Issue: How can GPS achieve greater success in crime detection in order to apprehend criminals?

The reliable flow of quality information and intelligence is essential to focus police effort during crime detection. There must be substantial investments made in information technology and intelligence analysis to improve targeting of police effort. The challenge for the police is to gain greater effectiveness from its investments in intelligence to support its strategic goals, and to increase those investments.

3.4.2.4. Apprehension of Offenders

The Issue: How can the GPS achieve higher levels of apprehension of offenders?

Successful detection of crime leads to apprehension of offenders for the legal process to take its logical course. In Ghana, the recent increases in the number of people in remand custody means the apprehension process is working faster than the investigation, prosecution or disposal of cases and considerable delays in dispensing justice have become common. Apprehension like detection depends on the quality of intelligence available, and that should be the target to strengthen the intelligence gathering process and increase the number of officers working in the area.

3.4.2.5 Prosecution of offenders

The Issue: How can GPS ensure higher levels of prosecution of offenders apprehended?

Prosecution of offenders is the end of the process of crime detection and apprehension. Normally the Police depend on the Attorney Generals' Dept. to effect prosecution and dispose of the cases. There is also need for the CID and Legal divisions of the Service to cooperate in the apprehension, custodial and prosecution processes. But roles appear to be confused and the Legal Division does not seem to handle prosecution as the name suggests. The CID after detection and apprehension of criminals is saddled with prosecution as well. Currently (from

2008 records) there is the unsatisfactory situation where about 78.6% of all true cases reported in 2008 remained under investigation by end of the year.

There is need to clearly define roles of the CID and Legal departments to ensure that the process of crime control is effectively managed up to the prosecution stage to avoid duplication and achieve a record of success for both departments. The rather slow investigative processes need to be streamlined and investigators adequately trained.

3.4.3 Strategic Area: Technology

Modern technology has drastically reduced the time it takes to do business and considerable investments in them seem justified. But Ghana as a whole and GPS in particular has not kept pace with necessary investments in the area. Meantime, the increasing uptake of technology by criminals means that some types of crime can be committed faster and with a greater degree of anonymity and impunity.

There is need for legislation to handle technology related or cyber crimes and to clarify the new responsibilities for the Police. Failure to keep pace with changing technology would mean the police will become obsolete and redundant in the face of hi-tech cyber crimes, and other disorders.

3.4.4. Strategic Area: Organizational Image

Organizations acquire a positive public image if they build a reputation of delivering their accredited services to the expectations and satisfaction of customers or stakeholders and the wider society. The satisfaction and goodwill of the public translates into open support and cooperation with the organization which in turn makes it easier to achieve improved organizational results. The Police Service everywhere thrives on information and evidence provided or volunteered by informants. Such information flows more willingly and freely if the public has a positive image of the Police Service serving the communities and all individuals well and fairly.

Throughout the implementation of the Plan GPS will consciously have to strive to always meet the approval and satisfaction of the public in order to enhance its image, as a caring, protective,

democratic and fair organization ready to deliver needed services and to work closely with them. A poor or negative public image will lead to lack of cooperation and a corresponding ineffectiveness in the performance of the Service.

CHAPTER 4

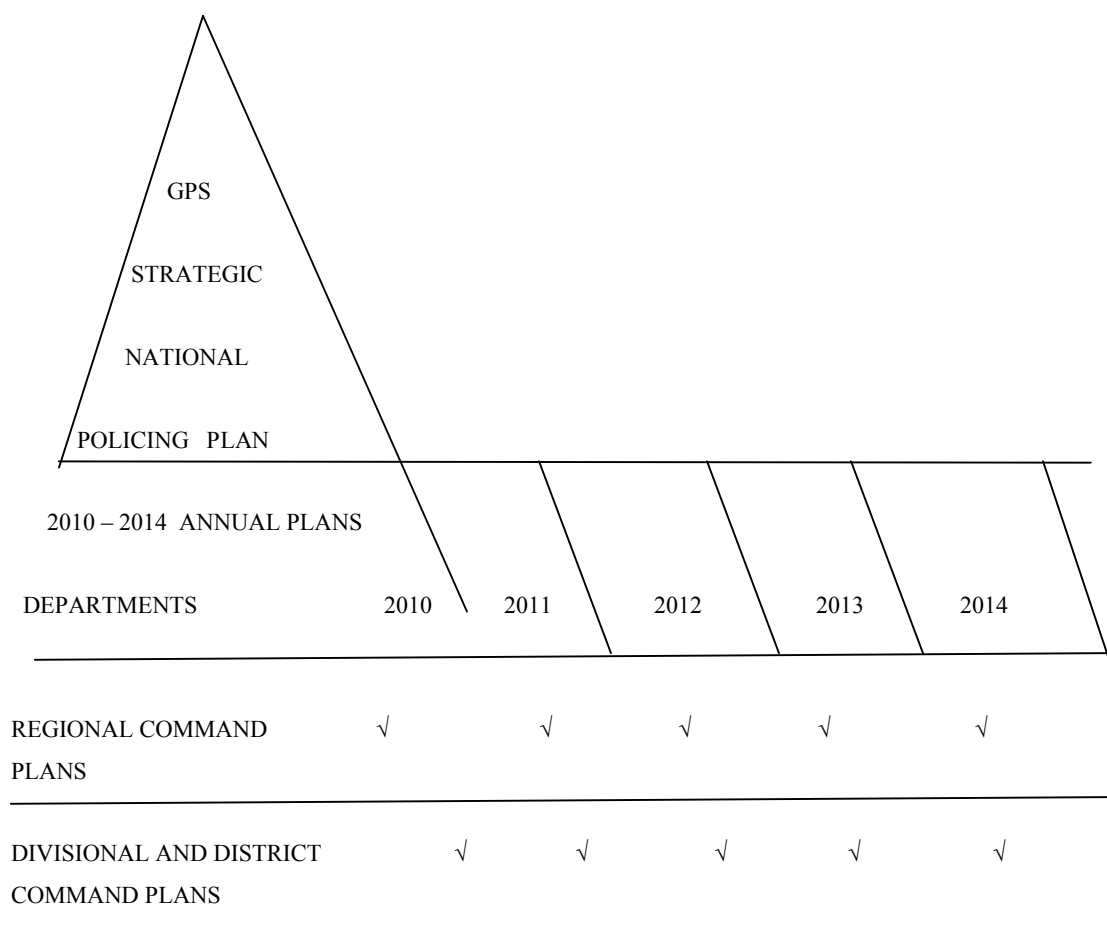
STRATEGIC DIRECTION

4.1 Strategic Direction Statement

The strategic direction statement of the GPS, for this Second Plan, 2010—2014, is what must be done to, and by the Service, to enable it fulfill its vision and mission and its ultimate mandate for the maintenance of law and order in the country. During the strategic analysis what became clear was the need to focus on democratic policing philosophy and building service delivery capacity, to deliver satisfactory services to the public, in order for the Police Service to justify its existence to Ghanaians.

The Strategy is the primary decision-making and planning guide. Detailed activities will be set in the Annual Policing Plans and the Departmental, Regional, Divisional and District command plans, by the Police Commanders, whose responsibility includes implementation at the various service levels and action centers.

The annual planning process details how the Police will manage resources to achieve its strategic objectives year by year and link to the objectives set in other guiding strategies such as the Crime Reduction Strategy and National Road Safety Strategy. Key goals identified in both the Strategic Plan and the Annual Policing Plans are monitored and evaluated. Police performance will also continue to be actively monitored and reported on in greater detail in the Police Annual Reports by the IGP.



During the planning period, the Ghana Police Service intends to improve its services to meet the demands of a credible democratic and community orientated culture in line with the expectations of Ghanaian stakeholders. The GPS will continue to place more emphasis on the following strategic areas:

- The enhancement of its service delivery capacity by improving the quality of staff, improving its internal management through restructuring, improving equipment and institutional resource base, improving its physical infrastructure and its financial capacity.
- The improvement of services to Clients/stakeholders, using democratic principles and methods to control riots, reduce crime, disorder and, the fear of crime, as specified in the National Policing Plan and the Police Performance Assessment Framework (PPAF) to be introduced.(See Annex
- The introduction and use of appropriate communication and information management technology, and

- Improvement of the image of the Police Service

Key Themes for the Strategic/ National Policing Plan

The key issues to be noted in the wider discussion contained in this Strategic Plan include a commitment to:

1. **Target and Focus**, in the National Policing Plan, on core operational policing to increase safety and reduce crime, on prioritizing crime and safety or reoccurring crime and security problems, recidivist offenders, repeat victims and high impact volume crimes.
2. **Achieve National Policing Plan Priorities** and targets for violence, youth safety, organized crime, burglary and road safety, in addition to regional / district priorities for local crime safety issues.
3. **Build Partnerships and Community Engagement** with central and local government, non-governmental organizations, communities / local authorities, individuals and international policing agencies (Interpol). Emphasis will be placed on collaborating with and supporting partner agencies to play their role to achieve common objectives.
4. **Use problem solving and intelligence** approaches together with good basic democratic policing principles in tackling their mandate.
5. **Continue to Build a Skilled and professional workforce** of capable officers with emphasis on integrity, capability, leadership and management skills, as a basic strategy and retaining skilled staff in core operational roles.
6. **Allocate Resources** based on priority and changing needs, locally and nationally.
7. **Monitor and Evaluate**, determine what is effective by creating a culture that challenges, consults and compares what police officers do, to find the most effective best practices to achieve the desired results.

