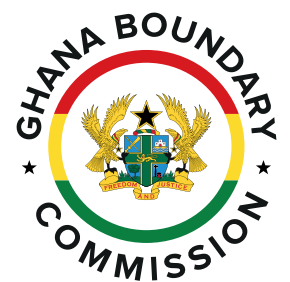
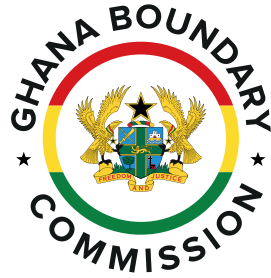


# 2023 ANNUAL REPORT

## GHANA BOUNDARY COMMISSION



MOTTO: SERVICE.  
VIGILANCE. PARTNERSHIPS.



# 2023 ANNUAL REPORT

**GHANA BOUNDARY COMMISSION**

MOTTO: SERVICE. VIGILANCE. PARTNERSHIPS

SUMMARY OF

# Major Achievements in 2023



Reaffirmation of a total of 250 Kilometres of the Ghana/Togo Land Boundary.



Reaffirmation of a total of 150 kilometres of the Ghana/Cote d'Ivoire Land Boundary.



Facilitated the Ratification of the African Union Convention on Cross-Border Cooperation (Niamey Convention) and the Ratified Instruments deposited at the African Union Commission Headquarters on 4 September 2023.



Conducted for the first time two Maritime Boundary Inspections of the International Maritime Boundary Line between Ghana and Cote d'Ivoire since the ITLOS Ruling in 2017.



Deposit of the Charts and Maps of the Outer Limits of the Continental Shelf for Ghana with the International Seabed Authority and the United Nations Division of Ocean Affairs and Law of the Sea.



Approval of the new Ghana Boundary Commission Bill by Cabinet. The Bill has been laid in Parliament.



Facilitated Construction of Feeder Roads to Dollar Power and Sapelliga Border Areas.

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## CONCLUSION

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# Acronyms/Abbreviations

<b>ABD</b>	–	African Border Day
<b>AU</b>	–	African Union
<b>AUC</b>	–	African Union Commission
<b>AUBP</b>	–	African Union Border Programme
<b>BP</b>	–	Boundary Pillar
<b>CAGD</b>	–	Controller and Accountant-General's Department
<b>CAPEX</b>	–	Capital Expenditure
<b>CNFCI</b>	–	Commission Nationale des Frontières de la Côte d'Ivoire (National Boundary Commission of Côte d'Ivoire)
<b>ECOWAS</b>	–	Economic Community of West African States
<b>ECS</b>	–	Extended Continental Shelf
<b>EEZ</b>	–	Exclusive Economic Zone
<b>FC</b>	–	Forestry Commission of Ghana
<b>GAF</b>	–	Ghana Armed Forces
<b>GhBC</b>	–	Ghana Boundary Commission
<b>GGSA</b>	–	Ghana Geological Survey Authority
<b>GIS</b>	–	Ghana Immigration Service
<b>GIFMIS</b>	–	Ghana Integrated Financial Management Information System
<b>GIZ</b>	–	Deutsche Gesellschaft für Internationale Zusammenarbeit
<b>GNPC</b>	–	Ghana National Petroleum Corporation
<b>GNSS</b>	–	Global Navigation Satellite System
<b>IBL</b>	–	International Boundary Line
<b>IBRU</b>	–	International Boundaries Research Unit
<b>ISA</b>	–	International Seabed Authority
<b>ITLOS</b>	–	International Tribunal for the Law of the Sea
<b>LBT</b>	–	Land Boundary Terminus
<b>MDAs</b>	–	Ministries, Departments, and Agencies
<b>MFARI</b>	–	Ministry of Foreign Affairs and Regional Integration
<b>MoJAGD</b>	–	Ministry of Justice and Attorney-General's Department
<b>MLNR</b>	–	Ministry of Lands and Natural Resources
<b>MNS</b>	–	Ministry of National Security
<b>MoD</b>	–	Ministry of Defence
<b>MoF</b>	–	Ministry of Finance
<b>MRH</b>	–	Ministry of Roads and Highways
<b>NIB</b>	–	National Intelligence Bureau
<b>PRAAD</b>	–	Public Records and Archives Administration Department
<b>PSC</b>	–	Public Services Commission
<b>RECs</b>	–	Regional Economic Communities
<b>SADC</b>	–	Southern African Development Community
<b>SALW</b>	–	Small Arms and Light Weapons
<b>UNCLOS</b>	–	United Nations Convention on the Law of the Sea
<b>WANEP</b>	–	West Africa Network for Peacebuilding

## DEFINITION OF

# Key Terms/Glossary

**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)**—an area where a country has exclusive rights to the entire water column, seabed mineral, and resources.

**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.

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

**Global Navigation Satellite System (GNSS)**—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 separating two countries, wherein individual governments have full authority over their respective sides of the land. These designations on the border help to identify 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 an obscured international boundary line demarcated by obsolete survey methods.

**The Seabed Area**—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



“ *The Commission’s increasing influence and pivotal role in global boundary management conversations underscore the Commission’s commitment to fostering cooperation and implementing best practices in national boundary structure development and operations.* ”

In 2023, the Ghana Boundary Commission (GhBC) marked a significant milestone, reaching the midpoint in the execution of its Five-Year Strategic Plan (2021-2025). Throughout the year, the Commission strived to consolidate gains and achieve greater successes in fulfilling its mandate. This commitment garnered continental recognition, culminating in the hosting of the inaugural Experience Sharing Workshop on the Development and Operationalisation of National Boundary Structures.

The workshop, held in Accra, brought together participants from Ethiopia and selected Southern African Development Community (SADC) Member States, specifically Botswana and Malawi. Notable participants also came from Ghana, Kenya, Zimbabwe, Mozambique, and Nigeria. The event attracted esteemed representatives from the African Union Commission (AUC) and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), adding depth to the discussions and collaboration.

The Commission’s increasing influence and pivotal role in global boundary management conversations underscore the Commission’s commitment to fostering cooperation and implementing best practices in national boundary structure development and operations. In line with this commitment, the Commission heightened its engagement with regional, continental, and global frameworks related to international boundaries and cross-border cooperation. Firstly, in February, the Commission facilitated the ratification of the African Union Convention on Cross-Border Cooperation (Niamey Convention) by the Parliament of Ghana. Subsequently, on September 2, 2023,

it presented the ratified instruments to the AUC headquarters in Addis Ababa, Ethiopia. Addressing the key requirements for littoral states under the United Nations Convention on the Law of the Sea (UNCLOS), the Commission took further steps by depositing the Charts and Maps of the Outer Limits of the Continental Shelf for Ghana at the International Seabed Authority (ISA) in Kingston, Jamaica and the Division of Ocean Affairs and Law of the Sea (DOALAS) at the UN Headquarters, New York.

To ensure the Commission adequately responds to emerging national and international boundary management trends, a new bill was drafted to replace the existing Ghana Boundary Commission Act, 2010 (Act 795). The bill, approved by Cabinet, has been laid before Parliament for consideration and passage. The new bill seeks to enhance the Commission's effectiveness and efficiency in line with international law and best practices.

Furthermore, aligning with the objectives of the African Union Border Programme (AUBP) which aims to assist Member States in demarcating and delimiting their international boundaries, the Commission collaborated with the boundary commissions of neighbouring countries to reaffirm shared boundaries. This collaborative effort received funding support from the German Government through the GIZ as the implementing partner.

The Commission encountered challenges amid its achievements and successes. Unpredictable weather patterns posed difficulties for much of the fieldwork along Ghana's international land boundaries. Additionally, a lack of adequate funds presented hurdles in carrying out planned activities. Despite these challenges, the Commission successfully conducted boundary reaffirmation activities along the Eastern and Western International Land Boundaries and collaborated with the Ghana Navy to inspect the Maritime Boundary Line between Ghana and Cote d'Ivoire. I, therefore, wish to express my sincerest gratitude

to our partners and stakeholders, including the German Government, GIZ, AUBP, ECOWAS, and the GNPC for the financial and logistical support throughout the year.

Additionally, I extend my gratitude to the Ministry of Lands and Natural Resources (MLNR), the Ministry of National Security (MNS), the Ministry of Foreign Affairs and Regional Integration (MFARI), the Ministry of Finance (MoF), the Ministry of Defence (MoD), the Ministry of Justice and Attorney-General's Department (MoJAGD), the Ministry of the Interior, the Ministry of Roads and Highways (MRH), the Public Records and Archives Administration Department (PRAAD), the Ghana Immigration Service (GIS), the Customs Division of the Ghana Revenue Authority, the Ghana Armed Forces (GAF), the Lands Commission, the Minerals Commission, and the Ghana Geological Survey Authority (GGSA) for their diverse and invaluable support to the Commission.

Looking ahead to 2024, the Commission remains steadfast in its commitment to prioritise the implementation of the Five-Year Strategic Plan, diligently working towards fulfilling its mandate. Guided by the principles of Service, Vigilance and Partnerships, the Commission is poised to safeguard Ghana's boundaries and solidify its position as the gateway to Africa.



**EMMANUEL W. KOTIA, PhD**

Major General  
National Coordinator  
Ghana Boundary Commission

## SECTION 1

# OVERVIEW OF THE GHANA BOUNDARY COMMISSION

## 1.1 Introduction

The year 2023 was activity-laden for the Commission, characterised by initiatives and collaborations with neighbouring boundary commissions, development partners, government agencies, and relevant stakeholders. These initiatives were aimed at executing the Commission's mandate – securing and managing Ghana's international land and maritime boundaries in line with Act 795 (2010). The Commission's mandate has broader implications for safeguarding Ghana's territorial sovereignty, in collaboration with various actors within and outside Ghana. In 2023, areas along Ghana's international boundaries remained generally peaceful, allowing the Commission to continue with boundary operations, surveys, and delimitation activities, and other boundary-related activities with neighbouring countries.

Approximately, Ghana has 2000km of international land boundary with Togo to the east, Burkina Faso to the north, and Cote d'Ivoire to the west. Ghana's international land boundary is defined by natural and man-made features/markers, including rivers, streams, teak trees, and boundary pillars. Regarding international maritime boundary, Ghana shares boundaries with Cote d'Ivoire to the west and Togo,

Benin, and Nigeria to the east. The land and maritime boundary statistics of Ghana are highlighted in Table 1.1 and Table 1.2.

Map 1.1: Land and Maritime Boundaries of Ghana.



Source: Ghana Boundary Commission, 22 January 2021

Table 1.1: Statistics of the International Land Boundary of Ghana.

Serial	Boundary	Rivers & Streams (Km)	Land (km)	Approximate Length (Km)
1.	Togo	621 (68.5%)	285	906
2.	Burkina Faso	287 (48.6%)	303	590
3.	Côte d'Ivoire	253 (35.5%)	460	713
4.	<b>Total</b>	<b>1,161 (52.6%)</b>	<b>1,048</b>	<b>2209</b>
5.	<b>Land Area</b>		<b>238, 535 sq. km</b>	

Source: Ghana Boundary Commission.18 December 2023.

Table 1.2: Statistics of the International Maritime Boundary of Ghana.

Serial	Boundary in the Exclusive Economic Zone (EEZ)	Status/Approximate Length
1.	Ghana – Togo/Benin/Nigeria	200 Nautical Miles
2.	Ghana- Côte d’Ivoire	200 Nautical Miles
3.	Length of Ghana’s Eastern to Western Maritime Domain	780 Km at the extent of EEZ
4.	<b>Extended Continental Shelf</b>	<b>235, 391 Sq. Km</b>

Source: Ghana Boundary Commission. 18 December 2023.

The Commission’s major activities in 2023 are segmented into land boundary operations, maritime boundary engagements, partnership and stakeholder engagements, research, and institutional administrative matters. These activities, geared towards achieving the Commission’s strategic objectives, included bilateral engagements with neighbouring boundary commissions, Multi-agency Operational Assessments, ratification and deposit of the African Union Convention on Cross Border Cooperation, and social intervention projects along Ghana’s international boundaries. Additionally, the Commission participated in conferences, seminars, and workshops to enhance engagements, knowledge-sharing, and institutional capacity-building.

## 1.2 Background of the Ghana Boundary Commission

The Commission was established to determine, demarcate, and delimit Ghana’s international boundaries and to settle boundary disputes in accordance with acceptable principles of international law. Since management of Ghana’s international boundaries is crucial for its sovereignty, security, and socio-economic development, especially given the ever-evolving landscape of international boundaries, the establishment of the Commission was expedient. While the Commission was established by an Act of Parliament, Act 795, in 2010, full operations began in 2020 with the institution of the administrative machinery of the Commission.

The vision of the Commission is to ensure that Ghana’s international land and maritime boundaries are secured and managed within AU and ECOWAS protocols of African and regional integration and the framework of international law, peace, and security.

The Commission’s mission is to prevent boundary conflicts along Ghana’s international land and maritime boundaries through effective management and demarcation of the country’s boundaries within AU and ECOWAS protocols of African and regional integration and the framework of international law, peace, and security.

The Commission’s Strategic Plan outlines key strategic objectives to execute its functions and mandate based on an analysis of the strengths, weaknesses, opportunities, and threats of the Commission. The five objectives, as captured in the Plan, to guide the operations of the Commission are as follows:



## 1.3 Objects and Functions of the Commission

a. The objects of the Commission are as follows:

- 1) In collaboration with the Lands Commission, undertake negotiations to determine and

demarcate land boundaries of Ghana and delimit the maritime boundaries of Ghana in accordance with accepted principles of international law.

- 2) Protect and secure the interest of the Republic in determining and demarcating land boundaries and delimiting maritime boundaries of Ghana.
- 3) Adopt international best practice in the demarcation of land boundaries and delimiting of maritime boundaries of Ghana.
- 4) Promote an effective and efficient management of the boundary demarcation and delimitation processes; and
- 5) Ensure consideration of the interest of Ghanaians affected by the placement of boundaries.

b. To achieve the objects, the Commission is mandated to carry out the following functions:

- 1) Negotiate with a neighbouring country concerning a land boundary, maritime boundary, or air boundary between Ghana and that country.
  - 2) In collaboration with relevant security agencies, ensure the security of the boundaries of Ghana to safeguard the territorial sovereignty of Ghana at all times.
  - 3) In collaboration with the Lands Commission, undertake the physical demarcation and survey of land boundaries and the delimitation of maritime boundaries.
  - 4) Whenever determined by the Board, place buoys or other maritime markers along some or all of the courses of the maritime boundaries of Ghana.
  - 5) Advise Government on the most appropriate strategy for the negotiation of a land boundary or maritime boundary.
  - 6) Through negotiation, determine cross-boundary matters among communities.
  - 7) Encourage negotiated settlement of border disputes in preference to litigation.
  - 8) Intervene, determine, or deal with a boundary dispute among regions, districts, or communities within Ghana with the view to settling the dispute.
  - 9) Promote trans-border cooperation and local community development.
  - 10) Advise Government on international Conventions in relation to the borders of Ghana, and the signing and ratification of treaties related to land and maritime boundaries.
  - 11) Address issues related to the use of natural resources that straddle land boundaries and maritime boundaries.
  - 12) Formulate policies and implementation programmes on international boundaries, including land boundaries and maritime boundaries.
  - 13) Perform any other function ancillary to the objects of the Commission.
-





## 1.4 Results Harvesting: Overview of Key Achievements in 2023

The Commission undertook several activities and made significant strides to advance its mandate. Categorised under the five strategic objectives as outlined in the Five-Year Strategic Plan of the Commission, Table 1.3 summarises the Commission's achievements in 2023.

Table 1.3: Summary of Key Achievements in 2023.

SRL	STRATEGIC OBJECTIVE	KEY ACHIEVEMENTS
1	<b><i>Institutional Capacity Building of GhBC:</i></b> To build the institutional capacity of GhBC as an agile and effective national organization responsible for securing Ghana's international land and maritime boundaries.	<ul style="list-style-type: none"> <li>Enhanced capacities and expertise of staff through various training programmes.</li> <li>Formulated new policies and procedures to guide operations.</li> <li>Conducted comprehensive internal audits; recommended and facilitated the creation of a procurement section; and implemented improved asset management practices, enhancing the Commission's compliance and operational efficiency.</li> </ul>
2	<b><i>Securing the International Land and Maritime Boundaries of Ghana:</i></b> 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"> <li>Conducted an operational survey and mapping exercise along the Ghana-Togo boundary in the Leklebi-Kame border area to assess the state of the international boundary pillars and obtain an accurate definition of the IBL.</li> <li>Undertook technical assessment, survey, and mapping at Dollar Power in collaboration with CNFCI and relevant state agencies to facilitate the construction of boundary patrol routes and border security posts and identify areas for teak reforestation projects along the IBL.</li> <li>Initiated processes for the construction of 96 Land Boundary Pillars along a 200-km stretch from Aflao-Akanu to Wli Afegame.</li> <li>Undertook joint boundary reaffirmation exercises in collaboration with the National Land Boundary Commission of Togo to survey, map, and verify existing boundary markers between Bagbe and Afegame to establish an accurate boundary line.</li> <li>Reinforced the common land boundary between Ghana and Cote d'Ivoire through a Joint Ghana-Cote d'Ivoire Land Boundary Reaffirmation Exercise.</li> <li>Inspected boundary pillars along the IBL, gathered data for future surveying and mapping through a joint reconnaissance mission with Cote d'Ivoire.</li> <li>Deposited the Charts and Maps of the Outer Limits of the Extended Continental Shelf for Ghana to the ISA and DOALOS which gives Ghana exclusive rights to explore and exploit the natural resources in the Extended Continental Shelf.</li> </ul>
3	<b><i>Boundary Dispute Resolution:</i></b> 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.	<ul style="list-style-type: none"> <li>Negotiated with Togo on the Ghana-Togo Maritime dispute.</li> <li>The Ghana-Cote-d'Ivoire Joint Technical Committee developed action plans for the conduct of a Joint Land Boundary Reaffirmation exercise and discussed strategies for the implementation of the 2017 ITLOS ruling on the maritime boundaries between the two countries.</li> </ul>



4	Cross-Border Governance: To improve cross-border governance and border community development through bi-lateral cooperation and joint programmes with neighbouring countries.	<ul style="list-style-type: none"> <li>• Collaborated with the 48 Engineer Regiment of the GAF to enhance border accessibility and patrol efficiency by constructing a feeder road from Dollar Power to Sapelliga, Kari, and Kuntori.</li> <li>• Sensitised selected border communities along the Ghana-Togo boundary on a land boundary reaffirmation exercise.</li> <li>• Conducted joint community sensitisation programmes in New Town and Noé as part of the Ghana-Cote d'Ivoire Land Boundary Reaffirmation Exercise.</li> <li>• Strengthened the capacities of selected boundary commissions in Africa through an experience-sharing workshop.</li> </ul>
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.	<ul style="list-style-type: none"> <li>• Facilitated Ghana's Ratification of the African Union Convention on Cross-Border Cooperation deposited the ratification instruments at the AC headquarters in Addis Ababa.</li> <li>• Validated legal and legacy documents for the joint reaffirmation of the land boundary between Ghana and Cote d'Ivoire.</li> <li>• Retrieved 9 legacy documents to support activities pertinent to securing and maintaining Ghana's international boundaries.</li> <li>• Identified critical human security needs of selected border communities through field research.</li> </ul>

Source: Ghana Boundary Commission, 29 December 2023.

