

GHANA PRISONS SERVICE



TEN-YEAR STRATEGIC PLAN 2015 – 2025

ATTAINING SUSTAINABLE PUBLIC SAFETY THROUGH EXCELLENCE IN
CORRECTIONS

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ACRONYMS AND ABBREVIATIONS

ADC	Aide-de-Camp
ADMIN	Administration
AGRIC	Agriculture
AIDS	Acquired Immune Deficiency Syndrome
CHRAJ	Commission for Human Rights and Administrative Justice
COIN	Counter Intelligence
COMDS	Commanders
COMM	Communications
CUA	Credit Union Association
DDGP	Deputy Director-General of Prisons
DEV	Development
DG	Director General
DGP	Director General of Prisons
DIR	Director
DOVVSU	Domestic Violence and Victim Support Unit
EDU	Education
FBOs	Faith Based Organizations
FIN	Finance
GEN	General

GIP	General Inspector of Prisons
GLICO	Gemini Life Insurance Company LTD.
HIV	Human Immune Deficiency Virus
HQ	Headquarters
HR	Human Resource
HRD	Human Resource Director
HRM/D	Human Resource Management/Development
ICT	Information Communication Technology
INT	International
IPS	Inner Perimeter Security
LI	Legislative Instrument
M&E	Monitoring and Evaluation
MGT	Management
NACVET	National Coordinating Committee for Technical and Vocational Education and Training
NGOS	Non-Governmental Organisations
NRCD	National Redemption Council Decree
NVTI	National Vocational Training Institute
OIC	Officer- in- Charge
OPS	Operations
POTS	Prison Officers Training School

POWA	Prisons Officers Welfare Association
PR	Public Relation
PRILAS	Prisons Ladies
PRO	Public Relations Officer
PROG	Programme
PROWA	Prisons Officers Wife Associations
REDOA	Retired Prison Officers Association
REL	Relations
RM&E	Research, Monitoring and Evaluation
SCC	Senior Correctional Centre
STAT	Statistics
SVC	Service
SWOT	Strength, Weakness, Opportunities and Threats
TRG	Training
TRXT	Treatment
TV	Television
UN	United Nations

AFTERWORD

The Prisons Service Council has the mandate of advising His Excellency, the President of the Republic on matters of policy relating to the organization and maintenance of the prison system in Ghana. This onerous duty cannot be discharged effectively without a roadmap for development. The Council therefore reviewed an existing 10-Year Strategic Development Plan for the period 2014-2024 which is supported by a fundraising project dubbed Project “Efiase”.

The 10-Year Strategic Development is geared towards transforming the prisons into modern correctional institution that will meet internationally acceptable ways of keeping and reforming offenders. It reflects a far reaching effort and strategic ideas of the Prison Administration and Council to pull its enormous human resources together for the efficiency and to champion the course of the prisons to discharge its mandate in line with the vision and mission of the Service.

It is the Council considered view that the strategic plan is the panacea to surmount the hydra-headed problems that undermine the effective administration of our prisons. Notwithstanding the enormous bottlenecks that impede the success of the Service, members of the 6th Council are fiercely motivated by the possibility of transforming the country’s prisons into facilities for corrections.

The Council’s commitment to the transformation of the prisons in the country is premised on our resolve to improve public safety and reassure civil society, business and the international community of safe and secured country.

The fundraiser document dubbed Project “Efiase” is to help raise funding for the implementation of strategic plan.

REV. DR. STEPHEN WENGAM
CHAIRMAN, 6th PRISONS SERVICE COUNCIL

ACKNOWLEDGMENTS

The Ghana Prisons Service acknowledges the immense contributions of all who in diverse ways contributed to the successful development of the Ten-Year Strategic plan, 2013-2022, of the Ghana Prisons Service.

We are very grateful to our stakeholders, Ministries, Departments and Agencies (MIDAs), Development Partners, Non-Governmental Organizations and Faith Based organizations for their contributions and operations.

We sincerely thank the Prisons Service Council for providing the direction and support for the drafting of the strategic plan. In the same vein, we express our profound gratitude to the members of the Strategic Planning Committee of Prisons Service Council which supervised the drafting of the Ten-Year Strategic plan. We would also like to extend our sincere appreciation to the Director-General of Prisons, Mr. Michael Kofi Bansah and the Directorate for their support for the plan to see the light of day.

We also acknowledge the diverse roles played by the Regional Prisons Commanders, the station commanders (OIC) and the entire Prison staff for providing inputs for the strategic plan.