4.2 GPS Vision and Mission Statements

The vision and mission statements to guide GPS's strategic activities over the Second Five-Year Strategic Plan period, 2010—2014, are the following:

4.2.1 Vision: *The vision of GPS is to be a world class police service capable of delivering planned,, democratic, protective and, peaceful services, up to standards of international best practice.*

A world class organization is characterized by the following ten performance measures:

1. Top management has made a commitment, which is circulated in writing throughout the organization, to create a world-class organization.
2. Strategy and business objectives are customer-centered, regularly reviewed, updated and widely communicated within the organization.
3. Management's leadership style encourages people to use their initiative and manage themselves and to accept personal responsibility for satisfying their customers.
4. The supply of qualified, competent and flexible staff is sufficient to meet operational demands, change and contingencies.
5. Utilization of organizational resources is as good as, if not better than the best competitor.
6. Productivity, unit costs and flexibility are as good as, or better than the best of the competition.
7. Customers rate the quality of services and products highly in relation to those of other service providers.
8. Employees express satisfaction with the way they are managed, developed and their skills used.
9. The local communities express satisfaction with the organization's impact on environmental and safety matters and its involvement in community activities.
10. Investors express satisfaction with the organization's business results which are as good as, or better than, the best of the competition.

4.2.2 Mission: *The GPS exists to deliver services in crime prevention, detection, apprehension and prosecution of offenders, consistent with the expectations of Ghanaians for maximum protection, personal safety, secure and peaceful communities.*

The mission will be fulfilled by:

1. Preparing and implementing successive five-year strategic and national policing plans and regional and district yearly rolling plans

2. Installing effective investigative mechanisms for crime detection and crime prevention
3. Maintaining a consistent level of prosecution of offenders to act as deterrent for criminals and to reduce the long periods of custodial detention
4. Developing a professionally competent work-force that exhibits a high sense of discipline, integrity and fairness in dealing with the public
5. Maintaining reliable and comprehensive database to strengthen the investigative and prosecutorial functions
6. Maintaining a high degree of accountability and economy in the use of available resources

4.3 Corporate Values, Behavioral Norms and Standards

The fulfillment of the stated vision and mission of the Ghana Police Service will depend on the commitment in the form of corporate values, behavioral norms and standards with which the entire staff of the Service embrace those values and standards. This commitment will energize, drive and improve the performance of all staff towards the fulfillment of the vision and mission of the Service.

The stipulated values, behavioral norms and standards will also provide the standards that stakeholders expect in their relationships with the Service. The corporate values, behavioral norms and standards that the staff of the GPS shall be expected to internalize and portray in their daily activities include, leadership, integrity, creativity, and service excellence.

Leadership

- Entrench democratic policing philosophy and practices in all you do
- Take firm responsibility for making things happen.
- Use your skills and energy for the benefit of GPS and not just yourself.
- Demonstrate positive commitment to success in your assignments
- Strive to recognize and act to meet the needs of those under your direction

Integrity

- In all you do be completely reliable, trustworthy, honest and fair
- Uphold professional opinions and standards without compromise
- Take personal responsibility for challenging the integrity of your own behaviour

- Uphold the rule of law
- Consult with and be responsive to the needs, welfare and aspirations of all police staff

Creativity

- Renew yourself through constant learning
- Be open and research minded to develop innovative and unique ideas
- Recognize success and learn from and understand failure.

Service Excellence

- Be driven by excellence in all that you do
- Maintain professionalism at all times
- Always strive to make your customers, clients or public satisfied and respected
- Seek and act on client service expectations to achieve world-class value added service
- Obtain feedback regularly from customers or public on your performance.

4.4 Aim

The aim of the Police Service throughout the Plan period is to work closely with communities to reduce crime, disorder and the fear of crime and to create the conducive environment for national development.

4.5 Our Policing Style

Throughout the Plan period our policing philosophy and style in democratic partnership with the communities, stakeholders and all Ghanaians, will be, to:

- Be Tough on crime
- Be Accessible to people who need to call us
- Be Visible to local people
- Be Convicting and deterring offenders.

CHAPTER 5

PLANNING ASSUMPTIONS AND FORECASTS

For the duration of this Second Five-Year Strategic plan, 2010 – 2014, period and beyond, the following assumptions about trends and growth rates are expected to affect the direction of economic and social life in Ghana, as well as define the opportunities and threats with which the GPS may be presented. Of particular importance to the Police Service are the economic growth rate, Government consumption, population growth and unemployment rates, and the extent to which they all would affect forward planning to combat crime and protect Ghanaians over the plan period.

Ghana: Selected Economic Indicators 2010 – 2014 (Growth rates %)

Year	2007b	2008b	2009c	2010c	2012c	2014c
Real GDP Growth	5.7	7.3	4.7	5.4	5.4	5.4
Agriculture growth	2.5	5.2	5.0	5.0	5.0	5.0
Industry “	5.1	8.1	4.5	6.0	6.0	6.0
Services “	10.0a	9.3	4.6	5.5	5.5	5.5
Government Consumption	8.0	9.0	7.0	6.5	6.5	6.5
Lending interest rate	14.5	27.3	31.5	26.2	26.2	26.2
Inflation	10.1	18.4	20.5	20.0	20.0	20.0
Population (million)	22.9	23.9	24.4	24.9	25.5	26.1
Unemployment Rate	18	14.0	12.2	10.0	10.0	10.0
Intern’nal Reserves (US\$m)	2,831	2,000	2,023	2,166	--	--

Key; a=Actual, b= Economic Intelligence Unit estimates, c= Economic Intelligence forecasts

Sources:

- Economist Intelligence Unit, (2009) *Country Report, Ghana*, July, 2009, p. 14
- CIA, *World Fact Book* and the *Population Reference Bureau*
- Minister of Finance and Economic Planning The Budget Statement and Economic Policy of the Government of Ghana. 2008 Financial Year p.57
- *Daily Graphic*, Saturday 10th, October, 2009, p. 29

CHAPTER 6
STRATEGIC THRUSTS, MEDIUM-TERM OBJECTIVES AND
STRATEGIES (2010 – 2014)

6.1 Summary of Objectives and Outputs

This chapter presents the summary of objectives and outputs, in the table below, representing the main strategic thrusts, or the priority areas of the specific strategic actions needed to fulfill the objectives of the mission of the GPS during the Second Five Year Strategic/National Policing Plan, 2010—2014 period. The output levels below are informed by current realities and by performance in the First Plan, 2006-2010.

Objective	OUTPUTS
<p>Objective 1 To increase the level of protection of life and property, the rates of prevention and detection of crime, apprehension and prosecution of offenders to enhance public confidence and satisfaction with services rendered by Ghana Police Service.</p>	<p>OVERALL</p> <ol style="list-style-type: none"> 1. National Survey on Levels of current major crimes, burglary, violent crime etc., to be conducted by 2011. 2. Priority Crime Prevention Action Plan, to be completed by 2011. 3. Overall reduction of minimum of 20% in crime levels by 2014. 4. Monthly media education on public safety and crime prevention measures 5. 33% increase in PPR by 2014 to impact on Frontline policing 6. 25% increase in formation of Community Watch Groups in key urban areas by 2012 <hr style="border-top: 1px dashed black;"/> <p>OPERATIONS</p> <ul style="list-style-type: none"> • Increased frontline policing time by 10% each year • Increased community/neighbourhood patrols by 10% each year. • Increased traffic/vehicle checks by 10% each year. • 10% Increased highway patrols each year to curb accidents, smuggling, • 15% reduction in preventable motor accident deaths by 2014 • 10% increase in community/neighbourhood spot arrests/fines each year • 20% increase in number of officers on Guard Duties for, Banks, Embassies, Commercial Houses, VVIP etc., at commercial rates. <hr/> <p>C.I.D</p> <ul style="list-style-type: none"> • 10% increase in recorded cases reported to the police each year.

Objective	OUTPUTS
	<ul style="list-style-type: none"> • 15% increase in completion of investigated cases reported each year. • 10% increase in sanction detection cases yearly • 40% reduction in backlog of cases still under investigation by 2012/3 • 10% yearly increase in number of cases submitted for prosecution. <hr/> <p>LEGAL</p> <ul style="list-style-type: none"> • 15% yearly increase in cases sent to A-G's for prosecution • 10% yearly increase in cases prosecuted in court • 15% yearly decrease in cases in custodial detention
<p>OBJECTIVE 2</p> <p>To improve GPS service delivery capacity for world-class policing services to communities in Ghana, in the areas of human resource recruitment, training and development, internal management capacity, physical infrastructure, financial capacity development, IT and systems improvements.</p>	<p style="text-align: center;">OVERALL</p> <ol style="list-style-type: none"> 1. Full implementation of Second, 5 Year GPS Strategic Plan, 2010-2014. 2. Recruitment of additional 16,000 staff by 2014 to reach 40,000 total. 3. Provision of housing for 31,000 police officers by 2014 4. Provision of adequate vehicles, equipment, funds etc., as per Plan 5. Provision of Training/Development for all staff, once every three years <hr/> <p>OPERATIONS</p> <ul style="list-style-type: none"> 70% increase in number of Operations staff by 2014 Housing for 75% of Operations staff by 2014 Provision of special vehicles and weapons for operations Provision of special training in operations for Department Provision of IT and other equipment for operations duties <hr/> <p>C.I.D</p> <ul style="list-style-type: none"> Increase of 70% in CID staff by 2014 CID Training School rebuilt by 2013 Increased housing for 75% of CID staff by 2014 Accelerated training of CID Investigators to eliminate backlog by 2014 Appropriate in-service training as for other staff by 2014 CID Forensic Laboratory Refurbishment completed by 2012 Provision of IT/ICT equipment for Dept., and staff by 2014. <hr/> <p>HRD</p> <p>Provision of Staff Development and training courses, as follows;</p> <ul style="list-style-type: none"> • Basic recruit training for 2,500 yearly, up to total of 12,500 by 2014. • In-Service training for junior officers, 12,000 yearly, up to 2014. • In-Service training for senior officers, 50 yearly up to 2014 • In-Service training for intermediate level, 500 yearly, up to 2014. • Overseas Command training 300 yearly, up to 2014.