## 1.5 Conclusion

The Ghana Boundary Commission's activities in 2023 reflect a commitment to safeguarding Ghana's territorial sovereignty regarding the country's international land and maritime boundaries. All activities, efforts, and achievements were geared towards the execution of the Commission's mandate as spelt out by law in Act 795 (2010) and the Five-Year Strategic Objectives. In collaboration with national and international actors, the Commission executed several activities, including land and maritime boundary engagements, research initiatives, and administrative matters. The relative calm along Ghana's international boundaries allowed for focused operations, survey activities, and engagements with neighbouring countries.





*Boundary Pillar along the Ghana/Burkina Faso International Boundary Line.*



## SECTION 2

# INTERNATIONAL LAND BOUNDARY ACTIVITIES

## 2.1 Introduction

International land boundaries are a critical part of global border governance as they define statehood and have implications for peace, security, stability, and development. However, in Africa, borderlands have generated conflicts or disputes largely due to the undefined nature of boundaries. It is for this reason that the African Heads of State and Government agreed to demarcate all boundaries by 2017. Furthermore, one objective of the AUBP is to assist member states to demarcate and delimit their international boundaries. In line with this and as part of

efforts to jointly reaffirm the IBL between Ghana and neighbours, the Commission undertook several joint activities with counterparts in neighbouring countries along the international boundaries. The activities included Joint Reaffirmation Exercises between Ghana and Togo and between Ghana and Cote d'Ivoire and a Joint Operational Assessment at Dollar Power.<sup>1</sup> These exercises reinforced and established clear definitions of the IBL between Ghana and neighbouring countries based on new accurate survey data jointly verified by all parties.

*Figure 2.1: Ghana Boundary Commission Field Technical Team at Work.*



*Source: Ghana Boundary Commission Field Album, 13 February 2023.*

<sup>1</sup> The Dollar Power enclave, comprising Dollar Power Accra, Dablakuro, and Dollar Power, is a border area situated along the Ghana-Cote d'Ivoire international boundary. The area is inaccessible by road, contributing to the underdevelopment of the area. Though the area is in Ghana, its residents are predominantly nationals from Mali, Niger, Nigeria, Burkina Faso, and Guinea.

## 2.2 Operational Assessments and Mapping Surveys

The Ghana Boundary Commission conducted joint operational assessments and mapping surveys with certain national agencies and the boundary commissions of Togo and Cote d'Ivoire. These exercises assessed the state of the international boundary pillars and formed part of efforts to secure Ghana's international land boundaries. Additionally, the exercises facilitated the construction of boundary patrol routes and border security posts; block out suitable zones for future mining; and identify areas for teak reforestation projects along the IBL between Ghana and Cote d'Ivoire.

*Figure 2.2: Ghana Boundary Commission Technical Team Surveying the Median of River TSI in the Volta Region.*



*Source: Ghana Boundary Commission Field Album, 13 February 2023.*

An operational survey, pillar inventory, and mapping exercise were conducted at Kame- Kame Tornu and Wli Afegame-Yikpa Haingba along the Ghana-Togo boundary in the Leklebi-Kame border area of the

Afadzato South District and the Wli Afegame area in the Hohoe Municipality of the Volta Region. The exercises, carried out in February 2023, aimed at obtaining accurate definition of the IBL as well as confirming the coordinates of the Boundary Pillars (BP) 51, 52, and 53 described in a 1929 Boundary Legacy Document. A state-of-the-art Geodetic Global Navigation Satellite Systems (GNSS) equipment was used to cover a total distance of 3.3km for this activity. The exercise revealed some of the BPs were either displaced or dilapidated as a result of both human and natural causes. As part of the exercise, the Commission flew drones to obtain orthophotos of BP 60 and the confluence of certain rivers along the boundary.

With respect to the Western Boundary, a joint multi-agency technical assessment, survey, and mapping exercises were undertaken in the Dollar Power general area in April 2023 to facilitate the construction of boundary patrol routes and border security posts and identify areas for teak reforestation projects along the IBL. The exercise was carried out in collaboration with the National Boundary Commission of Côte d'Ivoire (Nationale des Frontières de la Côte d'Ivoire - CNFCI) and involved the Minerals Commission, Forestry Commission, Ghana Army, and Ghana Geological Survey Authority (GGSA). Key outcomes of the assessment were as follows:

- a. BP 0, located at the bank of the Black Volta in Ntereso, was damaged owing to the annual flooding of the Black Volta riverbanks. Urgent measures are, thus, required to restore the pillar and to prevent its displacement. There is also the need to conduct a joint Ghana-Cote d'Ivoire land boundary reaffirmation exercise to replace old and displaced pillars.
- b. A surge in criminal activities in the Dollar Power enclave, including armed robbery, drug trafficking, child prostitution, impersonation of security forces, and proliferation of small arms and light weapons (SALW) as a result of state security not having access to the area. Immediate action is required to establish police and immigration outposts and a road network to address these challenges.



Figure 2.3: Damaged Land Boundary Pillar Zero at Ntereso on the Ghana-Cote d'Ivoire Boundary Line.



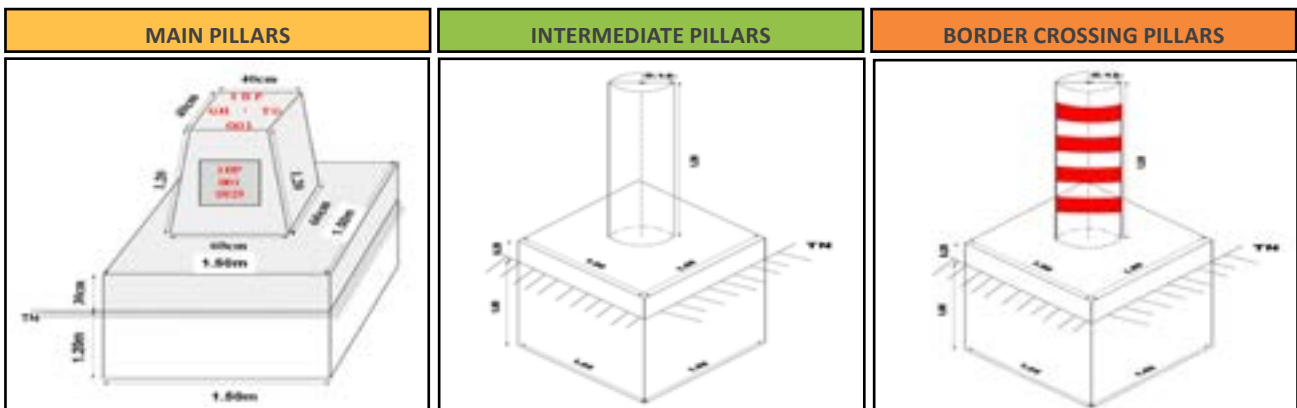
Source: Ghana Boundary Commission, 13 April 2023.

### 2.3 Joint Ghana-Togo Validation Meetings

In 2022, the boundary commissions of Ghana and Togo undertook a joint reaffirmation exercise along their common international boundaries to identify coordinates for the construction of BPs to replace old and damaged ones. As a build-up on the determination of the locations/coordinates of the BPs, the Joint Ghana/Togo Land Boundary Technical Team held validation meetings at Aflao and Lome in August 2023

to finalise the design and specifications for the types of IBPs to be constructed along the boundary between the two countries. The GhBC and the National Land Boundary Commission of Togo also agreed on the construction of 96 Land Boundary Pillars, consisting of 25 Main Pillars, 65 Intermediate Pillars, and 6 Border Crossing Markers along 100km of the boundary. The construction of the BPs was in line with the AU’s goal of having all international boundaries on the continent clearly defined.

Figure 2.4: Types and Specifications of New Boundary Pillars for the Ghana/Togo Land Boundary.



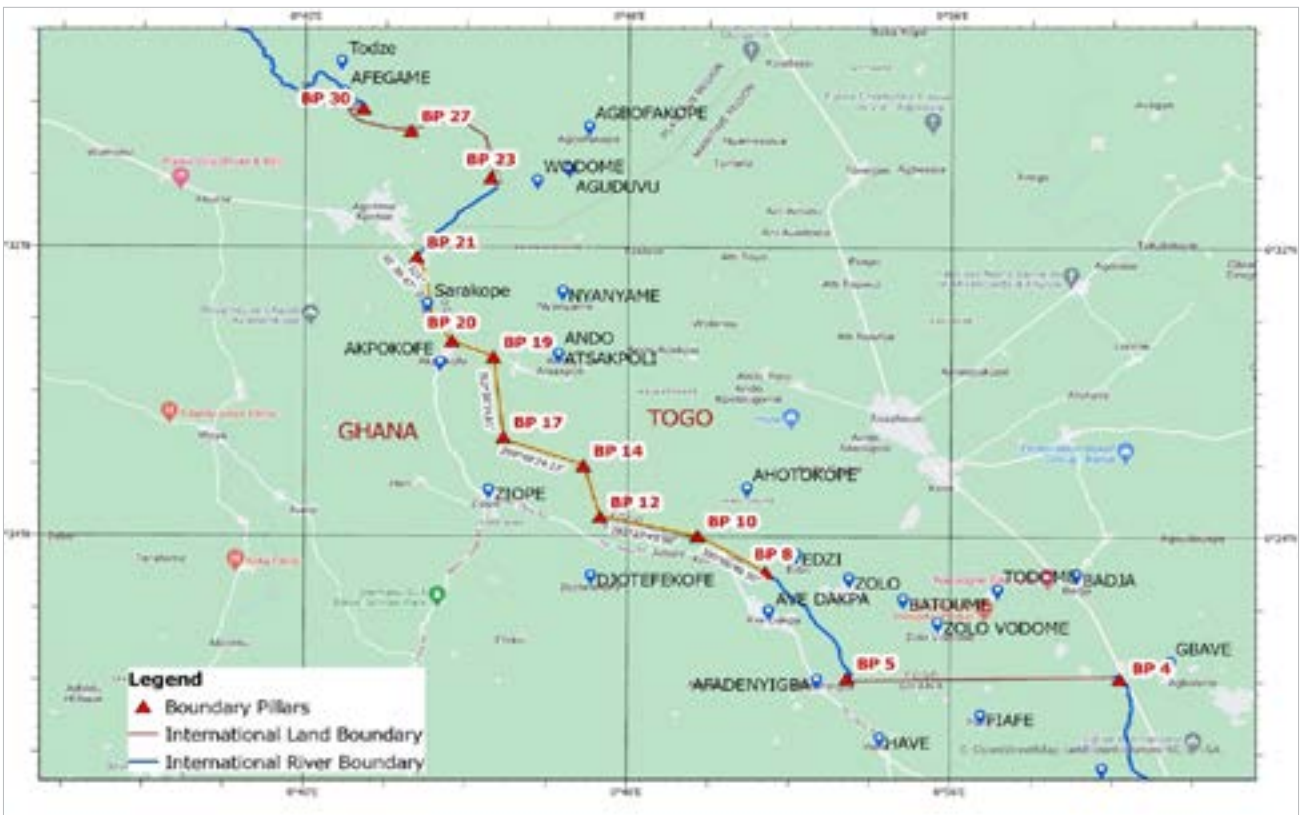
Source: Ghana Boundary Commission, 10 August 2023.

## 2.4 Joint Ghana-Togo Land Boundary Reaffirmation

Guided by the principles of the AUBP, the Ghana Boundary Commission and the National Land Boundary Commission of Togo carried out the second and third phases of their joint boundary reaffirmation exercises in May and October 2023. The first phase was conducted in 2022. The second phase of the Joint Ghana-Togo Land Boundary reaffirmation exercise, conducted from May 5 to 26, 2023, focused on the IBL between Pillar 4 (Bagbe) and Pillar 30 (Agortime-Afegame) in the Volta Region and covered 61km of which 47.3km was reaffirmed. The third phase covered 82.5km from Honuta (BP 31) to Wli Afegame (BP 60) of which 61.8km was a river boundary. The exercise was conducted from October 19 to November 11, 2023. The Joint Technical Team observed certain main BPs were either displaced, tilted, buried, or completely removed. Additionally, the distances and bearings

between BPs as quoted in the legacy documents were not as accurate as those obtained from field surveys. The joint reaffirmation exercises made several major findings, including the fact that certain benchmark points mentioned in the 1927-1929 historical records could not be physically located and identified. Additionally, certain BPs along the boundary had illegible inscriptions. However, these pillars typically aligned with the IBL when they were plotted. Some of the main pillars were either displaced, tilted, or completely removed. Comparing the surveyed distances and those quoted in Legacy Documents, the Joint Team observed the quoted distances were inaccurate. During the exercise, work was halted at the section of the IBL defined by BP 3 to BP 4 and BP 21 to BP 23 (rivers) due to flooding. The reaffirmation exercises were preceded by joint community sensitisation exercises organised in Ghana and Togo for border residents. The sensitisations exercises are detailed under Section 5.

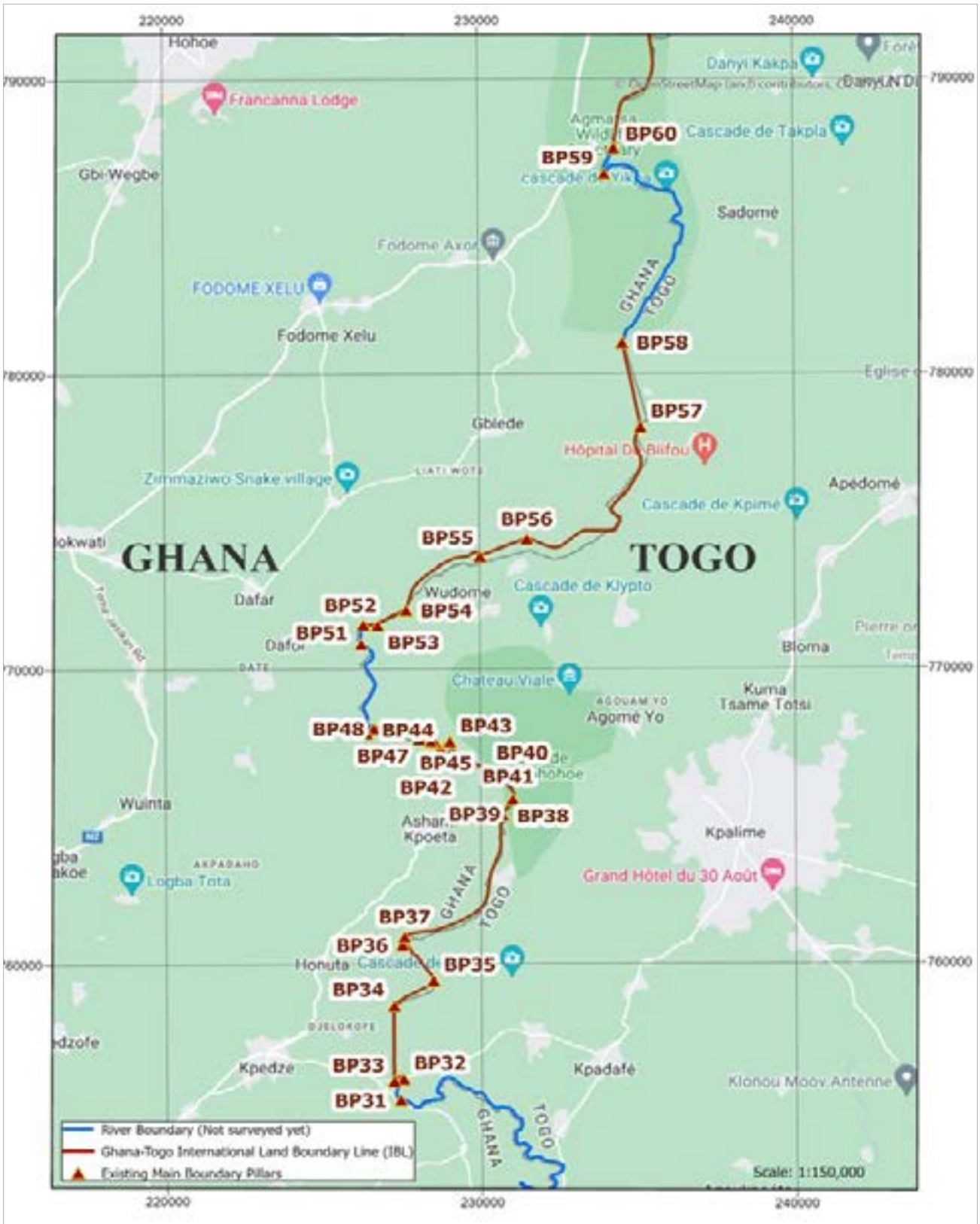
Figure 2.5: Marked Pillars in Phase II of the Ghana/Togo Land Boundary Reaffirmation Exercise.



Source: Joint Ghana/Togo Reaffirmation Data, 26 May 2023.



Figure 2.6: Marked Pillars in Phase III of the Ghana/Togo Land Boundary Reaffirmation Exercise (BP31 - BP60).



Source: Joint Ghana/Togo Reaffirmation Data, 11 November 2023.

The joint reaffirmation exercises involved meticulous surveying, mapping, verification of existing boundary markers, and assessment of the physical markers against the historical records of boundary markers along the IBL. The exercises further sought to establish or reinforce a clear and mutually agreed boundary line between the two countries to eliminate disputes or ambiguities regarding the common land boundary. The other objectives of the joint land boundary reaffirmation exercise were to (a) preserve and properly document historical records related to the land boundary as a reliable reference for future boundary management and resolution of potential disagreements; (b) identify the precise locations along the IBL where the Main, Intermediate, and Crossing pillars would be constructed; and (c) generate an accurate and detailed Orthophoto Map of the corridor along the IBL future reference, providing updated and geographically-precise depiction of the boundary area. The map would aid in various applications, including boundary management, territorial disputes resolution, border security, and effective cross-border coordination.

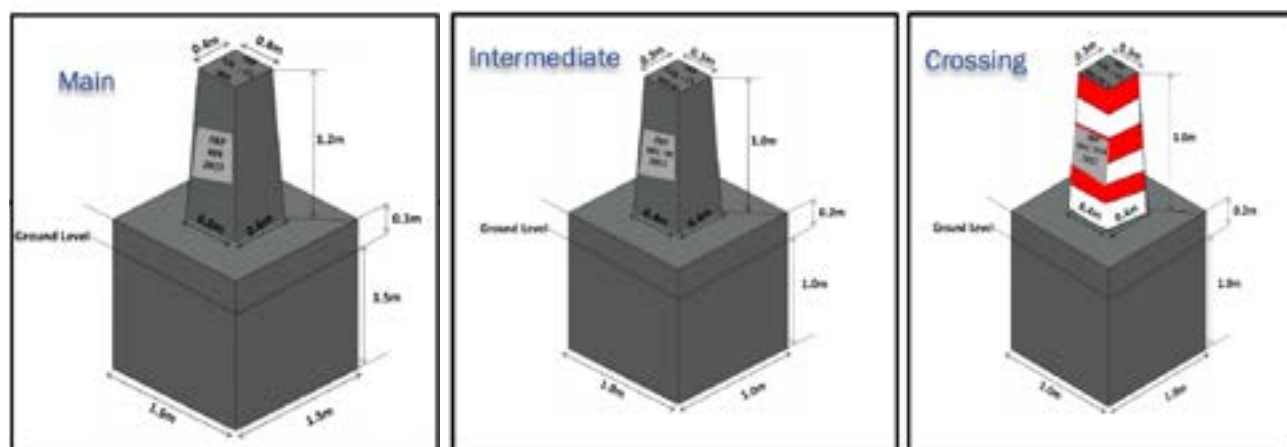
Overall, the Joint Ghana/Togo Land Boundary Reaffirmation exercise has covered 200km, identified the coordinates of several BPs, but also revealed displaced and/or deteriorated pillars. The construction of new pillars, facilitated by the two boundary commissions, will, therefore, establish a

well-defined boundary between the two countries to safeguard the territorial interest of both countries. The completion of the exercise will contribute to preventing or resolving future land boundary disputes as well as decreasing the rate of cross-border activities across the international boundary.

