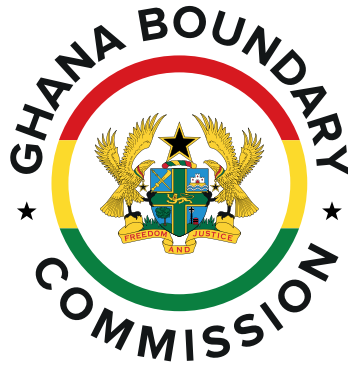


2022 ANNUAL REPORT

MOTTO: SERVICE, VIGILANCE & PARTNERSHIPS





2022 ANNUAL REPORT

Motto: Service, Vigilance & Partnerships

Published by the Policy, Plans and Programmes
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LIST OF ACRONYMS/ABBREVIATIONS

ABD	–	African Border Day
AU	–	African Union
AUC	–	African Union Commission
AUBP	–	African Union Border Programme
CAGD	–	Controller and Accountant-General's Department
CAPEX	–	Capital Expenditure
CNFCI	–	Commission Nationale des Frontières de la Côte d'Ivoire (National Boundary Commission of Côte d'Ivoire)
ECOWAS	–	Economic Community of West African States
ECS	–	Extended Continental Shelf
EEZ	–	Exclusive Economic Zone
FACU	–	Fixed Asset Coordination Unit
FC	–	Forestry Commission
GAF	–	Ghana Armed Forces
GhBC	–	Ghana Boundary Commission
GGSA	–	Ghana Geological Survey Authority
GIS	–	Ghana Immigration Service Geographic Information System
GIFMIS	–	Ghana Integrated Financial Management Information System
GIZ	–	Deutsche Gesellschaft für Internationale Zusammenarbeit
GMA	–	Ghana Maritime Authority
GNPC	–	Ghana National Petroleum Corporation
GNSS	–	Global Navigation Satellite System
IBL	–	International Boundary Line
IBRU	–	International Boundaries Research Unit
IEC	–	Information, Education and Communication
ISA	–	International Seabed Authority
ITLOS	–	International Tribunal for the Law of the Sea
JTC	–	Joint Technical Committee
KAIPTC	–	Kofi Annan International Peacekeeping Training Centre
LBT	–	Land Boundary Terminus
MDAs	–	Ministries, Departments, and Agencies
MoFARI	–	Ministry of Foreign Affairs and Regional Integration
MoJAGD	–	Ministry of Justice and Attorney General's Department
MLNR	–	Ministry of Lands and Natural Resources
MMCC	–	Multinational Maritime Coordination Centre
MNS	–	Ministry of National Security
MOCs	–	Maritime Operations Centres
MoD	–	Ministry of Defence
MoF	–	Ministry of Finance
NIB	–	National Intelligence Bureau
PRAAD	–	Public Records and Archives Administration Department
PSC	–	Public Services Commission
SOP	–	Standard Operating Procedures
UAV	–	Unmanned Aerial Vehicle
UNCLCS	–	United Nations Commission on the Limits of the Continental Shelf
UNCLOS	–	United Nations Convention on the Law of the Sea
UPSA	–	University of Professional Studies, Accra
WANEP	–	West Africa Network for Peacebuilding

DEFINITIONS OF KEY TERMS/GLOSSARY

ArcGIS – Part of the Esri Geospatial Cloud, ArcGIS is the foundational piece of the ArcGIS platform for GIS professionals to create, analyse, manage, and share geographic information for decision-makers to make intelligent, informed decisions. ArcGIS allows for the creation of maps, performance of spatial analysis, and management of data.

Boundary Pillar – A physical concrete pillar built on the ground along the international boundary line to define the sovereign limits of neighbouring states.

Delimitation – The legal process by which neighbouring states agree on the location of common boundaries. It also refers to the placement of buoys or other maritime markers along the common maritime boundaries of neighbouring coastal/littoral states.

Demarcation – A field operation where a delimited boundary between neighbouring sovereign states is physically established on the ground by the placement of pillars and other boundary markers to represent the location of the boundary and make it visible.

Extended Continental Shelf (ECS) – In this area the country has exclusive rights to the entire water column, minus the ECS area and entire seabed mineral and resources are controlled by the state.

Exclusive Economic Zone (EEZ) – A zone in the ocean where the adjacent nation has jurisdiction. This generally includes waters extending 200 nautical miles from a nation's coastline. The water column and seabed are controlled by the state.

Geographic Information System (GIS) – This is a computer system for capturing, storing, checking, and displaying data related to positions on Earth's surface.

Global Navigation Satellite System (GNSS) – This is a general term describing any satellite constellation that provides positioning, navigation, and timing (PNT) services on a global or regional basis.

International Boundary Lines (IBL) – Lines of separation between two countries, wherein individual governments have full authority over the land on each side. These designations on the border help in identifying the dividing line between countries with territorial limits.

Land Boundary Terminus (LBT) – The extreme point or endpoint of a land boundary line between two sovereign states, usually identified and established on the ground with a boundary pillar.

Reaffirmation – The process by which a common boundary between sovereign states is jointly reconfirmed via a new survey and the establishment of new boundary pillars on the ground. This is usually carried out due to obscured international boundary line demarcated by obsolete survey methods.

The (Seabed) Area – (the international seabed area under ISA jurisdiction) – is defined by the UN as the “seabed and ocean floor and subsoil thereof, beyond the limits of national jurisdiction.”

MESSAGE BY THE NATIONAL COORDINATOR

An integral aspect of building “the Africa we want”, as highlighted in the African Union Agenda 2063, requires all Member States to collectively implement measures to address issues of poorly demarcated boundaries, boundary/border disputes stemming from the discovery of resources, border disputes straddling certain African states and the implications on the continent’s peace and security and efforts to promote continental and regional integration. To this end, the Ghana Boundary Commission was established to secure Ghana’s boundaries and contribute to the peace, security, and stability of the country.

The GhBC’s mandate, as spelt out in Act 795, has wider implications for safeguarding Ghana’s territorial sovereignty at all times. Hence, in 2022, the Commission pursued its mission, undertaking several activities to ensure the reaffirmation, demarcation and delimitation of Ghana’s international land and maritime boundaries in accordance with accepted principles of international law. This was against the backdrop of severe budgetary cuts and the ensuing suspension of certain major activities the Commission planned for the year.

Nonetheless, the Commission discharged its duties with the limited resources. Major activities undertaken included operational assessments and mapping surveys along portions of Ghana’s eastern and western international land boundaries; commencement of a joint land boundary reaffirmation exercise with Togo; progressive maritime boundary negotiations with Togo; multiple engagements with the National Boundary Commission of Côte d’Ivoire on issues relating to common land and maritime boundaries and other cross-border cooperation activities; and the procurement of essential logistics for the Commission.



“ The GhBC’s mandate, as spelt out in Act 795, has wider implications for safeguarding Ghana’s territorial sovereignty at all times.” ”

The complexity of achieving the Commission's mandate necessitated collaboration and engagement with strategic partners and stakeholders within and outside Ghana. Indeed, the Commission's progress and achievement within the year can squarely be attributed to the diverse support the Commission received. At the national level, the Commission engaged different MDAs, namely, the Ministry of Land and Natural Resources, Ministry of National Security, Ministry of Foreign Affairs and Regional Integration, Ministry of Finance, Ministry of Defence, Ministry of Justice and Attorney General's Department, and the Ministry of Interior. Additionally, government institutions and agencies including the Cabinet Secretariat of the Office of the President, the Public Records and Archives Administration Department, Ghana Immigration Service, Customs Division of the Ghana Revenue Authority, Ghana Armed Forces, Lands Commission, Minerals Commission, and Ghana Geological Survey Authority helped the Commission in its mandate. Furthermore, the Ghana National Petroleum Corporation procured drones for the Commission to enhance the Commission's maritime operations and joint effort with the Ghana Navy.

At the regional level, the Commission, with support from the GIZ African Union Border Programme, facilitated a series of joint technical meetings between Ghana and Côte d'Ivoire to collaboratively manage the land and maritime boundaries between the states. Beyond the continent, the Commission engaged development partners, namely, Norway, the Netherlands, Japan, Switzerland, and the United States of America to identify areas of mutual

interests and opportunities for collaboration and partnerships as regards boundary security and management.

The Commission extends appreciation to all partners and stakeholders for the support and looks forward to more fruitful and mutually beneficial engagements in the years ahead. GhBC is particularly indebted to GNPC and the GIZ/AUBP for the financial and logistic support to the Commission's operations and activities in 2022.

Despite the challenges the GhBC faced in 2022, the year was rewarding and productive thanks to the hard work of staff, support from partners and stakeholders and the strategic guidance from the Governing Body of the Commission. For the year 2023, GhBC shall continue to implement its mandates through service, vigilance, and partnerships.



Emmanuel W Kotia, PhD
Major General
National Coordinator
Ghana Boundary Commission

SECTION ONE

INTRODUCTION

Ghana shares approximately 2,209km of land boundary with Burkina Faso to the north, Togo to the east and Côte d'Ivoire to the west. The maritime boundaries shared with Côte d'Ivoire are to the west with Togo, Benin, and Nigeria to the east. As part of measures to secure the country's international land and maritime boundaries while promoting good neighbourliness and peaceful settlement of boundary/border disputes among others, the GhBC was established by the Ghana Boundary Commission Act (Act 795) in 2010 but became operational in 2021. In furtherance of the GhBC mandate, the Commission in 2021 developed a Five-Year Strategic Plan with five thematic areas to guide the implementation of activities to secure the territorial sovereignty of the Republic of Ghana. The five thematic areas of the Plan summarise the strategic direction of the Commission as follows: (1) Institutional Capacity Building of the GhBC; (2) Securing the land and maritime boundaries of Ghana; (3) Boundary Dispute Resolution; (4) Cross-border Governance and (5) Strategic Policy Framework. In 2022, the Commission undertook activities to protect Ghana's international boundaries and enhance cross-border cooperation based on international best practice. This report highlights major activities, achievements under each strategic objective and key challenges the

Commission encountered in its operations in addition to forecasting key activities for 2023. The highlights are captured under the following sections: Land Boundary Activities, Maritime Boundary Activities; Multi-Stakeholder Engagements, Partnerships and Cooperation; Research-Focused Activities; Strategy, Implementation and Visibility; and Institutional Administrative Processes, Policies and Procedures.

1.1 Overview of the Ghana Boundary Commission

The GhBC was established by Act 795 of Parliament in 2010 as part of interventions to address the increasing complexity of Ghana's international boundary issues. The Commission is mandated to determine, demarcate, and delimit Ghana's international land and maritime boundaries in accordance with accepted principles of international law. Furthermore, the Commission is responsible for the settlement of boundary disputes between Ghana and neighbouring countries. The Commission's mandate, therefore, has a wider implication for safeguarding Ghana's territorial sovereignty at all times; to this end, the GhBC collaborates with various local and international actors.

GOAL

To act as a trustee in partnering Ghana's neighbours to secure the territorial integrity of Ghana, ensuring international land and maritime boundaries with Ghana are protected and respected based on international best practice in demarcating and delimiting boundaries.

VISION

To ensure that Ghana's land and maritime boundaries are secured and managed within the framework of international law, peace and security, and the African Union and the Economic Community of West African States Protocols of African and Regional Integration.

MISSION

To Demarcate, Delimit and Manage Ghana's international boundaries, including settling boundary disputes through the implementation of National Legislations, and Regional and International Conventions on boundary management and cross-boundary cooperation in Africa.

The Commission's Five-Year Strategic Plan (2021 – 2025), has guided operations and activities in the two years of work. The plan, which is based on external and internal environmental scans and an analysis of the strengths, weaknesses, opportunities, and threats, has clearly defined strategic objectives propelled by the vision, mission, and mandate of the GhBC. The strategic objectives are as follows:



1 INSTITUTIONAL CAPACITY BUILDING OF GhBC

To build the institutional capacity of GhBC as an agile and effective national security organisation responsible for securing Ghana's international land and maritime boundaries



2 SECURING THE LAND AND MARITIME BOUNDARIES OF GHANA

To demarcate, delimit, secure, maintain and manage Ghana's international land and maritime boundaries in collaboration with neighbouring countries



3 BOUNDARY DISPUTE RESOLUTION

To lead government processes for the settlement and resolution of outstanding and emerging boundary disputes and issues of boundary security in accordance with international law and good neighbourliness



4 CROSS BORDER GOVERNANCE

To improve cross-border governance and border community development through bi-lateral cooperation and joint programmes with neighbouring countries



5 STRATEGIC POLICY FRAMEWORK

To provide research and evidence-based policy advice and support to government on appropriate policy, strategic positioning towards the management and maintenance of Ghana's land and maritime boundaries

1.2 Functions/Mandate of the Commission

- Lead negotiations with neighbouring countries concerning land or maritime boundary disputes with Ghana.
- Undertake the physical demarcation and survey of land boundaries and the delimitation of maritime boundaries.
- Place buoys or other maritime markers along settled courses of Ghana's maritime boundaries.
- Advise government on the most appropriate strategy for negotiation of land or maritime boundary.
- Encourage negotiated settlement of border disputes in preference to litigation.
- Collaborate with relevant security agencies to secure Ghana's boundaries and safeguard Ghana's territorial sovereignty at all times.
- Determine cross-boundary matters among communities through negotiation.
- Promote trans-border cooperation and local community development.

- Advise government on international conventions in relation to Ghana's boundaries and the signing and ratification of treaties related to land and maritime boundaries.
- Address issues related to the use of natural resources that straddle land and maritime boundaries.
- Formulate policies and programmes on international boundaries, including land and maritime boundaries.
- Perform any other function ancillary to the objects of the Commission.

1.3 Overview of Key Achievements in 2022

In 2022, the Commission undertook several activities and made significant strides to advance its mandate. The table below summarises the notable achievements the Commission chalked in the year under review. These are categorised under the Commission's five Strategic Objectives:

Table 1.1: Key Achievements in 2022 Aligned to Strategic Objectives.

SRL	STRATEGIC FOCUS AND OBJECTIVE	KEY ACHIEVEMENTS
1	Institutional Capacity Building: To build the internal governance, results-based management, and the technical/professional and resource mobilisation capacity of the Commission to secure its institutional culture and capacity as an agile and effective national security entity.	<ul style="list-style-type: none"> Developed Standard Operating Procedures and other key policies and frameworks to guide operations. Established internal control systems, including an Internal Audit Unit. Enhanced the capacities of staff through various training programmes. Set up a Network Access Storage (NAS) for the storage of aerial photos, orthophotos, scanned legacy maps and other relevant boundary documents. Established a GhBC Staff Welfare Scheme.
2	Securing Ghana's International Land and Maritime Boundaries: To demarcate, delimit, secure, maintain and manage Ghana's sovereign land and maritime boundaries in collaboration with neighbouring countries and demarcate and manage internal land boundaries.	<ul style="list-style-type: none"> Audited and surveyed international boundary pillars along the eastern and western boundary lines to ensure Ghana's security and territorial sovereignty. Commenced a Joint Ghana-Togo Land Boundary Reaffirmation Exercise with the survey and marking of location coordinates for the construction of fifty (50) new boundary pillars along the Ghana-Togo boundary line. Acquired Maritime Surveillance Drones and Mapping Drones for maritime and land boundary operations.
3	Boundary Dispute Resolution: To advise and lead government processes for the settlement and resolution of outstanding and emerging boundary disputes and issues of boundary security in accordance with international law and good neighbourliness.	<ul style="list-style-type: none"> Made steady progress through negotiations on the protracted Ghana-Togo Maritime Boundary dispute. Jointly developed frameworks and workplans with the CNFCI for cross-border activities, including the implementation of the 2017 ITLOS ruling on the Ghana-Cote d'Ivoire Maritime boundary.
4	Cross-Border Governance: To improve cross-border governance and border community development through bi-lateral cooperation and joint programmes with neighbouring countries with support from the AU and ECOWAS.	<ul style="list-style-type: none"> Conducted joint community sensitisation programmes in Aflao and Akanu (border communities) as part of the Ghana-Togo land boundary reaffirmation exercise. Jointly commemorated the 12th African Border Day with the CNFCI in Elubo and Noé which enhanced cross-border cooperation between the two countries. Established and operationalised a Joint Ghana-Côte d'Ivoire Technical Committee to address issues concerning the common land and maritime boundaries of the two countries. Identified and assessed eight (8) schools and two (2) health facilities for rehabilitation in deprived communities along Ghana's international boundary. Facilitated the award of contract for the construction of feeder roads to Dollar Power, Sapelliga, Kari and Kuntori.
5	Strategic Policy Framework: To provide research- and evidence-based policy advice and support to government on appropriate policy, strategies and actions towards the management and maintenance of Ghana's land and maritime boundaries.	<ul style="list-style-type: none"> Retrieved thirty-two (32) Legacy Documents related to Ghana's international boundaries with Côte d'Ivoire, Togo, and Burkina Faso to support boundary operations and negotiations with neighbouring states. Advocated for and facilitated the process for the Ratification of the African Union Convention on Cross-Border Cooperation (Niamey Convention) by the Parliament of Ghana.

Source: Ghana Boundary Commission, 29 December 2022.

Figure 1.1 Picture of a Tampered Boundary Pillar at the Dollar Power Area.



Source: Ghana Boundary Commission, 28 March 2022.

1.4 Conclusion

The AU recognises the importance of border governance to the peace and stability of African states. As such, the African Union Commission (AUC) established the African Union Border Programme (AUBP) to, among other things, assist member states to undertake activities related to the demarcation, delimitation, and management of boundaries. The AUC, through the AUBP, has developed several frameworks for ensuring cross-border cooperation, including the African Union Convention on Cross-Border Cooperation (the Niamey Convention), the African Union Border Governance Strategy and the

commemoration of the African Border Day. Within the context of implementing these frameworks, the GhBC developed a Five-Year Strategic Plan which aligns to the AUBP. Hence, in 2022, the Commission undertook several activities aimed at advancing the Commission's mandate and ensuring peaceful co-existence with neighbouring states. The Commission undertook the activities largely by leveraging partnerships with stakeholders and joint implementation with neighbouring countries. In 2023, the Commission will continue to focus on achieving the objectives of the Strategic Plan through strategies including collaboration with local and international stakeholders.