Objective	OUTPUTS
<p>OBJECTIVE 2</p>	<ul style="list-style-type: none"> • Increased number of police training schools by 4, in Western, Brong Ahafo, Upper West and Northern Regions, by 2014 • Up to 120 awards yearly for study leave or upgrading • Provision of training venues in all regions to train total of 15,000 staff each year in addition to PTS in each region <hr/> <p style="text-align: center;">SERVICES, ESTATES, TECHNICAL</p> <p>Provision of new residential and office accommodation as follows</p> <ul style="list-style-type: none"> • Provision of housing for 31,000 officers by 2014 and beyond • Provision of 29 Divisional Headquarters by 2014 “ “ • Provision of 100 District Headquarters by 2014 “ “ • Provision of 200 Police Stations by 2014 “ “ • Construction of DOVVSU National Secretariat by 2013 “ • Provision of Health, Welfare facilities etc., for staff <p>Provision of adequate transport for mobility as specified.</p> <ul style="list-style-type: none"> • Provision of additional motor vehicles for all departments • Provision of additional motor bicycles for operations etc. • Provision of bicycles for community patrols etc <p>Installation of Maintenance management Policy and Action Plan</p> <ul style="list-style-type: none"> • Half-yearly inspection and maintenance of buildings • Half-yearly inspection and maintenance of vehicles • Half-yearly inspection and maintenance of equipment • Half-yearly inspection and maintenance of workshops, etc <hr/> <p>ALL OTHER DEPARTMENTS/UNITS ETC.</p> <p>All other Departments, Units, Regions, Divisions, Districts, Police Stations and Posts are expected to take note of the foregoing core and other key output measures, and be guided and to so design their outputs as to enhance achievement of those key outputs, in order to complement their contributions to overall mission fulfillment.</p>
<p>OBJECTIVE 3</p> <p>To acquire relevant modern ICT technology that should enable GPS deliver world -class policing services.</p>	<p style="text-align: center;">OVERALL</p> <ol style="list-style-type: none"> 1 Implementation of IT Modernization Plan 2010-2014. 2 Acquisition and installation of ICT equipment budgeted for in the Plan 3. Training of IT teams from all Units and users to use IT equipment. 4. Preparation and implementation of regular maintenance plan or programme for IT technicians

Objective	OUTPUTS
	<p>Specific IT/ICT systems installed to include;</p> <ul style="list-style-type: none"> • Extension of Local Area Network (LAN) • IT and Internal Communication • Radio Communication • Document Management system <ul style="list-style-type: none"> • IT Equipment Repair Workshop • Computer Laboratory, • Wide Area Network (WAN) etc
<p>OBJECTIVE 4</p> <p>To establish closer and more mutually beneficial working relationships with internal and external stakeholders to improve public image and partnership with the Police.</p>	<p style="text-align: center;">OVERALL</p> <ol style="list-style-type: none"> 1. IGP’s public relations visits/contacts with selected stakeholders, Chiefs, Donors, Chief Executives, Government officials etc. throughout Plan period 2. Quarterly one-day workshops/discussion sessions on strategic direction of GPS organized for selected representatives of police staff groups, 30th March, June, September and November each year. 3. Public/community awareness education campaigns twice a year on “The Job of GPS” and “Combating Crime in the Communities” on radio and TV. 4. Contacts by Public Affairs Unit of GPS with selected MDAs CSOs or CBOs explaining work of the Police Service, need for community partnership and tips on actions to help combat crime in communities.. <ul style="list-style-type: none"> • 20% Increased Community Watch Groups by 2014. • 20% Increased bicycle patrols in neighbourhoods. • 30%Increased recruitment of Comm. Protection Assists (CPAs)

6.2 Medium Term Objectives and Strategies

The GPS has, in the strategic analysis chapter, identified four strategic areas in which it must develop adequate capacity in order to satisfy stakeholders’ needs and to fulfill its mission. In order to do this, clear objectives and strategies need to be developed in those strategic areas. The objectives and strategies are presented in the table below. Because of the GPS motto “To Serve and Protect with Honour” to satisfy its customers and stakeholders, Customer Needs and Services are discussed, followed by, Service Delivery Capacity, Technology and, Organizational Image.

STRATEGIC AREA	OBJECTIVE	STRATEGIES
1.1 Protection of life and Property.	To increase the rate of protection of life and property to the satisfaction of all stakeholders in Ghana.	<ol style="list-style-type: none"> 1. Determining level and reducing crimes like domestic burglaries, violent crime, vehicle crime, etc by 10% yearly up to 2014 2. Reducing numbers killed in traffic accidents by 15% yearly up to 2014 3. Increasing arrests for domestic violence by 15%,yearly up to 2014 4. Increasing citizen education about safety, life and property, over Plan period 5. Increasing frontline policing by 10% yearly, i.e, Police officer time spent on frontline duties, up to 2014
1.2 Prevention and detection of crime	To anticipate, unearth would-be criminals and prevent crime as much as possible before they occur, and to sustain detection of reported cases of crime committed.	<ol style="list-style-type: none"> 1. Drawing up programme of target areas to prevent and detect crime by 2011 ending 2. Increasing time spent by Police officers on frontline duties by 10%.yearly up to 2014 3. Aiming to sustain investigation of all crimes reported to their conclusion.. 4. Increasing sanction detection or percentage of notifiable / recorded offences resulting in charge summons, caution, or used at court.
1.3 Apprehension and prosecution of offenders	To apprehend and to prosecute offenders consistent with the need to deter criminals and prevent crime.	<ol style="list-style-type: none"> 1. Increasing the number of offences brought to justice and resulting in conviction, caution or taken into consideration at court. 2. Increasing frontline policing by 10% p.a.

STRATEGIC AREA	OBJECTIVE	STRATEGIES
		3. Increasing arrests and prosecution in all cases including domestic violence.
1.4 Enhancement of / Stakeholder and Public confidence in Police.	To increase public confidence and satisfaction with services rendered.	<ol style="list-style-type: none"> 1. Conducting surveys to assess user satisfaction and confidence in GPS. 2. Providing professional, competent and, trustworthy service. 3. Mounting persistent public education on the job and achievements of GPS.
Service Delivery Capacity		
2.1 Improvement of Human resource capacity	To have qualified and capable staff at all levels in the Police Service.	<ol style="list-style-type: none"> 1. Reviewing existing stock of human resources and verifying their ability to perform, adequacy of numbers and distribution. 2. Recruiting only qualified and capable officers at all levels as policy. 3. Implementing staff training and development programmes consistently.
2.2 Establishment of Improved Internal management capacity/systems	To establish strategic planning and improve the management systems throughout the police service.	<ol style="list-style-type: none"> 1. Strengthening Strategic Planning / National Policing Plan and effective organization. 2. Reviewing and improving all systems in the functional areas. 3. Introducing computer networking IT / ITC for better communication between departments, regions, divisions etc. 4. Linking the annual budgetary process to the strategic plan and funding it. 5. Strengthening managerial planning and control systems.
2.3 Equipment and Vehicles	To provide and maintain basic equipment, vehicles	1. Acquiring needed equipment and vehicles to meet Plan target

other materials.	and materials at all levels HQ, regional and district commands.	requirements. 2. Replacing obsolete equipment progressively as planned 3. Establishing Culture of systematic maintenance of equipment, vehicles and buildings.
2.4 Physical Infrastructure	To provide residential and other accommodation, barracks, office, and other infrastructure at all levels HQ, Regions, and Districts.	1. Assessing and prioritizing accommodation needs and options available at all levels. 2. Buying, leasing or renting where preferable. 3. Constructing Divisional, District, Headquarters and Police Stations in phases over Plan period and beyond
2.5 Financial capacity	To enlarge the sources of funding the GPS Strategic Plans	1. Developing cost saving systems for optimum funds utilization. 2. Linking the annual budgeting process to the Strategic Plan, to enhance requests for increased subvention. 3. Developing other sources of income-generation beyond the Budget. 4. Developing critical proposals for stakeholder and donor support.
TECHNOLOGY		
3.1 IT and other equipment	To acquire all relevant modern technology and communication equipment that should enable GPS deliver world class policing services.	1. Assessment, acquisition and installation of modernization equipment and IT needs. 2. Training of users of IT systems. 3. Programming of regular maintenance and management of technological information systems, and equipment.

CHAPTER 7

PROGRAMMES AND ACTION PLANS

The set of programmes needed, in this Second Strategic Plan, to implement the agreed strategies for the realization of the Medium-term objectives in each strategic area is presented in this section. For each programme, the tables present the major activities, time frame, primary responsibility, accountability and monitoring indicators.