## 2.5 Joint Ghana-Cote d'Ivoire Validation Meeting

Prior to the maiden joint Ghana-Cote d'Ivoire land boundary reaffirmation exercise, a 19-member Joint Ghana/Cote d'Ivoire Land Boundary Sub-Technical Committee conducted a 3-day workshop in Aboisso, Cote d'Ivoire to review and validate relevant legal and legacy documents for the reaffirmation of the land boundary between the two countries. Held from September 12-14, 2023, the Committee discussed and adopted legal and legacy documents that were subsequently used for the joint reaffirmation exercise held in November 2023. The general workplan and modalities for the joint exercise, including the timelines and the types of pillars, were also discussed, and adopted. The BPs the Committee agreed to construct were to be main, intermediate, and crossing boundary pillars at approved border crossing points. Additionally, the two commissions agreed to plant teak trees along the entire boundary to facilitate management of the boundary.

Figure 2.7: Types and Specifications of New Boundary Pillars Designed for the Ghana/Cote d'Ivoire Land Boundary.



Source: Ghana Boundary Commission, 14 September 2023.

## 2.6 Joint Ghana-Cote d'Ivoire Land Boundary Reaffirmation

The Ghana Boundary Commission (GhBC) and the National Boundary Commission of Cote d'Ivoire (CNFCI) conducted their maiden joint reaffirmation exercise from November 23 to December 15, covering 164km of IBL from BP 55 northwards along the lagoon maritime boundary, starting from New Town in the Western Region to Enchi in the Western North Region and neighbouring towns in Cote d'Ivoire. In total, 13

Main Pillars and 2 Intermediate Pillars were identified and surveyed. While majority of the existing BPs were found to be in good condition, some, particularly the Main Pillars, were uprooted, broken, or relocated without any base. The exercise, thus, revealed the poor condition, destruction, and displacement of BPs due to such factors as proximity to the sea and illegal mining activities along the boundary line. Furthermore, some pillars could not be accessed due to poor road networks and a heavily-forested terrain. Also, the positions of these pillars were distant from the teak trees along the boundary line.

Figure 2.8: Map of Boundary Pillars Marked in Phase I of the Ghana/Cote d'Ivoire Land Boundary Reaffirmation (BP45 - BP55).



Source: Joint Ghana/Cote d'Ivoire Technical Team Photo Album, 9 December 2023.



Figure 2.9: Land Boundary Terminus Pillar (Pillar 55) Buried on the Ghana/Cote d'Ivoire Boundary.



Source: Ghana Boundary Commission, 28 November 2023.

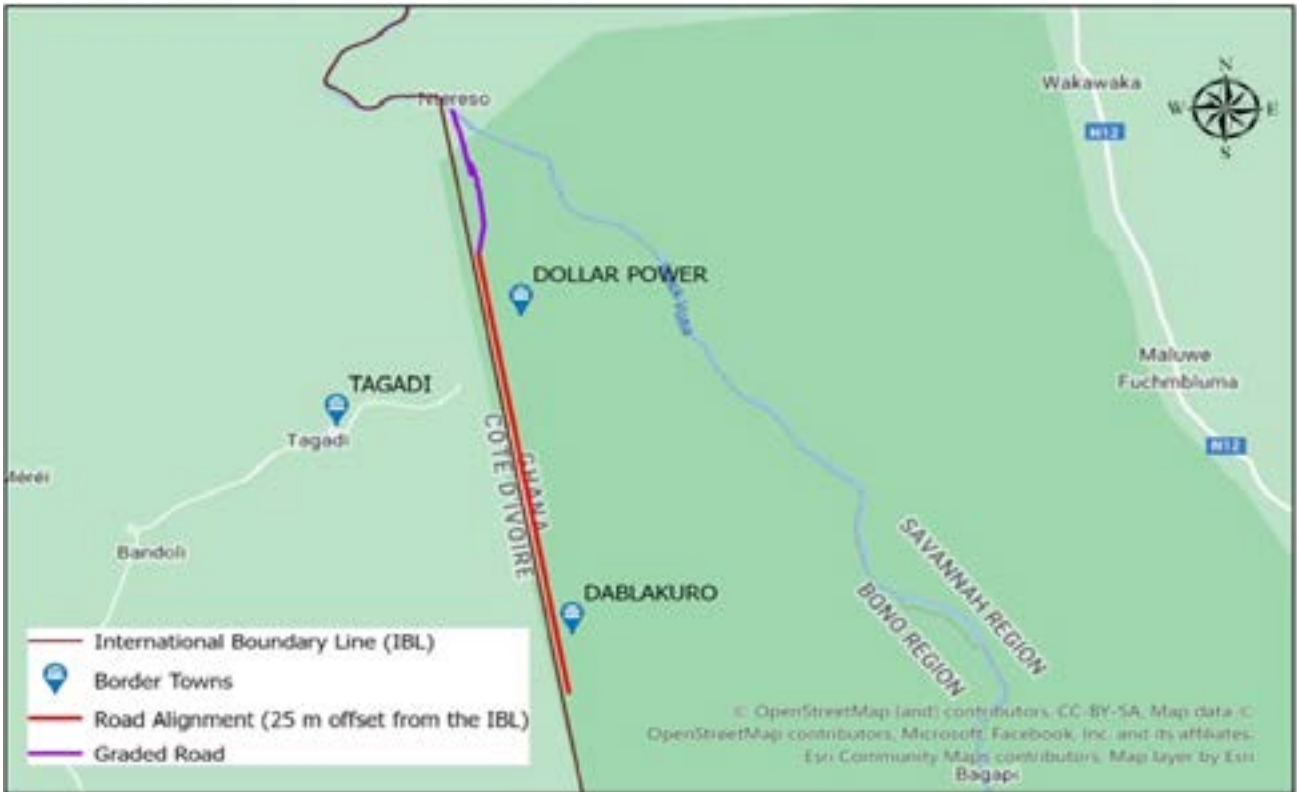
“The joint reaffirmation exercise forms part of broader efforts by the two boundary commissions to reaffirm and delimit the international land and maritime boundaries of Ghana to ensure that the territorial sovereignty is secured.”

The exercise is an achievement and a significant step for the GhBC and the CNFCI demonstrating their commitment to consolidating security and peaceful coexistence along their common borders. The exercise was also a significant step to reinforce and clarify the common land boundary between the two countries as a requisite process for safeguarding their respective territorial interests in line with international best practices. It further demonstrated efforts towards amicably resolving future disputes along the Ghana/Cote d'Ivoire land boundary.

## 2.7 Construction of Feeder Roads to Dollar Power and Sapelliga

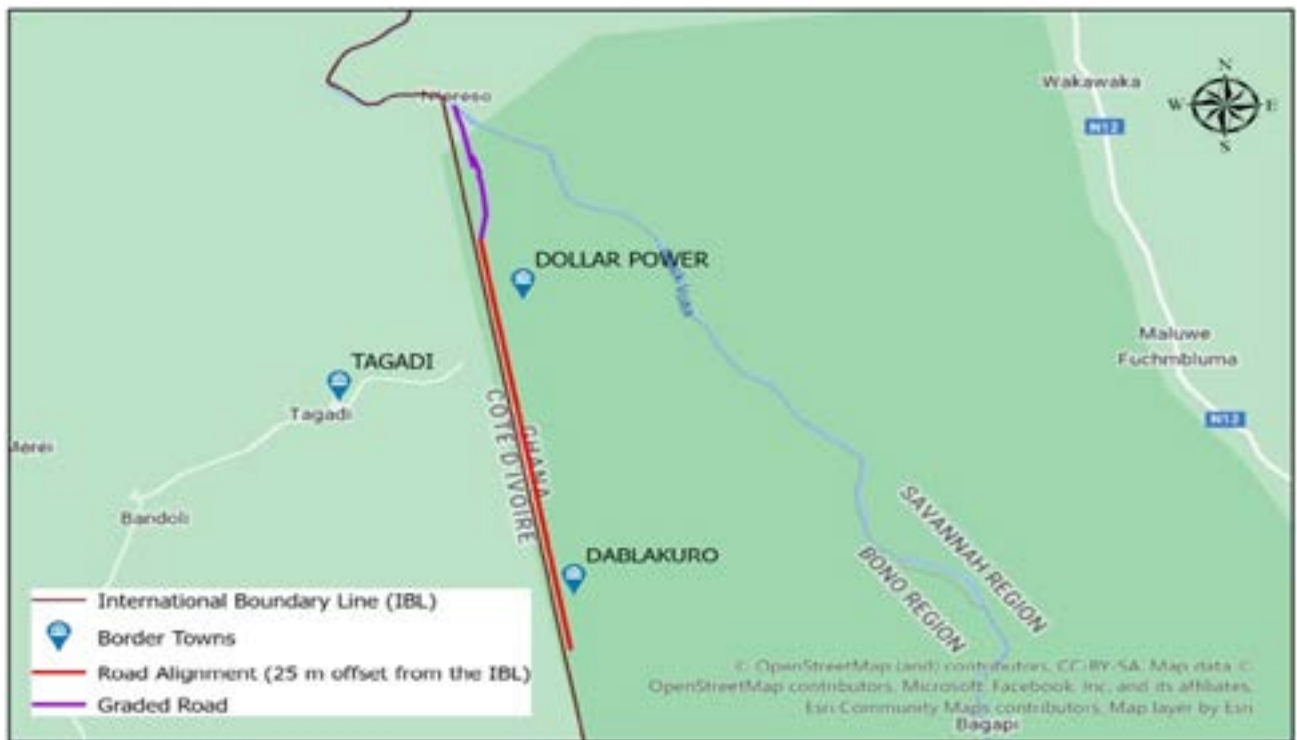
The 48 Engineer Regiment of the Ghana Armed Forces (GAF) in June 2023 commenced the construction of feeder roads from Dollar Power to Sapelliga, Kari, and Kuntori along the International Boundary Line (IBL) with Cote d'Ivoire and Burkina Faso. The Commission facilitated the award of a contract worth Seventy-Eight Million Ghana Cedis (GH¢78 million) by the Ministry of Roads and Highways (MRH) to the 48 Engineer Regiment of the GAF for this project in 2022. The objective of the 25m feeder road project was to improve accessibility and patrol efficiency along the IBL. The completion of the project will further boost economic activities in the beneficiary border communities. A 4-member team from the Commission, together with the 48 Engineer Regiment of the GAF, conducted a survey for demarcating feeder roads/patrol routes along the international boundary at Dollar Power (Ghana-Cote d'Ivoire boundary) in the Bole District and at Sapelliga (Ghana-Burkina Faso boundary) in the Bawku West District. The exercise, which took place from 22 June to 8 July 2023, defined and set out road alignments through land survey exercises. A total of 28.3km and 3.8km of road alignment was established along the IBL at Dollar Power and Sapelliga, respectively.

Figure 2.10: Road Alignment at Dollar Power on the Ghana/Cote d'Ivoire Boundary Line.



Source : Ghana Boundary Commission Survey Data, 8 July 2023.

Figure 2.11: Road Alignment at Sapelliga on the Ghana-Burkina Faso Boundary Line.



Source: Ghana Boundary Commission Survey Data, 8 July 2023.

Figure 2:12: Construction Works of the Feeder Road at Sapelliga facilitated by the Ghana Boundary Commission.



Source: 48 Engineer Detachment, 23 June 2023.

## 2.8 Conclusion

In 2023, the GhBC engaged in comprehensive international land boundary activities to secure and reaffirm Ghana's borders. Through operational surveys, joint exercises, and multi-agency assessments, the Commission addressed such issues as the condition of BPs, security challenges in border enclaves, and discrepancies between surveyed distances and historical records. The collaborative efforts, involving stakeholders and diplomatic cooperation, reflect a commitment to safeguarding Ghana's territorial

sovereignty while ensuring effective boundary management. The Commission's land boundary activities were characterised by a collaborative approach which strengthened cooperation with neighbouring countries to enhance peace and security along the boundaries. Notable strides made with respect to international land boundary activities indicate the Commission's dedication to fostering strong international relations as well as upholding the well-being and security of vulnerable border communities.





*Drone Photo by the Ghana Boundary Commission and Ghana Navy Drone Team during the Maiden Maritime Boundary Inspection along the Ghana/Cote d'Ivoire Boundary on 4 March 2023.*



## SECTION 3

MARITIME BOUNDARY  
ACTIVITIES

### 3.1 Introduction

The global maritime space holds economic prospects for nation states, and in some instances, has been a source of dispute between countries. These disputes arise largely due to the improper delineation of maritime boundaries. In view of this, several frameworks and conventions have been developed at the regional, continental, and global levels to ensure efficient marine space management for the benefit of states. The frameworks include the African Charter on Marine Security, Safety and Development; the Geneva Conventions on the Territorial Sea and Contiguous Zone; the Continental Shelf; the High Seas; and the United Nations Convention on the Law of the Seas

“The global maritime space holds economic prospects for nation states, and in some instances, has been a source of dispute between countries. ... largely due to the improper delineation of maritime boundaries.”

Figure 3.1: Aerial View of Ghana Navy Ship during Maritime Boundary Inspection in 2023.



Source: Ghana Boundary Commission, 4 March 2023.

Figure 3.2: The Extent of the Maritime Domain of Ghana.



Source: Ghana Boundary Commission, 10 December 2023.

(UNCLOS). These frameworks support and regulate sustainable and environmentally-friendly maritime activities and the exploration of maritime resources among others. To implement these frameworks, the GhBC in 2023 undertook key activities with neighbouring countries and contributed to international discourses on maritime boundaries. This section of the report provides relevant information on the Commission's maritime boundary activities, including joint reconnaissance mission, maritime boundary inspections, and international engagements that underscore Ghana's commitment to upholding maritime laws and ensuring peaceful coexistence with neighbours.

### 3.2 Conference on the International Legally Binding Instrument

As part of a 5-member delegation led by the Deputy Minister for Lands and Natural Resources, Hon. Benito Owusu-Bio, the GhBC participated in the Fifth Session of the Intergovernmental Conference on the Legally Binding Instrument under UNCLOS in February 2023. The conference, held at the UN Headquarters in New York, discussed measures to ensure conservation and sustainable use of marine biological diversity of areas beyond national jurisdiction. The Conference sought to further promote international cooperation and coordination of maritime boundaries.

Figure 3.3: The Ghana Delegation at the Intergovernmental Conference at UN Headquarters, February 2023..



Source: Ghana Boundary Commission, 20 February 2023.

### 3.3 Joint Ghana-Cote d'Ivoire Maritime Boundary Reconnaissance

In 2017, the International Tribunal of the Law of the Sea (ITLOS) ruled in favour of Ghana a three-year-long maritime dispute between Ghana and Cote d'Ivoire. In line with processes towards implementing the ruling, a Joint Ghana-Cote d'Ivoire Maritime Boundary Reaffirmation Technical Committee conducted a maiden reconnaissance mission to inspect (BP 55, BP 54, and BP 53 along the IBL between the two countries at Half Assini (Ghana) and Assinie (Cote d'Ivoire) in August 2023. The mission had the following objectives:

- Gather information on the nature and status of the International Boundary Pillars along the Ghana-Cote d'Ivoire corridor to enable future surveying, mapping, and reaffirmation of the common land boundary.

- Estimate the location from the reference coordinates of the maritime boundary pillar BP+55 given by ITLOS.
- Locate and record the coordinates of BP 55, BP 54, and BP 53 while determining the best approach to facilitate easy access to the locations of the various BPs.
- Collaborate with relevant stakeholders and security agencies to undertake future activities along the western land boundary.

The major findings of the joint reconnaissance were as follows:

- a. The Terminus Boundary Pillar, BP 55, located in New Town in the Western Region, was discovered to be buried in sand due to its proximity to the shoreline. In view of this, both countries agreed



to build a monumental mark such as a modern lighthouse on the boundary line to enhance navigation for seafarers.

b. Boundary Pillar 54, located at the edge of the southern bank of the Tano Lagoon, had deteriorated due to erosion from the lagoon. To address this issue, it was recommended that a more prominent pillar be constructed on stable ground along the lagoon's southern bank to

facilitate easier access. In addition, the new pillar will be constructed with durable materials that can withstand the harsh environmental conditions of the area.

c. Adverse weather conditions and an overflow of the Tano River had rendered the roads from Nouguoa in Cote d'Ivoire and Jema in Ghana leading to the location of the BP 53 being inaccessible.

Figure 3.4: Boundary Terminus Pillar 54 Located at New Town on the Ghana/Cote d'Ivoire Boundary.



Source: Ghana Boundary Commission Field Photos, 9 August 2023.

### 3.4 Inspections along the Maritime Boundary of Ghana/Cote d'Ivoire

The GhBC collaborated with the Ghana Navy to conduct two maritime boundary inspections along the Ghana-Cote d'Ivoire Maritime Boundary Line in March and November 2023. The exercises were a verification of the International Maritime Boundary to ensure there were no violations along the boundary. The maiden inspection, conducted from March 27 to 31, 2023, was conducted in two phases. Phase One involved surveillance drone flight from the Ghana Navy Ship BLIKA along the maritime boundary. Phase Two involved flying surveillance drones from the LBT

Pillar (BP55) at New Town in the Jomoro Municipality of the Western Region. The second inspection was conducted from November 22 to 23, 2023, to coincide with the joint Ghana-Cote d'Ivoire Sensitisation programme held at the Maritime Operations Centre in New Town. As part of the exercise, the Ghana Navy Drone Squadron and a GhBC survey team flew a surveillance drone from the LBT Pillar seawards. While no violations were observed during both inspections, it is recommended that an observation post be constructed in New Town to be used by the Ghana Navy Maritime Operations Centre for routine monitoring and early detection of violations along the maritime boundary.

Figure 3.5: The Joint Ghana Boundary Commission and Ghana Navy Drone Team during the Maritime Boundary Inspection.



Source: Ghana Boundary Commission Field Photos, 4 March 2023.

### 3.5 Implementation of the International Tribunal on the Law of the Sea Ruling

The Joint Ghana-Cote d'Ivoire Technical Committee held its third meeting at Grand Bassam, Cote d'Ivoire in May 2023 to discuss the implementation of the 2017 ITLOS ruling on the maritime boundaries between the two countries. The meeting stressed the need to inspect the international maritime boundary line before the end of 2023 and demonstrated its commitment to the joint management of the common boundaries between the two countries.

On the sides of the meeting, the Technical Committee sensitised the Ghanaian community along the international maritime boundary at Grand Bassam on the need to respect the international land and

Figure 3.5: Working Group at the Ghana-Cote d'Ivoire Technical Committee Meeting in Abidjan.



Source: National Boundary Commission of Cote d'Ivoire, 17 May 2023.



maritime boundaries to enhance cross-border cooperation. The community was further encouraged to be proactive in communicating any breaches they may encounter while fishing.

Figure 3.6: Joint Ghana/Cote d'Ivoire Technical Team with the Ghanaian Community at Grand Bassam, Cote d'Ivoire.