SECTION TWO

INTERNATIONAL LAND BOUNDARY ACTIVITIES

2.1 Introduction

International land boundaries serve political, legal, and economic functions by separating and defining the jurisdictions of neighbouring states. Ghana shares international land boundaries with Côte d'Ivoire to the west, Burkina Faso to the north and Togo to the east, covering an approximate total length of 2,209km. These boundaries are defined by boundary markers or features such as pillars, rivers, streams, and trees. Ten of Ghana's sixteen (16) geographic regions are along the international boundaries. The Commission's mandate, as relates to Ghana's international land boundaries, is to demarcate and reaffirm these boundaries to ensure the security and territorial sovereignty of the State. Since its full operationalisation, the GhBC, as part of audit and survey of international land boundary pillars, has extensively inspected several boundary pillars along Ghana's land boundaries.

Furthermore, the Commission has identified and facilitated the resolution of certain land boundary disputes between neighbouring communities to promote regional integration, improve peace and security and advance cross-border cooperation between Ghana and neighbouring countries. This section details land boundary-related activities undertaken in 2022, namely, multi-agency assessment and mapping survey at Dollar Power and Dablakuro; joint land boundary reaffirmation and sensitisation exercise at Aflao/Lomé and Akanu/Noepe and the establishment of the Joint Ghana-Côte d'Ivoire Boundary Technical Committee.

Map 2.1 Map indicating Ghana's International Land Boundaries.



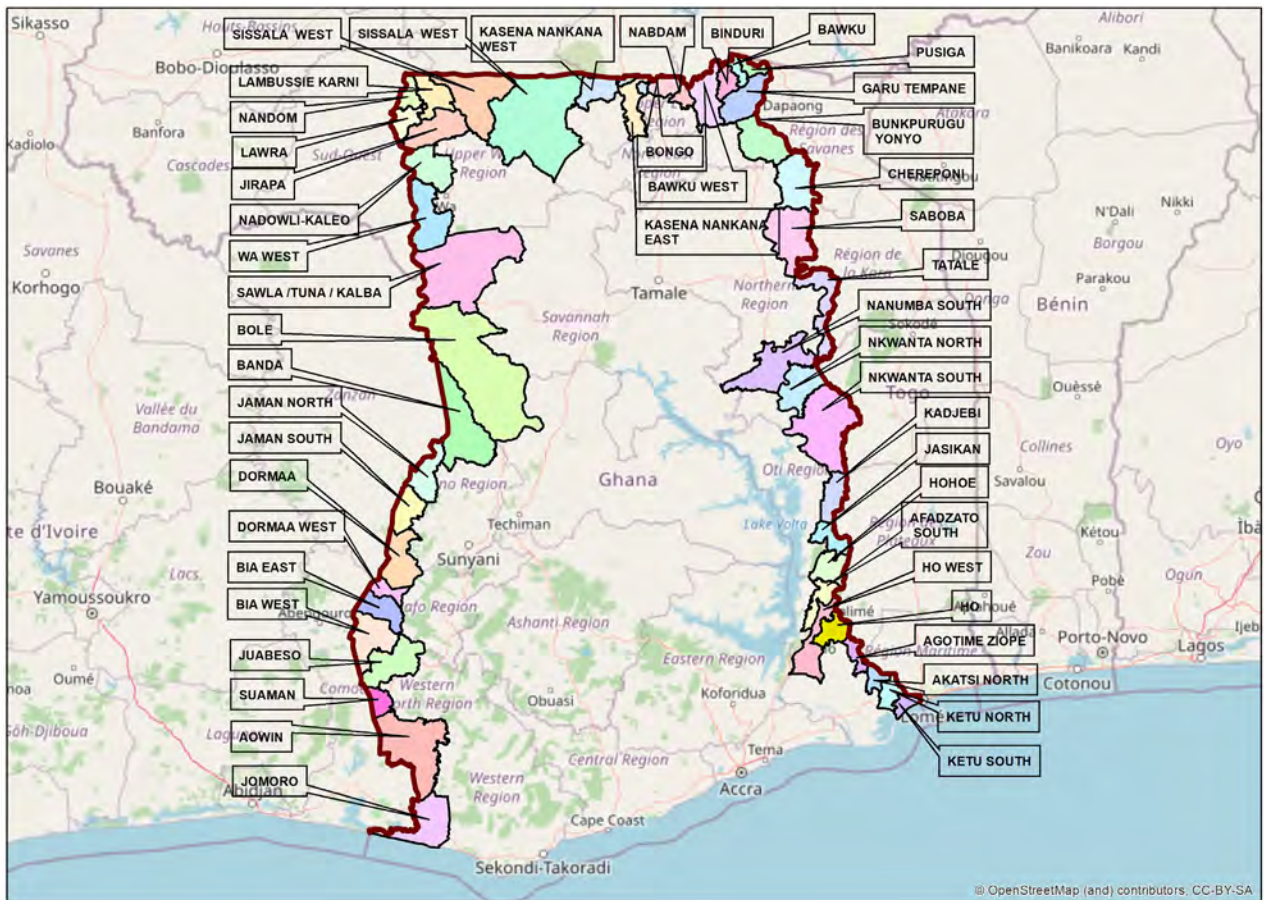
Source: Ghana Boundary Commission, 22 January 2021.

Table 2.1 Statistics of Ghana's International Land Boundaries.

Srl.	Neighbouring Boundary	Rivers & Streams (km)	Land (km)	Approximate Length (km)
1	Togo	621	285	906
2	Burkina Faso	287	303	590
3	Côte d'Ivoire	253	460	713
4	Total	1,161	1,048	2,209

Source: Ghana Boundary Commission, 29 December 2022.

Map 2.2 Map Showing Regions and Districts along the International Land Boundaries of Ghana.



Source: Ghana Boundary Commission, 29 December 2022.

2.2 Multi-Agency Technical Assessments

The Commission organised a multi-agency assessment at the Dollar Power general area along the International Boundary Line (IBL) with the Republic of Côte d'Ivoire. The exercise was undertaken in collaboration with Côte d'Ivoire and personnel from the Ghana Minerals Commission, Forestry Commission, Ghana Army, and Ghana Geological Survey Authority. The objectives of the assessment were:

- To assess the state of the IBL in order to facilitate the construction of access roads and boundary patrol routes and to identify areas for border security posts.
- To evaluate the extent of illegal mining activities within the areas and the mineralisation of the area for possible block-out for small-scale mining.
- To identify areas for planting teak as part of the reforestation of the depleted forest reserve along the IBL and to reaffirm the boundary.
- To conduct multi-agency preparatory work for potential human security interventions in the area.

Map 2.2 Map of Ghana showing the Dollar Power Area.



Source: Ghana Boundary Commission, 25 March 2022.

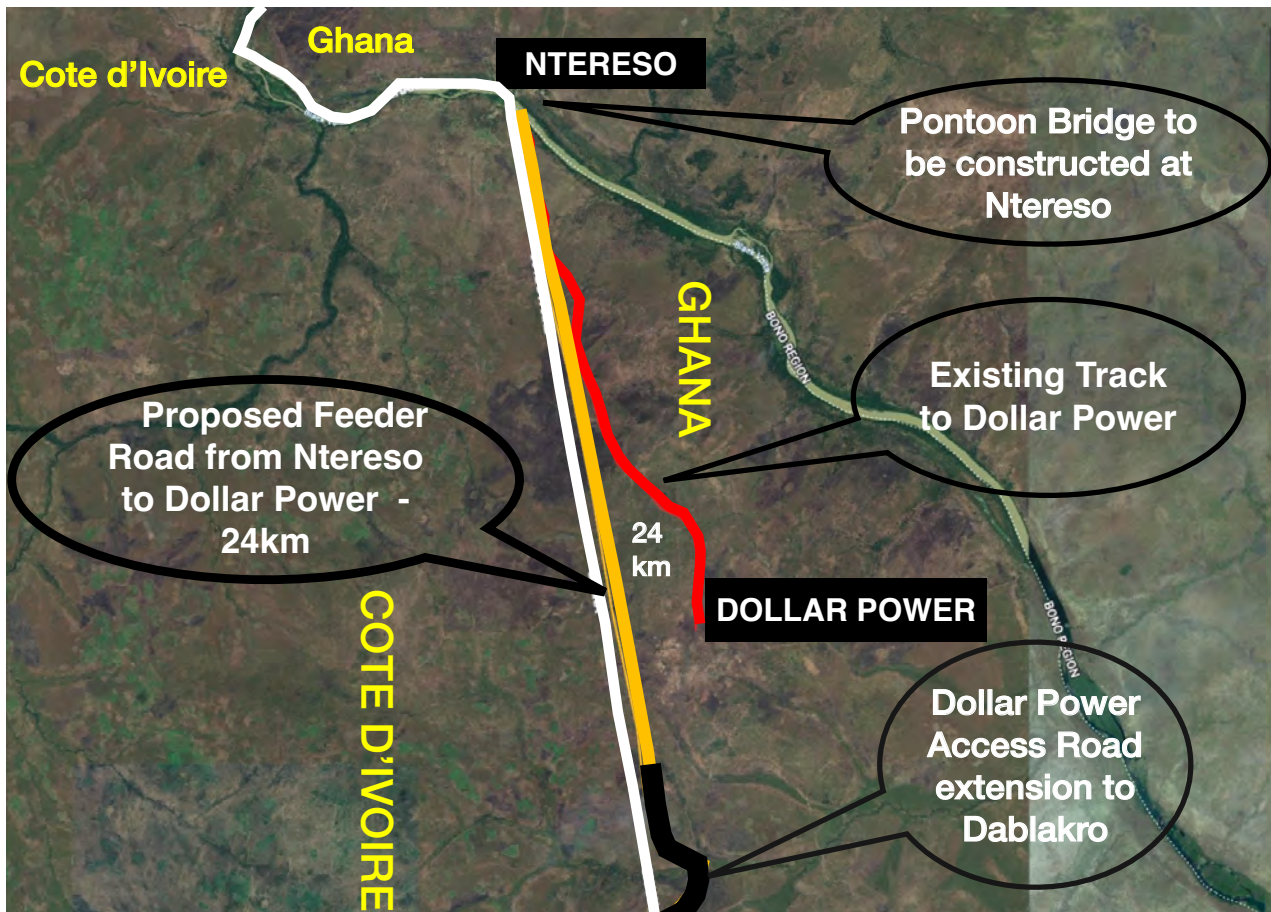
The assessment revealed grave infractions, including the degradation of an estimated 70 hectares of land; the adverse impact of illegal mining activities on the environment; the disturbance, displacement, and removal of boundary pillars through human activities and/or natural occurrences and a general insecurity in the Dollar Power enclave due to the absence of security personnel and state actors. In view of the findings, the Commission made recommendations for reclamation and reforestation of the degraded land, planting trees along the IBL and the deployment of security personnel and state actors to the area. Additionally, the Commission facilitated the award of a contract for the construction of feeder roads to Dollar Power, Sapelliga, Kari, Kuntori and patrol routes along the IBL to aid the deployment of security personnel and state actors to said areas. The GH¢78 million contract was awarded by the Ministry of Roads and Highways to the 48 Engineer Regiment of the Ghana Army. The roads will enhance development in the areas and open the areas for effective security and border management.

Figure 2.2 The Minister for Roads and Highways Presenting the Contract Document to the National Coordinator of the Ghana Boundary Commission.



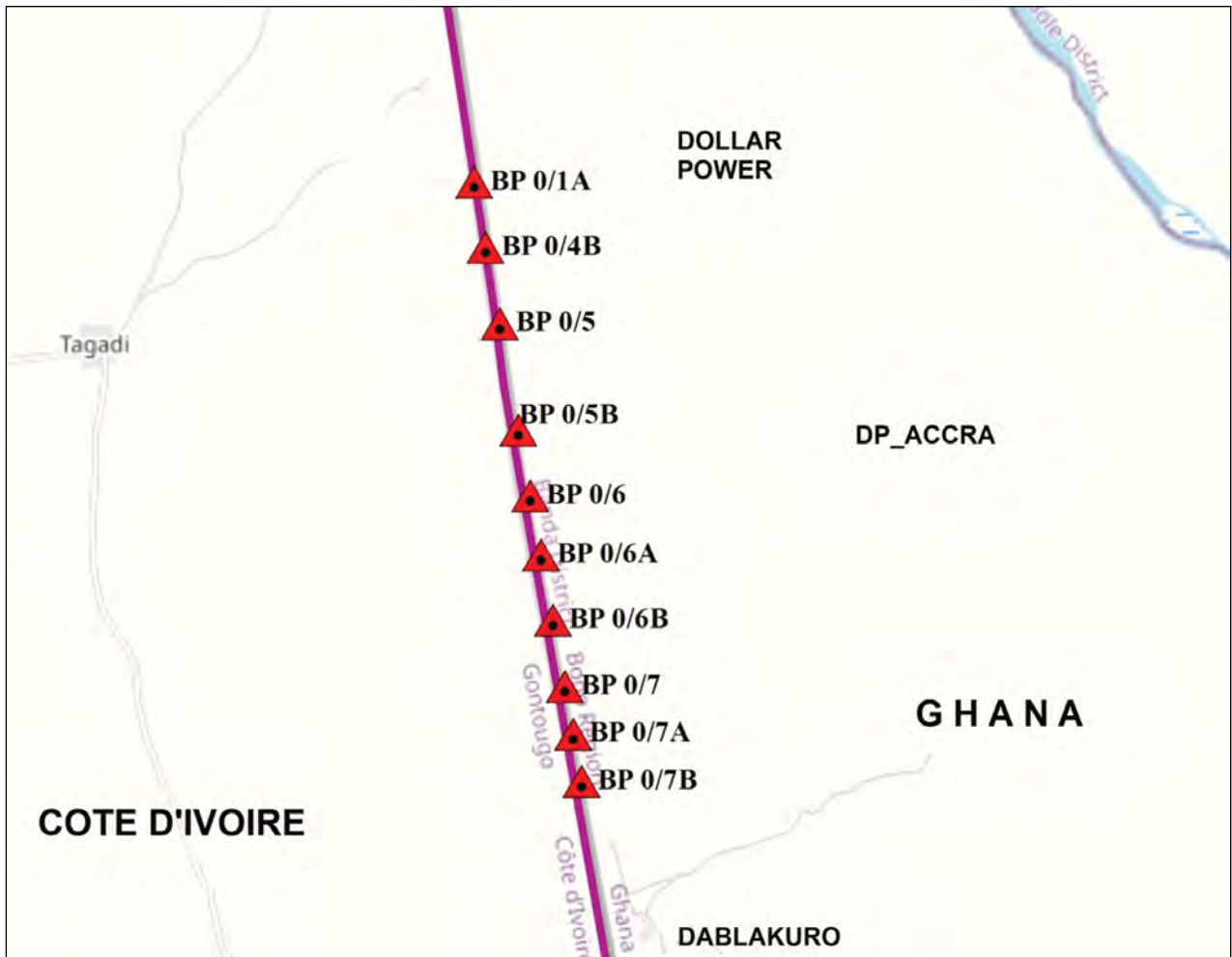
Source: Ghana Boundary Commission, 3 August 2022.

Figure 2.1 Design of Feeder Road to Dollar Power



Source: Ghana Boundary Commission, 16 December 2022.

Figure 2.3 Boundary Pillars Surveyed Along the Ghana/Côte d'Ivoire Boundary.



Source: Ghana Boundary Commission Survey Data, 28 March 2022.

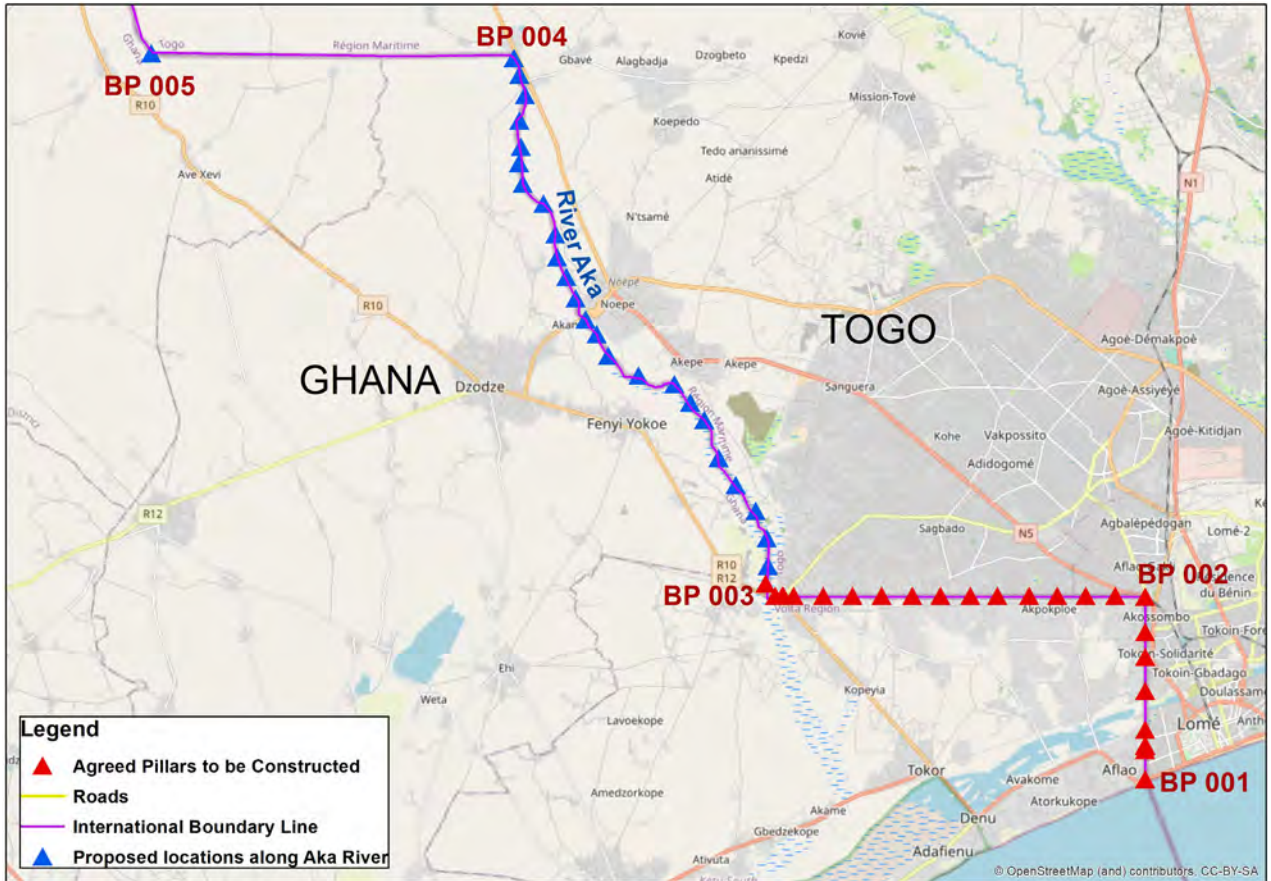
2.3 Inventory and Survey of Boundary Pillars

As part of audit and survey of international land boundary pillars, the Commission inspected boundary pillars along Ghana’s international land boundaries in 2022. A survey of ten (10) boundary pillars covering approximately 9.3km between Dollar Power and Dablakuro was conducted using Geodetic Global Navigation Satellite Systems (GNSS). Some of the pillars dated as far back as 1928. This exercise was to provide accurate geospatial boundary data for the reaffirmation and security of Ghana’s international land boundaries, while also informing better policy-making decisions regarding Ghana’s land boundaries. Identifying, auditing, and undertaking detailed inventory of the international boundary pillars and markers is paramount to resolving outstanding and emerging boundary disputes between Ghana and neighbouring countries.