7.1 STRATEGIC AREA 1: Customer/Stakeholder Needs and Services offered.

7.1.1 PROGRAMME: Protection of Life and property Programme

Medium-Term Objective: To increase the levels of protection of life and property to the satisfaction of all stakeholders in Ghana by 10% to 20% yearly, up to 2014.

Strategy: Increasing the level of protection of life and property to the satisfaction of all stakeholders in Ghana.

Table 7.1.1 Protection of life and property Programme

S / No	Major Activities	Time Frame	Primary Responsibility	Accountability	Monitoring Indicators
1	Survey on overall national level of crime, like domestic burglary, violent vehicle crimes, etc by 2011	Year 1 – Year 5	IGP / Consultants and Operations Dept.	IGP & Director-General / Operations	Report on current crime levels in the country
2	Reducing crime levels in domestic burglaries, violent crime, etc up to 20%	Year 1 – Year 5	Operations Dept	Director-General / OPS	Percentage reduction in armed robbery, other violent crimes by 15% – 20%.
3	Reducing the number of those killed in traffic accidents, etc by 15%	Year 1 – Year 2	Operations Dept	Director-General / OPS	Percentage reduction in those killed in traffic accidents.
4	Increasing yearly percentage of those arrested in domestic violence by 10%	Year 1 – Year 5	Operations Dept & DOVVSU	D-G / OPS & Dir / DOVVSU	10% yearly increase in those arrested in domestic violence.

S / No	Major Activities	Time Frame	Primary Responsibility	Accountability	Monitoring Indicators
5	Increasing percentage of police officer's time spent on frontline duties / community policing by 10%	Year 1 – Year 5	Operations Dept	Director-General / OPS	Frontline police time increased by 10% yearly.
6	Increasing public education on how to improve safety	Year 1 – Year 5	Operations Dept	Director-General / OPS	Number of public education campaigns delivered.

7.1.2 PROGRAMME - Prevention and detection of crime Programme

Medium-Term Objectives: To prevent crime before they occur and to detect all those reported to unearth criminals.

Strategy: Increasing the rates of crime prevention and detection of cases reported to unearth most criminals by 20%.

Table 7.1.2 Prevention and detection of crime programme

7.1.3 PROGRAMME: Apprehension and Prosecution of offenders Programme.

Medium-Term Objective: To apprehend and prosecute all cases of reported offences to minimize crime countrywide.

Strategy: Increasing the rates of apprehension and prosecution of recorded. offences to minimize incidence of crime countrywide by 10%

Table 7.1.3 Apprehension and Prosecution of offenders Programme

S / No	Major Activities	Time Frame	Primary Responsibility	Accountability	Monitoring Indicators
1	Increasing number of offenders apprehended and brought to justice and resulting in conviction, caution or taken into consideration at court by 10%	Year 1 – Year 5	CID, Legal & Operations Depts.	D-Gs / CID, Legal, Operations	Percentage increase of offenders apprehended 10% yearly
2	Increasing frontline policing to effect more apprehensions and prosecutions	Year 1 – Year 5	Legal & Operations Depts.	Director-Generals / OPS & Legal	Percentage increase in frontline policing by 10% yearly
3	Increasing use of arrests and power of arrest in cases of domestic violence by 15% -- 20%.	Year 1 – Year 2	Operations Dept	Director-General / OPS	Percentage reduction in those killed in traffic accidents.
4	Increasing yearly percentage of those arrested in domestic violence by 10%	Year 1 – Year 5	CID, Operations Dept & DOVVSU	D-G / OPS & Legal, Dir / DOVVSU	Percentage increase in power of arrest and arrests in DOVSU by 15% yearly.

7.1.4. PROGRAMME: Public Confidence in, Satisfaction with Police services.

Medium-Term Objective: To increase public confidence in and satisfaction with the Police services rendered in order to increase support for the service.

Strategy: Assessing user confidence and satisfaction with policing services and filling performance gaps to increase level of public confidence.

Table 7.1.4 Public Confidence in and Satisfaction with Police programme

S / No	Major Activities	Time Frame	Primary Responsibility	Accountability	Monitoring Indicators
1	Conducting PPAF survey using the Policing Performance Assessment Framework (See Appendix)	Year 1	Strategic Planning and PAD Directorates	IGP, D-Gs / Admin, R & P	Survey Questionnaire administration and public assessment
2	Provision of professional, competent and trustworthy policing services / improved frontline and other services.	Year 1 – Year 5	Operations Dept	Director-Generals / OPS	Survey results and gaps in performance
3	Mounting persistent public / stakeholders' education on "the job of the Service and the Community's Role" (in addition to Police website).	Year 1 – Year 5	PAD Directorate	Director-General / OPS & Dir / PAD	Evidence of results

7.2 STRATEGIC AREA 2 Service Delivery Capacity

7.2.1 PROGRAMME: Human Resource capacity building Programme

Medium-Term Objective: To have qualified and capable key staff at all levels of the organization.

Strategy: Review existing stock of human resource numbers and distribution and verify their ability to perform to full capacity, recruit needed staff and train as appropriate.

Table 7.2.1 Human Resource Capacity building Programme

S / No	Major Activities	Time Frame	Primary Responsibility	Accountability	Monitoring Indicators
1	Reviewing and restructuring the organisation's structure	Year 1	Consultants	IGP, D-Gs / HRD	Organisation Redesign Review Report
2	Reviewing capability levels against vacancies	Year 1	HRM/D Dept & HQ Depts.	Director-General / HRD	HR Staffing Report and vacancies assessment confirmed.
3	Filling vacant positions at: a) HQ b) Regions & c) District Commands	Year 1 – Year 2	HRM/D Directorate	Director-General / HRD D-G / HRD Regional Commanders	No of new positions filled. Total 16,000 by 2014
4	Recruiting 20% more Community Protection Assistants from M.E.S.W.	Year 1 – Year 5	HRM/D Directorate	D-G / HRD Regional Commanders	20% more CPAs on duty in communities
5	Meeting staff training needs as specified in HR Dev. Plan.	Year 1 – Year 5	HRM/D Directorate	D-G / HRD	No. of staff trained each year.

7.2.2 PROGRAMME: Internal Management Capacity Improvement

Medium-Term Objective: To establish Strategic Planning / National Policing Plan Unit and improve management systems throughout the Ghana Police Service.

Strategy: Strengthening strategic planning / national policing plan and control system and enforcing regular monitoring and evaluation of implementation.

Table 7.2.2 Internal Management Capacity Programme

S / No	Major Activities	Time Frame	Primary Responsibility	Accountability	Monitoring Indicators
1	Strengthening Strategic National Policing Plan and control	Year 1	Consultants / IGP, D-Gs / Admin., R & P	IGP, D-Gs / Admin., R & P.	Strategic Plan (NPP) and Unit functioning
2	Reviewing and strengthening all	Year 1 – Year	Consultants / IGP	IGP & HEMAB	Improved systems documentation and

S / No	Major Activities	Time Frame	Primary Responsibility	Accountability	Monitoring Indicators
	systems and functional areas.	2			installation.
3	Establishing IT / ICT system-wide for better communication between divisions and depts.	Year 1 – Year 2	Consultant / R & P	Dir / R & P	Functioning systems of IT / ICT equipment installed in GPS.
4	Linking annual budget process with strategic planning	Year 1 – Year 2	Consultant & Dir / Finance	IGP & Dir / Finance	Budget and Financial Control proposals and Audit reports
5	Train staff in the use of strategic plan and IT network.	Year 1 – Year 2	Directorate R & P / Consultants	D-Gs / R & P, HRD	No. of specified staff trained.

7.2.3 PROGRAMME: Equipment, Vehicle and other Maintenance Improvement.

Medium-Term Objective: To provide and maintain basic equipment, vehicles, materials at all levels, HQ, Regional and District.

Strategy: Acquire needed equipment and vehicles, progressively replace obsolete equipment and install maintenance culture.

Table 7.2.3 Equipment, Vehicles and Maintenance improvement culture

S / No	Major Activities	Time Frame	Primary Responsibility	Accountability	Monitoring Indicators
1	Prioritization of equipment, materials and vehicle needs.	Year 1	Technical Services Dept.	D-G / Technical Services	Priority needs list prepared.
2	Purchase and distribute: a) Equipment and materials b) Vehicles	Year 2 – Year 5	Technical Services Dept.	D-G / Technical Services	Register of number and distribution list of equipment and vehicles purchased.
3	Establishment of Plan for regular maintenance system for equipment, vehicles.	Year 1	Technical Services Dept.	D-G / Technical Services	Maintenance Plan Quarterly and Half Yearly Maintenance Reports.
4	Replacement of obsolete vehicles and equipment	Year 1 – Year 5	Technical Services Dept.	D-G / Technical Services	Technical Services Auction Report

7.2.4 PROGRAMME: Physical Infrastructure Development

Medium-Term Objectives: To provide adequate office, storage and residential accommodation (barracks) infrastructure at all levels, HQ, Regions and Districts.

Strategy: Build, purchase or rent facilities as appropriate.