Source: National Boundary Commission of Cote d'Ivoire, 17 May 2023.

### 3.6 Joint Ghana/Togo Maritime Boundary Negotiations

Ghana and Togo have been negotiating on their common maritime boundary since 2018. The negotiations aim to amicably delimit the common maritime boundary between the two countries under international law, while promoting good neighbourliness. The GhBC facilitated several joint technical maritime negotiations with Togo to resolve outstanding issues on the delimitation of the maritime boundary between the two neighbouring countries.

The negotiations have progressed steadily and currently at the level of the two Heads of State. The resolution of the maritime boundary dispute, which will be marked by a Maritime Boundary Delimitation Agreement between the two countries, will ultimately redefine and consolidate the parameters of future relations serving as a catalyst for peace and development. These negotiations are premised on the UNCLOS directive to “settle, in a spirit of mutual understanding and cooperation, all issues relating to the law of the sea”. The last meeting of the year between Ghana and Togo was held in Accra, Ghana on December 21, 2023.

Figure 3.7: Participants of the Joint Ghana-Togo Maritime Technical Committee Meeting in Accra, December 2023.



Source: Ghana Boundary Commission, 21 December 2023.

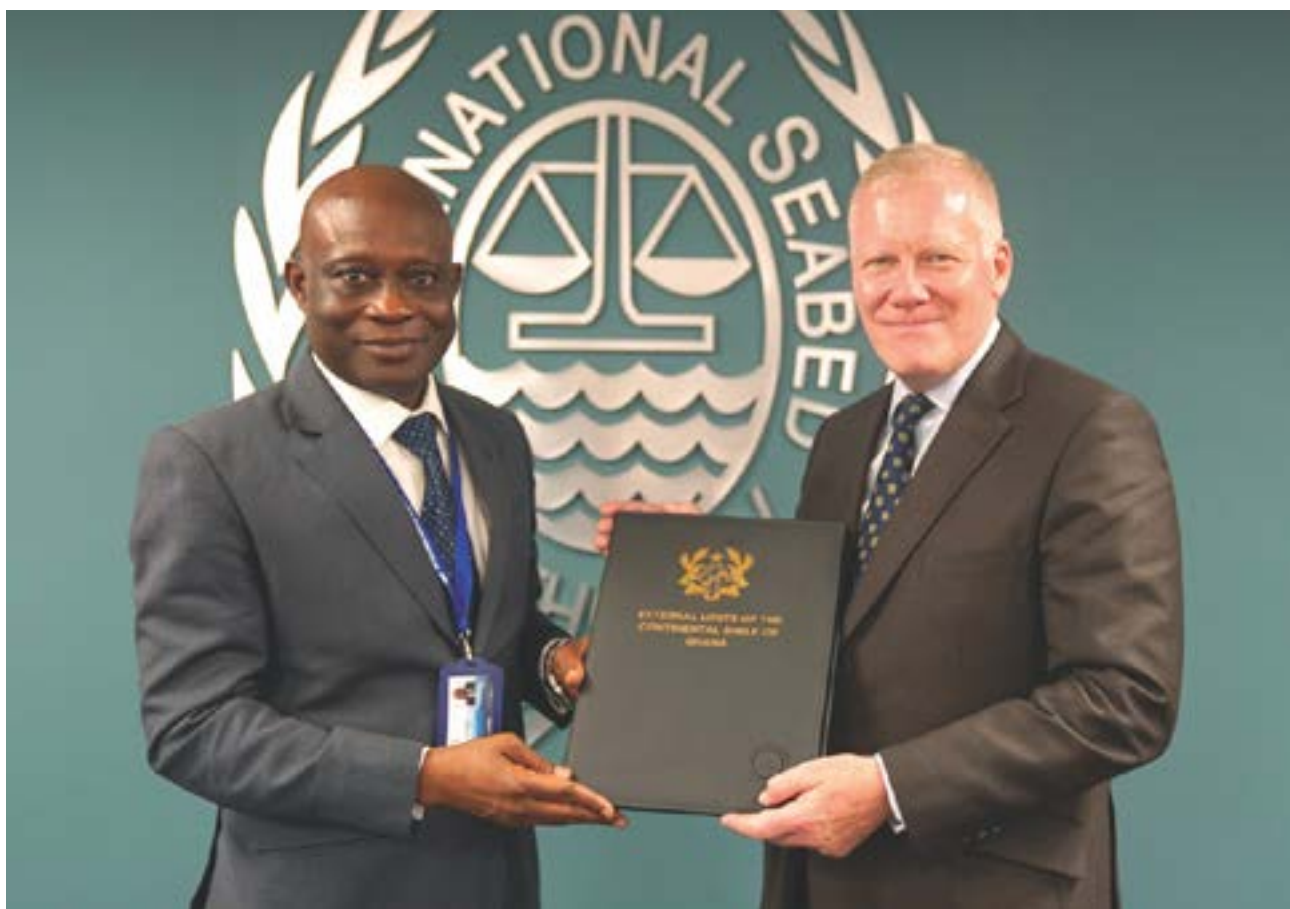
### 3.7 Presentation of Maritime Charts and Maps to the United Nations

Pursuant to Article 84 (2) of UNCLOS, coastal states are obliged to give due publicity to charts or lists of geographical coordinates of points showing the outer limit lines of the extended continental shelf, to deposit a copy of such charts or lists with the ISA Secretary-General in Kingston, Jamaica. In fulfilment of this, the Commission in November, formally deposited the Charts and Maps of the Outer Limits of the Extended Continental Shelf for Ghana to the ISA and the United Nations Division for Ocean Affairs and the Law of the Sea (DOALOS). The submission by the GhBC is a significant achievement for Ghana as it allows the country to claim an extended continental shelf beyond the 200 nautical mile limit. This is important because it gives Ghana exclusive rights to explore and exploit

the natural resources in the Extended Continental Shelf (ECS).

The ECS is a maritime zone that extends beyond the legal continental shelf, which is the part of the seabed over which a coastal state exercises sovereign rights regarding the exploration and exploitation of natural resources. The legal continental shelf extends out to 200 nautical miles from the coast, or further if the shelf naturally extends beyond that limit. Where the continental shelf extends beyond 200 nautical miles, UNCLOS requires a coastal state to make a submission to the Commission on the Limits of the Continental Shelf (CLCS). The outer limits of the continental shelf established by a coastal state based on these recommendations are final and binding. The ECS is an important maritime zone that holds many resources and vital habitats for marine life.

*Figure 3.8: The National Coordinator of the Ghana Boundary Commission presenting the Maps and Charts of the Extended Continental Shelf of Ghana to the Secretary-General of the International Seabed Authority in Kingston, Jamaica on 2 November 2023.*



*Source: Ghana Boundary Commission, 2 November 2023.*



Figure 3.9: The Ghana Delegation with the Secretary-General of the International Seabed Authority.



Source: Ghana Boundary Commission, 2 November 2023.

Figure 3.10: International Seabed Authority Bulletin of Countries that have Deposited Extended Continental Shelf Coordinates and Charts as at December 2023.

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## UNCLOS, Article 84(2) – Charts and Lists of Geographical Coordinates

**“Due Publicity”**

UNCLOS defines “the Area” as “the seabed and subsoil thereof beyond the limits of national jurisdiction.” The establishment of the exact geographic limits of the Area depends on the establishment by States of the limits of their national jurisdiction, including the delineation of the continental shelf extending beyond 200 nautical miles from the baseline of the territorial sea.

Pursuant to UNCLOS, Article 84(2), coastal States are obliged to give due publicity to charts or lists of geographical coordinates of points and, in the case of those indicating the outer limit lines of the continental shelf, to deposit a copy of such charts or lists with the ISA Secretary-General.

Ten members of ISA have so far deposited such charts and lists with the Secretary-General, namely:

- Australia (Volume I | Volume II)
- Côte d’Ivoire
- France
- Ghana
- Ireland
- Mauritius
- Mexico
- New Zealand (Continental Shelf Order 2018 | TPN 04/23/23)
- Niue
- Pakistan
- Philippines | Chart No. 4/T26A
- Senegal
- Togo

Link: UN/DOALOS Deposits of Charts/Lists of Coordinates under the Convention

- Internal Documents
- National Legislation Database
- Publications
- Biological Diversity of Areas Beyond National Jurisdiction (BBNJ)
- Legal Documents
- Satya N Nandan Library

Source: International Seabed Authority (<https://www.isa.org.jm/deposit-charts/>), December 2023.



Figure 3.11: Engagement with the Director of the Division for Ocean Affairs and the Law of the Sea, Mr. Vladimir Jares at the UN Headquarters, New York.



Source: Ghana Boundary Commission, 2 November 2023.

### 3.8 Conclusion

The Ghana Boundary Commission engaged in several maritime activities to maintain peaceful coexistence with neighbouring countries while upholding international maritime laws. Key activities included a joint reconnaissance meeting with Cote d'Ivoire to reaffirm the common land boundary between the two countries; the conduct of maritime boundary inspections along the Ghana-Cote d'Ivoire boundary;

and negotiations with Togo to delimit the common maritime boundary. Additionally, the submission of maritime charts and maps of Ghana to the UN Division for Ocean Affairs and the ISA allows Ghana to claim an ECS, granting exclusive rights to explore and exploit natural resources in this area. The Commission, in its commitment to safeguarding the shared maritime boundaries with neighbours, will continue to undertake joint activities towards peace, security, and development.



*Participants at a Regional Review and Planning Workshop held in Cote d'Ivoire on Border Governance in Africa.*



## SECTION 4

RESEARCH FOCUSED  
ACTIVITIES

### 4.1 Introduction

Research is a backbone of the Commission's operations, supporting such core functions as boundary reaffirmation and negotiation, providing relevant information, and informing strategy development and policy formulation by stakeholders on matters relating to boundary governance. In view of this and guided by the 2023 workplan, the Commission undertook research activities to achieve strategic objectives and implement its mandate within the framework of international law, peace and security, and the AU and ECOWAS protocols of African and regional integration. Research outputs of the Commission in 2023 included the retrieval of legacy documents to support boundary operations, enhanced human security in selected border communities through the rehabilitation of social facilities along Ghana's

international boundaries, gathering relevant data, and the development of policy briefs.

### 4.2 Search and Retrieval of Boundary Legacy Documents

Legacy documents are archival information on the defining features of Ghana's international land and maritime boundaries. These documents are vital reference points for all reaffirmation exercises and activities undertaken by the Commission. In this regard and in collaboration with the Public Records and Archives Administration Department (PRAAD), the Commission secured 9 legacy documents to support activities pertinent to securing and maintaining Ghana's international boundaries. These documents are captured in Table 4.1.

*Table 4.1: List of Legacy Documents Accessed from the Public Records and Archives Administration Department.*

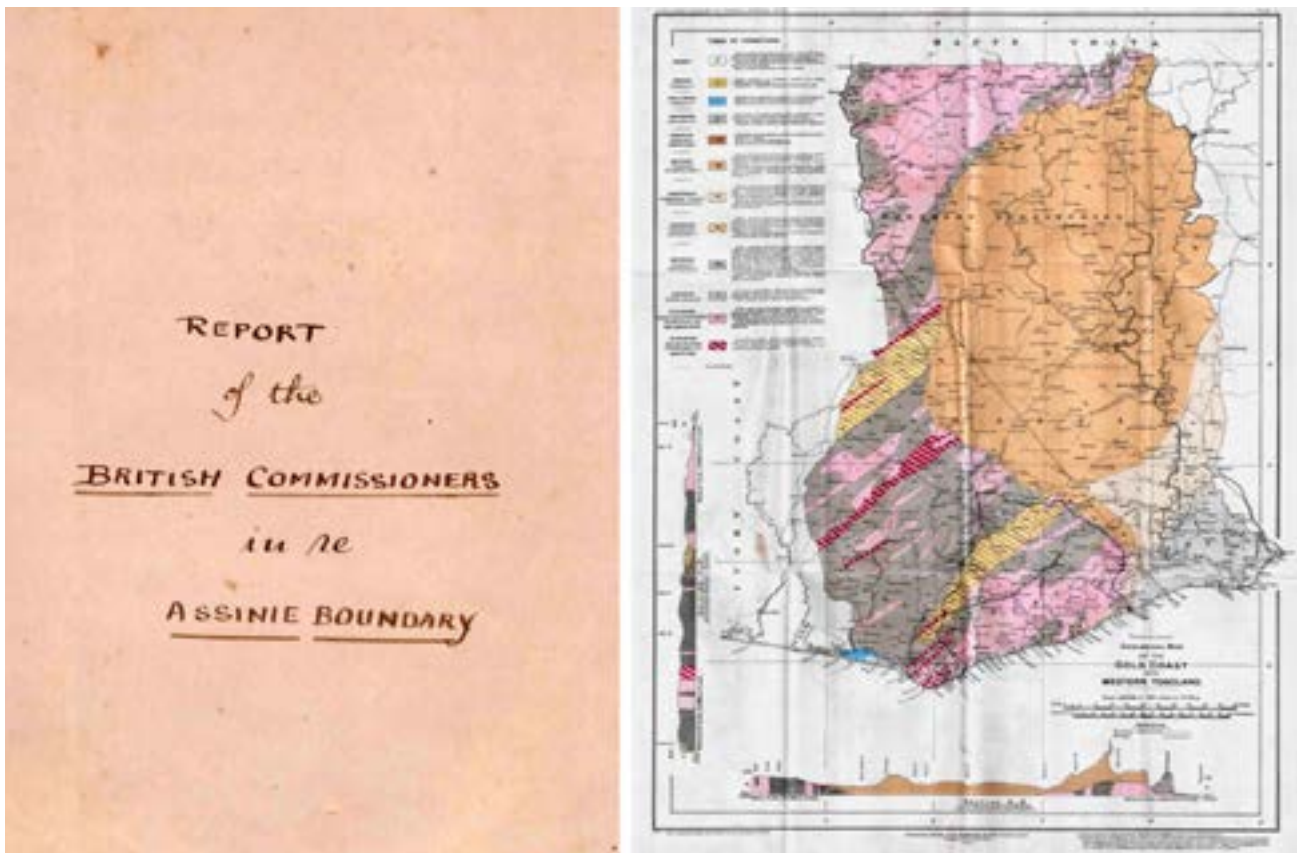
Serial	Documents Accessed	Description
1	Report on Boundary Marks Demarcating the International Frontier Between the Haute Volta (Subdivision of Leo, Burkina Faso) and the Gold Coast (Division of Lawra-Tumu)	Based on series of field inspection on boundary marks and rivers, specifically the 2-degree West Meridian. The report also covers the locations of the international boundary markers and other related information.
2	Correspondence Respecting the Assinie Boundary, Gaman, and Neighbouring Territories	General correspondence with description of the international boundaries.
3	Annual Report on Togoland under British Mandate 1932	Partly provides some relevant descriptions on Ghana's boundaries with Togo.
4	Widenaba-Northern Territories Prospecting Options	Compilation of reports by different surveyors describing parts of the boundary between Ghana and Burkina Faso. The report also mentions the location of some BPs.
5	The Gold Coast Boundaries Order in Council, 1906	Defines the boundaries between the Gold Coast colony (now Ghana) and Cote d'Ivoire. It mentions 'Survey Beacons' and describes the course of the boundary, referencing such specific rivers as Asuepiri, Bia, and Sui.
6	Franco-British Declaration, July 10, 1919 (with map)	Provides information on the arranged delimitation frontiers between the Colonial British and French.



7	Report of the British Commissioners in the Assinie Boundary	Chronicles the proceedings of testimonial gatherings convened with kings and chiefs, specifically addressing boundary issues between the Gold Coast and Cote d'Ivoire.
8	Report on Boundary Marks Demarcating the International Frontier Between the Haute Volta, Northern Territories.	Describes pillars mentioned in a gazette that formed the confluence of Northern Territories, Haute Volta, and Togo following the initial boundary.
9	Report on the condition of Beacons 68-81	Provides vivid description of various beacons used for the demarcation of the Ghana and Burkina Faso boundary.

Source: Ghana Boundary Commission, 18 December 2023.

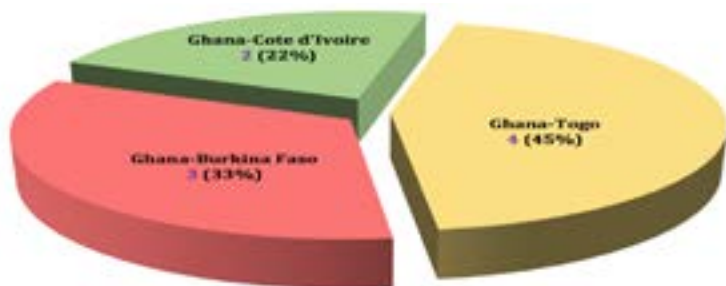
Figure 4.2: Sample Legacy Documents Secured from the Public Records and Archives Administration Department.



Source: Public Records and Archives Administration Department, 17 August 2023.

The documents primarily consist of reports accompanied by maps. Out of the 9 documents, 2 pertain to the Ghana-Cote d'Ivoire boundary, 3 to the Ghana-Burkina Faso, and 4 to the Ghana-Togo, as illustrated in Figure 4.3.

Figure 4.2: Percentage of Legacy Documents Accessed.



Source: Ghana Boundary Commission, 18 December 2023.

### 4.3 Rehabilitation of Social Facilities in Deprived Border Communities.

The GhBC recognizes the importance of border communities in the management of Ghana's international boundaries and prioritises their development. The Commission further acknowledges border communities play a critical role in national security and, thus, impoverished border communities could have a negative impact on the country's security. Therefore, to facilitate the development of deprived border communities, the Commission submitted a proposal to the ECOWAS Cross-Border Programme through the Ministry of Foreign Affairs and Regional Integration (MFARI) for the rehabilitation of the Leklebi-Kame Health Centre located along the Ghana-Togo boundary in the Volta Region of Ghana. The proposal was approved, and funds were allocated for the project. The rehabilitation included the replacement of the roofing system, repair of

cracked floor and walls, construction of an additional ward, construction of a water and sewage system, construction of an auxiliary 6-seater toilet facility, and the replacement and supply of medical equipment. The rehabilitation of the facility will enhance cross-border cooperation between the Leklebi-Kame community and their counterpart communities in Togo, including Tonou, Asortodzi, Hivime and Agbatiave. Additionally, it will increase access to healthcare for communities along both sides of the boundary.

Following a human security needs assessment conducted by GhBC in New Town (Jomoro Municipality, Western Region), the Commission, as part of facilitating the development of deprived border communities, began initial processes for the construction of a three-unit classroom block for the community. The Commission liaised with the Jomoro Municipal Assembly and the New Town community to identify a suitable site for the classroom block to aid teaching and learning. Currently, the Commission is sourcing funding to start the construction in 2024.

*Figure 4.4: Rehabilitation Works on the Leklebi-Kame Health Facility in the Volta Region by the 48 Engineer Regiment of the Ghana Army.*



Source: Ghana Boundary Commission, 18 December 2023.

## 4.4 Field Research

The fifth objective of the Commission's Strategic Plan focuses on providing field evidence-based information/data to support decision-making and policy development. In view of this, the Commission undertook field research in border communities along Ghana's eastern and western boundaries to assess the human security needs of the border communities and provide data/information on identified security breaches along the international boundaries. On the eastern boundary, the GhBC Research Team conducted research in the Leklebi-Kame and Wli Afegame communities in the Afadjato South District and the Hohoe Municipality, respectively. Field research was also conducted in New Town along the Ghana-Cote d'Ivoire boundary in the Jomoro Municipality of the Western Region. Key outcomes of the field research include:

- a. the need for intervention in education through the provision of additional facilities to aid teaching and learning.
- b. the need to strengthen the provision of healthcare through facilities and equipment.
- c. the need for additional security and immigration posts along Ghana's international boundaries to strengthen security and facilitate movement.