2.4 Land Boundary Reaffirmation Exercise with Togo

In the spirit of cross-border cooperation, GhBC engaged the National Land Boundary Commission of the Republic of Togo in several consultative meetings for the reaffirmation of the international land boundary between Ghana and Togo. The engagements led to the formation of an ad hoc Joint Ghana-Togo Land Boundary Reaffirmation Technical Committee to plan modalities for reaffirming the boundary line between the two countries starting from Aflao/Lomé to Deme/Bagbe area in accordance with the AUBP guidelines. To commence the first phase of the exercise, the Committee conducted field surveys and marked out the coordinates for the construction of a Land Boundary Terminus (Pillar 1), and the construction of fifty (50) other pillars covering approximately 50km along the IBL from Aflao/Lomé to Kpoglu.

Figure 2.4 Boundary Pillars and Proposed Locations Along the Aka River on the Ghana-Togo Border.



Source: Ghana Boundary Commission, 15 April 2022.

Figure 2.5 Joint Ghana/Togo Land Boundary Technical Team Conducting a Reaffirmation Exercise.



Source: Ghana Boundary Commission, 25 May 2022.

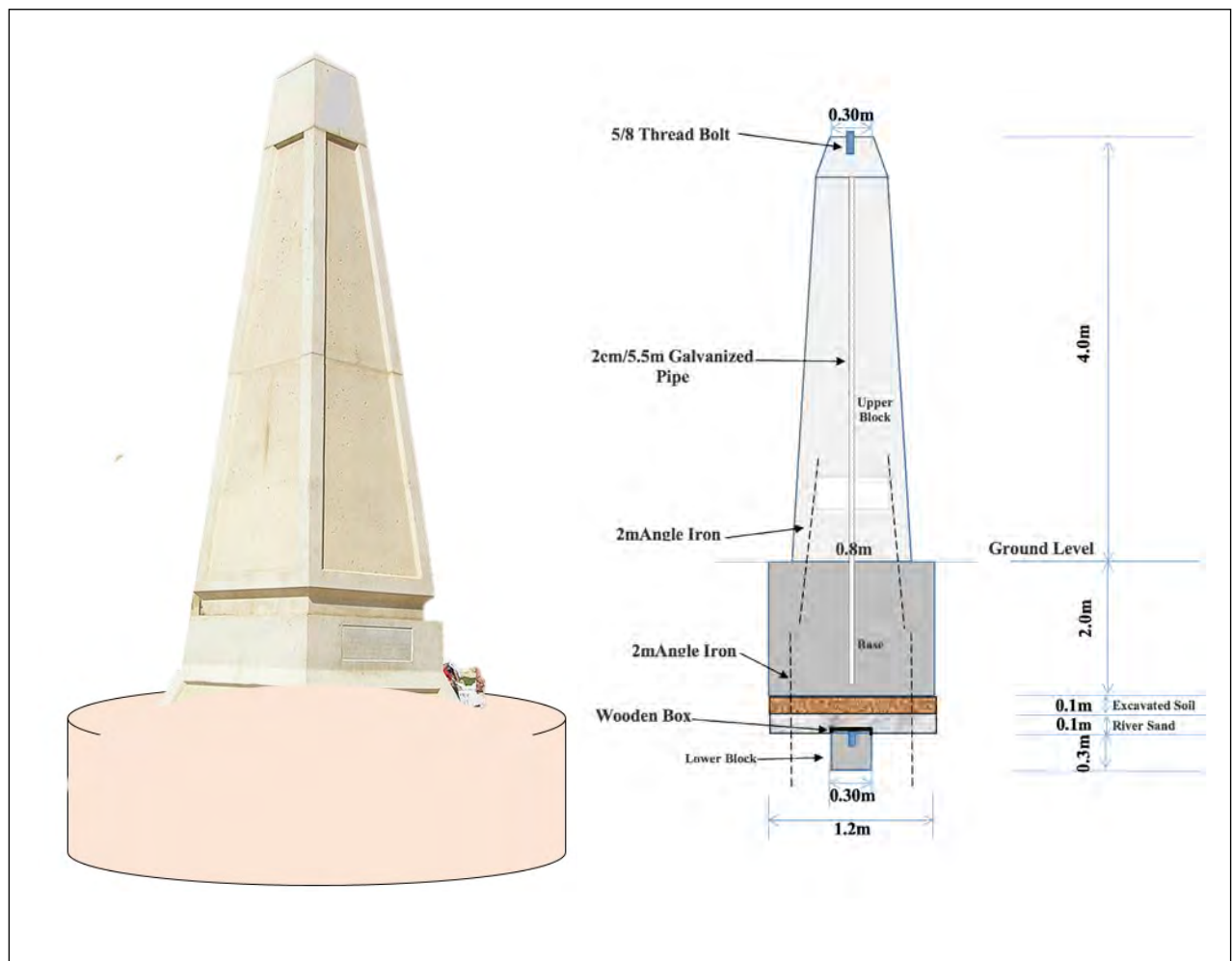
The Ghana Boundary Commission commenced survey exercises to establish the boundary pillars locations between Kpoglu and Deme/Bagbe, covering approximately 23km along the Aka River as part of the first phase of the reaffirmation exercise. However, the exercise was postponed due to heavy rains that flooded the boundary line. Work is expected to resume in early 2023.

The Committee endorsed the construction of four types of boundary pillars, namely: (a) Land Boundary Terminus (LBT) (Pillar 1) to be built as a monument; (b) Main Pillars to be constructed at the major turns/corners of the boundary line; (c) Intermediate Pillars to be constructed in between the main pillars at one-kilometre intervals and (d) Boundary Crossing Pillars to be constructed across

major border-crossing routes. The construction of the boundary pillars is scheduled for 2023. Descriptions and diagrams of the four pillar-types are as follows:

a. Land Boundary Terminus (Pillar 1): Pillar 1 shall be constructed as a monument. It shall be 2m beneath and 4m above the ground. It shall consist of a lower block, a base, and an upper block. The lower block shall be 0.30m x 0.30 and 0.30m deep at the centre of the pillar's base. The Pillar base shall be 2.0m x 2.0m and a depth of 2.0m. The upper block shall be 0.80m² x 0.30m² top and 4.0m high. Steel reinforcing bars shall be used to stabilise the casting of the concrete. In addition, it shall have four other smaller pillars planted as witness marks to help relocate its position in case of destruction.

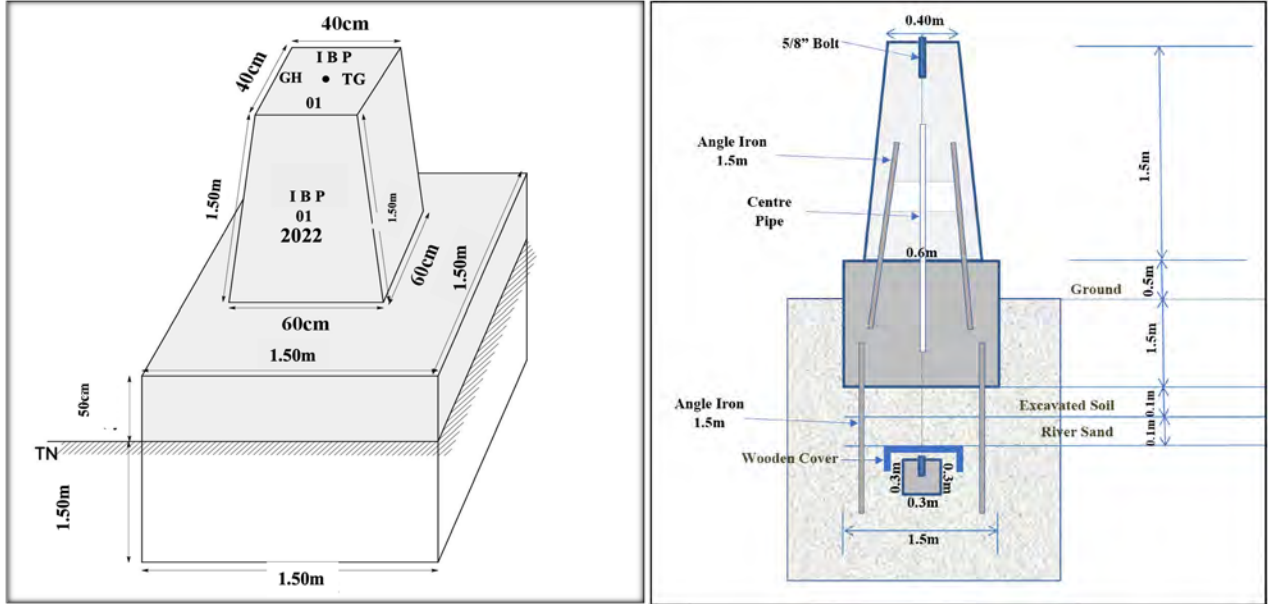
Figure 2.6 Proposed Design and Specifications for the Ghana/Togo Land Boundary Terminus (Pillar 1).



Source: Ghana Boundary Commission, 15 April 2022.

b. Main Pillars: The main pillars shall be constructed at the main turning points of the boundary line. It shall consist of a lower block, a base, and an upper block. The lower block shall be 0.30m x 0.30 and 0.30m deep at the centre of the pillar's base. The pillar base shall be 1.5m x 1.5m, 1.5m deep and 0.5m above the ground. The upper block shall be 0.80m² at the base and 0.30m² at the top and a height of 1.50m. Similar to Pillar 1, the main pillar shall have four smaller pillars planted as witness marks.

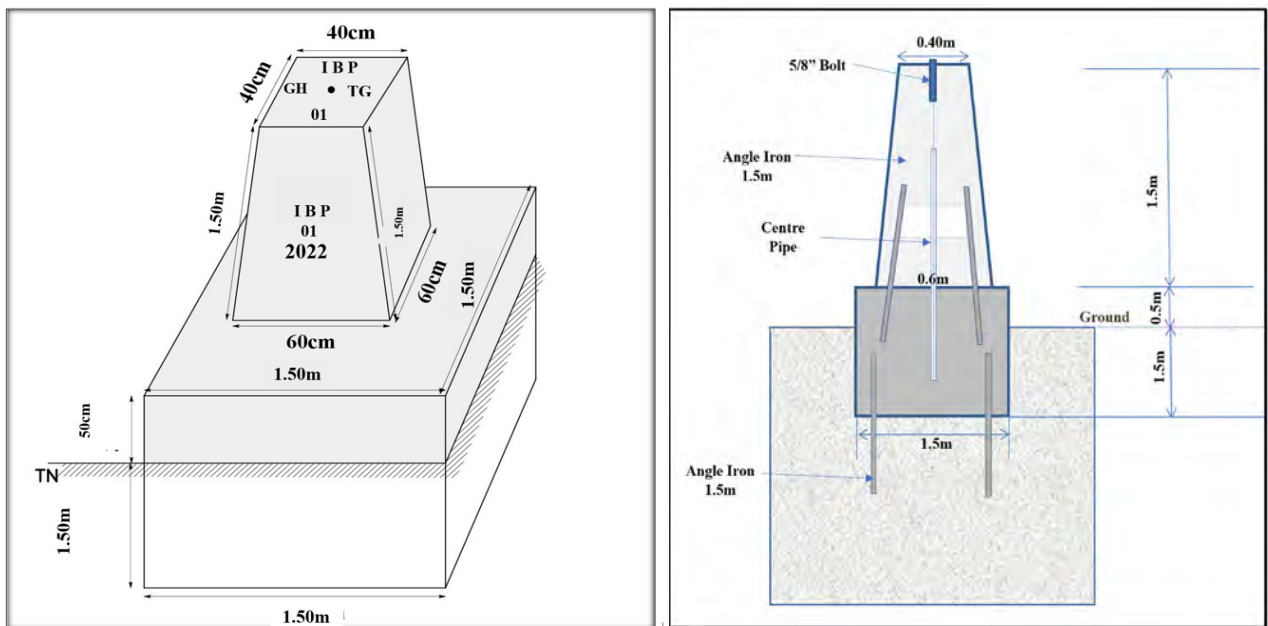
Figure 2.7 Proposed Design and Specifications for Main Pillars.



Source: Ghana Boundary Commission, 15 April 2022.

c. Intermediate Pillars: Intermediate Pillars shall be constructed between the main pillars when the distance between the main pillars exceeds one kilometre. They shall have a base and an upper block. The base shall be 1.50m x 1.50m, 2.0m deep and 0.5m above the ground. The upper block shall be 0.60m² base, 0.40m² top and 1.50m high. Steel reinforcing bars shall be used to stabilise the casting of the concrete.

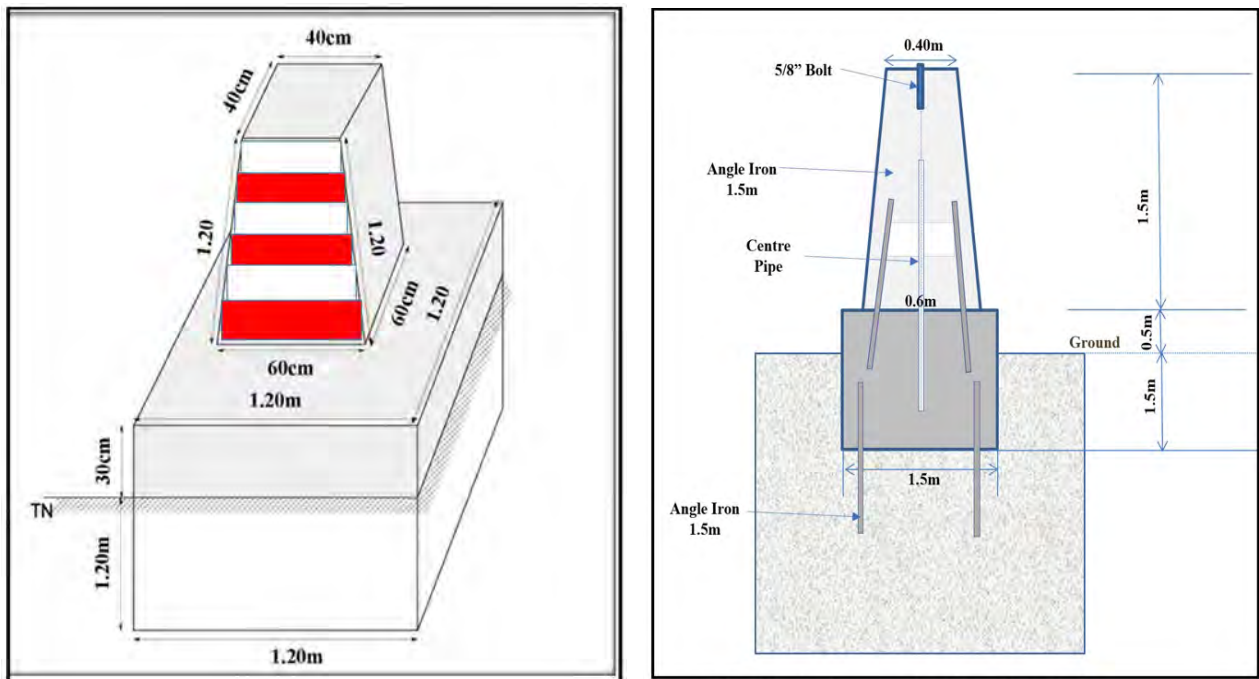
Figure 2.8 Proposed Design and Specifications for Intermediate Pillars.



Source: Ghana Boundary Commission, 15 April 2022.

d. Crossing Pillars: A pair of crossing pillars shall be constructed along boundary lines where the boundary lines intersect an approved border crossing route. They shall have the same dimensions as the intermediate pillars. Additionally, the crossing pillars shall be painted with alternating 0.2m red and white reflective strips along the vertical sections of the pillars.

Figure 2.9 Proposed Design and Specifications for the Pillars at Border Crossing Points.



Source: Ghana Boundary Commission, 15 April 2022.

2.5 Joint Ghana-Togo Border Community Sensitisation

Recognising the importance of community buy-in, collaboration and involvement to the success of cross-border cooperation agenda, the GhBC and the National Land Boundary Commission of Togo conducted a community sensitisation exercise in Aflao/Lome and Akanu/Noepe in 2022 to engage and inform the communities of the reaffirmation exercise prior to the commencement of the field activities. The communities were further sensitised on the “Role of International Boundary Pillars in promoting Cross-Border Cooperation.” Dignitaries at the function underscored the importance of the reaffirmation exercise in addressing transnational organised crime and other cross-border crimes engulfing West Africa. The Commission heads of the two countries emphasised the relevance of the reaffirmation exercise, given the nature of emerging security threats in West Africa.

Traditional leaders of the border communities pledged their support and affirmed their commitment towards safeguarding the boundary pillars, respect for the international boundary line and promoting peace and security in the

communities. In attendance were the Heads of the AUBP and the ECOWAS Border Programme, the German Ambassadors to Ghana and Togo, the Volta Regional Minister, the Municipal Chief Executive of Ketu South, the Member of Parliament for the Ketu South Constituency, traditional authorities from Ghana and Togo, Heads and staff of the boundary commissions of Ghana and Togo and other dignitaries from both countries.