Table 7.2.4 Physical Infrastructure Development Programme

S / No	Major Activities	Time Frame	Primary Responsibility	Accountability	Monitoring Indicators
1	Assessing and prioritizing needs for residential accommodation, office and other infrastructure at HQ, Regions and Districts.	Year 1	General Services Dept. / Projects	D-G / General Services	Assessment Reports or Plan on Needs
2	Provision of office and residential accommodation at: a) b) HQ c) Regions d) Districts	Year 2 – Year 4 Year 2 – 4 Year 2 - 5	General Services Dept.	D-G / General Services	No of offices residential accommodation, etc actually completed.
3	Provision of four PTS and Detective Training School.	Year 2 – 3	General Services Dept.	D-G / General Services	Documentation / Reference Library (in addition to website).

7.2.5 PROGRAMME: Financial Capacity Development

Medium-Term Objective: To improve the financial base of the organization.

Strategy: Cost saving and developing income generating activities and submitting proposals for donor support.

Table 7.2.5 Financial Capacity Development Programme

S / No	Major Activities	Time Frame	Primary Responsibility	Accountability	Monitoring Indicators
1	Developing Cost-saving habits and making more effective use of subvention from government.	Year 1 – Year 5	IGP, HEMAB, All Directorates	IGP, HEMAB	Cost-saving, Waste-reduction plan
2	Linking annual budgets to SNPP to enhance requests for	Year 2 – Year 5	D-G / Finance	D-Gs, All Directorates	Annual Budget and Strategic Plan for 2010 – 2014.

S / No	Major Activities	Time Frame	Primary Responsibility	Accountability	Monitoring Indicators
	increased subvention.				
3	Developing income generating plan / activities	Year 1 – Year 5	All Directorates	All Directorates	Plan
4	Delivery of services to targeted bodies and clients.	Year 2 – Year 5	IGP & D-Gs	D-Gs, All Directorates	Copies of Invoices and receipts.
5	Development of proposals for stakeholder / donor support	Year 1 – Year 5	IGP	IGP	Copies of proposals to donors.

7.3 STRATEGIC AREA 3 Technology

i. PROGRAMME: Acquisition of Modern Technology

Medium- Term Objectives: To acquire relevant technology that should enable GPS provide world-class policing services.

Strategy: Assessment acquisition and installation of relevant modern technology systems

Table 7.3.1 Acquisition of Modern Technology Programme

S / No	Major Activities	Time Frame	Primary Responsibility	Accountability	Monitoring Indicators
1	Assessment of communication and information management technology needs.	Year 1	Consultant, R & P, IT Dept.	IGP, D-G / R & P	IT Modernization Needs Assessment Report
2	Acquisition and installation of IT and other systems.	Year 1 – 2	ICT Directorate	D-G / R & P	Procurement List and installed systems
3	Training of users to use IT systems	Year 1 & Year 3	Consultant, R & P, IT Det.	D-G / R & P	No of IT users trained
4	Maintenance programme for technicians to maintain systems.	Year 1 – Year 5	Consultant, R & P, IT Det.	D-G / R & P	Maintenance Programme

CHAPTER 8

FINANCIAL PLANS

RESOURCES FOR IMPLEMENTATION OF OBJECTIVES AND PROGRAMMES

8.1 Introduction

The strategic direction statement in Chapter four, indicated the programmes to be pursued by the Ghana Police Service over the plan period 2010 – 2014. In addition to Chapter four, chapters six and seven focus on what is to be done to achieve the Strategic objectives. The programmes were grouped into the following prioritized strategic areas.

- Services Offered based on Customer Needs
- Service Delivery Capacity Building
- IT Needs

In this chapter, the financial requirements of the Ghana Police Service for the implementation of the programmes specified to achieve the objectives in chapters 4, 6 and 7 are presented.

8.2 Resource Requirement

Total capital and operating financial requirements of the GPS for the plan period are shown in three categories, namely:

- Personnel Emoluments
- General and Administrative Expenses
- Integrated Programmes / Objectives

Each category is presented in detail to achieve comprehensive cost estimates for the Plan period.

Table 8.2 presents the GPS Summary of Cost projections of capital and operating financial requirements for the period 2010 – 2014. This budget shows that the GPS will require an estimated amount of US\$ 2.9 billion for its operations for the Plan period and beyond. Out of this total, US\$ 2.7 billion or 92.50% is allocated to Service Delivery Capacity, which includes remuneration, residential accommodation, office space, vehicles, etc. over the plan period. The table also presents the total yearly financial outlay for the Service over the plan period.

Financial requirements have been adjusted for price changes like contingencies of 10% as appropriate for general and administrative / operating expenses and 15% for personnel emoluments.(SeeBasis of Financial Projections, 2010-2014 at Annex C)

Tables 8.2.1 to 8.2.5 indicate the overall breakdown of the estimated financial requirements for the plan period. Detailed cost projections are located in Annex B.

Table 8.2

Table 8.2.1: Summary of Cost Projections

GPS Financial Plan 2010 -- 2014: Summary of Cost Projections (Figures in '000 USD)							
Item No	Activity	2010	2011	2012	2013	2014	Total
1	Personal Emoluments						
1.1	Police Officers	105,153	137,933	183,656	245,069	327,689	999,500
1.2	Civilian	1,991	2,508	3,160	3,981	5,016	16,656
	Subtotal:	107,144	140,441	186,816	249,050	332,705	1,016,156
2	Operating Costs						
	General Administrative Expenses	17,818	20,936	25,751	30,937	37,125	132,567
3	Strategic Areas	8,083.22	8,432.42	8,548.52	8,773.06	8,538.30	42,376
	Customer / stakeholder needs and services offered						-
4	Service Delivery Capacity	436,375	441,029	372,747	226,585	229,747	1,706,484
	(including Personal Emoluments)						
5	Technology	7,152	4,726	1,342	-	-	
	Total:	469,429	475,123	408,389	266,295	275,410	1,881,426

Table 8.2.1.1: Customer / Stakeholder needs and Services offered

GPS Financial Plan 2010 -- 2014: Summary of Cost of Programmes by Strategic Areas							
Strategic Area: Customer / Stakeholder needs and services offered (Figures in '000 USD)							
Item No	Objective	2010	2011	2012	2013	2014	Total
1	To increase the level of	6,899	6,899	6,899	6,899	6,899	34,495
	protection of life and property						

GPS Financial Plan 2010 -- 2014: Summary of Cost of Programmes by Strategic Areas							
Strategic Area: Customer / Stakeholder needs and services offered (Figures in '000 USD)							
Item No	Objective	2010	2011	2012	2013	2014	Total
2	To prevent crimes before	936.00	923.50	1,038.00	1,264.00	1,387.00	5,548.50
	They occur and detect all those reported to unearth criminals						
3	To apprehend and	12.22	13.92	15.52	14.06	16.30	72.02
	Prosecute all cases of reported offences and minimise crime country-wide by 10%						
4	To increase public	236	596	596	596	236	2,260
	Confidence and satisfaction with police services rendered in order to increase support for the Service						
	Total:	8,083	8,432	8,549	8,773	8,538	42,376

Table 8.2.3: Strategic Area: Service Delivery Capacity

GPS Financial Plan 2010 -- 2014: Summary of Cost of Programmes by Strategic Areas							
Strategic Area: Service Delivery Capacity (Figures in '000 USD)							
Item No	Objective	2010	2011	2012	2013	2014	Total
1	To have qualified and capable	120,569	155,534	203,861	268,361	354,613	1,102,938
	staff at all levels of the organisation						
2	To establish Strategic Planning	28.50	30.20	2.42	2.66	2.93	66.71
	and National Policing Plan Unit and improve management systems throughout the Ghana Police Service						
3	To provide and maintain basic	16,906.5	12,297.40	7,801.30	8,847.40	9,231.20	55,083.80
	equipment vehicles and materials at all levels -- HQ, Regional and District						
4	To provide adequate office,	405,998	413,597	347,881	198,409	198,584	1,564,468
	storage and residential accommodation infrastructure at all levels						
5	Developing income generating	17.20	12.05	17.45	14.45	21.05	82.20
	activities and proposals for sponsors						
6	Transfer to Personal Emoluments	107,144	140,441	186,816	249,050	332,705	1,016,156
	Total:	436,375	441,029	372,747	226,584	229,747	1,706,483

Table 8.2.4: Strategic Area – Technology

GPS Financial Plan 2010 -- 2014: Summary of Cost of Programmes by Strategic Areas							
Strategic Area: Technology (Figures in '000 USD)							
Item No	Objective	2010	2011	2012	2013	2014	Total
1	To acquire relevant technology	7,152.38	4,725.59	1,342.02	-	-	13,219.98
	that should enable GPS provide world-class policing services						
	Total:	7,152.38	4,725.59	1,342.02	-	-	13,219.98