The exercise could not have been possible without the sacrifices, commitment and technical assistance of Mr. Benson Nutsukpui, Acting Chairman of the Prisons Service Council. Prof. Jacob Plange-Rhule, Chairman of the Strategic Planning Committee of the Prisons Service Council, ADP Isaac Egyir, Chairman of the Technical Team, ADP Hoenyedzi, ADP A.K Dzokoto, Supt. Simon Terbobri and Supt. Paul Ademan who are all members of the Technical Team which drafted the Ten-Year Strategic Plan.

It is our hope that Ten-Year Strategic Plan will adequately serve the purpose for which it was developed to put Service on the path of attaining sustainable public safety through excellence in corrections.

FOREWORD

The Ghana Prisons Service in its quest to deliver on its constitutional mandate is confronted with enormous challenges that must remain at the forefront of the thinking and planning for the Service in order to make progress.

In line with efforts to address these challenges, the Ghana Prisons Service has developed this ten/10-Year Strategic Plan for the period, 2013-2022. It translates the Constitutional mandate of the Service into clear strategic interventions with particular emphasis on sustainable contribution to public safety; effective inmate treatment programmes; enhancing wealth creation to bridge the funding gap; rebranding of the Prisons Service and general institutional management. The Strategic Plan is also to sustain significant progress made by the Service over the years despite the daunting challenges.

The Plan reflects extensive work and strategic thinking by personnel of the Ghana Prisons Service in collaboration with the members of the Prisons Service Council. It reveals the aspirations and shared vision of the personnel of the Service for the future, and provides the Ghana Prisons Service with the direction to transform the Service for the future, and to benchmark its progress against internationally acceptable standards, most significantly, this Strategic Plan should ultimately be owned and implemented by personnel of the Ghana Prison Service with the anticipated support of the key stakeholders of the Service.

In developing this Strategic Plan, the Ghana Prisons Service has diligently appraised its strengths, weakness, threats and favourable opportunities available to it to exploit it to the advantage of the Service. The Strategic Plan sets out an ambitious, but achievable agenda, and maps out the strategies and action to achieve the new vision of the Ghana Prison Service. Importantly, the Strategic Plan leverages the enormous human capital available to the Service to enhance greatly its income generating abilities for the development of the Service.

The Plan is sustainable, given the Service-wide support it has and the commitment to it from the Service Directorate. Let the Ghana Service through this Strategic Plan chart a new developmental path over the next decade.

Finally, I urge all stakeholder's to join in solidarity to support the aspirations of this new ten/10-Year Strategic Plan of the Ghana Prisons Service.

MR. BENSON NUTSUKPUI
AG. CHAIRMAN, 5TH PRISONS SERVICE COUNCIL

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1 INTRODUCTION

The Ghana Prisons Service's key purpose for developing this strategic plan is to define a clear and compelling direction that will guide us in our choices and priorities for the next ten years. Fundamentally, the resulting output is designed to strengthen our manpower planning, provide safe, secure and humane custody, enhancing the quality of reforming and rehabilitating inmates, bridging the funding gap and improving the public perception of the Service through an effective rebranding mechanism.

This strategy is also intended to better place the Service in a position that will enable it leverage on its enormous human resource base to carve a deserving image for itself as well as raise the needed revenue to bring the Service to modern international corrections standards in accordance with United Nations Standard Minimum Rules for the Treatment of Offenders. The Ghana Prisons Service can boast of a high caliber specialized staff of varying backgrounds whose expertise will be used to harness and channel the abundant prison labour force and extensive land assets towards productive business ventures aimed at making the Service financially viable and self-sustaining. The ten year strategic plan serves as a tool to redirect the numerous resources, strengths and opportunities available to the Service towards efficient and effective utilization in a synergetic manner to make the Service more productive and attractive to its stakeholders.

The Service intends to take advantage of the favourable business environment to enhance our income generating ventures. The Service readily comes with abundant labour; fertile land suitable for commercial agriculture and extensive land space for the establishment of modern industries; hospitality and band facilities; and professional staff such as Engineers, Agriculturists, Accountants, Architects, Legal experts, Marketing personnel and Human Resource Managers as its assets to partner with available financial institutions, local and international non-governmental organizations (NGOs) and private organizations/industries to undertake productive ventures that would generate funds to supplement Government budgetary allocation to solve the current challenges confronting the Service.