2.6 Establishment of Joint Ghana-Côte d’Ivoire Boundary Technical Committee

Ghana Boundary Commission and the National Boundary Commission of Côte d’Ivoire (Commission Nationale des Frontières de la Côte d’Ivoire - CNFCI) established a Joint Technical Committee for the Reaffirmation and Materialisation of Land and Maritime Boundaries to undertake joint activities. The Committee developed framework agreements and workplans for cross-border activities such as land boundary reaffirmation exercises and the implementation of the International Tribunal for the Law of the Sea (ITLOS).

Figure 2.10 Cross Section of Participants at the Joint Ghana-Togo Community Sensitisation in Aflao.



Source: Ghana Boundary Commission, May 2022.

Figure 2.11 Delegations of Ghana and Côte d'Ivoire at the Inaugural Ceremony of the Joint Ghana/Côte d'Ivoire Mixed Technical Committee at Abidjan, Côte d'Ivoire.



Source: National Boundary Commission of Côte d'Ivoire, 22 August 2022.

2.7 Conclusion

Ghana has an extensive land boundary with her neighbours covering approximately 2209km. Ghana shares boundaries with Burkina Faso, Togo, and Côte d'Ivoire to the north, east and west respectively. To secure Ghana's boundaries and territorial integrity, the GhBC, in 2022, undertook several land boundary activities, including a Multi-Agency Technical Assessment at Dollar Power to assess the state of the IBL; and the commencement of the first phase of the joint Ghana-Togo land boundary reaffirmation exercise through which the coordinates of fifty (50) boundary pillars were established and

marked for construction along the IBL covering approximately 50km. The reaffirmation exercise and the construction of new boundary pillars prevent the emergence of boundary disputes and security threats between communities along the IBL. Additionally, the Commission facilitated the award of a contract for the construction of feeder roads and border patrol routes to the Dollar Power, Sapelliga, Kari and Kuntori border areas in the Savannah and Upper East regions. The Commission will continue to undertake activities toward reaffirming Ghana's IBL jointly with her neighbours and in accordance with acceptable principles of international law.

SECTION THREE

INTERNATIONAL MARITIME BOUNDARY ACTIVITIES

3.1 Introduction

One of the Commission’s key mandates is the delimitation of Ghana’s maritime boundaries in accordance with national, regional, and international standards. Pursuant to this, in 2021, the Commission established a Maritime Boundary Technical Committee to deal with matters relating to Ghana’s maritime boundary and to participate in the delimitation of international boundaries. The Committee further provides technical solutions to international maritime boundary disputes

involving Ghana and makes recommendations to the Governing Body of the Commission on all maritime boundary issues. In 2022, the Commission advanced several processes and engagements to secure the country’s maritime boundaries with Côte d’Ivoire, Togo, Benin, and Nigeria. This section examines GhBC’s maritime boundary activities for 2022, including, negotiating maritime boundary between Ghana and Togo, and establishing a Joint Boundary Technical Committee with Côte d’Ivoire towards developing a Joint Framework Agreement for the implementation of the ITLOS ruling.

Table 3.1 Statistics of Ghana’s International Maritime Boundary.

Srl.	Maritime Boundary	Status/Approximate Length
1	Ghana–Togo/Benin/Nigeria	200 nautical miles eastern boundary under negotiation.
2	Ghana–Côte d’Ivoire	200 nautical miles western boundary established under the 2017 ITLOS ruling.
3	Length of Ghana’s Eastern to Western Maritime Domain	780km at extent of Exclusive Economic Zone (EEZ).
4	Ghana’s Western Extended Continental Shelf	Beyond 200 nautical miles from the EEZ. Submitted and recommended by the UN Commission on the Limits of the Continental Shelf (UN CLCS) with no overlaps with other claims.
5	Ghana’s Eastern Extended Continental Shelf	Beyond 200 nautical miles from the EEZ. Submitted and recommended by the UN CLCS but overlaps with Togo-Benin and Nigeria submissions claims.
6	Total Exclusive Economic Zone	235,391 sq. km.

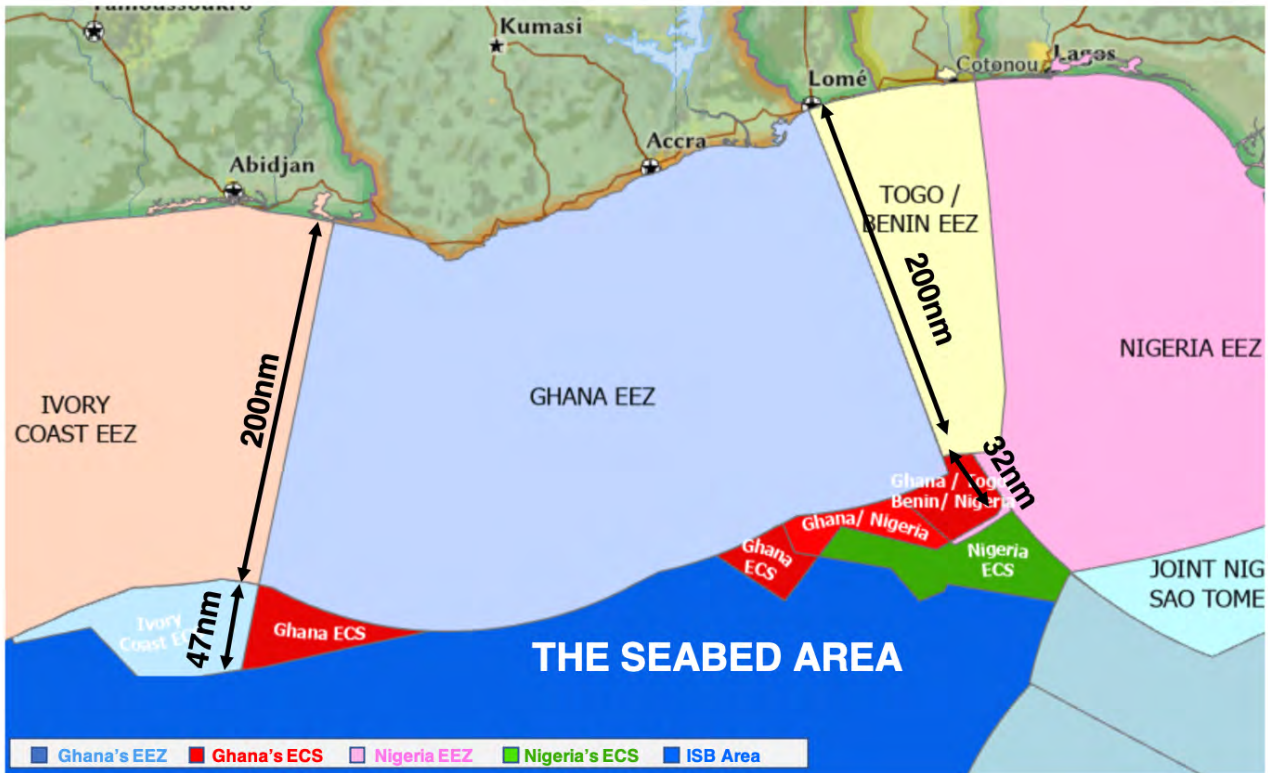
Source: Ghana Boundary Commission, 29 December 2022.

3.2 Maritime Boundary Negotiations with Togo

Pursuant to the Commission’s mandate to lead government processes for the settlement and resolution of outstanding and emerging boundary disputes, the GhBC Maritime Technical Committee led negotiations with the Maritime Technical Committee of Togo to reach a consensus on a long-

standing maritime boundary dispute between the two countries. Following several meetings in 2022 to resolve the dispute, both sides are currently finalising the delimitation of the shared maritime boundary. The agreement will pave the way for enhanced cross-border cooperation between the two countries. For Ghana, the resolution will pave the way for oil exploration in the Keta Basin which halted because of the stalemate.

Figure 3.1 The Maritime Domain of Ghana.



Source: Ghana Boundary Commission, 29 December 2022.

Figure 3.2 Members of the Joint Ghana/Togo Maritime Boundary Technical Committee at Lomé, Togo.



Source: Ghana Boundary Commission, 16 February 2022.

3.3 Implementation of the 2017 Ghana-Côte d’Ivoire ITLOS Ruling

GhBC and the CNFCI held several engagements pertaining to the common maritime boundary between the two countries. Following a maiden meeting in Accra in early 2022, another meeting was held in Abidjan in August which established a Joint Ghana-Côte d’Ivoire Technical Committee. Among other functions, the Committee is responsible for developing a framework for the implementation of the 2017 ITLOS ruling on the maritime boundary between Ghana and Côte d’Ivoire, and the reaffirmation of the land boundaries. The framework was crucial to managing the common international boundaries between the two countries, and constituted a measure for security, peace, facilitation of greater cooperation between the two countries and better sub-regional integration.

The highlights of the framework include an agreement to jointly undertake the reaffirmation exercise of the land boundaries and implementation of the ITLOS ruling in accordance with international law and rules governing the subject matter and in conformity with the AU’s fundamental principles. The framework detailed the establishment of Joint Committees and Joint Technical Sub-Committees and bore the cost of facilitating the reaffirmation and implementation of the ITLOS ruling. Furthermore, the Committee committed to strengthening existing collaboration between the Ghana Navy and the Marine Nationale (Côte d’Ivoire Navy). The Committee is responsible for discussing any issues arising on the Extended Continental Shelf (ECS) of both countries.

3.4 Acquisition of Drones for Maritime Operations/ Surveillance

One of the main challenges confronting the Commission is the lack of, or inadequate, essential survey tools and equipment. To mitigate this challenge, the GNPC acquired two DeltaQuad surveillance drones and one mapping drone for the Commission. The drones enhance surveillance and data collection and equip the Commission to collaborate with the Ghana Navy to undertake maritime boundary inspections.

3.5 Conclusion

One strategic objective of the Commission is to demarcate, delimit, secure, maintain and manage Ghana’s sovereign land and maritime boundaries through efficient, frequent, and collaborative inspections with neighbouring countries. In line with this, the GhBC focused on undertaking activities toward delimiting Ghana’s maritime boundaries. The activities involved high-level meetings in which the Commission led negotiations and discussions to secure Ghana’s maritime boundaries. In consequence, Ghana and Togo reached a common understanding and agreement of a maritime boundary line. In addition, the boundary commissions of Ghana and Côte d’Ivoire established a Joint Technical Committee and developed frameworks for implementing the 2017 ITLOS ruling regarding the countries’ common maritime boundary. The GhBC will continue to liaise with relevant stakeholders and neighbouring countries to ensure the delimitation and security of Ghana’s maritime boundaries.

Figure 3.3 The Ghana Boundary Commission Drone Team with the Crew of a Ghana Naval Vessel at a Joint Drone Maritime Test Capabilities Exercise at the Eastern Naval Base.



Source: Ghana Boundary Commission, 16 September 2022.

SECTION FOUR

RESEARCH-FOCUSED ACTIVITIES

4.1 Introduction

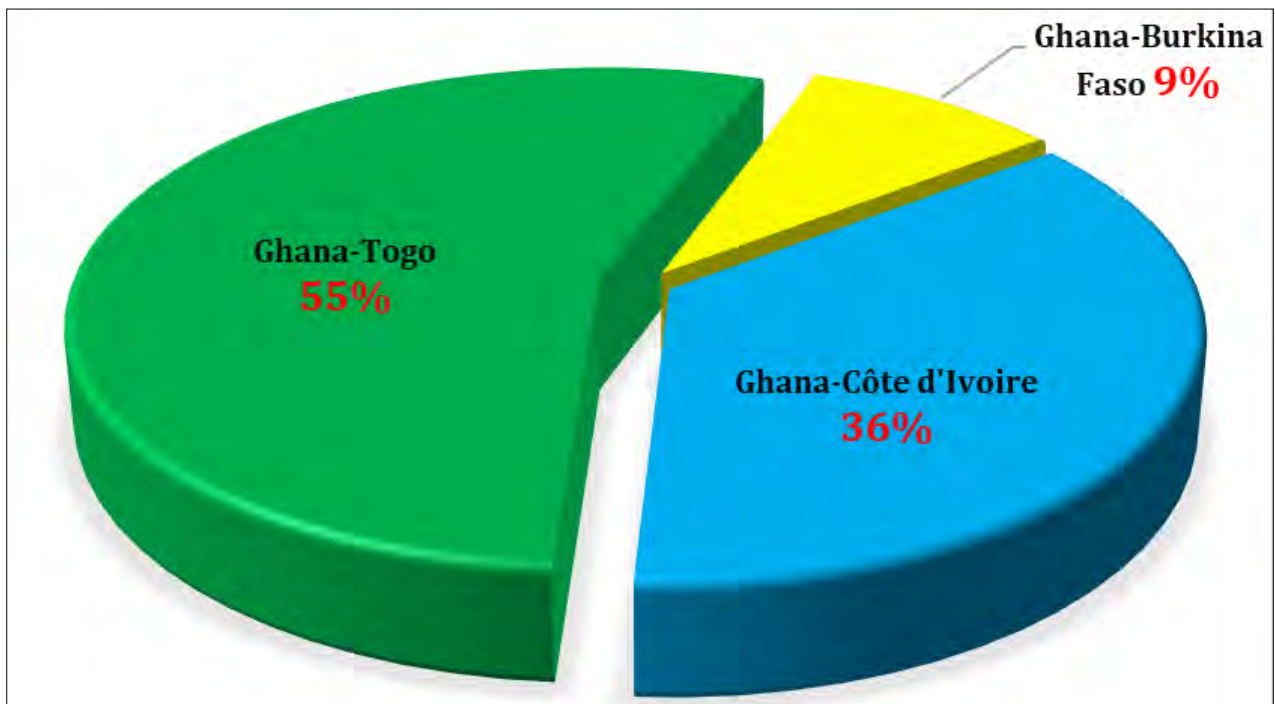
Research remains an important part of the Commission's operations as the fifth Strategic Objective spells out. By this objective, the Commission is mandated to undertake research to provide evidence-based advice on potential or emerging threats related to Ghana's boundary management. The Commission gathers and uses data on border communities to facilitate relevant interventions in identified deprived border communities. The Commission undertook key research studies in 2022 toward the realisation of the GhBC mandate. This section highlights the Commission's search for, and retrieval of, legacy documents which enhanced the Commission's reaffirmation efforts and the resolution of boundary disputes. A total of 32 maps and other relevant documents were obtained from the search. The section further provides information on human security needs assessments conducted in deprived border communities to inform social interventions.

4.2 Search and Retrieval of Legacy Documents

Legacy documents serve as major reference points for the conduct of international boundary related activities such as reaffirmation and dispute resolution/negotiation. Legacy documents, including maps, provide detailed information, markers, and description of the country's land and maritime boundaries. Recognising the significance of such documents to boundary operations and related activities, the Commission liaised with the Public Records and Archives Administration Department (PRAAD) to secure 32 legacy maps and other relevant documents.

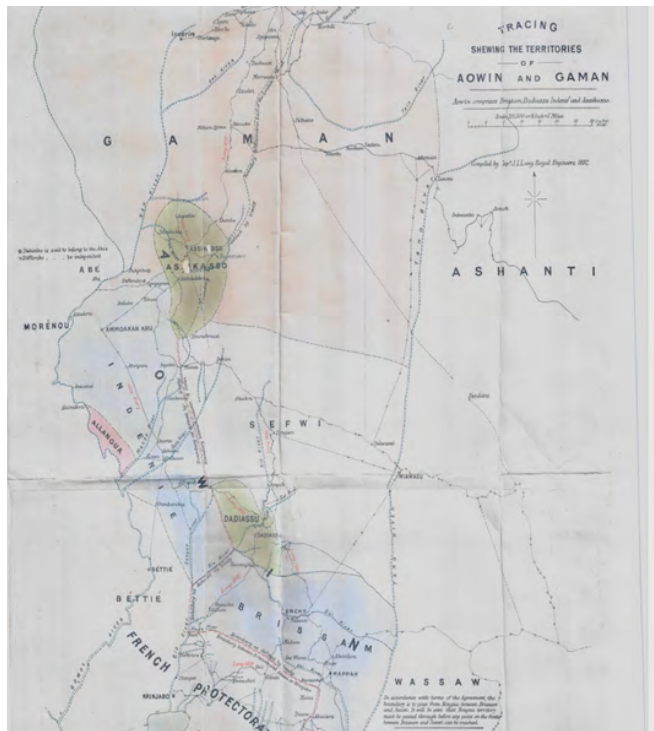
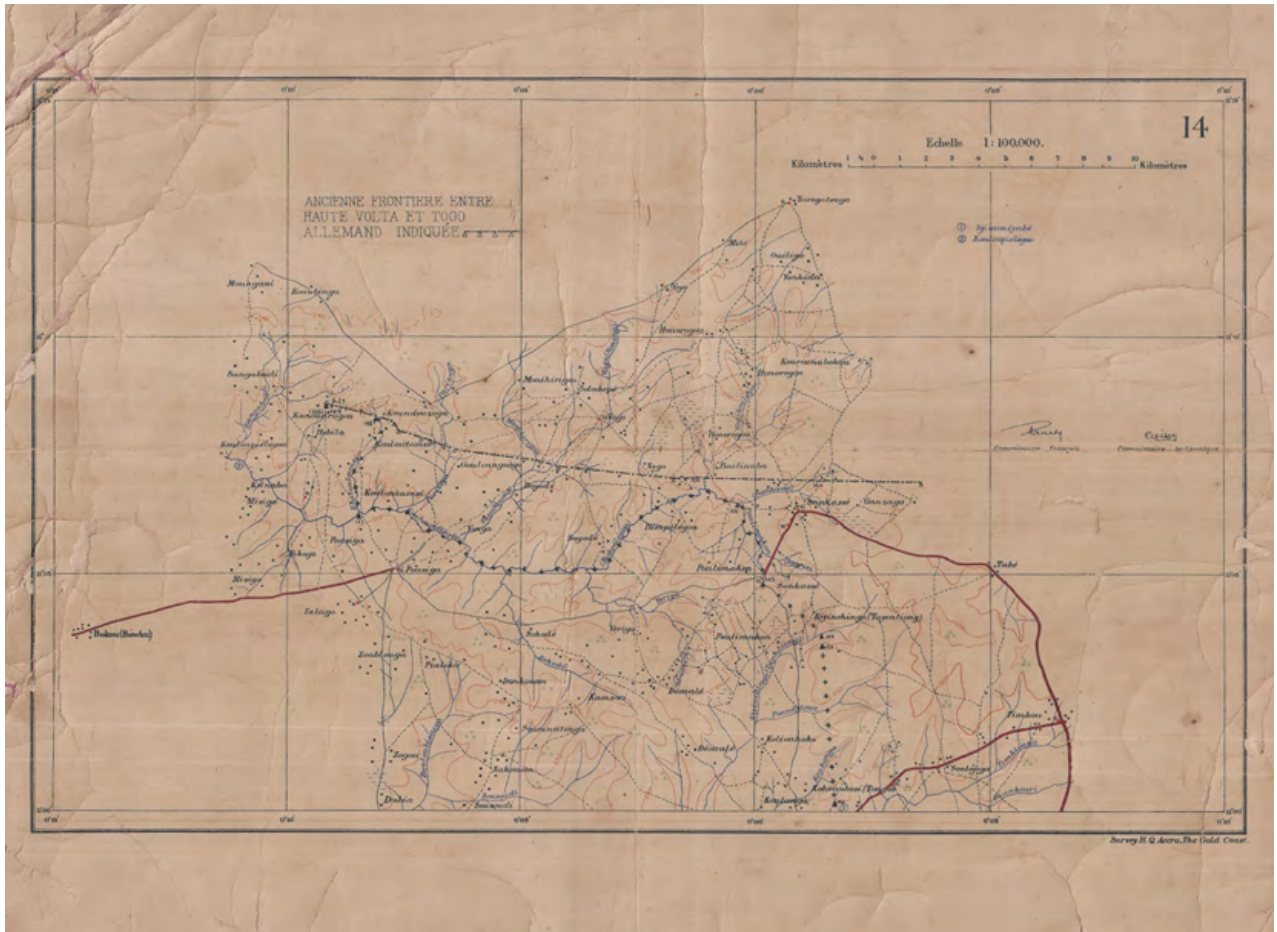
The legacy documents (maps), mostly dated 1929, relate to Ghana's international boundaries with Togo, Côte d'Ivoire, and Burkina Faso. Of the 32 maps, 18 relate to Ghana's boundary with Togo; 12 relate to Ghana's boundary with Côte d'Ivoire, while 3 relate to Ghana's boundary with Burkina Faso.