## 4.5 Publications

In contributing to knowledge on issues of border governance, the Commission developed two policy briefs on the following topics:

- a. The African Border Day: Relevance and Prospects—calls for measures at the continental, regional, and national levels to ensure AU member states prioritise and commemorate the African Border Day. This is to ensure member states reap the benefits of commemorating

the day, including using it as a mechanism for preventing conflicts along Africa's international boundaries.

- b. Navigating Climate Change Effects on Boundary Management and Border Security in Ghana—focuses on highlighting the connection between climate change and boundary management in Ghana.

The Commission is also developing the following articles for publication.

- a. Building Border-Community Resilience: A Sustainable Approach to Countering Violent Extremism.
- b. Promoting National Development through Cross-Border Cooperation.

## 4.6 Conclusion

The Commission, in 2023, demonstrated a strong commitment to research to support its core functions. The Commission's research efforts produced key outputs, including enhancing human security in some deprived border communities, retrieval of legacy documents, identification of human security needs, and the collection of relevant data on security issues. The Commission's focus on developing deprived border communities, exemplified by the rehabilitation of the Leklebi-Kame Health Centre, showcased a holistic approach to border management. In 2024, the Commission will focus on collaborating with relevant Civil Society Organisations (CSOs) and Non-Governmental Organisations (NGOs) to undertake field research on emerging security issues along the international boundaries. In the spirit of cross-border cooperation, the Commission will jointly search for legacy documents with neighbouring national boundary commissions.





*The National Coordinator of the Ghana Boundary Commission during a Courtesy Call on the Minister for Territorial Administration and Decentralisation in Ouagadougou, Burkina Faso on 4 March 2023.*

## SECTION 5

**STAKEHOLDER ENGAGEMENTS,  
PARTNERSHIPS AND  
COOPERATIONS****5.1 Introduction**

Boundary governance and cross-border cooperation require the concerted effort of stakeholders to chart a course towards enhanced boundary management that fosters sustainable development. In this regard, the Commission strategically engaged and collaborated with diverse partners and stakeholders at the national, regional, and international levels to effectively deliver its mandate. The Commission's Five-Year Strategic Plan emphasises the significance of strategic partnerships towards the realisation of the Commission's mandate.

In leveraging resources and developing mutually beneficial collaboration, the Commission engaged several national, regional, and international stakeholders from various Ministries, Departments and Agencies (MDAs), Civil Society Organisations (CSOs), and Non-Governmental Organisations (NGOs). The Commission also engaged with neighbouring boundary commissions and other boundary management structures at the sub-regional and continental levels. Furthermore, with a commitment to fostering strategic relationships, the Commission welcomed, and paid courtesy calls on various institutions and development partners whose programmatic interests align with the Commission's mandate, including the African Union Commission (AUC), GIZ/African Union Border Programme (AUBP), and the International Organisation for Migration (IOM). Additionally, the Commission engaged with the World Food Programme; the Danish Embassy; the Canadian High Commission; the United Nations Resident Coordinator in Ghana; the International Centre for Migration Policy Development; and the Conciliation Resources. At the national level, GhBC engaged with MDAs, including the Ministry for Lands and Natural Resources (MLNR); Ministry of National

Security (MNS); Ministry of Foreign Affairs and Regional Integration (MFARI); Ministry of Finance (MoF); Ministry of Justice and Attorney Generals Department (MoJAGD); Ministry of Roads and Highways (MRH); Public Services Commission (PSC); Municipal and District Assemblies; the Ghana Armed Forces (GAF); Ghana Immigration Services (GIS); and the National Intelligence Bureau (NIB).

**5.2 Collaboration with Ministries,  
Departments and Agencies**

The Minister for Lands and Natural Resources and Chair of the Governing Body of the Ghana Boundary Commission, Hon. Samuel A. Jinapor, paid an official visit to the Commission in January 2023 to acquaint himself with the activities of the Commission and to engage the leadership on issues of effective operations. The Minister commended the GhBC for its commitment to safeguarding Ghana's international land and maritime boundaries.

The Commission also collaborated with ministries, including the MFARI, MNS, MoD, MRH, MLNR, MoJAGD, and the MoF. The MFARI facilitated the release of funds from the ECOWAS Cross-Border Cooperation Programme for the rehabilitation of the Leklebi-Kame health centre. The Ministry also participated in the Commission's key meetings with neighbouring countries and provided consular services for the smooth travel of personnel to parts of Ghana and outside of Ghana. Additionally, MFARI provided the required interface, protocol services, and diplomatic channels between the GhBC and neighbouring boundary commissions. The Ministry was also instrumental in facilitating the ratification and deposit of the Niamey Convention.



Figure 5.1: The Minister for Lands and Natural Resources and Staff of the Commission.



Source: Ghana Boundary Commission, Policy, Plans and Programmes Department, 12 January 2023.

The MRH released funds for the construction of feeder roads to Dollar Power, Sapelliga, and other communities along the IBL to aid the deployment of security personnel and state actors to the areas. The MoF released funds through the MLNR for goods and services and employee compensation. The MJAGD provided legal advice and supported the drafting of a new bill and Legislative Instrument for the Commission. Staff of the Commission benefited from extended medical health services offered by the MNS Clinic. Furthermore, the Commission received five vehicles from the MNS to provide security and protection for the Commission's technical team during field exercises along Ghana's.

### 5.3 The Ghana Armed Forces

The GAF contributed to the Commission's successes in 2023. The Ghana Army, the Ghana Navy, and the Ghana Air Force each supported the Commission in various ways, including the secondment of personnel. The Ghana Army assisted with the construction of feeder roads, the refurbishment of a health post, as well as the

provision of security escorts during field operations. The Ghana Navy partnered with the Commission to conduct maritime boundary inspections while the Ghana Air Force airlifted dignitaries and stakeholders to unmotorable areas along Ghana's international boundaries. Details of the collaboration between the Commission and the GAF are expounded below:

#### 5.3.1 The Ghana Army

The 48 Engineer Regiment of the Ghana Army supported the Commission in the construction of feeder roads at Dollar Power in the Savannah Region and Sapelliga in the Upper East Region and the refurbishment of the health facility at Leklebi-Kame in the Volta Region. The Ghana Army, through the 66 Artillery Regiment, also supported the Commission's activities by providing security escorts for the Joint Ghana-Togo Technical Team during Phase 2 and Phase 3 of the Joint Land Boundary Reaffirmation exercises from Bagbe to Afegame and from Honuta to Wli Afegame, respectively. Similarly, the Commission relied on the military escorts of the 2<sup>nd</sup> Battalion of Infantry (2Bn) and the 6<sup>th</sup> Battalion of Infantry (6Bn) during the



Joint Ghana-Cote d'Ivoire Reaffirmation Exercise from New Town in the Western Region to Enchi in the Western North Region. The Army also provided escorts for the 48 Engineer Regiment during the road construction at Dollar Power in the Savannah Region. The Army supported the Commission with seconded staff, including 4 officers in senior management roles and 4 soldiers as ancillary staff.

*Figure 5.2: Personnel of the Ghana Army with the Ghana Boundary Commission Field Team at Elubo.*



*Source: Ghana Boundary Commission, Field Photo, 27 November 2023.*

### 5.3.2 The Ghana Navy

The GhBC deepened collaboration with the Ghana Navy in 2023 by carrying out several joint activities. The common mandate of the two institutions provides reasonable grounds for collaboration. The Ghana Navy supported the Commission in Maritime Surveillance/Inspections and Information Sharing, Maritime Boundary Negotiations, and Training and Capacity Building. In addition to patrols along the maritime boundaries, the Navy continued its surveillance operations and shared information with the Commission. As a member of the Maritime Boundary Technical Committee of the Commission, the Ghana Navy continued to share its expertise during maritime boundary negotiation meetings with Togo.

The Commission and the Ghana Navy conducted boundary inspections along the Ghana-Cote d'Ivoire maritime boundary in March and November 2023 to verify the International Maritime Boundary as ruled by the International Tribunal on the Law of the Sea (ITLOS) in 2017 while ensuring no violations occurred across the recognised maritime boundary. The inspections involved the deployment of Ghana Navy Ship BLIKA with a technical team from the Commission onboard to initiate surveillance drone flights at sea along the maritime boundary line. Simultaneously, another technical team from the Commission conducted surveillance drone flights with the Ghana Navy Drone Team along the maritime boundary line from the Land Boundary Terminus (LBT) Pillar (Pillar 55) at New Town in the Jomoro District of the Western Region.

Regarding capacity building, personnel from both the Navy and the Commission participated in a joint drone training conducted by Soko Robotics at Burma Camp, Accra. Additionally, the Commission participated in a five-day Special Operation Orientation training course organised by the Special Boat Squadron (SBS) of the Ghana Navy and their Danish counterparts, the Frogman Corp from October 30 to November 3, 2023. The training aimed at building a stronger partnership between the SBS and parallel organisations like the GhBC.

Figure 5.3: The Ghana Boundary Commission and the Ghana Navy Drone Team at a Training Session during the Maritime Boundary Inspection.



Source: Ghana Boundary Commission, 4 March 2023.

### 5.3.3 The Ghana Air Force

In 2023, the Commission and the Ghana Air Force maintained a positive working relationship. Throughout the year, the Ghana Air Force supported the GhBC by airlifting security details and staff of the Commission for operational surveys, air reconnaissance drills, conferences, and exercises. Through the Ghana Air Force’s assistance and provision of air assets, GhBC accomplished its survey and mapping/boundary operations missions, including those to remote border areas. The Ghana Air Force conducted 20 flights, totalling 31 hours of flight time, for the Commission in 2023 at various locations along Ghana’s international boundaries, including Dollar Power, Aflao, Honuta, Kpetoe, and New Town.

Figure 5.4: Ghana Air Force Providing Airlift Support for Ghana Boundary Commission Field Operations.



Source: Ghana Boundary Commission, 19 October 2023.



## 5.4 Collaboration with the Ghana Immigration Service

The Ghana Immigration Service (GIS) supported the activities of the Commission during field operations in the year under review. The Service also maintained the secondment of a Senior Officer to the Commission. The GIS Sector Commands at operational areas along the IBL at Agortime, Kpetoe, Honuta, Leklebi-Kame, and Wli supported the Commission with personnel and vehicles for the search and survey of the BPs during the Joint Land Boundary Reaffirmation exercises along the eastern and western international boundaries. The GIS facilitated the smooth entry and exit of personnel of the boundary commissions of Togo and Cote d'Ivoire at border crossing points during joint reaffirmation exercises and meetings.

## 5.5 The National Intelligence Bureau

In line with achieving the Commission's strategic objective of strengthening institutional capacity, the National Intelligence Bureau (NIB) conducted positive staff vetting and validation. The NIB provided ground intelligence before, during, and after field operations and supported the conduct of field assessments and audit of boundary pillars/markers. The Bureau also provided intelligence to the Commission on infractions along Ghana's boundaries for necessary action by the GhBC. The Bureau maintained two personnel seconded to the Commission.

Figure 5.5: Personnel of the Ghana Immigration Service and the GhBC inspecting a Boundary Pillar.



Source: Ghana Boundary Commission, 20 April 2023.



## 5.6 The Ghana National Petroleum Corporation

The collaboration between the Commission and the Ghana National Petroleum Corporation (GNPC) continued in 2023. The Commission received financial and technical support from the Corporation to fulfil the Commission's mandate. During the year, the GNPC sponsored three officers of the Commission to participate in capacity building workshops in the United Kingdom and the United States of America. One officer participated in a training workshop on Evidence and Archive Research for Boundary Dispute Resolution in London in June, while the others participated in a workshop on International Boundaries and Transboundary Resources in New York in October.

The GNPC was involved in the Commission's activities such as the Joint Technical Meeting with Côte d'Ivoire

in Grand Bassam in May 2023 and represented at the presentation of Ghana's ratification instrument of the AU Convention on Cross Border Cooperation in Addis Ababa, Ethiopia, in September 2023. In the last quarter of 2023, a Joint GhBC/GNPC Mission deposited the Charts and Maps of the Outer Limits of the Continental Shelf to the ISA in Kingston, Jamaica. The delegation was led by the National Coordinator of the GhBC, and had Mr. Freddy Blay (Board Chair of the GNPC), Mr. Opoku Ahwenee Danquah (CEO of the GNPC), and other technical officers of the two institutions. The purpose of the visit was also to get first-hand information on deep sea mining in the waters beyond Ghana's national jurisdiction also referred to as the 'Area'. It came out of the meeting that the Commission will, in the coming year, set up a technical sub-committee to review Ghana's viability and profitability of deep-sea mining, the prospect of acquiring a license for deep-sea mining, and the best strategy to adopt to benefit from the global marine resource extraction.

*Figure 5.6: The Deputy Chief Executive Officer of Ghana National Petroleum Corporation, Mr. Benjamin Acolatse (middle), with the National Coordinator of the Ghana Boundary Commission and Personnel of the Commission and the Ghana Navy at the Commission of DeltaQuad Surveillance Drones, Tema.*



Source: Ghana Boundary Commission, 26 October 2022.

## 5.7 Media Engagements

The Commission engaged with the media on all major activities of the GhBC. Recognising the media as a strategic tool for education and information, the Commission involved the media in all its engagements to communicate the Commission's activities to the public. Local and national media houses participated in all the joint border community sensitisation exercises and key events such as the maiden experience-sharing workshop, bilateral meetings, and stakeholder workshops. One key event was the commemoration of the 13<sup>th</sup> African Border Day (ABD) which was marked by a series of media engagement, including Meet-the-Press and interview sessions.

The ABD was instituted by the AU in 2010 to be commemorated annually by member states on 7<sup>th</sup> June. The Day is set aside to educate member states, African border populations, Regional Economic Communities (RECs), civil societies, academics, and other stakeholders on border-related issues on the continent. The ABD calls on all Africans to reflect on the importance of African borders, not only as lines on

a map but as critical aspects of national and regional security, stability, and development. The day is also used to promote the implementation of the AUBP and create awareness on the importance of peace, security, and cultural tolerance to the socio-economic development of border communities. Pursuant to the above, the Commission marked the 2023 ABD with activities geared towards sensitising the Ghanaian populace on the importance of the day and the works of the Commission since its full operationalization in 2021. The Commission undertook the following activities to commemorate the Day:

- **Press Briefing at the Ministry of Information**

The Day kicked off with a Meet-the-Press session on June 6, 2023, at the Ministry of Information Press Centre. The National Coordinator of the GhBC educated Ghanaians on the Commission's mandate, vision and mission, activities carried out since 2021, partnerships, and collaborations. The platform was also used to enlighten the public and the media on the ABD and the significance of the celebration in Ghana.

*Figure 5.7: Cross-Section of Participants and Media Personnel at the Ghana Boundary Commission/Ministry of Information Press Briefing during the African Border Day Celebrations.*



Source: Ministry of Lands and Natural Resources, 6 June 2023.



Figure 5.8: Promotional Material for the Ghana Boundary Commission Meet the Press Series.



Source: Ministry of Information, 1 June 2023.

- **Television Interview**

On June 7, 2023, which marked the 13<sup>th</sup> ABD, Ghana’s Multimedia Group Limited hosted two Directors of the Commission on JoyNews. The Directors educated the public on the importance of protecting Ghana’s international boundaries - establishing peace and security. They highlighted on the work the Commission has done since its establishment and the challenges that the Commission need to overcome.

Figure 5.9: Staff of the Ghana Boundary Commission on JoyNews for an Interview on the African Border Day.



Source: Ghana Boundary Commission, 7 June 2023.



- **Statement in Parliament on the African Border Day by the Sector Minister**

On the day of the celebration, the Minister for Lands and Natural Resources and Chair of the Governing Body of the GhBC, Mr. Samuel Abu Jinapor, read a statement on the floor of Parliament to commemorate the day. The Minister emphasized the importance of land borders to a nation's socio-economic development and asked for good boundary coordination to avoid potential litigation. He added the Day celebrated the progress AU member states had made, both individually and collectively, in securing and managing their respective boundaries and forging a common path for dealing with the challenges. According to the Minister, the 13<sup>th</sup> ABD was particularly significant since it encouraged all of Africa to consider the relevance of borders to national and regional security, stability, and sustainable development. Mr. Jinapor praised the GhBC led for its efforts to secure, demarcate, and delimit Ghana's international borders in accordance with the Ghana Boundary Commission Act, 2010 (Act 795).

*Figure 5.10: The Sector Minister addressing Parliament on the African Border Day with Staff of the Ghana Boundary Commission in Attendance.*



Source: Ministry of Lands and Natural Resources, 7 June 2023.

## 5.8 Annual Management and Stakeholders' Dialogue Workshop/Retreat

To enhance strategic engagements towards effective and mutually-beneficial partnerships/collaborations, the GhBC organised a Stakeholders' Dialogue Workshop/Retreat with key national partners at the end of the year. The inclusive meeting served as a platform for constructive discussions, evaluation of past engagements, knowledge sharing, and future priorities in boundary management and cross-border cooperation. The workshop;

- a. Determined the progress of the implementation of the 2023 GhBC Work Plan

vis-à-vis the Commission's Five-Year Strategic Plan (2021–2025).

- b. Identified and analysed key achievements and challenges.
- c. Outlined strategic priorities and goals for 2024.
- d. Gathered feedback, suggestions, and recommendations for enhanced collaboration and cooperation.

The Stakeholder Dialogue Meeting/Retreat brought together representatives from the GAF, MFARI, NIB, GIS, GNPC, West Africa Network for Peacebuilding, and the media.

*Figure 5.11: Participants of the Ghana Boundary Commission Executive Management and Stakeholders' Dialogue Retreat at Royal Senchi Hotel, Akosombo.*



Source: Ghana Boundary Commission, 18 November 2023.



## 5.9 Engagement with Neighbouring Boundary Commissions

To foster collaboration and cross-border cooperation, the GhBC undertook joint activities with the boundary commissions of Togo, Cote d'Ivoire, and Burkina Faso. The details of the engagements are captured below:

- a. Collaboration with Togo:** The GhBC and the Land Boundary Commission of Togo organised Land Boundary Reaffirmation exercises along the common boundary of the two countries to assess the state of the international BPs and subsequently construct new ones to properly demarcate the Ghana-Togo boundary. The exercises were preceded by joint sensitisation programmes in communities on both sides of the border, specifically Agortime Kpetoe and Honuta on the Ghana side, and Ave Zolo and Kame Tornu on the Togo side. The sensitisation programmes raised awareness among the residents on the need to maintain and respect the common boundary between Ghana and Togo. The sensitisation also sought to solicit the support of traditional leaders and residents in the reaffirmation exercises, especially in helping to identify the location of the BPs. The joint reaffirmation and community sensitisation exercises align with the mandate of the Commission, the African Union Convention on Cross-border Cooperation, and the overall objective of the AUBP. Negotiations on the maritime boundary disputes between the two countries also progressed steadily.