In documenting our approach to the future we intend to ensure that we remain responsible to the developmental aspirations of the nation. We have critically examined the environment in which

we operate and identified the strategic choices that we will employ to maximize our effectiveness to attain our vision.

This plan therefore is our inspiration and it will motivate us to harness diverse capacities towards the effective achievement of our vision as we commit ourselves diligently to execute it.

2 PROFILE OF THE GHANA PRISONS SERVICE

2.1 Brief History

The penal system in the Gold Coast started in an irregular manner from the early 1800s when the administration of the Forts on the coast were in the hands of a committee of merchants under the chairmanship of Captain George Maclean, who exercised criminal jurisdiction not only in the Forts but also outside them. By 1841, a form of prison had been established in the Cape Coast Castle where debtors, possibly, were incarcerated. By 1850, there were prisons in four Forts, holding a total of 129 prisoners who were kept in chains.

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

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

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

2.2 Legal Mandate of the Service

The statutes that currently govern the Prisons Service are:

- i. 1992 Constitution of Ghana.
- ii. Prisons Service Decree 1972, NRCD 46.
- iii. Prisons Standing Orders, 1960.

- iv. Prisons Regulation L.I. 412/58.
- v. Prisons (Declaration of Prisons) Instrument,
- vi. Prisons (Amendment) Regulation, 1970 (L.I)
- vii. Prisons Service Scheme of Service Administration.

2.3 Functions

The functions of the Service are spelt out in the NRCD 46 of 1972 as follows:

a. Core Functions:

- i. Safe custody of prisoners
- ii. Welfare of prisoners.

b. Non-Core Functions:

- i. Reformation and rehabilitation of prisoners (where practicable)

It must be emphasized here, however, that with the shift in emphasis and the change in the philosophy of the Service from mere safe custody (warehousing of inmates) to the correction and treatment of offenders, this function of the Service which hitherto used to be considered non-core has become the pivotal function of the Service as it has become a yardstick for measuring the performance of the Service in line with international standards.

The implementation of the above functions entails the following:

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

c. Other Functions:

Besides the above-mentioned functions, the Service has over the years performed other functions

that are of equal importance to the state. These functions include the following:

- i. Internal Security/COIN Operations
- ii. National Ceremonial parades
- iii. Contribution to UN Peace-keeping Missions

2.4 Existing Vision

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

2.5 Existing Mission Statement

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

2.6 Administrative structures

To ensure the smooth execution and operationalisation of the above-mentioned functions, some departments and units have been created within the Service to ensure efficiency and effectiveness in the discharge of these duties. There are five broad departments headed by five line Directors under the supervision of Two DDGP and the DGP. These five departments include Finance and Administration, Operations, Welfare, Human Resource and Technical and Services Departments. There are various units and sub-units under these Departments headed by schedule and unit heads.

Admittedly, the current Administrative structure is inadequate in terms of addressing the prevailing needs of the Service and will not be responsive to the paradigm shift that will lead to modernization of inmates' treatment programmes and improved income generating capacity. This strategy is therefore recommending a complete review of the administrative structures of the Service to meet the current needs and modern Prison trends.

3 STRATEGIC ANALYSIS

3.1 ENVIRONMENTAL SCAN

3.1.1 Overview of the wider society

At independence in 1957 Ghana's population was about 6 million; 54 years later it has increased to about 24 million. With the growth in population there has been a corresponding growth in crime. Technological advancement together with economic, social and political changes has given crime a new dimension in terms of nature, volume, sophistication and atrocity.

Rapid development in transportation and communication has reduced the world to a global village and this facilitates transnational crimes such as drug and child trafficking, money laundering and credit fraud. The discovery of oil in Ghana has attracted all manner of persons into the country, legally and illegally with the corresponding deterioration of human security in terms of food, shelter, and socio-cultural values. This has led to increasing numbers of deviants in the society. Armed robbery, murder, rape and defilement cases are on the increase. Domestic violence, sometimes resulting in spousal killing, is assuming worrying proportions.

These developments have elicited various responses. The Police have intensified day and night patrols and created special units - DOVVSU and Marine Police. Parliament has passed laws to increase penalties for sexual and narcotic offences. More courts, including a few computerized ones – fast track courts – have been created to accelerate the dispensation of justice.