Figure 4.1 Percentage of Legacy Maps Retrieved from Public Records and Archives Administration Department on Ghana's International Land Boundaries.



Source: Ghana Boundary Commission, 20 September 2022.

Figure 4.2 Legacy Documents (1892 and 1929 Maps) Showing the International Boundary Demarcation Between Ghana and Côte d'Ivoire.



4.3 Identification of Human Security Needs of Selected Border Communities

In 2022, GhBC conducted community needs assessments of educational and health facilities in certain deprived border communities. The field assessments were done in collaboration with the Municipal and District Assemblies of the selected communities in the Western, Upper East and Volta regions and sought to obtain relevant information on social facilities in need of rehabilitation. This exercise forms part of the Commission’s activities to develop border communities, noting that the development of these communities could impact Ghana’s security. In addition, the Commission liaised with the 48 Engineer Regiment of GAF to confirm the scope of work and estimates for the eight (8) educational and two (2) health facilities proposed for rehabilitation. Table 4.1 summarises the proposed facilities.

Source: Public Records and Archives Administration Department, 20 September 2022.

Table 4.1 Summary of Proposed Facilities for Rehabilitation in Deprived Border Communities.

Srl	Border Community	Earmarked Facility for Rehabilitation	Scope of Work
(a)	(b)	(c)	(d)
1	Cocoa Town-Elubo (Jomoro Municipality, Western Region)	Roman Catholic Primary School	a. Re-roofing of school building b. Re-painting of the school building c. Fixing of broken-down windows and doors d. Fixing of damaged floors e. Construction of washrooms
2	Ghana Nungua-Elubo (Jomoro Municipality, Western Region)	Roman Catholic Junior High School	a. Plastering of school building b. Painting of the school building
3	Kpoeta-Kpodzi (Ho West District, Volta Region)	3-Unit Junior High School Classroom Block	a. Plastering and painting of school walls b. Re-roofing of the school building
4	Kpoeta-Achem (Ho West District, Volta Region)	6-Unit Primary School Classroom Block	a. Painting of school building b. Construction of a washroom facility
		Four (4) Unit Junior High School Classroom Block	a. Renovation of the entire school b. Repair of damaged floors c. Reroofing of the school building
5	Leklebi Kame (Afadjato South District, Volta Region)	Leklebi Kame Kindergarten School	a. Demolition of existing building b. Reconstruction of block
		Leklebi Kame Junior High School	a. Fixing staff common room with louvre blades and insecticide-treated mosquito nets. b. Replacement of all classroom doors and windows c. Extensive renovation of roof and classroom floors
		Leklebi Kame Health Centre	a. Renovation of all windows and replacement with louvre blades; roofing and ceiling and washroom at labour ward b. Construction of a septic tank c. Provision of furniture for the Outpatient Department and other vantage areas d. Replacement of patients' beds and baby cots
6	Akporkploe (Ketu South Municipality, Volta Region)	Akporkploe Health Centre	a. Replacement of: i. Roof and Damaged ceilings ii. Doors and windows b. Plastering and re-painting of walls
7	Sapelliga (Bawku West District, Upper East Region)	3-Unit Primary School Classroom Block	a. Reconstruction of school building b. Supply of furniture for both school children and teachers

Source: Ghana Boundary Commission, 22 June 2022.

Figure 4.3 Proposed Facilities in Selected Border Communities.



Source: Ghana Boundary Commission, 12 April 2022.

4.4 Conclusion

Research is a core part of the Commission's work/operations. It is an integral part of the Commission's strategy and provides relevant information for decision-making. In line with implementing the strategic plan of the Commission as well as regional frameworks including the African Union Convention on Cross-Border Cooperation, GhBC focused on research activities to support operations along the international boundaries. The Commission in addition engaged with deprived border communities and key stakeholders to identify human security needs for intervention. The identification of these needs and the corresponding interventions are

important to the operations of the Commission and the general border governance of Ghana. This is because the GhBC recognizes that border communities play a critical role in national security and thus impoverished border communities could negatively impact on the security of the country. The GhBC will continue to seek partnerships towards the rehabilitation of identified social facilities in the deprived border communities. As part of efforts to implement the Commission's strategic objectives, the GhBC will focus on contributing to knowledge and discourse on boundary-related issues through publications, including policy briefs, articles, reports and journals.

SECTION FIVE

MULTI-STAKEHOLDER ENGAGEMENTS, PARTNERSHIPS AND COOPERATION

5.1 Introduction

The Commission's multifaceted and yet interconnected mandate requires strong partnerships and cooperation with stakeholders and partners to achieve all goals and targets. The Commission, in 2022, engaged stakeholders and partners at the national, regional, and international levels to harness technical and strategic expertise. This section highlights the Commission's engagements with Ministries, Departments, and Agencies (MDAs) to leverage closer collaboration and further the Commission's mandate. The section also outlines the Commission's engagements with the Ghana Armed Forces (GAF), National Intelligence Bureau (NIB), Ghana National Petroleum Corporation (GNPC), GIZ/African Union Border Programme (GIZ/AUBP), and the boundary commissions of Côte d'Ivoire, Togo, Guinea, and Sierra Leone. Further engagements were held with Development Partners, namely, the embassies of Norway, The Netherlands, Switzerland, Japan, the United States of America, and the United Nations.

5.2 Engagement with Ministries, Departments and Agencies

The Commission engaged with several MDAs as part of efforts to utilise resources across sectors to

advance the Commission's mandate. Notable was the provision of policy direction by the Ministry of Lands and Natural Resources (MLNR). The Ministry's Advisory Board paid a working visit to the Commission to seek understanding of the Commission's operations and to offer relevant inputs.

The Commission liaised with other Ministries and agencies, including the Ministry of Finance (MoF), Ministry of Justice and Attorney General's Department (MoJAGD), Ministry of National Security (MNS), Ministry of Foreign Affairs and Regional Integration (MoFARI), Public Services Commission (PSC), and the Public Records and Archives Administration Department (PRAAD). The MoF released funds for the Commission's activities; the MoJAGD provided legal advice to the Commission; the MNS supported GhBC during operations, and the MoFARI offered advice and direction for the Commission's bilateral relations with neighbouring states in addition to facilitating processes for Ghana's ratification of the African Union Convention on Cross-Border Cooperation. Furthermore, the Commission received staff recruitment support from the PSC and logistical support from PRAAD in searching for, and retrieving, legacy documents.

Figure 5.1 Working Visit of the Ministry of Lands and Natural Resources Advisory Board.



Source: Ghana Boundary Commission, 7 April 2022.

5.3 Ghana Armed Forces

The GhBC, in 2022, engaged with the Ghana Armed Forces (GAF) and received various forms of support from GAF. Notably, GhBC and GAF collaborated to undertake GhBC-led boundary operations. Furthermore, the GAF seconded Subject Matter Experts and Staff Officers to the Commission – six (6) commissioned officers and ten (10) officers of other ranks have been attached to GhBC to enhance the Commission’s operations and collaborative engagements with GAF.

5.3.1 Collaboration with the Ghana Army

The Ghana Army provided security escorts to the Commission during onsite consultative meetings, community sensitisations and field operations. For instance, the Ghana Army provided the Commission with security escorts and logistic support from the 66 Artillery Regiment during the Commission’s reaffirmation exercise at Aflao. The 6th Infantry Battalion also provided security escort during the Multi-Agency Technical Assessment at Dollar Power. Both units of the Ghana Army provided forty-six (46) security escorts and static guards within the year. On the Commission’s Land Boundary Technical Committee, the Ghana Army is represented by the Director of Operations. In addition, the Ghana Army has seconded a few officers to the Commission in such key positions as Chief of Staff, Director, and Deputy Director for Boundary Operations. The support received from the Ghana Army was crucial to the Commission’s successes in the year 2022.

5.3.2 Collaboration with the Ghana Navy

Collaboration with the Ghana Navy was enhanced during the year under review. The Commission and the Ghana Navy had several joint trainings on the operation and maintenance of drones sponsored by Soko Aerial Robotics Training School at the Signal Training School at Burma Camp. The training was to equip the trainees with knowledge and skills to operate the drones for maritime surveillance and joint maritime patrols along Ghana’s maritime frontiers. In line with this, the Commission has projected joint quarterly maritime inspections with the Ghana Navy on Ghana’s maritime frontiers. The joint GhBC-Naval team participated in a simulation exercise codenamed Operation Sea Hawk conducted to assess the operational readiness of the Special Boat Squadron of the Ghana Navy, the Ghana Army, and other stakeholders to secure Ghana’s maritime space as a deterrent to potential maritime- and terrorism-related threats.

The Commission deployed its technical drone team and surveillance drones and relied on information shared by the Ghana Navy through the Maritime Operation Centres at the Naval Headquarters, Aflao, New Town and Zone F to update the Commission on developments at the maritime frontiers. As part of the collaboration and support, a Naval Officer was seconded to the Commission as a Maritime Liaison Officer. Furthermore, the Director of Naval Operations is a member of the Maritime Technical Committee of the Commission.

Figure 5.2 GhBC and Ghana Navy Personnel at a Practical Training Session on the DeltaQuad UAV.



Source: Ghana Boundary Commission, 20 June 2022.

5.3.3 Collaboration with the Ghana Air Force

The Ghana Air Force, in 2022, supported the Commission's operations by providing airlift and facilitating movements of GhBC staff and other dignitaries for consultative meetings with neighbouring countries, operational surveys, and air reconnaissance exercises. For instance, the Ghana Air Force airlifted high-profile delegations for series of Ghana-Togo Maritime boundary negotiation meetings in Togo. Furthermore, the Ghana Air Force flew the Commission's Field/Technical Teams for field operations in such remote areas as Dollar Power which are inaccessible by roads. The Ghana Air Force provided 21 flights (33hrs 10mins) to support the Commission's operations in 2022. To further deepen the collaboration with the Commission, the Ghana Air Force seconded an Air Liaison Officer to the Commission. The Air Force' support enabled the Commission to undertake critical projects and activities in 2022. Despite the collaboration between the two agencies, certain challenges which the Ghana Air Force encountered, prevented both agencies from achieving the full benefits of the collaboration. The challenges included inadequate platforms to fully support GhBC operations and the limited servicing and maintenance schedules for platforms. These challenges notwithstanding, the collaboration with the Ghana Air Force contributed immensely to the success of the Commission's operations in 2022.

5.4 National Intelligence Bureau

In 2022, the National Intelligence Bureau (NIB) continued its collaboration with the Commission by providing intelligence on the security situation at the borders to facilitate the Commission's field operations. The Bureau supported the Commission to undertake field operations in selected border communities where boundary disputes or security concerns existed, such as Dollar Power and its environs and the Aflao general area. The timely information provided by the NIB contributed to the Commission's successful field operations. Additionally, the NIB has seconded two personnel to the Commission.

5.5 Ghana Immigration Service

The Ghana Immigration Service (GIS) supported the Commission in diverse ways, including the secondment of a Senior Officer to the Commission and the provision of ground support during field operational mapping surveys in border communities. The GIS furnished the Commission with situational reports on violations along the international boundaries, the state of boundary pillars and other land boundary information. Further collaborative efforts included assistance with data gathering along the International Boundary Line (IBL) with Togo, Burkina Faso and Côte d'Ivoire, and facilitation of cross-border movement of staff during bi-lateral

Figure 5.3 The Deputy Chief Executive Officer of Ghana National Petroleum Corporation, Mr Benjamin Acolatse (middle), with the National Coordinator of Ghana Boundary Commission and Personnel of the Ghana Boundary Commission and the Ghana Navy at the Commissioning of the DeltaQuad Surveillance Drones, Tema.



Source: Ghana Boundary Commission, 26 October 2022.

meetings and field operations. Other joint activities with the GIS included patrols to locate and assess boundary pillars, boundary intelligence, logistics support and assistance to conduct community engagements. The collaboration enhanced the reach of the Commission, enabling GhBC to address low-intensity disputes among communities along the IBL.

5.6 Ghana National Petroleum Corporation

The Ghana National Petroleum Corporation (GNPC), within the context of leveraging on domestic and foreign partnerships, collaborated with the GhBC to undertake mutually beneficial activities towards ensuring the safety and security of Ghana’s maritime space. In 2022, the GNPC provided funding and technical support for capacity building, conduct of joint technical meetings with boundary commissions of neighbouring countries, and the acquisition of equipment to aid the Commission’s boundary operations. Regarding capacity building, the Corporation sponsored selected staff of the Commission to undertake trainings within and outside Ghana. In addition, GNPC assisted with the conduct of bilateral strategic and technical meetings with Togo on maritime boundary negotiations, and Côte d’Ivoire on the implementation of the ITLOS ruling. The GNPC acquired two DeltaQuad Surveillance Drones and one DeltaQuad Mapping Drone with Lidar Sensor for the Commission’s joint

Figure 5.4 Mr Esayas Abebe, Head of GIZ/AUBP, Speaking at a Community Sensitisation Exercise at Aflao.



Source: Ghana Boundary Commission, 10 May 2022.

maritime boundary inspections with the Ghana Navy along Ghana’s eastern and western maritime frontiers using the Ghana Navy ships. The GNPC is represented on the Maritime Technical Committee by the Deputy Chief Executive Officer, Geometric Engineer, and a Technical Administrative Officer.

5.7 GIZ/African Union Border Programme

Following GhBC’s admittance to the GIZ/AUBP, the Commission in 2022 received assistance for various activities under the Programme’s broad areas of support, namely, (1) Delimitation and Demarcation, (2) Cross-Border Cooperation and (3) Capacity Development. Pertaining to Delimitation and Demarcation, GIZ/AUBP supported the conduct of series of Joint Technical Meetings between the GhBC and the boundary commissions of Togo and Côte d’Ivoire. The meetings aimed at enhancing cross-border cooperation and facilitating joint activities on the common land and maritime boundaries between Ghana and neighbouring states. The engagements with Côte d’Ivoire resulted in the development of frameworks and modalities for cross-border activities, including a joint land boundary reaffirmation exercise and the implementation of the ITLOS ruling. The engagement with Togo led to processes for the reaffirmation of the international land boundary between the two countries.

Pertaining to Cross-border Cooperation, GIZ/AUBP supported the conduct of bilateral meetings and workshops between the GhBC and neighbouring commissions on issues regarding common boundaries. These meetings discussed issues of mutual interest within the context of integrated boundary governance to foster cooperation. Additionally, through GIZ/AUBP support, the Commission undertook cross-border activities jointly with Togo and Côte d’Ivoire. The activities included a joint Ghana-Togo land reaffirmation exercise preceded by a sensitisation programme in Aflao and Akanu, and a joint commemoration of the 12th African Border Day by the GhBC and the CNFCI held in Elubo and Noé.

With regards to Capacity Development, GhBC benefitted from several workshops organised by GIZ/AUBP on border management and cross-border governance. The workshops equipped relevant staff with knowledge and skills for the implementation of the Commission’s mandate. Furthermore, GIZ/AUBP supported the Commission with three GNSS equipment for survey activities.

5.8 Neighbouring Boundary Commissions

To fulfil the Commission's mandate of ensuring cross-border cooperation, the Commission engaged the boundary commissions of Togo and Côte d'Ivoire regarding their common land and maritime boundaries. The Commission further engaged with Sierra Leone and Guinea to assist the countries with modalities for establishing their respective boundary commissions.

5.8.1 National Boundary Commission of Côte d'Ivoire

The GhBC hosted a maiden meeting with the CNFCI in February 2022 to lay the foundation for discussions on the management of issues relating to the common boundary between the two countries. Specifically, the meeting addressed several concerns identified along the land and maritime boundaries, drew up modalities for the implementation of the ITLOS ruling and deliberated on ways of strengthening cross-border cooperation. The meeting, which was opened by Ghana's Deputy Minister for Lands and Natural Resources, adopted, and signed working documents to facilitate the implementation of the ITLOS ruling and ensure proper management of the common boundaries.