*Figure 5.12: The Head of the Togo Land Boundary Commission speaking at a Joint Ghana-Togo Community Sensitisation Exercise at Kpetoe in the Volta Region.*



*Source: Ghana Boundary Commission, 6 May 2023.*

**Collaboration with Cote d'Ivoire:** The third meeting of the Ghana-Cote-d'Ivoire Joint Technical Committee was held in Grand Bassam, Côte d'Ivoire in May 2023. The 3-day meeting discussed the implementation of the 2017 ITLOS Ruling on the Maritime Boundary between the two countries and developed action plans for the conduct of a Joint Land Boundary Reaffirmation exercise. The meeting produced a communique signed by both parties. On the side-lines of the meeting, the joint team also met with the Ghanaian community living along the international maritime boundary at Grand Bassam in Cote d'Ivoire. The GhBC and the National Boundary Commission of Côte d'Ivoire organised a 2-day community sensitisation programme in New Town, in the Western Region of Ghana and Noé in Côte d'Ivoire on November 23 and 24, 2023, respectively. The exercise, sponsored by the German government through GIZ, formed part of the maiden joint land boundary reaffirmation undertaken along the Ghana-Cote d'Ivoire land boundary covering an approximate distance of 150km for the first phase. The sensitisation programme aimed at educating the border communities on the joint reaffirmation exercise and highlighting the importance of international boundaries to the population. The National Coordinator of the GhBC, Major General Kotia, and the Executive Secretary of the National Land Boundary Commission of Côte d'Ivoire, Mr. Diakalidia Konate, appealed to the traditional authorities and community residents to provide maximum support to the Joint Ghana-Côte d'Ivoire Technical Team during the 3-week exercise. They emphasised the exercise was not to demarcate the boundaries but to reaffirm pillars which defined the boundaries. Participants of the joint community sensitisation included Hon. Kwabena Okyere Darko-Mensah (Western Regional Minister), Hon. Louisa Iris Arde (Jomoro Municipal Chief Executive), Mr. Legre Koukougnon (Prefect for South Comoé District in Côte d'Ivoire), Ms. Pauline Okkens (Political Adviser and Representative of the Germany Ambassador to Ghana), and Ms. Nina Mick (Representative from the GIZ/AUBP in Addis Ababa, Ethiopia). Senior members of the Municipal Security Council, senior security officers from Côte d'Ivoire, staff from both commissions, and members of the media from both countries were also in attendance.



**b. Collaboration with Burkina Faso:** The GhBC and the National Boundary Commission of Burkina Faso held a meeting in Ouagadougou, Burkina Faso in March 2023 to develop an action plan for the reaffirmation of the common land boundary between the two countries. The meeting focused on the challenges of shared boundaries, strategies for addressing the identified challenges, the development of an action plan for the reaffirmation of all land boundaries, and the exploration of

strategies to reconstruct displaced or deteriorated BPs. Furthermore, representatives from the GhBC participated in a stakeholder meeting in Gaoua, Burkina Faso in February 2023 to discuss cross-border cooperation between the South-West Region of Burkina Faso and the Upper West Region of Ghana. The meeting further discussed issues on border management strategies, cross-border cooperation, security cooperation, and access to natural resources.

*Figure 5.13: The Executive Director of the Cote d'Ivoire Boundary Commission Speaking at a Joint Ghana/Cote d'Ivoire Community Sensitisation in Noe, Cote d'Ivoire on 24 November 2023.*



*Source: Ghana Boundary Commission, 24 November 2023.*

*Figure 5.14: Ghana Boundary Commission Engagements with the National Boundary Commission of Burkina Faso and Key Stakeholders in Ouagadougou, Burkina Faso.*



*Source: Ghana Boundary Commission, 3 March 2023.*

## 5.10 Regional Review and Planning Workshop on Border Governance in Africa

The GhBC participated in a regional review and planning workshop on Border Governance in Africa held in Abidjan, Cote d'Ivoire in June 2023. The workshop was organised by the ECOWAS Commission and the West African Economic and Monetary Union (UEMOA), in collaboration with the National Boundary Commission of Cote d'Ivoire; and with technical and financial assistance from GIZ, the AUBP, and the Swiss Cooperation. The meeting brought together institutions in charge of borders in West Africa and cross-border inter-community elements. Representatives of AU, ECOWAS, UEMOA, GIZ/AUBP and the Local Cross-Border Cooperation Programmes and Boundary Commissions from the region attended the workshop and deliberated on the joint design of activities to implement the AUBP over the next two years. Neighbouring countries developed joint workplans as outcomes of bilateral and multilateral

meetings. The GhBC was represented by 2 staff members. The meeting in Abidjan appealed to member states which were yet to ratify the African Union Cross-Border Cooperation (Niamey Convention) to do so.

## 5.11 ESCO Black Volta Cross-Border Cooperation Meeting

In June 2023, three staff members of the GhBC participated in a Stakeholder Meeting focused on the Black Volta Community Space (ESCO Black Volta) Cross-Border Cooperation Framework. The meeting, held in Wa, Upper West Region, followed the establishment of ESCO Black Volta in Gaoua, South-West Region, Burkina Faso, in October 2021. Over the course of the 3-day workshop, stakeholders from the tri-border countries (Ghana, Cote d'Ivoire, and Burkina Faso) convened to discuss the practical implementation processes of ESCO Black Volta. The workshop served as a platform for the three boundary commissions to present their work, emphasising the importance

*Figure 5.15: Representatives from National Boundary Commissions and Structures in West Africa attending the Regional Review and Planning Workshop on Border Governance organised in Abidjan, Cote d'Ivoire on 14 June 2023.*



*Source: Ghana Boundary Commission, 14 June 2023.*



of boundary management in advancing cross-border cooperation. Notable participants included Dr. Hafiz Bin Salih (Upper West Regional Minister, Ghana), Mr. Philippe Hien (President of the Regional Council of Bounkani, Côte d'Ivoire), and President of ESCO Black

Volta), and Mr. Boureima Savadogo (Governor of the South-West Region, Burkina Faso). The outcome of the workshop was the development of action plans aimed at expediting the institutional processes of the ESCO Black Volta.

Figure 5.16: Participants from Ghana, Cote d'Ivoire, and Burkina Faso at the ESCO Volta Stakeholder and Cross Border Cooperation Meeting in Wa, Ghana.



Source: Ghana Boundary Commission, 23 June 2023



## 5.12 The African Union Convention on Cross-Border Cooperation

The African Union Convention on Cross-Border Cooperation (the Niamey Convention) is a reference point for the establishment of cross-border cooperation through peaceful dispute settlement among member states and, thus, all member states are entreated to ratify the Convention after signing. In accordance with Article 75 of the Constitution of Ghana, the Parliament of Ghana ratified the Convention in February 2023. Following from this, the National Coordinator of the GhBC led a delegation to Addis Ababa, Ethiopia in September 2023 to present

the Ratified Instruments of the Convention to the AU, making Ghana the eighth country to do so.

The Legal Counsellor of the AUC received the Instrument in the presence of officials from the MFARI and the Ghana Embassy in Ethiopia. It is worth noting that the GhBC played a crucial role in the ratification of the Convention. The AUC, through its Commissioner for Political Affairs, Peace, and Security, HE Bankole Adeoye, commended Ghana for ratifying the African Union Convention on Cross-Border Cooperation. He also expressed excitement and confidence in the Commission's, noting the strides made within the few years of operation.

*Figure 5.17: Depositing the Ratified Instruments at the African Union Commission Headquarters, Addis Ababa on 4 September 2023.*



*Source: Ghana Boundary Commission, 4 September 2023.*

*Figure 5.18: Ghana Boundary Commission delegation with the Commissioner for Political Affairs, Peace and Security and other Key Staff of the African Union Commission in Addis Ababa on 4 September 2023.*



*Source: Ghana Boundary Commission, 4 September 2023.*

### 5.13 Support from German Government

The GhBC received financial and technical assistance from the Federal Foreign Ministry of Germany through GIZ. The support was under the AUBP's three broad areas of support: (1) Delimitation and Demarcation; (2) Cross-Border Cooperation; and (3) Capacity Development. The support helped with the implementation of the Commission's mandate and the 5 areas of its Strategic Plan, namely: (1) Institutional capacity Building; (2) Securing the International land and maritime boundaries of Ghana; (3) Boundary Dispute Resolution; (4) Cross Border Governance/Cooperation; and (5) Strategic Policy Framework. The GIZ/AUBP supported the Commission in the conduct of several bilateral technical meetings with the boundary commissions of Togo, Cote d'Ivoire, and Burkina Faso; joint land boundary reaffirmation exercises with Togo and Cote d'Ivoire; and joint sensitisations in border communities along the Ghana-Cote d'Ivoire and Ghana-Togo international boundaries.

As part of a working visit to the AUC in Addis Ababa in September 2023, the GhBC delegation paid a courtesy call on GIZ/AUBP to engage in discussions. The visit offered the opportunity to express gratitude to the

GIZ for its support to the Commission's, particularly with the reaffirmation of Ghana's international land boundaries with neighbouring countries and the provision of GNSS equipment. One key outcome of the visit was the agreement by GIZ/AUBP to organise an experience-sharing workshop to facilitate knowledge transfer and capacity building for certain countries. The experience-sharing workshop was subsequently held in November 2023.

### 5.14 Experience-Sharing Workshop on the Operationalisation and Development of National Boundary Structures

Aside from delimitation and demarcation, international border governance extends to aspects of cooperation, borderlands development, border management, trade, and others. Although African governments have established authorities to oversee international boundaries, border governance is often handled fragmentally. For example, while one ministry handles delimitation and demarcation, other ministries or organs, often with little or no coordination, lead aspects of cross-border cooperation and border

Figure 5.19: Ghana Boundary Commission Staff at the AU/GIZ Headquarters, Addis Ababa.



Source: Ghana Boundary Commission, 5 September 2023.

Figure 5.20: Guests and Participants of the Maiden Experience-Sharing Workshop on National Boundary Structures, Accra.



Source: Ghana Boundary Commission, 20 November 2023.

management and security. For countries with federal and strongly-devolved systems, this challenge extends to the coordination between government structures at the national and sub-national levels. Likewise, many countries have not harmonised their international boundary governance. In 2007, the AU established the AUBP to prevent conflicts; and promote good neighbourly relations among border authorities and border communities through delimitation and demarcation, cross-border cooperation, and capacity building. The RECs, ECOWAS, East African Community, and the SADC partnered the GhBC organised an Experience-Sharing Workshop on the operationalisation of national boundary structures. The workshop was funded by the GIZ, and formed a part of the implementation of regional action plans drawn up by the African Union Commission/Border Programme and the RECs. These regional action plans stem from the desire of the AUC and the RECs to coordinate and apply the principles of subsidiarity and complementarity in the implementation of the AU Strategy for Border Governance and the RECs' border-related instruments.

The workshop was held in Accra in November 2023 and marked the initial step in the mentoring process for boundary commissions. Representatives from the SADC and African countries, including Botswana, Malawi, Mozambique, Zimbabwe, Ethiopia, Kenya, and Nigeria, participated in the 3-day programme.

This collaborative effort underscores Ghana's commitment to promoting good governance, diplomatic cooperation, and the sharing of expertise within Africa. The heads of the boundary commissions of Ghana, Nigeria, and Kenya shared in-depth experiences on how they started their respective commissions and their efforts at achieving success. Participants whose countries are yet to establish boundary commissions expressed excitement about the programme and were convinced that with the amount of information shared, they would be able to appeal to the decision-makers of their countries on the need for the establishment of boundary commissions. Participants emphasised the fact that boundary issues were national security issues and so must be prioritised by governments.

### 5.15 Engagements with Other Development Partners and International Organisations

The Commission's Five-Year Strategic Plan emphasises stakeholder engagements for leveraging funds and programmes and fostering strategic partnerships. Thus, in 2023, the Commission, led by the National Coordinator, engaged a number of development partners and international organisations in Ghana, including the High Commission of Canada; the Embassy



of Denmark; the United Nations Ghana Office; World Food Programme; International Organisation for Migration; Conciliation Resources; International Centre for Policy Migration and Development; and Catholic Relief Services.

### 5.15.1 Embassy of Denmark

The National Coordinator of the GhBC led a delegation to pay a working visit to the Embassy of Denmark in April 2023 to brief the Danish Ambassador to Ghana, His Excellency Tom Nørring, on the Commission's mandate and activities. The engagement also sought to explore possible areas of cooperation and to solicit support and partnerships in certain strategic areas of mutual interests.

*Figure 5.21: The Ambassador of Denmark to Ghana with the National Coordinator of the Ghana Boundary Commission during a Courtesy Call at the Danish Embassy, Accra.*



Source: Ghana Boundary Commission, 11 April 2023.

### 5.15.2 High Commission of Canada in Ghana

In August 2023, the National Coordinator of the GhBC led a four-member delegation to pay a courtesy call on the High Commissioner of Canada to Ghana, Togo, and Sierra Leone, Her Excellency Martine Moreau in Accra. The meeting discussed issues of cooperation and partnership towards boundary management and security as well as institutional capacity building.

### 5.15.3 United Nations Ghana Office

In May 2023, the National Coordinator of the GhBC led a working visit to Mr. Charles Abani, the United Nations Resident Coordinator in Ghana. The purpose of the visit was to explore potential areas of partnership and collaboration concerning social cohesion and human

*Figure 5.23: The National Coordinator with the UN Resident Coordinator in Ghana and the Country Director of the World Food Programme during a working visit to the UN Ghana Office.*



Source: Ghana Boundary Commission, 30 May 2023

*Figure 5.22: The Ghana Boundary Commission Delegation with the High Commissioner of Canada to Ghana and her Officials during a Courtesy Visit to the Canadian High Commission, Accra.*



Source: Ghana Boundary Commission, 10 August 2023.

security along Ghana's international boundaries. Ms. Barbara Clemens, the Country Director for the World Food Programme, was also present at the meeting.

#### 5.15.4 World Food Programme

The GhBC had multiple partnership engagements with the World Food Programme (WFP) Ghana Office. The initial engagement was a courtesy visit to the Commission by the WFP Country Director, Barbara Tulu Clemens, and the Partnerships and Communications Officer, Vera Boohene in early April 2023 to identify areas of collaboration in human security interventions in border communities. Discussions focused on how the two institutions could work together to improve food security as well as national security along Ghana's borders. Following the visit, the Commission participated in a technical meeting with representatives of the WFP and a Development Partner Meeting with the WFP Head of Programmes at their country office in mid-April to present the Commission's work while exploring possible areas for collaboration and partnership. In a third engagement, the National Coordinator and the two directors of the Commission participated in WFP's Stock-taking and Response Readiness Meeting in May 2023 on the evolving economic and security issues of Gulf of Guinea countries. The meeting provided the Commission with an overview of WFP's regional forecast of activities to determine where further collaborations could be explored. In 2024, both institutions hope to agree on specific areas of cooperation as well as establish a Memorandum of Understanding (MoU) to tie the Commission's work in deprived border communities into the WFP's activities.

*Figure 5.24: Staff of the Ghana Boundary Commission and the World Food Programme during a Technical Meeting at the WFP Ghana Office.*



Source: Ghana Boundary Commission, 12 April 2023.

#### 5.15.5 International Organisation for Migration-Ghana

The GhBC in July 2023 paid a working visit to the International Organisation for Migration (IOM) to explore potential avenues of collaboration. The visit, which was characterized by productive discussions, set the stage for a promising collaboration and emphasised the potential for collective efforts to yield significant and lasting benefits. Following from the initial engagement, the Commission, on the invitation of the IOM, attended a border management and community engagement roundtable on the theme "Strengthening the Northern borders of Cote d'Ivoire, Ghana, and Togo" in August 2023. The meeting brought together heads of agencies and senior management officials from various state security and intelligence ministries, departments, and agencies to explore ways to institutionalise and strengthen the capacities of border management agencies in community policing and engagement. The meeting also explored ways to respond to key border management challenges, such as managing irregular crossing points and facilitating mobility.

### 5.16 Conclusion

The GhBC in 2023 put a premium on multi-sectoral stakeholder engagements, partnerships, and cooperation to advance its goals. Notable collaborations included those with such national entities as the GAF, GIS, and the Customs Division of the GRA, showcasing comprehensive support during field operations. The Annual Stakeholders' Dialogue Workshop/Retreat also served as a vital platform for reflection, strategic planning, and enhanced strategic partnerships. Regionally, the Commission emphasised its commitment to regional collaboration by engaging neighbouring boundary commissions for joint initiatives, and organising and participating in workshops like the SADC Workshop. Additionally, collaborations with international organizations and development partners demonstrated the Commission's global outreach and dedication to collectively addressing border management challenges. Overall, the section highlighted the Commission's comprehensive and collaborative approach to boundary governance, focusing on strategic partnerships at various levels.





*Organising a Delta Quad Surveillance Drone Training at Takoradi Naval Base.*



SECTION 6

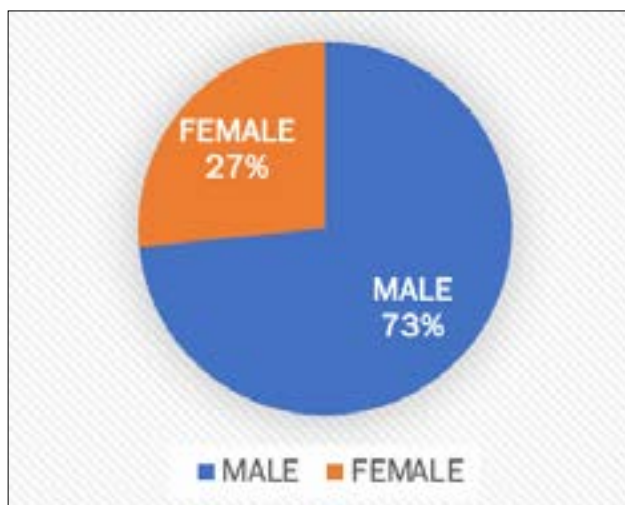
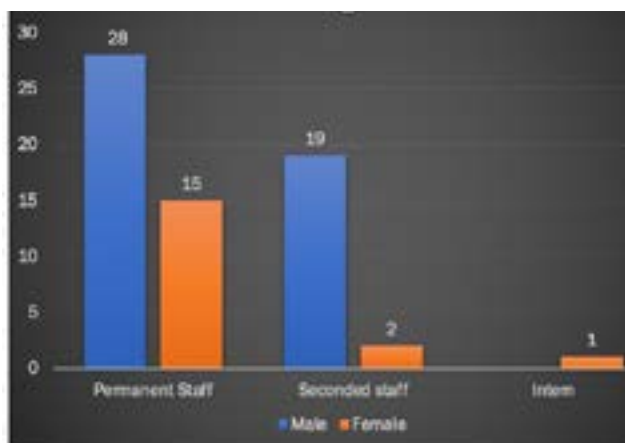
# INSTITUTIONAL PROCESSES AND PROCEDURES

## 6.1 Introduction

Operational efficiency and heightened productivity stem from an equipped and skilful workforce. This section details the institutional administrative processes and procedures employed by the GhBC. It covers the workforce composition, staff development initiatives, training programmes, employee welfare, policies and procedures, financial matters, and advancements in Information Technology. The section further highlights the Commission’s commitment to institutional capacity building, strategic introspection, and goal alignment, encapsulating its holistic approach to effective boundary management. Additionally, the Commission’s communication and visibility approach demonstrate a commitment to transparency, outreach inclusivity, and effective cross-border management. In an attempt to make the Commission relevant and agile, as well as to establish a platform for continuous public engagement, the Commission implemented strategies and activities to monitor, evaluate, communicate, and enhance visibility among others. The Commission utilised insights from its Monitoring and Evaluation Reports to address financial constraints and advocate for increased stakeholder engagements. Notably, the launch of its official website and the strategic use of social media platforms underscored the Commission’s commitment to transparency and outreach.