Notwithstanding these positive developments, justice delivery remains problematic, especially with penal administration. The Ghana Prisons Service has therefore, also made some interventions such as, opening of Settlement Camps to decongest walled prisons; building of a maximum security prison at Ankafu to deal with sophisticated and hardened criminals; decision to construct remand prison in Accra; creation of diagnostic centres and introduction of inmates' formal education and informal training in all prisons.

Ghanaian society appears apathetic towards the reformation and reintegration of offenders, many of whom suffer stigmatization on release. Since effective criminal justice administration cannot be achieved through the efforts of the governmental agencies alone it is essential that the full range of society's resources are mobilized to assist and support reformation and social reintegration of offenders.

3.1.2 Overview of the Criminal Justice System

The criminal justice system was inherited from the British colonial system which was in operation in the former Gold Coast for 113 years. It comprises the Police, Prosecution, Courts, Prisons and Social Welfare Department. The police and prisons fall under the Ministry of Interior; prosecution is under the Ministry of Justice; the Courts are under the Judiciary and the Social Welfare Department is under the Ministry of Employment and Social Welfare.

The scope of sentencing disposals is quite narrow. Those available are fines, absolute and conditional discharge, juvenile probation, imprisonment and death. Community service orders, suspended sentences and adult probation are non-existent.

Post sentence disposals are remission of sentences and Presidential pardons and amnesties. Neither parole nor half way houses exist. Bail sometimes has such stiff conditions that defendants are not able to benefit from it.

The system is characterized by slow police investigations, protracted court trials, increasing numbers of remand prisoners and a high rate of prison overcrowding. The fragmented nature of the criminal justice system, the inability of the different components of the system to establish linkages and co-ordinate their activities have militated against effective crime control and public safety.

Various pronouncements by government officials and criminal justice practitioners underscore the need for legal reforms to expedite trials, reduce the caseloads in the courts and expand the sentencing disposal.

3.1.3 Overview of the Ministry of Interior

The Ministry of Interior is responsible for the maintenance of the internal security for all persons in Ghana. It performs this role by carrying out the following tasks:

- Protecting life and property
- Preventing and detecting crime
- Ensuring the safe custody and facilitating the reformation of offenders
- Preventing and mitigating the effects of disasters
- Controlling immigration

- Reaching out and establishing good relations with the public

The Ministry of Interior is responsible for the following institutions:

- the Ghana Police Service
- the Ghana Prisons Services
- the Ghana National Fire Service
- the Ghana Immigration Service
- the Narcotic Control Board
- the National Disaster Management Organization
- Gaming Commission
- Small Arms and Light weapons
- National Security
- Bureau of National Investigations
- The National Peace Council
- Migration Unit

3.1.4 Overview of the Prisons Service

The Ghana Prisons Service started formally in 1920, became a department in 1922 and finally became autonomous in 1964.

The Prisons Service Council is the governing body of the Service and advises the President on matters relating to the organization and maintenance of the prison system.

The Ghana Prisons Service operates as a security organization and criminal justice agency. Its functions are to ensure the safe custody and welfare of prisoners and to undertake their reformation and rehabilitation.

The Service manages 42 prisons, one Senior Correctional Centre (SCC), Prison officers' Training School and Headquarters in Accra. The prisons comprise a number of central, local, camp and female establishments.

The prison population for the past three/3 years has been hovering around 14,000 against an authorized capacity of about 7000. This creates huge overcrowding with its concomitant problems of poor classification, health hazards and pressure on facilities.

While the prison population keeps rising the number of walled prisons has been reduced following the loss of forts and castles to the Museums and Monuments Board in the last few years. Most of the remaining prison structures, relics of the colonial system, are old and dilapidated.

The current staff strength is about 4,597. As a result of poor conditions of service their morale is low and the corporate image of the Service is poor. Human resource management and development has suffered setbacks due to insufficient funds, lack of proper planning and inconsistent policy implementation. The Service operates an ill-defined organizational structure which needs to be reshaped to reflect a meaningful alignment of departments. The appointment of Regional Commanders exists only on paper with the result that there is undue centralization at the headquarters.

Inadequate funding has been a fundamental and perpetual problem that hampers the procurement of logistics and care for prisoners. Many of the prisoners do not benefit from reformation and rehabilitation programmes due to inadequate workshops and non-existent classrooms. The result is warehousing of prisoners with little prospect of successful reintegration in society on release and thus an increased risk of reoffending.