The GhBC and the CNFCI held a subsequent meeting in Abidjan in August to establish a Joint Technical Committee to facilitate cooperation

regarding the joint reaffirmation exercise of shared land boundary. The Committee further established frameworks for cross-border activities and the implementation of the ITLOS ruling and developed a workplan for the reaffirmation of shared lagoons and river boundaries among others during a meeting in December in Accra. Again, in December 2022, the Committee held a second meeting in Accra to consolidate and strengthen the existing collaboration and trust towards the implementation of future cross-border activities and strategic policy decisions.

5.8.2 Land and Maritime Boundary Commissions of Togo

To strengthen good neighbourliness and peaceful coexistence, GhBC engaged the Land and Maritime Boundary Commissions of Togo to establish a Joint Land Boundary Re-Affirmation Technical Committee and to discuss modalities and timelines for the re-affirmation of the land boundary between the two countries. The Joint Committee held series of meetings, conducted field surveys, and marked out ground coordinates for the construction of new international boundary pillars covering approximately 50km along the IBL between the two countries. The reaffirmation exercise was preceded by joint border community sensitisation sessions to inform stakeholders and residents of the importance and significance of the exercise. On the maritime front, the Committee held several negotiation meetings to resolve outstanding issues regarding the countries' maritime boundary.

Figure 5.5 Participants of the Joint Technical Meeting of the GhBC and the CNFCI in Accra, Ghana.



Source: Ghana Boundary Commission, 30 November 2022.

Figure 5.6 Cross Section of Traditional Leaders and Dignitaries from Ghana and Togo at the Joint Community Sensitisation for the Reaffirmation Exercise at Akanu, Volta Region.



Source: Ghana Boundary Commission, 11 May 2022.

Figure 5.7 The National Coordinator of the GhBC in a Workshop for Members of the Boundary Commissions of Sierra Leone and Guinea in Abidjan.



Source: Ghana Boundary Commission, 30 November 2022.

5.5.3 Engagements with Other Boundary Commissions in the West Africa Region

The GhBC provided capacity building support and guidance to Guinea and Sierra Leone to establish boundary commissions. This was facilitated by the GIZ/AUBP in line with processes towards enhancing the establishment and institutional development of boundary commissions in Africa.

5.6 Commemoration of the African Border Day

The African Union in 2010 instituted the African Border Day (ABD) to be commemorated annually on 7 June by Member States as part of the implementation of the AUBP. The commemoration is to create awareness on the elimination of all sources of conflicts along member states' international

Figure 5.8 Polluted River Tano from Illegal Mining Activities.



Source: Ghana Boundary Commission, 9 June 2022.

boundaries and to make border communities peaceful, safe, and harmonious for socio-economic integration and cultural development. In advancing the tenets of the AUBP and in the spirit of cross-border cooperation, the GhBC and the CNFCI commemorated the 12th Edition of the ABD at Elubo, Cocoa Town, and Ghana Nungua in Ghana, and at Noé and Nougoua in Côte d'Ivoire. The commemoration was held from 7 - 10 June 2022 on the theme “Challenges of Cross Border Cooperation and Management of Shared Resources” to promote cross-border cooperation and sensitise stakeholders and the general public on the management of common natural resources in border communities along the Ghana–Côte d'Ivoire boundary.

The two Commissions jointly planned and executed such activities for the commemoration as free medical screening, commissioning of community water systems in Nougoua (Côte d'Ivoire) and Ghana Nungua and Cocoa Town (Ghana), tree planting along the Tano River and other areas along the IBL and an official ceremony to climax the 2022 ABD. The Commissions conducted sensitisation talks focused on environmental pollution, specifically pollution of River Tano and other river bodies in the area, and its impact on the border communities. Environmental experts from Ghana and Côte d'Ivoire educated residents on the importance of protecting the polluted River. About 1,500 participants from both Ghana and Côte d'Ivoire engaged in the activities.

Prior to the activities on 7 June, each country carried out specific actions in the respective states. In Ghana, the Minister for Lands and Natural Resources and Chairperson of the GhBC Governing

Body, Mr. Samuel Jinapor, issued a statement in Parliament. The statement highlighted the strategic and socio-political significance of African boundaries as a fundamental element of statehood. The Minister stressed the importance of cross-border cooperation in ensuring proper boundary management and peaceful co-existence among neighbours. He further reiterated the need for the Parliament of Ghana to speedily ratify the Niamey Convention to advance cross-border cooperation and better integrated border governance.

The successes chalked from the commemoration, including engagements with border communities to plant trees along the IBL, sensitisation against pollution of water bodies, and mass mobilisation within districts along the IBL, could be enhanced in subsequent years to facilitate cross-border cooperation and local governance.

Figure 5.9 The Minister for Lands and Natural Resources, and Chairperson of the GhBC Governing Body addressing Parliament on the African Border Day.



Source: Ministry of Lands & Natural Resources, 7 June 2022.

Figure 5.10 (Top) The Deputy Minister for Lands and Natural Resources, Hon Benito Owusu-Bio with GhBC Staff at Parliament House; (Middle) Dignitaries from Ghana and Côte d'Ivoire during the Joint Commemoration of the African Border Day in Noé, Côte d'Ivoire; (Bottom) School Children in a March Past during the Joint Commemoration of the African Border Day in Noé, Côte d'Ivoire.



Source: Ghana Boundary Commission, June 2022.

5.7 Engagement with Development Partners

The GhBC's Five-Year Strategic Plan, among other things, emphasises stakeholder engagement for leveraging funds, programmes, and strategic partnerships. Hence, in 2022, the Commission continued to collaborate with development partners in its operations. The Federal Government of Germany, through its implementing agency, GIZ, supported the Commission in capacity building and the conduct of joint cross-border cooperation activities such as the land boundary reaffirmation exercise with Togo, Technical Committee meetings with Togo and Côte d'Ivoire and the commemoration of the African Border Day with Côte d'Ivoire. To increase the partnership base of the Commission, the GhBC further engaged with potential development

partners through working visits and discussions. Such engagements deepened the partners' understanding of the Commission's mandate and operations and provided a platform to discuss and explore potential support, possible areas of mutual interest and future collaborations for boundary management, peace, and security. Additionally, the Commission engaged with the Embassies of Norway, The Netherlands, Switzerland, Japan, and the United States of America.

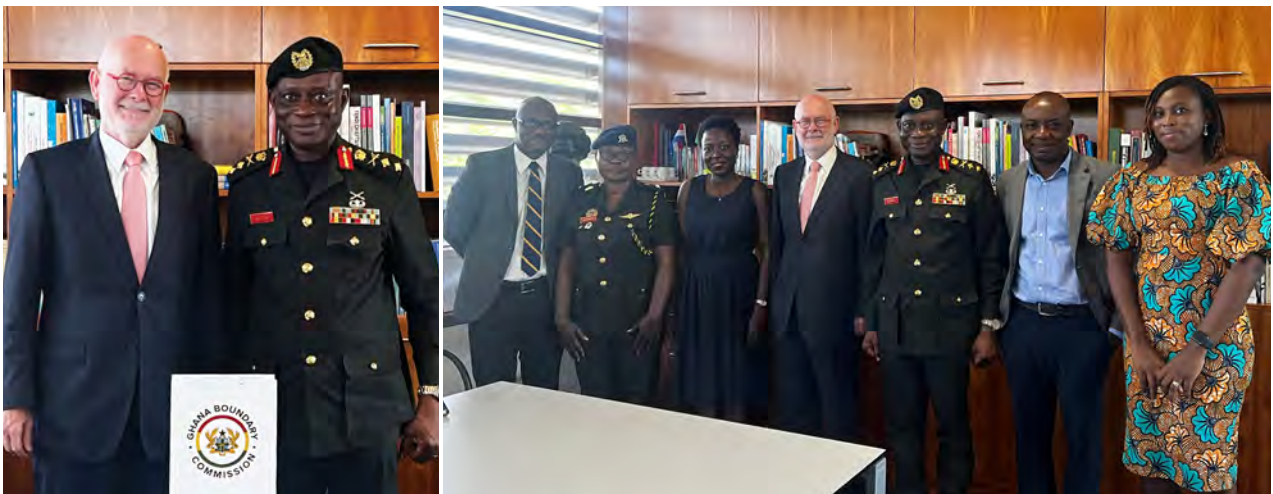
A delegation led by the National Coordinator of the GhBC paid a working visit to the Embassy of Norway and was received by HE Ingrid Mollestad. Discussions centred on opportunities for collaboration, partnership, and cooperation namely in capacity building in technical areas and support for maritime-related activities.

Figure 5.11 The Ghana Boundary Commission Team with the Norwegian Ambassador to Ghana, HE Ingrid Mollestad and her Officials.



Source: Ghana Boundary Commission, 12 October 2022.

Figure 5.12 The Ambassador of The Netherlands to Ghana HE Jeroen Verheul (left) with the National Coordinator during a courtesy call at the Netherlands Embassy.



Source: Ghana Boundary Commission, 27 October 2022.

Figure 5.13 The Ghana Boundary Commission Team with Ambassador Simone Giger during a Working Visit to the Swiss Embassy.



Source: Ghana Boundary Commission, 4 November 2022.

A GhBC delegation paid a courtesy call on HE Jeroen Verheul, Ambassador of the Netherlands to Ghana, and discussed key areas of collaboration, support, and cooperation. Discussions were directed towards support for capacity building in geometrics, cartography, and the acquisition of survey equipment.

The GhBC and the Embassy of Switzerland at a meeting led by HE Simone Giger discussed support for the boundary reaffirmation exercises with neighbouring states and the rehabilitation of proposed schools and health facilities in deprived border communities.

The National Coordinator, Major General Emmanuel Kotia discussed issues of cooperation and partnership towards boundary management and security with the Japanese Ambassador to Ghana, HE Mochizuki Hisanobu. Focal points

for the discussions included support for land boundary reaffirmation/demarcation exercises with neighbouring states and the rehabilitation of schools and health facilities in deprived border communities.

As part of processes to enhance cooperation and partnership with development partners, a delegation from the GhBC, led by the National Coordinator, paid a courtesy call on the U.S Ambassador to Ghana HE Virginia Palmer to discuss opportunities for collaboration.

Figure 5.14 The Ambassador of Japan to Ghana, HE Mochizuki Hisanobu, with the National Coordinator during a courtesy visit to the Embassy.



Source: Ghana Boundary Commission, 29 November 2022.

Figure 5.15 HE Virginia Palmer, US Ambassador to Ghana, in a handshake with Maj. Gen. Kotia during a courtesy visit to the Embassy.



Source: United States Embassy, Ghana, 14 December 2022.

Figure 5.16 The Ghana Boundary Commission Team with the US Ambassador to Ghana and her Officials during a courtesy visit to the Embassy.



Source: United States Embassy, Ghana, 14 December 2022.

5.8 Engagement with the United Nations

Within the context of leveraging strategic partnerships towards advancing the Commission's mandate, the Commission engaged the UN through an intergovernmental conference convened by the General Assembly. Held at the UN Headquarters in New York in the first quarter of 2022, the conference was a follow-up to a UN resolution and aimed at considering recommendations of a Preparatory Committee tasked to develop an international legally binding instrument under the United Nations Convention on the Law of the Sea (UNCLOS) on the conservation and sustainable use of marine biological diversity of areas beyond national jurisdiction. The National Coordinator led a GhBC team to the conference and capitalised on the opportunity to discuss issues of mutual benefit.

5.9 Conclusion

In 2022, the Commission paid attention to consolidating and enhancing strategic partnerships at the national, regional, and international levels to advance its mandate. Ministries, Departments and State Agencies such as the MLNR, the MoF, the Ministry of Defence, the Ministry of Interior, MoFARI, the MoJAGD, the MNS, the Cabinet Secretariat under the Office of the President, GNPC, and PRAAD were instrumental and supportive in the implementation of GhBC's strategic objectives. State security agencies such as the GAF, GIS and the NIB supported the Commission's activities in 2022. Moreover, the Commission liaised with boundary commissions in the region for cross-border cooperation, peace, and security. Key partners such as the GIZ/AUBP enabled the Commission to achieve key objectives for 2022.

Figure 5.17 The GhBC Delegation to the UNCLOS Conference with Senior Military Staff Officers at the UN Headquarters.



Source: Ghana Boundary Commission, 27 October 2022.

SECTION SIX

STRATEGY, WORKPLAN IMPLEMENTATION AND VISIBILITY

6.1 Introduction

The Commission developed a Five-Year Strategic Plan and established a management system to guide the operationalisation of the Commission. The Plan was developed to advance the GhBC mandate and respond to new and emerging issues within the governance architecture of Ghana's boundaries. Building on the previous year's achievements, the GhBC in 2022 established policies and procedures towards achieving the Strategic Plan. Hence, the Commission developed and implemented a workplan with activities grouped under each strategic objective. The GhBC also finalised its Standard Operating Procedures (SoPs) to guide key operations. Other activities included setting up the Commission's website and social media platforms and developing and disseminating information via electronic platforms to increase

the GhBC's visibility, awareness, and knowledge. These increased knowledge of the Commission's activities at the local and international levels. This chapter provides further information on key activities the Commission undertook with respect to implementing the Strategic Plan and enhancing visibility.

6.2 Development of Workplan and Budget

To achieve the five broad objectives outlined in the Strategic Plan, the 2022 Workplan outlined key activities to be implemented within the year. However, certain activities were prioritised or rescheduled to the following year due to budgetary constraints. Table 6.1 summarises the 2022 Workplan.

Table 6.1 An Overview of the Workplan for 2022, Aligned to the Strategic Objectives.

STRATEGIC OBJECTIVES	PLANNED ACTIVITIES	OUTPUT/OUTCOME INDICATOR
(a)	(b)	(c)
INSTITUTIONAL CAPACITY BUILDING OF GhBC: To build the institutional capacity of the GhBC as an agile and effective national organisation responsible for securing Ghana's international land and maritime boundaries.	<ul style="list-style-type: none"> a. Develop and operationalise Commission-wide Monitoring and Evaluation (M&E) System. b. Organise Executive Management Retreats to assess the Commission's operations for the year. c. Development and production of communication materials to enhance visibility. 	<ul style="list-style-type: none"> a. Progress of the Commission's activities tracked and reported. b. Achievements and challenges assessed for improvement. c. Enhanced visibility of the Ghana Boundary Commission. d. Fixing of damaged floors e. Staff skills in specific professional capacities enhanced.
SECURING THE LAND AND MARITIME BOUNDARIES OF GHANA: To demarcate, delimit, secure, maintain and manage Ghana's sovereign land and maritime boundaries in collaboration with neighbouring countries.	<ul style="list-style-type: none"> a. Design GIS Geodatabase and accompanying applications for inventory of land boundary pillars, orthophotos, legacy documents and maps. b. Conduct mapping assessments and boundary pillar audits along the international boundaries. c. Generate orthophoto mapping of 100km buffer corridor along Ghana's boundary line. 	<ul style="list-style-type: none"> a. Database on all pillar inventory exercises taken, orthophotos taken and legacy documents acquired. b. Boundary pillars located and audited. c. Mapping generated and uploaded unto GIS Geodatabase.

STRATEGIC OBJECTIVES	PLANNED ACTIVITIES	OUTPUT/OUTCOME INDICATOR
(a)	(b)	(c)
<p>BOUNDARY DISPUTE RESOLUTION: To lead Government processes for the settlement and resolution of outstanding and emerging boundary disputes and issues of boundary security in accordance with international law and good neighbourliness.</p>	<ul style="list-style-type: none"> a. Organise capacity building programmes for technical committees on land and maritime boundaries. b. Undertake proper documentation and archiving of processes and outcomes of peace agreements and MoUs on negotiations. c. Conclude negotiations with Togo on current maritime boundary dispute. 	<ul style="list-style-type: none"> a. Increased knowledge and awareness of members of land and maritime technical committees on boundary management. a. Generated a proper record keeping system for negotiations, peace processes and agreements. a. Delimitation of the maritime boundary between Ghana and Togo.
<p>CROSS BORDER GOVERNANCE: To improve cross-border governance and border community development through bi-lateral cooperation and joint programmes with neighbouring countries.</p>	<ul style="list-style-type: none"> a. Map out potential partners to ascertain needs and resource mobilisation opportunities. b. Undertake strategic working visits to ECOWAS, AU, and development partners to establish and deepen cooperation, mobilise resources and increase visibility for the Commission to foster collaboration. c. Collaborate with the MoFARI and other stakeholders for the ratification of the AU Convention on Cross-Border Cooperation (Niamey Convention). d. Develop and review policy documents, agreements, and contracts with external partners. e. Hold bilateral meetings with the boundary commissions of Togo, Côte d'Ivoire, Burkina Faso and Nigeria on common boundaries and cross-border cooperation activities. 	<ul style="list-style-type: none"> a. Established relations with potential partners. b. Established/reinforced working relations with the RECs and development partners. c. Ghana's ratification of the AU Convention on Cross-Border Cooperation. d. Complied with the provisions of policy documents and agreements. e. Enhanced collaboration and cooperation between Ghana and her land and maritime neighbours.
<p>STRATEGIC POLICY FRAMEWORK: To provide research- and evidence-based policy advice and support to government on appropriate policy, strategic positioning towards the management and maintenance of Ghana's land and maritime boundaries.</p>	<ul style="list-style-type: none"> a. Conduct field research to identify deprived border communities and their needs. b. Conduct analysis and disseminate periodic reports on emerging issues on boundary/border security c. Conduct research to locate legacy documents, maps, and treaties d. Conduct an influence mapping of stakeholders in border management and related thematic areas e. Participate and contribute to international and regional discourses on boundary/border security management. e. Participate and contribute to international and regional discourses on boundary/border security management. f. Collaborate with CSOs, think tanks and the private sector in advancing policy dialogues in relation to the Commission's functions and border management. 	<ul style="list-style-type: none"> a. Gained proper understanding of human security issues faced by border communities. b. Continually updated stakeholders on security along boundaries and recommendations. c. Archived acquired legacy maps and documents. d. Established relations with stakeholders. e. Broadened perspective on trends in boundary security management. f. Effective collaboration towards achieving set goals.