Commission also had 1 intern during December. The staff categorisation enabled the Commission to have skilled, technical, and experienced human resource to fulfil its strategic objectives.

Figure 6.1: Composition of Ghana Boundary Commission Staff by Classification and Gender.



## 6.2 Workforce/Human Resource Strength

The GhBC has a total staff strength of 64 personnel, comprising 43 permanent and 21 seconded staff. The seconded personnel are from the GAF, MNS, Ministry of Gender and Social Protection; NIB; and the GIS. The permanent staff has 28 males and 15 females the seconded staff has 19 males and 2 females. The

Source: Ghana Boundary Commission Employee Database, 31 December 2023.

### 6.3 Staff Development, Training, and Capacity Building

Training and development improve employees' skills, knowledge, and performance, contributing to the growth and success and the overall effectiveness and competitiveness of the organization. During the period under review, staff participated in several seminars, workshops, and trainings in and outside the country to enhance staff knowledge and skill. Table 6.1 highlights the training and capacity-building sessions undertaken by staff in 2023.

Table 6.1: List of Workshops and Capacity Building Sessions.

Serial	Training/Workshop Details	Date and Location	No. of Participants
1.	Performance Management System Training: Staff were taken through the three Stage Performance Management Cycle and the relevance of setting clear goals to help staff understand the standard of Performance Management.	February 7–23, 2023 GhBC Conference Room	35
2.	Conflict Resolution & Dispute Settlement Mechanisms- a focus on Negotiation.	Sept 22, 2023 GhBC Conference Room	20
3.	The Ghana Boundary Commission, Act 2010 (Act 795)	Aug 29-30, 2023 GhBC Conference Room	23
4.	African Union Convention on Cross-Border Cooperation (Niamey Convention).	June 16 and June 23, 2023 GhBC Conference Room	22
5.	Training Workshop on the Human Resource Framework and Manual for Directors and Supervisors in the Ghana Public Service	June 29, 2023 Virtual by Public Service Commission.	3
6.	Induction and Orientation for Procurement and Assistant Stores Officer	May 10-11, 2023 Public Procurement Authority - Accra.	2
7.	Training Workshop on Microsoft 365 and Smart Workplace Interface: Organised under the auspices of the National Information Technology Agency, the training was to create awareness and to equip staff with the knowledge/application of the various platforms within the Smart Workplace and how they could be utilized to support a paperless environment.	May 29-30, Aug15, Oct4, and Sept 7, 2023 GhBC Conference Room	All staff
8.	Master of Arts in Peace, Security, and Intelligence Management (A One-Year Sponsored Study Programme).	University of Professional Studies, Accra	2
9.	Medical Training in First Aid	June 30, 2023 Ghana Boundary Commission.	34
10.	Fire Prevention Safety Training	October 13, 2023 Ghana Boundary Commission.	36
11.	Delta Quad Mapping Drone (with LIDAR Payload) Test Flight: The exercise was to check the drone's performance, functionalities, and operational procedures to integrate it into the Commission's field operations.	February 1 & May 18, 2023 Afienu Airfields, Accra, and Customs Training Centre at Agortime Kpetoe in the Volta Region	6

Serial	Training/Workshop Details	Date and Location	No. of Participants
12.	Training Workshop on Evidence and Archive Research for Boundary Dispute Resolution: The objective of the training was to discover how archive materials are used to help in boundary and territorial disputes and develop practical skills in conducting archive research.	May 31 –June 2, 2023 International Boundaries Research Unit (IBRU) of the Geography Department of Durham University, UK.	1
13.	Unmanned Aerial Vehicle Training (Fixar 007): The aim of the training was to strengthen the Commission’s collaboration with the Ghana Army to safeguard Ghana’s boundaries.	June 6–8, 2023 Soko Aerial Robotics Training Centre of the Signals Training School, Burma Camp.	6
14.	IBRU International Boundaries and Transboundary Resources	October 25-27, 2023 New York, USA	2
15.	Performance Management System Training: Appraisers and Appraisees were taken through a hybrid refresher training on the End-of-Year Performance Management Appraisals and how to arrive at their final performance rating score.	November 14–15, 2023 GhBC Conference Room	15

Source: Ghana Boundary Commission, 31 December 2023.

Figure 6.2: Staff of the Commission at Capacity Building Sessions in the year 2023.



Source: Ghana Boundary Commission, 31 December 2023.



## 6.4 Monitoring, Evaluation and Knowledge Learning

The Commission developed an End-of-Year Monitoring and Evaluation (M&E) Report to assess the progress of the implementation of key activities and targets in the GhBC 2023 Workplan. The report was developed as part of a strategic overview aimed at achieving the Five-Year Strategic Plan of the Commission. The report further ensured accountability, facilitated continuous learning to achieve targets, and identified areas that required improvement. Additionally, it highlighted the Commission's insufficient financial resources as a major impediment to the full and effective implementation of GhBC's work and mandate. The report recommended increased stakeholder and partnership engagements to facilitate resource mobilisation and visibility.

## 6.5 Staff Welfare

A Glico Medical Insurance team met with the Commission to provide a package to cater for personal medical insurance for interested staff. However, most staff members did not sign on to the policy. Axis Pensions Trust also provided details for the Commission to sign on to its Cedar Pensions Tier 3 Voluntary Pensions Scheme. Staff members underwent a free medical screening at the MNS Clinic from July 26 to August 14, 2023. Twenty-nine staff members participated in this exercise.

## 6.6 Staff Performance Appraisals and Engagements

During the year, the Commission completed Mid-Year and End-of-Year Staff Performance Appraisals to enable all staff members to align their workplan and targets to their department's strategic objectives for the year. To enhance employee engagement, the Commission conducted an employee satisfaction survey to test the organisational climate and deploy tools and resources to satisfy employee needs. The National Coordinator hosted 3 staff durbars and organised an end-of-year all-staff team-bonding session to deepen camaraderie and create an informal platform for information-sharing and feedback from staff.

## 6.7 Policies and Procedures

In addition to its already established Standard Operating Procedures, the Commission developed policies and procedures in 2023. The Commission also followed certain already-established procedures and processes using statutes and regulations from various regulatory bodies and administrative bodies, including the Public Procurement Authority, Administrator-General's Department and the Controller and Accountant-General's Department. Table 6.2 provides an overview of the Commission's policies.

Table 6.2: Overview of Ghana Boundary Commission Policies.

Serial	Policy Document	Status
a.	Scheme of Service	Awaiting final validation by PSC/FWSC
b.	Gender Policy	Awaiting final validation by GhBC Management
c.	Safeguarding Policy	Final draft being reviewed
d.	Procurement Policy	Approved legislative documents in use: <ul style="list-style-type: none"> <li>Public Procurement Act 2003 (Act 663)</li> <li>Public Procurement-Amendment Act 2016, (Act 914)</li> <li>Public Financial Management (Public Investment Management) Regulations, 2020 (L.I. 2411); and Public Financial Management Act 2016, (Act 921)</li> </ul>
e.	Fixed Assets Policy	Government of Ghana approved legislative document in use Fixed Assets Management Operational and Accounting Guideline, issued by CAGD in August 2018 in use
f.	Disciplinary and Grievances Policy	Awaiting final validation by GhBC Management
g.	Transport Policy	Awaiting final validation by GhBC Management

Source: Ghana Boundary Commission, 31 December 2023.

## 6.8 Communication and Information Technology

To enhance its visibility and knowledge-sharing platforms, the GhBC, on February 27, 2023, officially launched its official website ([www.ghanaboundarycommission.org](http://www.ghanaboundarycommission.org)) to make the Commission more accessible to the public and engage key stakeholders on boundary management issues. The website provides information about the Commission’s vision, mission, and goals as well as updates on key activities and events.

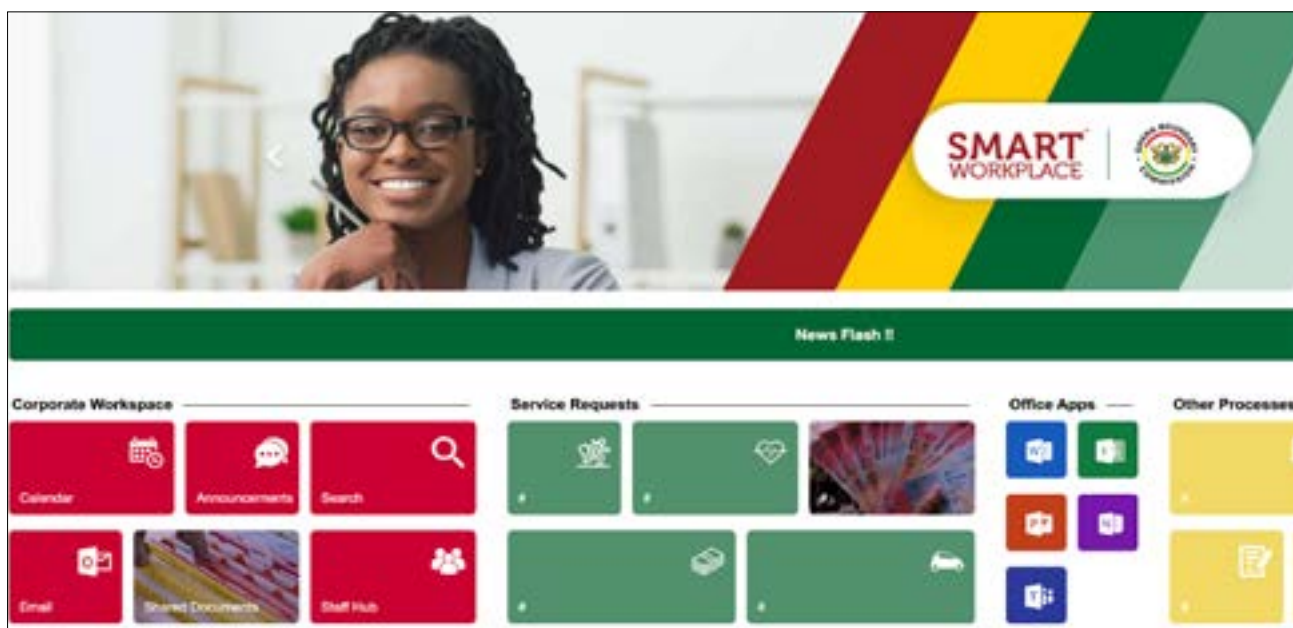
The Commission constantly updated its social media platforms (Facebook, LinkedIn, and X), showcasing its major activities and engagements. The Commission believes these platforms could drive traffic to the website where individuals, partners, and organisations with parallel interests could learn more about the Commission’s activities and create opportunities for greater collaborations and increased awareness/knowledge of the Commission.

With directives from Cabinet, the IT Unit migrated from Zimbra mail to Office 365, which is the Smart Workplace. The Unit created new staff email addresses with the @ghbc.gov.gh domain in the first quarter. Microsoft Office 365 was installed on all staff computers, and the Smart Workplace portal was set



up for each staff member with their @ghbc.gov.gh email addresses. Staff members were trained on the use of the Smart Workplace. The Smart Workplace has such applications as Outlook 365, E-memo, Task, and Correspondence Management. This has improved collaboration among staff. The Commission also complied with the directive from Cabinet to employ the services of the National Information Technology Agency (NITA) as its Internet Service Provider (ISP). Installation and configuration of NITA’s internet service was completed in the second quarter.

Figure 6.3: Screenshot of the Ghana Boundary Commission Smart Workplace Portal.



Source: Ghana Boundary Commission, 25 May 2023.

Figure 6.4: Smart Workplace Training for Management and Staff of the Ghana Boundary Commission.



Source: Ghana Boundary Commission, 29 May 2023.

## 6.9 Financial Matters

As a requirement to access to government funds, and in compliance with the Public Financial Management Act (2016 Act 921), GhBC enrolled on the Oracle Hyperion in addition to the Ghana Integrated Financial Management Information System (GIFMIS) to independently budget and utilise funds allocated by the Government of Ghana. As shown by Table 6.3, the Commission submitted a total budget amount of GH¢37,472,083.08 of which GH¢5,409,402.00 was approved by the MoF. While GH¢2,070,000.00 was spent on goods and services, and the remaining GH¢3,339,402.00 was spent on employee compensation. At the end of the third quarter, GH¢848,600.00 was released for goods and services and GH¢3,102,415.55 for employee compensation. The budgeted Capital Expenditure (CAPEX) of GH¢8,856,582.12 was not approved, hence, showing a nil balance. As at the end of the third quarter, GH¢3,951,015.55 had been released by the Government of Ghana, with an outstanding amount of GH¢1,458,336.45.



Table 6.3: Summary of Budgetary Estimates for 2023.

ECONOMIC CLASSIFICATION	BUDGETARY REQUIREMENT GH₵	APPROVED AMOUNT (GOG) GH₵	RELEASE AMOUNT (GOG) GH₵	OUTSTANDING AMOUNT GH₵
GOODS AND SERVICES	23,612,299.96	2,070,000.00	848,600.00	1,221,400.00
CAPEX	8,856,582.12	NIL	NIL	NIL
EMPLOYEE COMPENSATION	5,003,201.00	3,339,402.00	3,102,415.55	236,986.45
TOTAL	37,472,083.08	5,409,402.00	3,951,015.55	1,458,336.45

Source: Ghana Boundary Commission, 31 December 2023.

## 6.10 Internal Audit and Stores

The Internal Audit section routinely checked of the Commission's inventory, including an internal stores audit conducted in collaboration with the Stores Officer and a member of the Human Resource Section. In accordance with the guidelines outlined in the Public Procurement Amendment Act 2016, Act 941, the Internal Audit section recommended the establishment of a procurement section, leading to the appointment of a Procurement Officer. Furthermore, in adherence to best practices, the fixed assets register underwent revision, a stores ledger was procured, and a comprehensive stores inventory list was prominently displayed in all offices and workstations. These measures were implemented to ensure meticulous management and maintenance of accurate records of the Commission's assets. The regular internal audits provided assurance, identified areas for improvement, and helped to shield the Commission from risks and compliance issues. This systematic approach has contributed significantly to the Commission's success and long-term viability.

## 6.11 Conclusion

The GhBC functions as an agile organisation leveraging on the resources of relevant stakeholders and partners to fulfil its mandate. To bolster its capabilities, the Commission expanded its workforce by recruiting qualified personnel for key functions, thereby enhancing institutional capacity, and promoting staff training and development. Drawing insights from monitoring and evaluation reports, the Commission aims to address financial constraints by fostering increased stakeholder engagement. The launch of an official website and active use of social media platforms, demonstrate the Commission's commitment to transparency, visibility, continuous communication, and outreach. Overall, the Commission's institutional processes and procedures underscores its comprehensive and forward-looking approach to effective cross-border management.



*Boundary Pillar in a Restaurant at Paga, along the Ghana/Burkina Faso International Boundary.*



## SECTION 7

# CHALLENGES OF THE COMMISSION

### 7.1 Introduction

The Commission faced challenges during the execution of its workplan, encountering external constraints, risks, and unforeseen obstacles. The complexities inherent in the external environment demanded adaptability and strategic planning from the Commission. Dealing with issues such as the accessibility of legacy documents, unanticipated challenges in project support, and the need for technological upgrades, the Commission navigated a dynamic and challenging landscape.

### 7.2 Boundary Legacy Document

A crucial resource the Commission needs to execute its mandate is legacy documents, including maps, treaties, and reports that delineates Ghana's international boundaries. These archival records, dating back to the 1800s, play a pivotal role in settling boundary disputes and reaffirming international boundaries with neighbouring countries. Unfortunately, accessing these documents have proven challenging, with many identified records being either brittle or damaged. This impedes the Commission's operations, hindering its ability to effectively carry out its duties.

### 7.3 Support for Deprived Border Communities

The GhBC recognises the role border communities play in national security and, thus, attempts to improve the living conditions of such communities. In view of this, the Commission identified eight schools and two health facilities in deprived border communities in need of rehabilitation. Following a comprehensive assessment of these facilities, the Commission developed and submitted proposals to development partners and stakeholders for the rehabilitation of these facilities. However, only the proposal to

rehabilitate the Leklebi-Kame Health Centre received a positive response from the ECOWAS Cross-Border Programme through the MFARI. The project, which is in an advanced stage, covered the replacement of the roofing system, electrical and plumbing systems, replacement of doors and windows, repair of cracked walls and floors, extension of the facility, construction of an adjoining toilet facility, and the repair of the water and sewage system.

### 7.4 Human Resource Management Software

Human Resource Management (HRM) software is a crucial asset for organisation, providing automated personnel management, maintaining compliance, and facilitating the efficient tracking and retrieval of records. The implementation of such software enhances the Commission's human resource efficiency and procedural management. In alignment with government directives, the Government of Ghana, represented by the MoF, mandated the re-implementation of the Human Resource Management Information System (HRMIS) across government agencies, following a review of GIFMIS. However, the Commission is not enrolled in the PSC's HRMIS. Enrolling in the HRMIS would enable the Administration Department to function optimally and efficiently, aligning with broader government initiatives for streamlined and standardized human resource management processes.

### 7.5 Weather Conditions

The success of the Commission's field activities is highly dependent on favourable weather conditions. Unfortunately, in 2023, the impact of climate change resulted in an unexpected extension of the rainy season in the Western and Western North regions. This presented challenges in completing scheduled tasks



within the limited dry season timeframe. For instance, the planned joint Land Boundary Reaffirmation exercise between Ghana and Cote d'Ivoire scheduled for November to December 2023, coinciding with the typical dry season, was impeded by the prolonged rainy season. The team encountered heavy rainfall, hindering access to BPs in the deep forest reserve. The already poor road networks along the boundary lines were further damaged, complicating the team's efforts. To mitigate such challenges in the future, the Commission intends to study rainfall patterns with the assistance of the Meteorological Service and schedule field activities to align with more predictable weather conditions.

## 7.6 Robust Vehicles for Fieldwork.

Most BPs demarcating Ghana and her three neighbours are in perilous terrains such as mountains, forests, floodplains, and sandy areas. Therefore, the safety of the technical teams was at risk during any field activity. The situation was worsened by the poor and inaccessible roads in most border communities. To keep this situation under control, the Commission requires terrain-versatile vehicles to facilitate smooth and safe field operations.

*Figure 7.1: A Road Damaged by Heavy Rains on the Elubo-Enchi Road during a Field Exercise.*



*Source: Joint Ghana/Cote d'Ivoire Recce Team Photo Album, 10 August 2023.*

*Figure 7.2: Some Members of the Joint Ghana-Cote d'Ivoire Land Boundary Technical Team in a rented Land Rover truck to traverse the Sandy Terrain of New Town in search of Boundary Pillar 54.*



*Source: Joint Ghana/Cote d'Ivoire Land Boundary Reaffirmation Team Photo Album, 27 November 2023.*

## 7.7 Photogrammetry/GIS Workstation.

Processing Lidar data and aerial photos using existing personal computers has been extremely difficult since these computers do not meet the minimum requirements to efficiently handle such spatial data. The Commission, therefore, intends to procure Photogrammetry/GIS Workstations as soon as possible to enhance spatial data processing.

## 7.8 Personal Protective Equipment.

Inadequate Personal Protective Equipment (PPE) such as life jackets, wellington boots, helmets, and goggles affected the effectiveness of work, especially around rivers, forests, and farmlands along the IBL. For instance, the lack of field metal detectors exposed the field team to hunting traps set by farmers. The Commission intends to acquire appropriate PPE for field operations.