3.2 STAKEHOLDER ANALYSIS

S/NO.	STAKEHOLDERS	INTEREST/EXPECTATION	IMPACT	INFLUENCE
1.	Inmates:	Fulfilling our duty of care in a humane and dignified way is essential to our vision.	+	High
		Partnering officers to expand its production base to attain self-sufficiency.	+	
		Safe custody to ensure public safety.	+	
		Equipped with employable skills and pro-social behavior makes them useful citizens.	+	
		Riots can affect the corporate image of the Ghana Prisons Service.	-	
2.	Government:	Contribute to the realization of our mandate.	+	High
		Provision of policy direction for the Service	+	
		Major source of funding to ensure the Continuous Existence and growth of the Service.	+	

		Government perception of the Service affects its operating environment.	-/+	
3.	Criminal Justice Agencies:	Collaborative and inter dependent relationships which allow for mutual success in justice delivery system.	+	High
4.	Parliament:	1. Key role in determining the legislative framework for the operation of the Service 2. Lobby to improve the Criminal Justice System through penal reforms e.g. non-custodial sentences	-/+ +	Medium
5.	General Public:	The Service Providing care and support to inmates.	+	Medium
		Safe custody of inmates at all times and in all places to ensure public safety.	+	
		Effective measures to ensure more inmates are reformed to attain public safety.	+	
		Perception about ex-convicts.	-/+	
6	Consuming public	1. High quality products and services 2. Timely delivery of products and services	+	High

7	Industries	Partnership for business ventures	+	Medium
8	Banks	Source of funding	+	Medium
9.	Faith –Based Organizations:	Offer inmates the opportunity to practice their faith.	+	Low
		Contributes to inmates’ reformation.	+	
10.	International Community, NGO and Donors.	Adherence to international statutes on treatment of prisoners.	+	Low
		Complementing government efforts in improving prison conditions.	+	
		Effective collaboration in sharing of best practices.	+	
		Interference with the security environment of the prisons.	-	
		Source of motivation of the organization.	-/+	
11.	The Media:	Determine the public perception about the image of the Service.	-/+	High

		Provide the platform to sensitize the public about the Service activities.	+	
12.	Traditional Authorities:	Own lands.	-/+	Medium
		Contribute to the safe custody of inmates by ensuring community participation in the recapture of escaped prisoners and reintegration of ex-convicts.	+	
13.	CHRAJ:	Contribute to improve prison conditions through monitoring and evaluation of human rights standards.	+	Medium
14.	Ghana AIDS Commission:	Interventions to reduce HIV/AIDs prevalence in the prisons.	+	Low
15	Ministry of Health (MOH) / National Health Insurance Authority (NHIA)/ National Health Insurance Scheme (NHIS)	1. Health care delivery	+	High
		2. Training of health personnel	+	
	Ministry of Food and Agriculture (MOFA)	1. Training of Agric Staff	+	Medium
		2. Implementation of National Agric policies	+	
		3. Extension services	+	

3.2.1 Key Stakeholder issues

The Service enjoys the cooperation of all its stakeholders. However, there seem to be lack of synergy in the operations of the key stakeholders in the Criminal justice System that affects not only the Prisons Service but equally the other players in the system. The need for more co-operation and coordination among the players in the Criminal Justice System is strategic to the realization of the objectives of each player.

3.3 SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Constitutionally mandated institution • Abundant labor force • Extensive land asset • High caliber professional and experienced staff • Institutional presence across the length and breadth of the country • Relatively young average workforce • A relatively very cooperative inmate population • Positive International image from excellent performance of Ghana Prisons Service staff on UN Peacekeeping operations • Potential for self income generation 	<ul style="list-style-type: none"> • Poor conditions of Service • Lack of proper planning, control measures and inconsistent implementation of employee policies, procedures and direction • Outdated and ill-defined organizational structure. • Old and dilapidated Prison infrastructure • Inadequate inmate feeding • Lack of appropriate inmate training and treatment regimes • Inadequate funding • Lack of workshops, industries machines, tools and equipments. • Poor training facilities for Officers (POTs) and unavailability of a Prison college. • Lack of Land Title deeds. • Poor and inadequate residential facilities for Officers. • Poor mentoring and succession planning • Lack capacity to do effective inmate profiling • Lack of ICT facilities • Inability to explore opportunities to market the image of the Service • Low profile of agric and industries within the Service • Inability to raise funds to bridge the government