6.3 Executive Management Committee Retreat

In assessing the implementation of the Commission’s activities in 2022, the Executive Management Committee (EXECOM) of the GhBC and its key stakeholders engaged in an end-of-year retreat at Ho to evaluate the progress of the implementation of the adopted decisions of the 2021 EXECOM retreat; review activities of 2022, including milestones and mitigation strategies to challenges; identify areas to increase strategic stakeholder collaboration and develop implementation strategies for the 2023 workplan. The retreat created the avenue to sustain the working relationship with stakeholders and amongst staffs through group cohesion activities.

As part of processes to enhance collaboration with stakeholders, the retreat engaged representatives from the following agencies/institutions - the Ghana Navy, Ghana Air Force, Ghana National Petroleum Corporation (GNPC), West Africa Network for Peacebuilding (WANEP) and the Kofi Annan International Peacekeeping Training Centre (KA IPTC). In building the institutional capacity of the Commission as an effective and agile institution, participants received training on “Strengthening Multi-Stakeholder Engagements in Confronting Ghana’s Peace and Security Threats”.

6.4 Communication and Visibility

The GhBC’s Strategic Plan focuses on developing and implementing communication strategies and products to enhance visibility, awareness, and knowledge of the Commission. To this end, the Commission activated official social media accounts on Facebook, Twitter, Instagram, and LinkedIn. This has led to the recognition of the GhBC as an existing public institution, and increased interest and awareness of the Commission’s programmes and activities. Below are the Commission’s social media handles:

- Facebook: Ghana Boundary Commission
- Twitter: @GhBCOfficial
- Instagram: @ghbcofficial
- LinkedIn: Ghana Boundary Commission

Furthermore, the Commission activated its website www.ghanaboundarycommission.org in 2022 to communicate with stakeholders. Additionally, the Commission enhanced its visibility through Information, Education and Communication (IEC) materials such as the GhBC Annual Report, flyers, and calendars. Aside from enhancing communication with stakeholders, the IEC materials provided knowledge about the Commission and attracted support and partnerships.

Figure 4.1 Participants at the Ghana Boundary Commission Executive Management Retreat.





Source: Ghana Boundary Commission, 24 November 2022.

6.5 Conclusion

In the second year of implementing the GhBC's Five-Year Strategic Plan, the Commission developed and operationalised a workplan with corresponding activities under each of the five strategic themes – Institutional Capacity Building of Ghana Boundary Commission; Securing the land and maritime boundaries of Ghana; Boundary Dispute Resolution; Cross-border Governance; and Strategic Policy Framework. The Executive Management of the Commission held an end-of-year retreat to assess the progress of the implementation of the 2022 targets

and activities and firm up plans for the following year. To enhance the Commission's visibility, GhBC created official social media accounts and developed a website to engage with stakeholders. Additionally, the Commission developed and disseminated communication materials to further reinforce its corporate image and reputation and contribute to knowledge on issues related to boundary management, peace, and security. Going forward, the Commission will build on the 2022 efforts and explore other channels of engagement and collaboration to enhance the GhBC's integrity and corporate image.

SECTION SEVEN

INSTITUTIONAL ADMINISTRATIVE PROCESSES AND PROCEDURES

7.1 Introduction

A well-resourced and effectively managed workforce is the premise of efficiency and increased productivity. Having the right skillset and tools is paramount to achieving the Commission’s mandate. As such, the Commission prioritised equipping its human resource base with the right tools and training to ensure the Staff put out the best. This section addresses administrative matters, including human resource management, capacity building and the development of policies, procedures, and processes for internal governance. As part of institutional processes, GhBC implemented activities to ensure the health, safety, and wellbeing of staff. For an efficient management system, GhBC set up an Internal Audit Unit and introduced a print quota policy. This section also covers key financial matters including the Commission’s budget releases and expenditure.

7.2 Human Resource Management

The Commission strengthened its workforce by employing additional 12 permanent expert staff and four (4) seconded staff to occupy various positions, increasing the staff strength from 47 in 2021 to 63

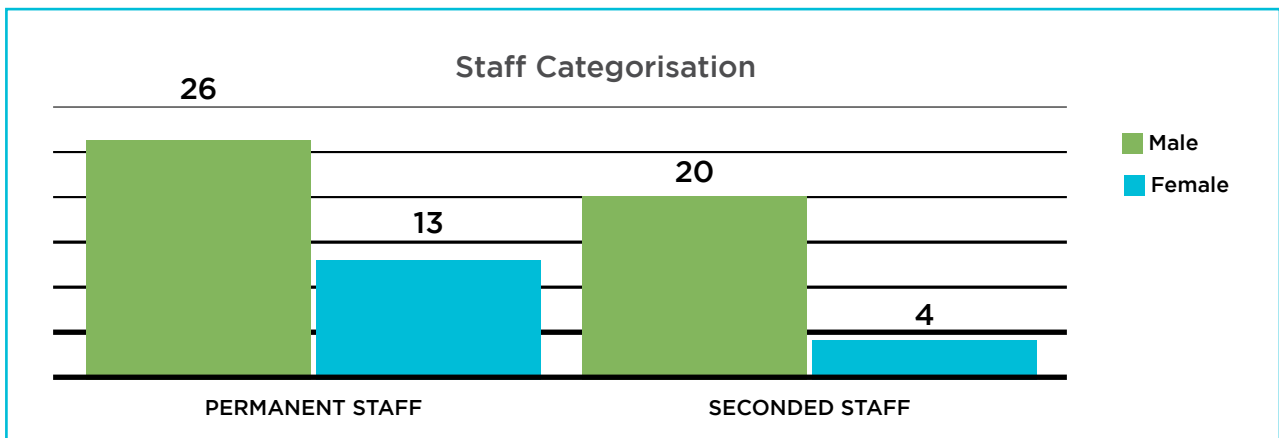
of which 39 are permanent staff and 24 seconded staff from the Ghana Armed Forces, Ministry of National Security, Ministry of Gender and Social Protection, National Intelligence Bureau, Ghana Immigration Service, and the Audit Service. The staff disaggregated by gender, produces 46 males and 17 females, representing 23% female staff and 73% male staff at the Commission.

Figure 7.1 Cross-section of Female Staff of the Commission.



Source: Ghana Boundary Commission, 7 October 2022.

Figure 7.2 A Bar Chart showing Staff Strength of the Commission.



Source: Ghana Boundary Commission Employee Database, 16 December 2022.

7.3 Policies and Procedures

To strengthen internal governance, organisational growth and results-based management processes, the Commission developed policies and procedures in line with the Public Services Commission and Civil Service Administration guidelines. The documents included the Scheme of Service, Welfare Constitution, Employee Handbook, Disciplinary & Grievances Policy, Training Policy, Gender Policy, and the Standard Operating Procedures.

The Standard Operating Procedures guided the Commission in executing internal and external tasks. The Commission also subscribes to other relevant policies that guide the conduct of civil servants, and those issued for compliance by the Public Services Commission. In line with the Civil Service Act, 1993 (PNDCL 327) and the Administrative Instructions for the Ghana Civil Service, 2020, staff of the Commission were administered with the oaths of office, allegiance and secrecy which were subsequently notarised.

To enhance information flow, the Commission held regular staff durbars for interaction between staff and management. To ensure efficiency, periodic performance evaluations were initiated to monitor and evaluate employees' work, give feedback, identify areas of improvement, and recommend appropriate actions.

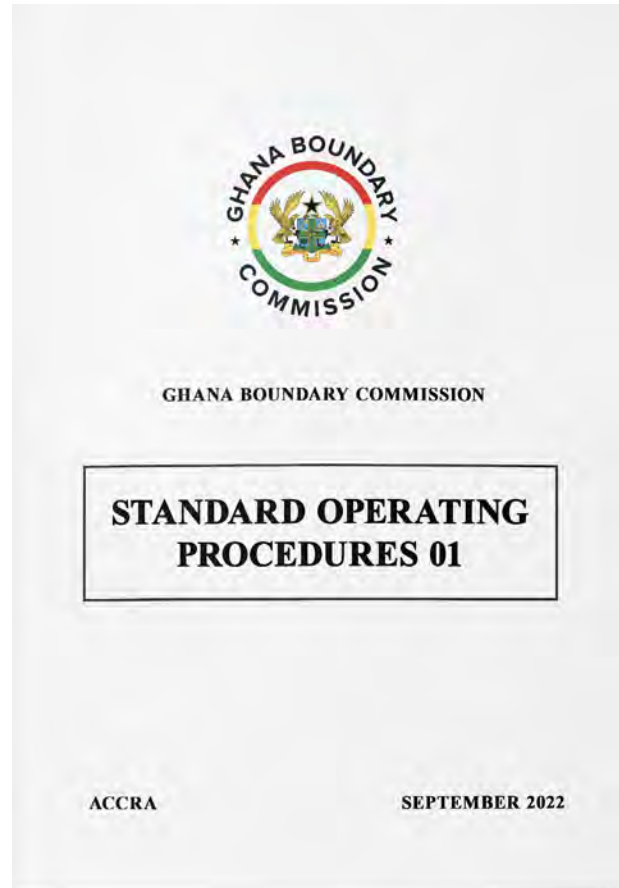


Figure 7.2 Swearing-in ceremony of Ghana Boundary Commission Staff.



Source: Ghana Boundary Commission, 8 April 2022.

7.4 Staff Development, Training and Capacity Building

Management facilitated the participation of staff in seminars, workshops, and trainings in and outside the country to enhance staff knowledge and skill. The table below details training and capacity building sessions for 2022.

Table 7.1 List of Conferences/Workshops and Capacity-Building Programmes Attended by Staff.

SRL	TRAINING/WORKSHOP DETAILS	DATE & LOCATION	NO. OF BENEFICIARY STAFF
(a)	(b)	(c)	(d)
1	African Union/German Development Agency Online Training on Virtual Platforms. Staff of the Commission participated in online training sessions organised by the GIZ/AUBP on the effective use of virtual platforms for holding events and meetings.	January – March 2022; Virtual	15
2	Ocean Governance Need-based Capacity Development Training Seminar for Public Sector Officials Organised by the University of Ghana School of Law in collaboration with the Department of Marine and Fisheries Science.	8 – 9 September 2022; University of Ghana	2
3	MLNR Sector Human Resources Management Conference. Organised for the Sectors Human Resource network across the various agencies under the Ministry for sharing good practices, challenges, and the way forward.	18 – 19 August 2022; MLNR – Ghana	2
4	Fixed Assets Register Training workshop. Organised by the Comptroller and Accountant-General's Department for Fixed Asset Coordination Unit members to enable them to effectively collate, track and manage all fixed assets and report on financial statements in accordance with IPSA Standards.	30 August 2022; MLNR – Ghana	4
5	Training on 2022 Budget Preparation to help staff in developing budgets.	11 July 2022; MLNR – Ghana	2
6	GIFMIS Training to update Finance Unit staff on the new trends regarding GIFMIS.	14 September 2022; GIFMIS Head Office, Accra	3
7	IBRU Negotiating Maritime Boundaries Workshop organised by Durham University to equip participants with practical knowledge and skills for successful maritime boundary agreements.	6 – 8 June 2022; Hague, The Netherlands	2
9	River Boundary Delineation Workshop organised by GIZ and AU to equip participants with the knowledge and skills for successful maritime boundary agreements and river boundary delineation and negotiations with neighbouring states within the international legal framework.	3 – 7 October 2022; Addis Ababa, Ethiopia	3
10	Training on DeltaQuad Mapping Drones to build participants' capacity and offer hands-on experience in the basics of drone systems, autonomous mission planning, spatial data capture and processing using the Agisoft Metashape software.	1 – 4 February 2022; Soko Aerial Innovation Centre, Burma Camp – Ghana	4

SRL	TRAINING/WORKSHOP DETAILS	DATE & LOCATION	NO. OF BENEFICIARY STAFF
(a)	(b)	(c)	(d)
11	DeltaQuad Surveillance Drone Training organised in collaboration with the Soko Aerial Innovation Centre and the Ghana Navy to enable participants to learn the assembling/ disassembling of the drone; its basic operations; planning and execution of autonomous missions; pre-flight, in-flight, and post-flight safety measures and maintenance.	1 – 3 July; School of Marine Engineering and Combat Systems, Takoradi – Ghana	5
12	27th Session of the Council of the International Seabed Authority Conference. A staff of the Commission together with representatives from the Ghana Maritime Authority, Ghana National Petroleum Corporation, and Ministry of Foreign Affairs and Regional Integration participated in the annual conference. Attended by 36 countries, the session sought to draft regulations on the exploitation of mineral resources in the seabed and ocean floor in international waters.	21 – 25 March; Kingston, Jamaica	1
13	Boundary Demarcation and Maintenance Workshop at Durham, United Kingdom.	20 – 22 September 2022; UK	2
14	2022 National Land Conference organised by MLNR in collaboration with the Lands Commission, KNUST Dept of Land Economy and the Colandef Land and Property Rights. The conference. Held under the theme Leveraging National Land Policy, Legislation, and Institutional capacity toward sustainable Socio-Economic Development, provided a multi-stakeholder platform for policy dialogue on land issues, challenges, and recommendations.	6 -9 December 2022; Accra International Conference Centre, Accra.	1
15	Virtual MLNR Sector Human Resources Management Conference which enabled participants to discuss alternative training methods for building capacity, such as E-Training (cost-free), Coaching, Mentoring and Counselling in the work environment, and E-Performance Appraisal System.	15 December 2022; MLNR – Ghana	3
16	Master of Arts in Peace, Security, and Intelligence Management (A One-Year Sponsored Study Programme). Last year, one staff graduated and two were enrolled.	University of Professional Studies, Accra	3

Source: Ghana Boundary Commission Employee Training Reports Database, 16 December 2022.

Figure 5.5 Staff of the Commission in different Capacity Building Sessions in The Hague (The Netherlands), Addis Ababa (Ethiopia), Durham (United Kingdom) and Paris (France).



Source: Ghana Boundary Commission, 2022.

7.5 Occupational Health, Safety and Wellbeing

Following the Commission's resolve to provide and promote occupational health, and safety and wellbeing, staff were sensitised periodically on risks and precautionary measures to avoid workplace injuries, hazards, and accidents. The observance of COVID-19 safety protocols, in addition to other measures, reduced the frequency of contact. These measures protected staff from spreading COVID-19 infections.

7.6 Health and Wellness Activities

Staff accessed the MNS Clinic following a temporary arrangement initiated in 2021. The Commission also observed and created awareness on global health issues, including cervical cancer, prostate cancer, and breast cancer, and encouraged staff to get screened. To foster l'esprit de corps among the GhBC family, strengthen inter-departmental cooperation and trust, and to boost morale, team bonding activities, including health walks and other social activities were organised.

Figure 7.4 Ghana Boundary Commission Staff with Health Personnel from Danpong Medical Centre (Left) and Chambret Eye Care (Right) who sponsored the Free Breast Cancer and Eye Screening Exercise.



Source: Ghana Boundary Commission, 29 October 2022.

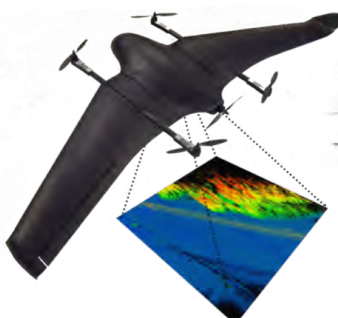
7.7 Information and Communication Technology

To utilise technology to enhance its technical capacity, the GhBC adopted several information technology processes such as a Print Quota policy aimed at reducing paper consumption and waste, a Network Access Storage as backup for storing official files and a biometric Time/Attendance system. The implementation of the Print Quota policy resulted in the reduction of paper consumption by 50%. The 32TB Network Access Storage stored aerial photos, orthophotos, scanned legacy maps and other relevant boundary documents. Additionally, the Commission acquired the underlisted equipment to enhance operations.


Towards efficiency in managing and maintaining geospatial information on Ghana's international land and maritime boundaries, the Commission developed a trial geodatabase on the Commission's network server. To fully operationalise the geodatabase, the ESRI ArcGIS online software was required to compile, generate, manage, analyse, and visualise field geodata. The cloud service component of ESRI ArcGIS software enhanced collaboration during fieldwork as staff worked offline and used the same field geodatabase via a mobile application. The Commission is exploring the possibility of developing field mobile applications to collect inventory information on Ghana's boundaries.

Table 7.2 Technical Tools and Equipment Acquired in 2022.


SRL	EQUIPMENT	QUANTITY	FUNDING INSTITUTION
1	DeltaQuad Surveillance Drone	2	GNPC
2	DeltaQuad Mapping Drone (Lidar)	1	GNPC
3	Leica GNSS Equipment	3	GIZ
4	Network Assisted Storage (NAS)	32TB	GhBC/GoG



DELTAQUAD MAPPING DRONE



DELTAQUAD SURVEILLANCE DRONE



LEICA GNSS EQUIPMENT

Source: Ghana Boundary Commission, 29 December 2022.

7.8 Financial Matters

The Commission submitted a budget of GH¢20,029,553.80, however, GH¢3,800,000.00 was approved for goods and services, but subsequently reduced by 28% by the MoF. The total amount released for the year was GH¢603,555.45. The Commission's budgeted Capital Expenditure (CAPEX) was not approved, hence showing a nil balance on the table. An amount of GH¢5,003,201.00

was budgeted and approved by the MoF for employee compensation. At the end of 2022, all GhBC staff had been enrolled on government payroll. After a one-year pilot phase, GhBC was fully enrolled onto Ghana Integrated Financial Management Information System (GIFMIS), hence, all requests, releases and payments are done on GIFMIS. The Commission further prepared and submitted the 2023 budget and the 2023–2026 Medium-Term Development Plan to the MoF through the MLNR.

Table 7.3 Summary of 2022 Budget Release and Expenditure by Economic Classification.

ECONOMIC CLASSIFICATION	BUDGETED BY GhBC	APPROVED BY MoF	AMOUNT RELEASED	% OF FUNDS RELEASED	VARIANCE
COMPENSATION OF EMPLOYEES	5,003,201.00	5,003,201.00	2,159,267.83	33.37%	3,308,176.49
GOODS AND SERVICES	20,029,553.80	2,736,000.00	603,555.45	22.05%	2,132,444.55
CAPEX	8,856,582.12	NIL	NIL		
TOTAL	33,889,336.92	7,739,201	2,298,579.96		5,440,621.04

Source: Ghana Boundary Commission, 29 December 2022.