Table 8.2.5: Projection of Other Operating Expenses

GPS Financial Plan 2010 -- 2014: Projection of other Operating Expenses (Figures in '000 USD)							
Item No	Activity	2010	2011	2012	2013	2014	Total
1	Fingerprint materials	11.33	13.32	16.38	19.66	23.59	84.27
2	Forensic Laboratory	56.67	66.58	81.90	98.28	117.93	421.36
3	Crime Scene Items	34.00	40.00	49.10	59.00	70.80	252.90
4	Intelligence gathering	109.30	128.50	158.00	189.60	227.50	812.90
5	Operational Ration	797.33	936.90	1,152.30	1,382.80	1,659.40	5,928.73
6	Contract Printing	3,008.00	3,534.40	4,347.30	5,216.80	6,260.00	22,366.50
7	Purchase of Publications	58.67	68.90	84.80	101.70	122.10	436.16
8	Community Relations	209.33	246.00	302.50	363.00	435.70	1,556.53
9	Hotel (Rented) Accommodation	454.67	534.20	657.10	788.50	946.20	3,380.67
10	Office (Rented) Accommodation	202.67	238.10	292.90	351.50	421.80	1,506.97
11	Residential (rented) Accommodation	1,188.00	1,395.90	1,716.90	2,060.30	2,472.40	8,833.50
12	Vehicle Maintenance & Repairs	1,300.00	1,527.50	1,878.80	2,254.60	2,705.50	9,666.40
13	Repairs -- Residential buildings	641.33	753.60	926.90	1,112.30	1,334.70	4,768.83
14	Repairs -- Office Buildings	554.00	650.95	800.70	960.80	1,152.96	4,119.41
15	Stationery	533.33	626.70	770.80	925.00	1,110.00	3,965.83
16	Office facilities & accessories	334.67	393.20	483.70	580.40	696.50	2,488.47
17	First Aid Materials	3.33	3.90	4.80	5.80	6.90	24.73
18	Subvention -- Retired Officers	16.67	19.60	24.10	28.90	34.70	123.97

GPS Financial Plan 2010 -- 2014: Projection of other Operating Expenses (Figures in '000 USD)							
Item No	Activity	2010	2011	2012	2013	2014	Total
19	Fodder for horses	60.00	70.50	86.70	104.00	124.90	446.10
20	Vehicle running costs - batteries, tyres	500.00	587.50	722.60	867.10	1,040.60	3,717.80
21	Freight & handling charges	160.00	188.00	231.20	277.50	333.00	1,189.70
22	Internet fees	60.67	71.30	87.70	105.20	126.30	451.17
23	Sanitation & Waste Management	226.00	265.60	326.60	391.95	470.30	1,680.45
24	Cleaning Materials	138.67	162.90	200.40	240.50	288.60	1,031.07
25	Contract Cleaning	16.00	18.80	23.10	27.75	33.30	118.95
26	Maint. Of Furniture & Fixtures	163.33	191.90	236.00	283.30	340.00	1,214.53
27	Maint. Of Plant & Equipment	222.00	260.80	320.80	385.00	462.00	1,650.60
28	Roads and driveways	38.00	44.70	54.90	65.90	79.10	282.60
29	Insurance & Compensation	33.33	39.20	48.20	57.80	69.40	247.93
30	Bank Charges	65.33	76.80	94.40	113.30	136.00	485.83
31	Customs Duties	57.33	67.40	82.90	99.40	119.30	426.33
32	Medical Treatment overseas	38.00	44.60	54.90	65.90	79.10	282.50
33	Refund of medical expenses	346.67	407.30	501.00	601.20	721.50	2,577.67
34	Donations	13.33	15.70	19.30	23.10	27.75	99.18
35	Electricity	311.33	365.80	450.00	540.00	648.00	2,315.13
36	Water	83.33	97.90	120.40	144.50	173.40	619.53
37	T and T / Fuel	170.00	199.80	245.70	294.80	353.80	1,264.10
38	Telecommunications	69.33	81.50	100.20	120.20	144.30	515.53
39	Fuel & Lubricants	3,948.67	4,639.70	5,706.80	6,848.20	8,217.80	29,361.17
40	Foreign Travel & Expenses	50.00	58.75	72.30	86.70	104.00	371.75
41	Scholarships / Awards	26.67	31.30	38.50	46.25	55.50	198.22
42	Drugs & Consumables	826.67	971.30	1,194.70	1,469.50	1,763.40	6,225.57
43	Feeding costs (in-patients)	48.00	56.40	69.40	83.20	99.90	356.90
44	Medical Consultancy	30.67	36.00	44.30	53.20	63.80	227.97
45	Witness Expenses	125.33	147.30	181.10	217.40	260.80	931.93
46	Prisoners' Ration	398.00	467.60	575.20	690.20	828.30	2,959.30

GPS Financial Plan 2010 -- 2014: Projection of other Operating Expenses (Figures in '000 USD)							
Item No	Activity	2010	2011	2012	2013	2014	Total
47	Sports and Recreation	23.33	27.40	33.70	40.50	48.60	173.53
48	Household items	18.67	21.90	27.00	32.40	38.80	138.77
49	Rental of Vehicles	16.67	19.60	24.00	28.90	34.70	123.87
50	Text books & Library books	3.33		-	4.80	5.80	13.93
51	Library & Subscriptions	16.00	18.80	23.10	27.70	33.30	118.90
	Total:	17,818	20,932	25,746	30,936	37,124	132,557

GPS STRATEGIC NATIONAL POLICING PLAN

OUTPUTS 2010 - 2014

The Plan’s primary objective is to deliver improved police performance to achieve greater public assurance and confidence. National Policing Plan targets for 2010 - 2014 will use the base figures from the 2008 crime and traffic statistics from the GPS Annual Report, 2008, and quoted in the following Tables.

Table A1. Selected General Crime Statistics 2008 and proposed Targets

CRIME	2008	% CHANGE FROM 2007	TARGET 2010 – 2014 %
Murder	430	10.0	Reduce by 10%
Assault	88,332	-6.6	
Robbery	1,449	3.4	
Stealing	63,636	- 1.0	
Unlawful Entry	1,627	17.5	
Rape	485	-23.1	Reduce by 15%
Defilement	1,675	-43.1	
Causing Harm	3,596	5.6	
Threatening	25,094	-3.7	
Possession, use and distribution of narcotic drugs	714	9.8	Reduce by 10.0%
Total Complaints	239,823	6.1	Reduce by 10%

Source; Ghana Police Service Annual Report, 2008, pp.11,12.

Table A 2 Community Policing

Proposed Distribution of Neighbourhood Watch Groups.

NO.	REGION	WATCH GROUP	TARGET 2014
		2006	
1.	Greater Accra	53	80
2.	Ashanti Region	52	80
3.	Western Region	16	30
4.	Central Region	14	30
5.	Volta Region	11	20
6.	Eastern Region	38	45
7.	Brong Ahafo		30
8.	Northern		25
9.	Upper East		15
10.	Upper West		15

A. Improve the performance of the entire Police Service

- Reducing the number of burglaries
- Reducing the number of robberies
- Reducing the number of vehicle crimes
- Reducing the level of fear of crime
- Increasing the number of offenders brought to justice for the supply of dangerous drugs
- Increasing the level of feeling of public safety
- Increasing the level of public satisfaction with the police

B. Reduce crime and fear of crime by 15% from 2010 - 2014

- Level of violent crime, murder, assault, robbery, rape, unlawful entry, to be lower than in 2008, or/ 2010 – 2014
- Level of youth crime to be lower than in 2008 or 2010 – 2014
- Level of anti-social behaviour to be lower than 2008 or 2010=2014

C. Reduce volume, street, drug-related, violent and gun crimes.

- D. Combating serious and organized crime operating across regions and districts.
- E. Increasing number of offences brought to justice.
- F. Recruiting officers yearly to complement 23,717 officers in 2008/9 to reach total of 39,000 by 2014.
- G. Method of Assessment of Performance
 - Assembling data for each year and computing with base year (2008/9) figures
 - Determining percentage increase/ decrease from base year figures
 - Comparing level of increase / decrease with stipulated plan target
 - Conducting public survey to determine level e.g. of fear crime, of feeling of public safety, public satisfaction with police
 - Using Policing Performance Assessment Frameworks (In Appendix)
 - Declaring Performance Assessment results

CHAPTER 9

PLAN MONITORING, EVALUATION AND CONTINUITY

The Strategic / National Policing Plan, 2010-2014's preparation, implementation, monitoring, evaluation, and continuity must be owned by the GPS, the Police Council and all Police staff. That is the reason why the strategic plan must involve all staff, be widely promoted and distributed within the Police. Other partner agencies and the public also need to be informed about its existence and objectives. The internal organ to undertake actual plan preparation, implementation monitoring and evaluation is the Research and Planning Department, which should report directly to the IGP.

9.1 Measuring the Strategic Plan

The success of the Police will be gauged by the extent to which the strategic goals of increasing community safety and reducing crime are achieved. The attached Policing Performance Assessment Framework can be adopted as a comprehensive and balanced way of measuring and assessing performance in policing.

Performance can be measured by the following criteria.

- Level of user satisfaction with and confidence in the Police.
- Crime level decreasing.
- Offenders brought to justice increasing.
- Sanction detections increasing with recorded offences resulting in charge, summons or caution.
- Domestic violence reducing with power of arrest or arrests made.
- Traffic offences, numbers killed or seriously injured in accidents, reducing.
- Quality of life increasing with reduction in fear of crime, anti social behaviour and drug dealing.
- Frontline policing increasing with more staff recruitments and on patrol.
- Resource use improving with less time lost due to sickness of staff.

Critical Success Factors

- Strong leadership and staff support for the strategic directions.
- Robust governance, ongoing commitment to the strategy by top management.
- Ongoing support from Government.
- Sound police capability and capacity to carry out tasks.
- Support from partner agencies and the public to prevent and detect crime.
- Police financial management that fully identifies cost and manages expenditures.