## 7.9 Conclusion

The Commission faced challenges in the execution of its mandate and the realisation of set objectives, including inadequate budgetary allocations and the lack of equipment and logistics. Nonetheless, the Commission remained committed to fulfilling its mandate. As the Commission aspires to become an agile and effective national security organisation, the GhBC is dedicated to turning its challenges into opportunities and enhancing its readiness to adapt and respond to changing circumstances. Ongoing initiatives of the Commission include optimising resources, fostering innovation to strengthen capacity, and sustaining collaborative with development partners and stakeholders. Lessons, insights, and experiences from tackling the challenges in 2023 will inform and improve the Commission's strategies in the years ahead.





*Traditional Rulers and Residents at a Joint Ghana/Togo Community Sensitisation at Honuta, Volta Region.*



## SECTION 8

# FORECAST OF MAJOR ACTIVITIES FOR 2024

## 8.1 Introduction

The Commission in 2023 executed activities in line with its Strategic Plan, focusing on institutional capacity building, international boundary security, boundary dispute resolution, cross-border cooperation, and research. In 2024, the Commission intends to leverage on partnerships, support, and cooperation of key stakeholders across all levels to advance its mandate. This section details certain major activities which the Commission will undertake.

## 8.2 Operational Assessments and Surveys along the International Boundary.

Pursuant to the mandate of the Commission, it intends to undertake mapping and operational surveys in selected border areas to assess and audit boundary pillars/markers towards the joint reaffirmation of Ghana's international boundaries with neighbouring countries. Table 8.1 highlights major land and maritime inspections scheduled for 2024.

Table 8.1. Summary of Major Land and Maritime Activities Scheduled for 2024.

Serial	Activity	Objective
(a)	(b)	(c)
1.	Joint Ghana/Togo Sensitisation and Reaffirmation (Phase 4) of 100km of Common Land Boundary from BP 61 northwards, scheduled from January to February 2024	To reaffirm 100km of Boundary Line from Likpe northwards
2.	Construction of BPs in areas previously reaffirmed between Aflao and Kpetoe (100km) is set to take place between the first and second quarters of 2024	To start from Kpetoe toward Aflao along the Ghana-Togo Boundary
3.	Minister for Lands and Natural Resources to pay a working visit to Dollar Power between January and March 2024	Implementation actions on multi-agency assessment activities at the Dollar Power Enclave on the Ghana/Cote d'Ivoire Boundary
4.	Conduct joint Maritime Inspections of the Western Maritime Boundary with Cote d'Ivoire in March and October 2024.	To inspect the Maritime Boundary to ensure no violations of the 2017 ITLOS Ruling
5.	Joint Ghana/Cote d'Ivoire Sensitisation and Reaffirmation (Phase 2) of 100km of Common Land Boundary from BP 45 northwards, scheduled between March and June 2024	
6.	Construction of Boundary Pillars in areas (Ghana/Cote d'Ivoire) previously reaffirmed between New Town and Enchi (100km) of Land Boundary set to take place between the second and third quarters of 2024.	To start the construction from New Town
7.	Operational Assessment and Mapping Survey at Biankori (Tempene District- Upper East Region) in April/May 2024.	Investigate encroachments on the Ghana/Burkina Faso International Boundary Line

Serial	Activity	Objective
(a)	(b)	(c)
8.	Operational Assessment and Mapping Survey at Hamile (Lambusie- Karni District) in April/May 2024	Investigate encroachments on the Ghana/Burkina Faso International Boundary Line
9.	Joint Ghana-Togo Sensitisation and Reaffirmation (Phase 5) of 100km of Common Land Boundary scheduled for the second and third quarters of 2024. An Operational and Mapping Survey will be conducted at Fotoyeye (Nkwanta South District)	To reaffirm 100km of the Boundary Line northwards.
10.	Joint Ghana-Cote d'Ivoire Sensitisation and Reaffirmation Exercise (Phase 3) is scheduled for the third quarter of 2024. (Dormaa-Nkrankwanta-Gonokrom)	

Source: Ghana Boundary Commission, 31 December 2023.

### 8.3 Construction of Boundary Pillars

As part of the joint reaffirmation exercises conducted between Ghana and Togo as well also Ghana and Cote d'Ivoire, new international BPs will be constructed from Kpetoe towards Aflao along the Eastern Boundary and from New Town upwards for the Western frontier. The Project will be funded by GIZ/AUBP.

### 8.4 Search and Retrieval of Boundary Legacy Documents

Legacy documents remain the primary source of data for effective boundary reaffirmation and delimitation exercises. The Commission relies on these documents for boundary operations and negotiations. Thus, GhBC will liaise with relevant locally and international institutions to identify and secure documents pertinent to the Commission's work.

### 8.5 Collection of Data on International Boundaries

Since there is a lack of data on emerging issues along Ghana's IBL, GhBC will work with stakeholders, including border communities, security agencies, and local authorities to establish these emerging issues as well as gather relevant data on them. This will form the basis of recommendations for appropriate actions.

### 8.6 Joint Land Boundary Reaffirmation Exercises

In collaboration with the boundary commissions of Togo and Cote d'Ivoire, the GhBC will continue with bilateral land boundary reaffirmation exercises along Ghana's eastern and western boundaries. The Commission will also undertake its maiden land boundary reaffirmation exercise with the National Boundary Commission of Burkina Faso. Joint community sensitisations engagements will be conducted prior to the reaffirmation exercises to engage and educate border communities on the need for concerted efforts in protecting the international boundaries.

### 8.7 Social Intervention Projects

As part of efforts to develop deprived border communities, the Commission identified and earmarked certain schools and health centres for rehabilitation in selected border communities. In 2024, GhBC will collaborate with relevant partners and stakeholders to rehabilitate these facilities.

### 8.8 Bilateral Technical Meetings and Engagements

The Commission will host and participate in Joint Technical Committee Meetings with its counterparts from Togo, Burkina Faso, and Cote d'Ivoire to plan

modalities for reaffirming common boundaries as well as identifying cross-border cooperation projects. The fourth Joint Ghana-Cote d'Ivoire Technical Committee Meeting will be held in Accra.

## 8.9 Research Publications

As part of efforts to contribute to the knowledge on issues of boundary management, the Commission will develop and publish policy briefs and articles on thematic topics relating to boundary management and governance. Areas along Ghana's international boundaries continue to experience emerging trends which have security implications on the country. It is, therefore, important to identify these trends and propose/formulate strategies to address them. In this regard, the Commission will collaborate with relevant institutions such as CSOs, Local Authorities, and border communities to identify the trends and propose workable interventions. Reports on these field research will be shared with stakeholders.

## 8.10 Germany-GhBC Financing Agreement/Reporting

GIZ, over the past two years, has supported the Ghana Boundary Commission's activities and certain training programmes. This has, however, been project-based. Thus, to improve upon the partnership, GhBC looks forward to going into a financing agreement with GIZ for 2024 activities. Underpinning this agreement will be the financial reporting on all GIZ-funded activities.

## 8.11 Implementation of Policies and Procedures

Formulation and implementation of key policies remains an essential activity for the staff of the Commission. Policies serve as guiding maps for staff to understand and exemplify the Commission's organisational culture based on guidelines, principles, rules, regulations, and acceptable codes of conduct. To ensure the creation and sustenance of an effective working culture and organisational climate, GhBC will continue to promote compliance through consistent application of policies and enforceability in alignment with the Commission's goals and core values.

## 8.12 Acquisition of Human Resource Management Software

The acquisition, installation, and implementation of the Human Resource Management Information System (HRMIS) software will transform the way human resources management is conducted at the Commission. The software will streamline and optimise various human resource functions and processes, making them more efficient, accurate, and accessible. This will become necessary if the Commission is not rolled onto the Public Services Commission's platform.





*Overview of Ntereso Village near Dollar Power along the Ghana/Cote d'Ivoire Boundary.*



## SECTION 9

## CONCLUSION

The Ghana Boundary Commission is mandated to demarcate, delimit, and secure Ghana's international land and maritime boundaries within the framework of international law, regional and continental protocols. In advancing the Commission's mandate, the GhBC undertook several critical activities towards safeguarding the territorial integrity of Ghana. These activities include joint land boundary reaffirmation exercises, maritime boundary inspections, and engagements with national, regional, and international stakeholders.

A retrospective analysis of the activities of the Commission in 2023 reveals key achievements and significant progress in the areas of land and maritime boundary operations, cross-border cooperation, partnership development and institutional capacity building. The Commission completed comprehensive operational surveys and mapping exercises to accurately inspect and validate international land boundaries. This was achieved on the eastern boundary with Togo, covering approximately 250km - the entire length of land boundary in the Volta Region. Along the Ghana-Cote d'Ivoire boundary, 245km was completed, covering the Western and Western North regions. In the maritime domain, GhBC

adhered to the 2017 ITLOS Ruling on the maritime boundary dispute between Ghana and Cote d'Ivoire through joint activities. Another key achievement was Ghana's Ratification of the African Union Convention on Cross-Border Cooperation which was facilitated by the Commission. The Ratified Instruments were subsequently deposited at the AUC headquarters in Addis Ababa by the Commission - making Ghana the 8<sup>th</sup> country to do so. Additionally, the deposit of the Maritime Charts and Maps of Ghana by the GhBC to the United Nations DOALOS and the ISA remains another achievement in 2023. This allows the country to claim an ECS beyond the 200-nautical-mile limit.

Building on the progress made thus far, the Commission is poised to sustain active engagements in cross-border cooperation and boundary management endeavours with neighbouring countries. In fulfilment of its mandate as outlined in Act 795 (2010), the Commission remains focused on facilitating proactive dialogues with stakeholders for effective boundary management. The Commission is committed to maintaining its visibility, fortifying cross-border collaboration, enhancing institutional development, and empowering staff through capacity-building initiatives. These strategic actions are geared towards the execution of the Commission's mandate.



# Profile of the National Coordinator



**Maj Gen Emmanuel Kotia, PhD**  
**National Coordinator**

Dr Emmanuel Wekem Kotia is a distinguished Major General of the Ghana Armed Forces. He has served honourably with the military colours for over 39 years having been commissioned into the Artillery Corps of the Ghana Army. He has distinguished himself as an international analyst and expert in Defence and Security over the years. He is an astute lecturer and speaker at various national and international forums on topics related to international/national security; international politics and defence studies.

General Kotia is currently the National Coordinator of the Ghana Boundary Commission. He has served as a Commanding Officer of the 66 Artillery Regiment, Directing Staff/Lecturer at the Ghana Armed Forces Command and Staff College (GAF CSC), and Chief Instructor at the Kofi Annan International Peacekeeping Training Centre (KAIPTC) among many other appointments. He served as the Deputy Commandant of KAIPTC from 2016 to 2018. General Kotia has acquired a wealth of knowledge and experience in various peace operation missions and military institutions.

General Kotia's academic background includes a Bachelor of Arts Degree in Political Science and Sociology (First Class Honours) from the University of Ghana, a Master of Science Degree in Global Security from Cranfield University, United Kingdom and a Doctor of Philosophy in Political Science from the University of Ghana. He was also appointed as a Clinical Professor of Peace and Conflict Studies at the Kennesaw State University in the United States from 2013 to 2018 where he taught the International Conflict Management course at the Masters and PhD levels. He has been a visiting lecturer at the University of Bedfordshire in the United Kingdom from 2015 to 2019, and the United States Military Academy at West Point.

Major General Kotia has acquired extensive peacekeeping experience including four tours with the United Nations Mission in Lebanon (1987, 1991, 2000/2001, and 2006/2007), ECOMOG (Liberia, 1990), MINURSO (Western Sahara, 1994), UNTAC (Cambodia, 1992), UNAMIR (Rwanda, 1993), MONUC (DRC, 2002), and MONUSCO (DRC, 2018/2019). He was the Commanding Officer of the Ghana Battalion with the UN Interim Force in Lebanon from 2006 to 2007. He was also the Commander Western Sector of the UN Stabilisation Mission in the Democratic Republic of the Congo (MONUSCO) from 2018 to 2019.

He led the process of acquiring institutional and programmes accreditation for GAF CSC and KAIPTC, and has developed several academic courses at the post graduate level for KAIPTC, GAF CSC and the University of Professional Studies, Accra (UPSA). He taught two courses on the KAIPTC academic programmes from 2012 to 2018, namely Gender, War and Conflict in Africa and the National Security Framework. He has supervised over 30 dissertations

for the various masters' courses at KAIPTC. He lectures a course on Theories and Concepts of Defence at the GAF CSC Masters of Science in Defence and International Politics. He has supervised over 50 dissertations at the GAF CSC Masters programme.

General Kotia has also served as a consultant for the Constitution Review Commission of Ghana, a member of the team of experts that drafted the National Peace Council Bill of Ghana (Act 818), the chairperson of a committee that drafted the Security and Intelligence Agencies Act of Ghana (Act 1030, 2020), and the National Signals Bureau Act of Ghana (Act 1040, 2020). He has served as a member of the Governing Board of the Ghana Police Command and Staff College, a member of the Advisory Board of the Ministry of Foreign Affairs of Ghana (2017 to 2018), and a member of the Board of Directors of E-crime Bureau, Ghana (2015 to 2019). He also chaired the working group that drafted of the National Security Strategy of Ghana (2020) and the National Framework for the Prevention and Countering Violent Extremism and Terrorism (2019).

Major General Kotia has published numerous papers and articles on defence studies, international security, and peace operations, and he has authored a book titled: "Ghana Armed Forces in Lebanon and Liberia Peace Operations," published by Lexington Books, USA in May 2015. He is currently an Adjunct Lecturer at UPSA teaching the Masters and PhD Courses in Security and Intelligence. He also serves as an Adjunct Lecturer for the University of Ghana School of Law LLM/MA Course on Law and National Security. His areas of research interest are in Defence Studies; International/National Security; and International Politics.

Read more on [emmakotia.org](http://emmakotia.org)



## Profile of the Directors



**Col HK Badasu**  
 Director, Boundary  
 Operations Department

Colonel Henry Kwaku BADASU, a distinguished Senior Army Officer in the Ghana Armed Forces, leads with excellence as Director of Boundary Operations at the Commission. With extensive expertise in boundary operations, he orchestrates precision exercises and assessments along Ghana's international land boundaries. Decorated for his contributions to UN peacekeeping missions across Africa and the Middle East, including UNAMSIL, UNIFIL, and UNMISS, Colonel Badasu showcases exceptional leadership and crisis management skills. Holding pivotal roles such as Chief Operations Officer at ECOMIG Force Headquarters, Gambia, Deputy Commander VIP Protection Force in Côte d'Ivoire and Deputy Director Army Peacekeeping Operations, Colonel Badasu has demonstrated unwavering dedication and integrity. His academic accomplishments include a Master of Arts degree from the University of Yaoundé, strategic leadership training from the War College, and certifications in International Boundary Demarcation, UK and Public Administration in GIMPA. Fluent in English and French, his global perspective enables him to navigate diverse environments seamlessly. A beacon of professionalism, Colonel Badasu epitomises the highest standards of service within the Ghana Armed Forces and beyond.



**Mrs Sarah Ekuban**  
 Director, Policy, Plans, and  
 Programmes Department

Mrs. Sarah Okaebea EKUBAN is the Director for the Policy, Plans, and Programmes (PPP) Department at the Commission. Sarah is responsible among other things for coordinating and overseeing the development, management and implementation of strategic documents and leading the Commission's engagements with relevant stakeholders whose inputs are relevant to achieving the Commission's mandate. Mrs. Ekuban holds a Masters of Arts in International Affairs degree from Ohio University, Athens, USA, and a Bachelor of Fine Arts degree from the Kwame Nkrumah University of Science and Technology, Kumasi, Ghana. Sarah has over the years served in multiple positions with different local and international organizations within the peace, security and communication sectors. Sarah previously served in research, training, planning, coordination and evaluation capacities at the Kofi Annan International Peacekeeping Training Centre (KAIPTC) and headed the Design and Production Unit at the Centre where she spearheaded strategic communication efforts to enhance the Centre's visibility. Sarah's clarity of vision, passion, commitment and originality has contributed immensely to the success of the PPP department's activities and that of the Commission in general.



**Mr Herbert Djaba**  
 Director, Survey and  
 Delimitation Department

Mr. Herbert Komesour DJABA is the Director of the Survey and Delimitation Department. He is a photogrammetric, geoinformatics, and geodetic engineer; a GIS expert; a professional member of the Ghana Institution of Surveyors (834); and a licensed surveyor (294). Herbert holds an MSc in Photogrammetry and Geoinformatics from the University of Applied Science in Stuttgart, Germany; a Certificate in Geographic Information Systems from International Institute for Geo-Information Science and Earth Observation in the Netherlands; a BSc (Hons) in Geodetic Engineering from the Kwame Nkrumah University of Science and Technology, Kumasi, Ghana; and a Diploma in Theology. Herbert has specialised in collecting, processing, and mapping geospatial data for dispute resolution, engineering, GIS, mining, oil and gas, cadastre, and agriculture. He has served as an instructor to many professionals in modern surveying methods and imparted know-how to other surveyors across engineering, mining, and national mapping agencies in Sweden, Ghana, Nigeria, Sierra Leone, among others. Mr. Djaba is well-versed in geospatial technologies for 2D and 3D analysis, ensuring interoperability, geoprocessing, and modelling in a variety of industries.

# Profile of the Directors



**Mr John Tsotorvor**  
Director, Research  
Department

Mr. John Elikem TSOTORVOR is the Director of Research at the Ghana Boundary Commission (GhBC). John's experience spans over eighteen (18) years in the field of Development and has spent over a decade working in the Peace and Security arena. John has extensive knowledge, practice and skills in Project Management having worked between 2013 and 2022 with the Kofi Annan International Peacekeeping Training Centre (KAIPTC). He has liaised closely with relevant agencies within the African Union Commission (AUC) and the Economic Community of West African States (ECOWAS) on issues of Peace and Security. Mr. Tsotorvor is passionate about research and has played research roles at different levels. As Director of Research, he oversees and coordinates all research activities of the Commission including providing technical and administrative leadership in research for the achievement of the Commission's objectives, formulation of research themes and supervising the development and publication of literature related to boundaries. As the Director for Research, John has led his team to undertake several human security research in various border communities of Ghana, leading to actionable recommendations and development initiatives/projects.



**Mrs Patricia Mensah-Larkai**  
Director, Administration  
Department

Mrs. Patricia Dzifa MENSAH-LARKAI is the Director, Administration at the Commission, coordinating and supervising the Administration and Human Resource needs of the Commission. Patricia is an astute Administration and Human Resource Practitioner with a demonstrated wealth of experience in managing and building teams in both governmental and multinational work cultures. Mrs. Mensah-Larkai holds an Executive MBA in Entrepreneurial Management from the University of Ghana Business School, a BA (Hons) degree in Management and Sociology from the University of Ghana - Legon, a Diploma in French Language from the Alliance Française d'Accra and other certification programmes/short courses in her field. She is an affiliate member of the Chartered Institute of Human Resources Managers and the Institute of Public Relations Ghana. As a leadership advocate, especially for women and girls, she became the First Female Distinguished Toastmaster in Ghana, empowering several men and women to sharpen their public speaking and leadership skills. Her strengths include strategic leadership, general office administration, human resource planning, performance management and policy drive and implementation to achieve the objectives of the organisation.



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