7.9 Internal Audit

The year witnessed the establishment of the Commission’s Internal Audit Unit to verify the existence of assets and recommend appropriate safeguards for their protection, assist management in monitoring risks, assess and evaluate the efficiency and effectiveness of the Commission’s internal control system and recommend control improvements in line with applicable laws and regulations. Additionally, the Unit set out to add value to the Commission by comparing the internal and external operations with the Commission’s objective.

To ensure the smooth running and control of the Commission’s internal controls, the Unit conducted an Internal Audit System Review on the following thrust areas: Overall Control Environment; Finance Control Management; Procurement Control Environment; Human Resource and Payroll Control Environment; Information Technology Control Environment; Fixed Assets/ Non-Expenditure Property Control Environment; Transport Control Environment and the Stores Control Environment. Furthermore, an Internal Audit Charter providing the framework for the conduct of internal audit functions was drafted. This Charter would define and guide the purpose, authority, responsibility, and position of internal audit within the Commission. The Commission received support from MLNR internal auditors to complete Internal Audit of the 2021 Financial Year, enhancing data and financial management.

7.10 Conclusion

The GhBC functions as an agile organisation, leveraging on resources of relevant stakeholders to achieve its mandate. Accordingly, the GhBC engaged in administrative processes in line with the Public Service Commission and the Civil Service Administration Guidelines. The Commission increased its staff strength by recruiting more staff to fill strategic positions and procured relevant logistics.

Furthermore, the Commission built capacities of staff to enhance skills in key areas of operations. Regarding the COVID-19 pandemic, GhBC implemented COVID-19 preventive measures to stem the spread of the pandemic. To enhance financial management, the Commission enrolled new staff onto Controller and Accountant-General’s Department (CAGD) payroll, developed and submitted the 2023 budget and the 2023–2026 Medium–Term Development Plan.

CHALLENGES OF THE COMMISSION

8.1 Introduction

The 2022 workplan guided the Commission in the implementation of its Strategic Objectives. Key activities were conducted under the five thematic areas:

- Institutional Capacity Building
- Securing the Land and Maritime Boundaries of Ghana
- Boundary Dispute Resolution
- Cross-Border Governance; and
- Strategic Policy Framework.

The Commission encountered challenges that threatened the smooth and effective implementation of its mandate. Key among the challenges included Displacement/Removal of Boundary Pillars,

Inaccessible Boundary Areas, Limited Access to Legacy Documents, Inadequate Budgetary Allocation and Delay in the Release of Funds, Absence of a Legislative Instrument, and Lack of Tools, Equipment and Logistics.

8.2 Displacement/Removal of International Boundary Pillars

The Commission's field operations and research revealed several boundary pillars had been displaced or removed from their original locations along the International Boundary Line due to natural occurrences and such human activities as illegal mining. Continuous illegal mining activities will cause adverse effects on the demarcation of international boundaries, leading to dire security concerns.

Figure 8.1 The Joint Ghana/Togo Land Technical Committee briefing the National Coordinator at Pillar 3 in Kpoglo.



Source: Ghana Boundary Commission, 24 May 2022.

8.3 Inaccessibility to Boundary Areas

Ghana's boundary areas are either flood-prone or heavily forested belts with fast flowing streams. Hence, some of the areas become inaccessible during the rainy season. Consequently, the Commission was unable to undertake certain planned field operations. During the Commission's joint land boundary reaffirmation exercise with Togo, River Aka, which defines the boundary between Pillar 3 and Pillar 4, had flooded making the boundary pillars inaccessible. The exercise on that segment of the boundary was, therefore, postponed to the next dry season.

8.4 Limited Access and Storage of Legacy Documents

Legacy documents contain historical information for the determination of Ghana's international boundaries with neighbouring countries. Such documents support the Commission's activities toward negotiating, maintaining, and securing the country's international boundaries. However, these documents are difficult to obtain. Currently, the Commission relies on the Public Records and Archives Administration Department (PRAAD) to secure such documents. To obtain adequate documents for adequate information, the Commission will explore other sources, particularly outside Ghana to support its mandate of securing the country's international boundaries. Furthermore, the brittleness of such documents requires special preservation and storage, however, the Commission lacks the appropriate storage facilities. Hence, the Commission must acquire map cabinets and other related equipment to store these documents.

8.5 Budgetary Allocation and Delay in the Release of Funds

Inadequate funding continues to hinder the Commission in implementing planned activities. Government's 30% budget cut policy affected full implementation of the Commission's activities for the year. Aside from budget cuts and inadequate funding, delay in the release of funds hindered the Commission's ability to deliver on set targets.

8.6 Absence of a Legislative Instrument

The Commission has no Legislative Instrument to address the Conditions of Service and to regulate employee activity. This is because Act 795 does not address issues of employees. Consequently, an amendment of Act 795 addressing such inadequacies is under review by the Ministry of Lands and Natural Resources (MLNR) for submission to Cabinet.

8.7 Inadequate Office Accommodation

The Commission is housed in a rented premise. Hence, future expansion of the Commission's capacity and activities would require a permanent and more spacious facility for efficiency.

8.8 Technical Tools, Equipment and Logistics

The Commission lacks equipment for operations, including mapping drones, vehicle-mounted electronic communication systems; Global Navigation Satellite System (GNSS) receivers and accessories, and software for processing survey of boundary markers on-field; handheld field GNSS and tablets for documenting boundary pillars/markers; communication equipment (secured long range 2-way walkie talkies); Geographic Information System (GIS) and Photogrammetric Computer workstations and Geospatial Data Storage and Geographic Information System software. Table 8.1 lists the technical equipment and software the Commission requires for key activities and operations.

Table 8.1 List of Survey and Mapping Equipment and Software Required for Operations

SRL	DESCRIPTION	QUANTITY	REMARKS
Photogrammetric/GIS Software and Products			
1	Computer Workstations	5 Pieces	For photogrammetric data processing and GIS Mapping and analysis. Dual Monitors.
2	GIS Software	5 Licences	ArcGIS Pro Online Software, with Maritime and Caris Lots modules.
3	Photogrammetric Processing Software	3 Licences	Agisoft Pro/Pix 4D.
4	Point Cloud Processing Software	1 Licence	
5	Rugged GNSS-enabled Field Tablets	5 Pieces	For boundary line field data inventory. Pillars, teak trees, rivers, etc.
Survey & Mapping Equipment and Accessories			
6	Geodetic GNSS Equipment	3 Pieces	Additional geodetic GNSS receivers and accessories.
7	Geodetic GNSS Post-processing Software	5 Licences	Software for static, kinematic and PPK postprocessing of GNSS observation
8	Survey Poles with Stand or holders	3 Sets	To mount GNSS equipment during static data collection.
9	New Batteries for DJI Phantom 4 RTK	6 Pieces	To replace existing batteries that are over 2 years old and have started bloating
EPSON SureColor T5200 Plotter Accessories			
10	Ink Cartridges set for Epson SC-T200 Plotter	2 sets	Six plotter ink cartridges for Epson SC-T5200 plotter.
11	A0 Paper Rolls for Epson Plotter	50 rolls	A0 size roll paper for map printing
12	Waste Ink Cartridges	4 Sets	Waste ink.
Computer Accessories			
13	10kV Uninterrupted Power Supply (UPS)	1 Piece	For use with computer workstations for photogrammetric and GIS processing.

Source: Ghana Boundary Commission, 29 December 2022.

8.9 Administrative Challenges

The Commission was unable to undertake certain planned administrative activities due to budgetary constraints. Aside the National Health Insurance Scheme, the lack of a medical insurance package for staff and their immediate dependents was a challenge. Hence, the Commission intends to establish an insurance health package for all staff.

8.10 Conclusion

The Commission faces challenges which hinder the execution of its mandate and the realisation of set targets. These challenges include inadequate budgetary allocations, and the lack of tools, equipment, and logistics. Nonetheless, the Commission leveraged on the resources of partners and stakeholders to address some of the challenges.

SECTION NINE

FORECAST OF MAJOR ACTIVITIES FOR 2023

9.1 Introduction

In 2022, the Commission executed activities in line with the Strategic Plan and the 2022 Annual Workplan, focusing on institutional capacity building, security of boundaries, boundary dispute resolution, cross-border cooperation, and research. In 2023, the Commission intends to leverage on partnerships, support, and cooperation of local, regional, and international stakeholders to advance its mandate. In implementing the Strategic Plan, the Commission will continue with efforts to secure Ghana's international land and maritime boundaries. The major activities the Commission plans to undertake in 2023 are enumerated in this section.

9.2 Maritime Boundary Negotiations with Togo

The Commission is mandated to lead government processes for the settlement and resolution of

outstanding and emerging boundary disputes and issues of boundary security in accordance with international law and good neighbourliness. In line with this, the Commission held series of boundary negotiations with Togo towards reaching a consensus on a single line or maritime delimitation. In 2023, GhBC will continue the negotiations to come to a mutual agreement on the maritime boundary line between the two countries.

9.3 Mapping and Operational Surveys

In the Commission's demarcation, reaffirmation and delimitation responsibilities, the Commission intends to undertake mapping and operational surveys in selected border communities to assess and audit boundary pillars to map out and reaffirm Ghana's international boundaries

Table 9.1 Major Land Operations and Maritime Boundary Inspections Scheduled for 2023.

SRL	ACTIVITY	OBJECTIVE
(a)	(b)	(c)
1	Operational and Mapping Survey at Kame-Tornu (Afadzato-South District).	Operations Survey.
2	Follow-up Multi-agency assessment at Dollar Power.	Ministerial Assessment.
3	Operational and Mapping Survey at Dormaa-Nkrankwanta-Gonokrom.	Alleged destruction of International Boundary Pillars.
4	Maritime Boundary Inspection Patrols (Western Maritime Border).	Assessment of Western Maritime Boundary.
5	Operational Assessment and Mapping Survey at Biankori (Tempane District - UER).	Investigate encroachments on IBLs.
6	Operational and Mapping Survey at Fotoyeye (Nkwanta South District).	Investigate encroachments on IBLs.
7	Operational Assessment and Mapping Survey at Hamile (Lambusie-Karni District).	Investigate encroachments on IBLs.

Source: Ghana Boundary Commission, 14 December 2022.

9.4 Joint Maritime Boundary Inspections

The Commission's work cuts across the remit of MDAs. Therefore, in 2023, the Commission will collaborate with the Ghana Navy to undertake maritime boundary inspections along the eastern and western frontiers to evaluate maritime assets and assess cross-boundary violations and activities at sea that affect Ghana's territorial integrity. During the inspections, the partners would launch the DeltaQuad Pro View Drones from sea onboard a Ghana Navy ship to conduct survey and mapping along the maritime boundary line between Ghana and Côte d'Ivoire.

9.5 Establish a Systematic Geo-Database

The Ghana Boundary Commission Act 2010 (Act 795) charges the organisation "to determine and demarcate Ghana's land boundaries and delimit Ghana's maritime boundaries in accordance with accepted principles of international law." To do this, the Commission will pilot a Systematic Geo-Database to manage Ghana's land boundaries. This system will compile, generate, manage, analyse, and keep accurate data on Ghana's international boundaries.

9.6 Land Boundary Reaffirmation Exercises with Neighbouring Countries

In 2022, the GhBC began the first phase of a joint Ghana-Togo Land Boundary Reaffirmation Exercise to confirm Ghana's land boundaries with Togo. The scope of the exercise included the construction of a land boundary terminus (Pillar 1) on the Ghana-Togo border and the construction of other pillars along the IBL. The second phase of the exercise will continue in 2023 with the construction of 30 boundary pillars on the boundary line between Pillar 3 and Pillar 4. Additionally, the Commission will initiate land boundary reaffirmation exercises with counterparts in Côte d'Ivoire and Burkina Faso. Joint community sensitisations will be conducted in selected border communities prior to the field

reaffirmation to educate border communities on the need for concerted efforts in protecting the boundaries.

9.7 Search/Retrieval of Legacy Documents, Maps and Treaties

Apart from demarcating and delimiting Ghana's land and maritime boundaries, the Commission is mandated to settle boundary disputes with neighbouring states through negotiations and diplomacy. To succeed in this, GhBC relies on legacy documents to determine Ghana's international boundaries. In 2023, the Commission will conduct research and retrieve legacy documents for operations. This will be done at the national level with the PRAAD. Additionally, the Commission will consider retrieving documents from regional and international sources.

9.8 Development of Annual Journal on Boundary Related Issues

The Commission's research work includes providing and analysing information on boundary-related issues. From 2023, the Commission will publish an annual journal to provide information and education on border governance. The journal will feature articles from staff of the Commission and other experts.

9.9 Research on Human Security Needs in Border Communities

The Commission recognises the role of border communities in national security and is therefore aware of the risks deprived border communities pose to the country's security. The AU Convention on Cross-Border Cooperation (Niamey Convention) encourages the development of borderlands for free movement of persons and goods to aid socio-economic development. Hence, the Commission will research human security needs and emerging security issues in deprived border communities to inform policy direction towards sustainable border community development.

9.10 Ratification of the African Union Convention on Cross-Border Cooperation

The African Union Convention on Cross-Border Cooperation (Niamey Convention) is a framework for collaboration across borders to ensure integration and enhance prospects for peaceful resolution of border disputes between member states. The Convention encourages joint activities and facilitates the development of borderlands for free movement of persons and goods. Seventeen (17) countries, including Ghana, have signed on to the convention. However, 5 countries, excluding Ghana, have ratified the Convention. As such, GhBC through the MLNR and in collaboration with the MOFARI, and the Cabinet Secretariat under the Office of the President intends to finalise processes for Ghana's ratification of the Convention. The Convention has been laid on the floor of Parliament and referred to the appropriate Select Committee. The Commission will follow up on the assenting and submission of the ratified document to the AU in 2023.

9.11 Partnership Engagements, Collaboration and Partnerships

As part of efforts to achieve targets, the Commission will consolidate partnerships with current development partners and organisations through regular engagements. The Commission will further expand its partnership base by engaging potential partners to leverage relevant resources towards achieving all objectives set for the year. The GhBC will develop and deepen collaboration with such partners as Germany, Norway, the Netherlands, Japan, United States of America, United Kingdom, Switzerland, Canada, Denmark and GIZ/AUBP.

9.12 Conference on Maritime Boundaries and International Law in Africa

The Commission will organise an international conference on Maritime Boundaries and International Law in Africa in the second half of 2023 to build and enhance the capacities of stakeholders in relevant maritime frameworks and laws and maritime boundary dispute pre-emption and resolution. The conference will support littoral African states to understand maritime frameworks and laws governing the global maritime space for

exploration and management of marine resources. Furthermore, the conference will develop capacities in applying international law and frameworks to the governance and management of shared maritime boundaries and the resolution of maritime disputes.

9.13 Mid-Term Review of the GhBC Strategic Plan

The Commission's Five-Year Strategic Plan will enter its third year in 2023. Therefore, the Commission will conduct a mid-term review of the Plan to ascertain the relevance and shortfalls of the Plan and the Commission's commitment to the implementation of the strategic objectives. The review will assess progress made towards achieving the strategic objectives, provide lessons on the first two years of implementation, and make recommendations to enable the Commission to improve on its operations. The review will involve the collection and analysis of relevant data through interviews, focus group discussions and other research tools.

9.14 New Act of Parliament

The Ghana Boundary Commission Bill has been presented and is going through the processes to be passed into law. The passage of the Bill will enhance the Commission's work and place the Commission among the comity of state.

9.15 GhBC Annual Executive Management Committee Retreat

In December 2023, the GhBC EXECOM and key stakeholders will hold an annual retreat to review 2023 activities and develop strategies towards the implementation of the strategic objectives. Through the retreat, the Commission will engage stakeholders in strategic discussions to achieve mutual goals.

9.16 Institutional Capacity Building

Execution of the Commission's mandate requires an agile and competent staff. Hence, management will facilitate the participation of staff in relevant trainings and capacity building sessions. Accordingly, a training plan highlighting the key gaps in competencies for training and development

will be compiled. The compiled list will guide the Commission in recommending and selecting staff for further training to ensure an effective, efficient, and competent work force. The Commission will also organise in-house training and sensitisation sessions on key areas, including Performance Management Systems, Standard Operating Procedures, Gender Policy and Disciplinary and Grievances Processes. To reduce manual processing of staff appraisals, the Commission looks forward to having its own E-Performance Appraisal System. Table 9.1 summarises policies to be developed and the timelines in 2023.

Table 9.2 Timelines for Completion of Policy Documents

SRL	ITEM	PROJECTED DATE OF COMPLETION
(a)	(b)	(c)
1	Staff Welfare Policy	31 March 2023
2	Scheme of Service	31 March 2023
3	Gender Policy	6 April 2023
4	Transport Policy	6 April 2023
5.	Fixed Assets Policy	31 May 2023
6.	GhBC Bill	30 June 2023
7.	Health Policy	31 July 2023
8.	Disciplinary and Grievances Policy	31 July 2023
9.	Employee Handbook	31 July 2023

9.17 Conclusion

The Ghana Boundary Commission was established as a statutory organisation to ensure Ghana's sovereignty in terms of land and maritime boundaries. In 2022, GhBC undertook several activities to secure and maintain the country's boundaries in accordance with international and regional frameworks and laws. The Commission enhanced collaboration and partnerships to carry out its mandate. In 2023, the Commission will continue to engage with the boundary commissions of Togo, Burkina Faso, Benin, Côte d'Ivoire, and Nigeria to negotiate common land and maritime

boundaries to foster cooperation, cross-border governance, and secure Ghana's territorial sovereignty. The Commission will leverage on, and pursue further collaborations, with various national, regional, and global stakeholders to undertake such key activities as joint reaffirmation of land boundaries with neighbouring states, continuation of maritime boundary negotiations and the initiation of human security interventions in deprived border communities. Furthermore, the Commission will advance efforts to ensure visibility, strengthen cross-border cooperation, and pursue institutional development and capacity building.

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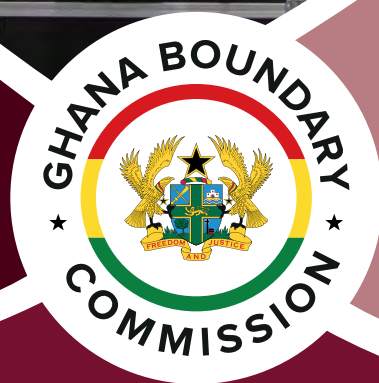


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