Governance

- Strategy Ownership – Led by the IGP and owned by entire Police staff.
- Communication – Plan should be widely promoted and distributed within the service, partner agencies, stakeholders and the public.
- Implementation – The Police Council, IGP, Director Generals or Commissioners, Directors, Regional, Divisional and District Commanders and various service managers will be responsible for monitoring the alignment of policing practices with the strategic goals.
- Performance Management –
 - Internal – The IGPs office will work with the Research and Planning Department schedule, Commissioners, Regional Divisional and District Commanders to develop performance measures (see above) and monitor progress.
 - External – Police will report progress of the Strategic Plan in the Police Annual Reports to the Police Council, Parliament and the public.
- Review – The IGP will ensure the Strategic Plan is reviewed year by year and, updated with a Second, 2010-2014, Third, 2015-2019, Fourth, 2020-2024 etc. Plans, in a continuous process.

ANNEX A – Organizational Chart of the Police Service (here)

ANNEX B

Policing Performance Assessment Framework (PPAF)

Using Statutory Performance Indicators; Source, GPS Annual Report and NPP 2006-2010

1. User Satisfaction
 - Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to
 - a. Making contact with the police
 - b. Action taken by the police
 - c. Being kept informed of progress
 - d. Their treatment by staff
 - e. The overall service provided
2. Confidence
 - Increasing the percentage (from survey) of people who think the police service does a good job.
3. Crime Level
 - Reducing the risk of personal crime, household crime, domestic burglaries, violent crime, robberies, vehicle crime and life threatening crime and gun crime.
4. Offences brought to justice
 - Increasing number and percentage of notifiable / recorded offences resulting in conviction, caution or taken into consideration at court.
5. Sanction detections
 - Increasing the percentage of notifiable / recorded offences resulting in charge summons, caution or taken into consideration at court.
6. Domestic violence
 - Increasing the percentage of domestic violence incidents leading to arrest.
7. Traffic
 - Reducing the number (percentage) of people killed or seriously injured in road traffic accidents.
8. Quality of life
 - Declining levels of fear of crime, perceptions of anti-social behaviour and, perceptions of local drug use / drug dealing.

9. Frontline Policing
 - Increasing percentage of police officer time spent on frontline duties.
10. Resource use
 - Reducing average number of working hours per annum lost due to sickness of police officers.

ANNEX C

Annex C							
GPS Financial Plan 2010 -- 2014: Detailed Costing of Projections							
Strategic Area:		Customer / Stakeholder Needs and Services Offered					
Programme 7.1.1:		Protection of Life and Property					
Objective:		To increase the levels of protection of life and property					
		(Figures in '000 USD)					
Item No	Activity	2010	2011	2012	2013	2014	Total
1	Increasing Police presence in communities	87	87	87	87	87	435
	through communities sensitisation meetings (100 per annum)						
2	Increase in community patrols						
2.1	Bicycle patrols	578	578	578	578	578	2,890
2.2	Motor Cycle patrols	312	312	312	312	312	1,560
2.3	Car patrols	865	865	865	865	865	4,325
2.4	Foot patrols	4,867	4,867	4,867	4,867	4,867	24,335
	Subtotal	6,622	6,622	6,622	6,622	6,622	33,110
3	Inauguration of 100 neighbourhood watch committees per annum	60	60	60	60	60	300
4	Increase in public education on safety	130	130	130	130	130	650
5	Total:	6,899	6,899	6,899	6,899	6,899	34,495

Annex C							
GPS Financial Plan 2010 -- 2014: Detailed Costing of Projections							
Strategic Area:		Customer / Stakeholder Needs and Services Offered					
Programme 7.1.2:		Prevention and Detection of Crime					
Objective:		To prevent crimes before they occur and					
		to detect all those reported to unearth criminals					
		(Figures in '000 USD)					
Item No	Activity	2010	2011	2012	2013	2014	Total
1	Capacity building: specialised	343	196	225	355	355	1,474
	training courses for detectives						-
							-
2	Reward Scheme for informants	497	584	717	825	948	3,571
3	Computerisation / automation of						
	CID systems and procedures						
3.1	Computerised criminal database	60	84	60	36	36	276
3.2	Criminal research, Police gazette, connection	36	-	-	48	48	132
3.3	Automated fingerprint identification system	-	60	-	-	-	60
3.4	Statistical investigation, crime scene	-	-	36	-	-	36
5	Total:	936	924	1,038	1,264	1,387	5,549

Annex C							
GPS Financial Plan 2010 -- 2014: Detailed Costing of Projections							
Strategic Area:		Customer / Stakeholder Needs and Services Offered					
Programme 7.1.3:		Apprehension and Prosecution of Offenders					
Objective:		To apprehend and prosecute all cases of reported					
		offences to minimise crime countrywide by 10%					
		(Figures in '000 USD)					
Item No	Activity	2010	2011	2012	2013	2014	Total
1	Capacity building: re-training of	1.80	2.40	2.16	3.00	3.84	13.20
	310 prosecutors						
2	Specialised training for DOVVSU Units	3.22	3.22	3.36	3.36	3.36	16.52
3	Review and Printing of Laws and Regulations	7.20	8.30	10.00	7.70	9.10	42.30
5	Total:	12.22	13.92	15.52	14.06	16.30	72.02

Annex C							
GPS Financial Plan 2010 -- 2014: Detailed Costing of Projections							
Strategic Area:		Customer / Stakeholder Needs and Services Offered					
Programme 7.1.4:		Public Confidence and Satisfaction Police Programme					
Objective:		To increase public confidence and satisfaction with Police services rendered in order to increase support for the Service					
(Figures in '000 USD)							
Item No	Activity	2010	2011	2012	2013	2014	Total
1	Police education programme on the job	180	180	180	180	180	900
	of the Police, and to showcase a culture of openness and transparency in the Service						
2	Beneficiary survey to ascertain public perception	-	360	360	360	-	1,080
3	"Meet the Public For a" (2 meetings per annum per Police Region)	48	48	48	48	48	240
4	Establish transparent and Credible Complaints Procedure	8	8	8	8	8	40
5	Total:	236	596	596	596	236	2,260

Annex C							
GPS Financial Plan 2010 -- 2014: Detailed Costing of Projections							
Strategic Area:		Service Delivery Capacity					
Programme 7.2.1		Human Resource Capacity Programme					
Objective:		To have qualified and capable staff at all levels of the organisation					
		(Figures in '000 USD)					
Item No	Activity	2010	2011	2012	2013	2014	Total
1	Review and restructure the organisation	4.20	-	-	5.25	-	9.45
2	Review training needs and plan for training activities	6.90	1	1	1	1	10.90
3	Implement Training plans						
3.1	Basic Training for Recruits	2,519	3,158	3,962	4,964	619	15,222
3.2	In-Service Training Courses for Junion Officers	9,921	10,913	12,009	13,209	14,524	60,576
3.3	In-Service Training Courses for middle level officers	429	472	519	572	628	2,620
3.4	In-Service Training Courses for Senior Officers	45	49	54	60	65	273
3.5	Overseas training	500	500	500	500	500	2,500
	Subtotal:	13,414	15,092	17,044	19,305	16,336	81,191
4	Staff Remuneration						
4.1	Police Officers	105,153	137,933	183,656	245,069	327,689	999,500
4.2	Civilians	1,991	2,508	3,160	3,981	5,016	16,656
	Subtotal:	107,144	140,441	186,816	249,050	332,705	1,016,156
5	Grand Total:	120,569	155,534	203,861	268,361	349,042	1,097,367

Annex C							
GPS Financial Plan 2010 -- 2014: Detailed Costing of Projections							
Strategic Area:		Service Delivery Capacity					
Programme 7.2.2		Human Resource Capacity Programme					
Objective:		To establish Strategic Planning / National Policing Unit and improve management systems throughout the Police Service					
(Figures in '000 USD)							
Item No	Activity	2010	2011	2012	2013	2014	Total
1	Organise three (3) Seminars on the Strategic Plan	6.50	-	-	-	-	6.50
2	Annual Strategy Review meetings	2.00	2.20	2.42	2.66	2.93	12.21
3	Introduce and Implement integrated Management Information Systems	20.00	28.00	-	-	-	48.00
4	Link Annual Budget with Strategic Plan	-	-	-	-	-	-
5	Total:	28.50	30.20	2.42	2.66	2.93	66.71

Annex C							
GPS Financial Plan 2010 -- 2014: Detailed Costing of Projections							
Strategic Area:		Service Delivery Capacity					
Programme 7.2.3		Equipment, Vehicles, Materials and other maintenance improvement					
Objective:		To provide and maintain basic equipment, vehicles and materials at all levels - HQ, Regions, Districts					
		(Figures in '000 USD)					
Item No	Activity	2010	2011	2012	2013	2014	Total
1	Motor vehicles (cars, buses, ambulance, septic tankers, etc)	7,865	3,220	2,506	2,266	1,927	17,782
2	Spare parts for the motor vehicles	186	303	481	501	547	2,017
3	Routine maintenance of vehicles, provisions for oil and lubricants	688	1,957	1,692	2,410	2,539	9,286
4	Police Uniforms	1,616	681	-	-	-	2,297
5	Other Accoutrements	1,903	2,236	2,745	3,294	3,953	14,131
6	Provision for communication logistics (walkie-talkie, mobile phones, PA systems, radios, etc)	543	408	377	377	266	1,970
7	Motor vehicles for DOVVSU	3,494	3,494	-	-	-	6,989
8	Office Furniture and equipment for DOVVSU	612	-	-	-	-	612
9	Total:	16,907	12,297	7,801	8,847	9,231	55,084

Annex C							
GPS Financial Plan 2010 -- 2014: Detailed Costing of Projections							
Strategic Area:		Service Delivery Capacity					
Programme 7.2.4		Physical Infrastructure Development					
Objective:		To provide adequate office, storage and residential accommodation infrastructure at all levels - HQ, Regions, Districts					
(Figures in '000 USD)							
Item No	Activity	2010	2011	2012	2013	2014	Total
1	Construction of new residential accommodation for 20,000 officers and men	194,587	197,280	193,713	186,733	187,253	959,566
2	Construction of new residential accommodation for additional 11,000 officers and men	194,587	197,280	140,200	-	-	532,067
3	Construction of 26 Clinics in all Police Regions	958.30	1,150.00	1,150.00	766.60	1,022.30	5,047.20
4	Construction of 2 new hospitals	1,022.20	-	1,022.20	-	-	2,044.40
5	Construction of 29 new Divisional Headquarters' buildings	1,933.34	1,933.34	1,933.34	1,933.34	1,933.34	9,666.70
6	Construction of 100 new District Headquarters' buildings	3,333.40	3,333.40	3,333.40	3,333.40	3,333.40	16,667.00
7	Construction of 200 new Police Stations	1,866.70	1,866.70	1,866.70	1,866.70	1,866.70	9,333.50
8	Construction of 11 Senior Officers' Mess	255.50	102.20	102.20	511.10	409.00	1,380.00
9	Construction of 11 Junior Officers' Mess	255.50	179.00	76.70	357.80	255.50	1,124.50
10	Renovation of existing structures						
10.1	Police Stations (680 units)	4,523.30	7,896.70	3,220.00	1,162.80	958.30	17,761.10
10.2	Police Barracks (190 units)	1,916.70	1,725.00	1,150.00	1,341.60	1,150.00	7,283.30
10.3	Five (5) classrooms of the Police Training Schools	63.90	-	-	-	-	63.90
10.4	Five (5) Hostels of the PTS	690.00	690.00	63.90	-	-	1,443.90

Annex C							
GPS Financial Plan 2010 -- 2014: Detailed Costing of Projections							
Strategic Area:		Service Delivery Capacity					
Programme 7.2.4		Physical Infrastructure Development					
Objective:		To provide adequate office, storage and residential accommodation infrastructure at all levels - HQ, Regions, Districts					
(Figures in '000 USD)							
Item No	Activity	2010	2011	2012	2013	2014	Total
10.5	Library, Mess and Gym at DTS	-	153.30	-	-	-	153.30
10.6	Forensic Science Laboratory	-	-	44.70	-	-	44.70
10.7	PTS Classrooms, dormitory, etc	-	-	-	396.30	396.30	792.60
10.8	Subtotal:	7,194	10,465	4,479	2,504	2,108	26,750
11	Creation of Divisional Offices (Legal)	5.10	6.90	5.10	6.13	6.13	29.36
	Grand Total:	405,998	413,597	347,881	198,012	198,188	1,563,676

Annex C							
GPS Financial Plan 2010 -- 2014: Detailed Costing of Projections							
Strategic Area:				Service Delivery Capacity			
Programme 7.2.5				Financial Capacity Development			
Objective:				Cost saving and developing income generating activities			
				and submitting proposals for donor support			
(Figures in '000 USD)							
Item No	Activity	2010	2011	2012	2013	2014	Total
1	Strengthen Capacity to develop proposals for donor / development agency support	5.00	5.50	6.00	6.70	7.30	30.50
2	Continous lobbying of appropriate government support in specific projects	3.50	3.90	4.20	4.70	5.10	21.40
3	Evolve and implement strategies to develop existing and potential sources of IGF	3.25	0.75	0.75	0.75	0.75	6.25
4	Yearly meetings to develop proposals	1.75	1.90	2.10	2.30	2.60	10.65
5	Organize training and refresher courses	3.70	-	4.40	-	5.30	13.40
6	Budgetary Control						
6	Total:	17.20	12.05	17.45	14.45	21.05	82.20

Annex C							
GPS Financial Plan 2010 -- 2014: Detailed Costing of Projections							
Strategic Area:		Technology					
Programme 7.3.1		Acquisition of Modern Technology					
Objective:		To acquire relevant technology that should enable GPS					
		provide world-class policing services					
		(Figures in '000 USD)					
Item No	Activity	2010	2011	2012	2013	2014	Total
1	PC and accessories including document Management System, photocopiers, fax machines, overhead projectors and cost of preventive maintenance						
1.1	Police Headquarters	326.45	326.45	-	-	-	652.90
1.2	Divisional Offices	573.70	430.29	430.28	-	-	1,434.27
1.3	Regional Offices	262.48	196.86	196.86	-	-	656.20
1.4	DOVVSU	290.85	218.14	218.13	-	-	727.12
1.5	Police Hospital	207.15	207.15	-	-	-	414.30
1.6	Police College	70.50	52.85	52.85	-	-	176.20
1.7	Police Training Schools	332.90	332.90	443.90	-	-	1,109.70
	Subtotal:	2,064.03	1,764.64	1,342.02	-	-	5,170.69
2	Broadband Internet Connectivity	1,609.55	-	-	-	-	1,609.55
3	Total:	3,673.58	1,764.64	1,342.02	-	-	6,780.24

ANNEX D

GPS Financial Plan 2010 – 2014: Basis of the Financial Projections

Item	Item No	Activity
Staff Strength		
1	1.1	The number of Police Officers should ideally increase by 60% from the current 23,702 to about 40,000 by 2014.
	1.2	The indications are however that this level of increase will mainly be affected through recruiting which is projected to increase at 14% per annum.
	1.3	It is also expected that 50 officers will be recruited annually for nurses, technicians and professionals of doctors / lawyers, together amounting to 150 per annum.
	1.4	In view of the above, the effective increase will be in the region of 11% per annum for Police Officers.
	1.5	Civilian employees are projected to increase by 5% per annum.
Personal Emoluments		
2	2.1	The rate of staff costs per annum have been arrived at as follows: a) Police Officers – average increase per capita per annum of GHC 5,093 based 2009 fiscal year cost (2010 – 2012 Budget Report) b) Civilians – average per capita per annum rate of GHC 1,559 based on September 2009 payroll.
	2.2	For both Civilian and Police Officers, projected annual increment of 20% has been factored into the figures. (These compare with increase of between 8.6% and 9.5% per GOS Budget 2010 – 2012.)
	2.3	The annual rate of 20% together with the numerical increases (i.e. staff strength), result in an annual average cost increase of about 33% per annum over the five years.
Staff Training Plan		
3	3.1	A three year training policy cycle has been assumed, namely that every Police Officer will be provided with the opportunity to attend at least one course every third year.
	3.2	The in-service costing rates at 2006 have been adjusted by 80% for inflation from 2006 to 2010. Thereafter, an annual increase of 10% has been applied throughout the period 2010 to 2014.
	3.3	Overseas training costs to be borne by the GPS have been limited to 500,000 US dollars per annum.
		On the basis of the above bases, refresher and overseas training costs for the period 2010 to 2014 have been projected at 86.7 million USD i.e. average of 17.34 million USD per annum.
Other Operating Costs		
4	4.1	These consist of Administration and Service expenses excluding the following, which have been included in the various programmes per the strategic areas, namely: i) Staff Recruitment and Development (i.e. Training Institutions) ii) Reward to Informants

Item	Item No	Activity
		iii) Police Accoutrements
	4.2	The projections have been based on the 2010 Budget prepared by the GPS after transferring the above expenses. The projection of the remaining years are based on the following annual increments: a) 2011 – 17.5% increase (as per GOS budget) b) 2012 – 23% increase (as per GPS budget) c) 2013 – 20% increase (Consultant's estimate) d) 2014 – 20% increase (Consultant's estimate)
Programmes in 3 Stakeholder Needs		
5	5.1	Technology: This is based on an updated assessment of current needs at current prices.
	5.2	Customer and Stakeholder Needs: a) Programmes for the 2006 – 2010 plan such as Community Policing and sensitization have been maintained but priced to reflect current rates. b) The Reward Scheme for Informants as included in the GPS Budget for 2010 – 2012 has been used with 15% increase per annum for 2013 and 2014.
	5.3	Service Delivery Capacity: a) The programme for equipment, vehicles and materials have been maintained as in the 2006 – 2010 plan with cost price increases to reflect inflation (i.e. 80% for Cedi-denominated expenses and 155 for forex denominated expenses) b) Other Accoutrements as per the GPS 2010 – 2012 Budget has been adopted and an increase of 20% per annum factored into 2013 and 2014 projections.
	5.4	Physical Infrastructure development: a) All programmes included in the 2006 – 2010 plan in respect of residential accommodation have been deleted and the new strategy to provide accommodation for 20,000 officers included (at a total cost of 959.5 million USD). A further provision of 532 million USD has been made for accommodation of additional 11,000 officers and men who are presently not adequately accommodated. b) The following additional items in respect of construction of new buildings have also been included: i) 29 Divisional HQ Buildings – 9.7 million USD ii) 100 District HQ Buildings – 16.7 million USD iii) 200 New Police Stations – 9.3 million USD.
Total Financing Requirement		
6	The total financing requirement over the five-year period is 2,910.8 million USD of which the significant cost items are:	
	Personal Emoluments	1,016.1 million USD
	Staff Training	86.7 million USD
6	Construction of new buildings	1,536.9 million USD
	Equipment, motor vehicles and materials	55.1million USD

Item	Item No	Activity
	Renovation of existing buildings	27.5 million USD
	Community Patrols	33.1 million USD