	<p>funding gap.</p> <ul style="list-style-type: none"> • Poor research base • Low staff strength • Unavailability of national electronic data base • Long distances between farms and Prisons
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Availability of support from NGOs, FBOs and other organizations • Vibrant and enabling business environment • Available technology for the management of inmates • Stable political environment • Availability of relevant local and foreign courses on Prison management • Availability of credit facilities from financial institutions • Willingness of other security services and players in the Criminal Justice System to cooperate with the Service. • Existence and willingness of private enterprises to partner the Service in income generating ventures • Available unexploited sources of funds • Public sympathy towards the plight of inmates • Availability of specialists and professionals that can be recruited to augment the staff strength of the Service • Available literature on Prison management 	<ul style="list-style-type: none"> • Public's negative attitude towards ex-convicts • Society's negative perception of the Service • Absence of alternatives to custodial sentences • Land litigations • Heavy dependence on rain fed agriculture • The Public procurement Act and related legislation makes it difficult for Prison industries and agric projects to compete favorably for contracts • Dwindling government budgetary allocations • Increasing crime rate and sophistication as well as overcrowding • Lack of national electronic crime data base to facilitate the tracking of crime and inmates profiling

3.3.1 SWOT Issues

The above weaknesses and threats notwithstanding the Ghana Prisons Service have some strengths and opportunities that it can leverage on for the growth and development of the Service as it embarks on the task of modernization and transformation. It has the advantage of a large

pool of prison labour and extensive land assets. It has a dedicated, experienced and professional staff that is keen to develop the Service to meet the challenges of the 21st century. Above all, good and caring relationship exists between staff and prisoners, the cornerstone of any effective prison system. These positive relationships have produced a well-behaved prisoner population despite the poor conditions in which they have to live. This provides an excellent foundation on which to build plans for transformation.

3.3.2 Key SWOT Issues

It is evident from the SWOT analysis that the Ghana Prisons Service is beset with numerous weaknesses and threats. The few strengths and opportunities can, however, be weighted and rated very high. There are some key issues in the SWOT analysis that are of strategic importance to the overall growth and development of the Ghana Prisons Service as they serve as indicators to the strategic direction of the Service.

- Lack of proper manpower planning and direction and inconsistent implementation of policies, procedures and guidelines.
- An ill-defined organizational structure that does not address the current demands of the Service.
- Over centralization of authority at the Prisons Headquarters.
- The inactivity of the industrial wing of the Service and lack of clear cut dichotomy between inmates trade training programmes and income generating ventures.
- Negative public perception of the image of the Service.
- The need to revamp the Agriculture unit of the Service.
- Inability of the Service to bridge the funding gap.
- The lack of legislation on non-custodial sentencing.
- Lack of inmates' training facilities and treatment regimes.
- Overcrowding

- Old dilapidated and inadequate Prison Structures and officers' residential facilities

3.4 ORGANISATIONAL ANALYSIS

3.4.1 The Organizational Structure

The management of the Ghana Prisons Service as per the current organizational structure is headed by the Director General of Prisons and assisted by two Deputy Director Generals, one for Operations and one for Administration and Finance. Under the two Deputy Director Generals are five Directors of Prisons responsible for Administration and Finance, Operations, Welfare, Human Resource and Technical and Services.

In this current structure the Director General in principle is supposed to supervise directly two Deputy Director Generals, whilst the two Deputy Director Generals of Prisons are expected to supervise directly five Directors of Prisons. Deputy Director General of Prisons (Operations) is responsible for Directors of Prisons Operations and Technical and Services whilst Deputy Director General (Administration and Finance) is responsible for Directors of Prisons Administration and Finance, Welfare and Human Resource.

In practice, however, the two Deputy Director Generals of Prisons and the five Directors of Prisons seem to be reporting directly to the Director General of Prisons.

Down the line on the structure are ten/10 Regional Command structures that are virtually non-functional. These are headed by Deputy Directors of Prisons who double as officers-in-charge of the Regional Stations. The Regional Commanders report directly to the Director General of Prisons.

Under the Regional Commanders are the Station Officers-in-charge. Given that the Regional Commanders double as station Officers-in-charge and the fact that the Service operates an over centralized administration, their authority is reduced virtually to their stations of command.

In this case, station OICs under the various Regional Commanders report to Headquarters directly.

What this means in effect is that the Director General of Prisons virtually has the control, supervisory and monitoring responsibilities over all the Deputy Director Generals of Prisons,

Directors of Prisons, Regional and Station Commanders in view of the practically centralized nature of the administration.

It is of interest to note that in the current set up the structure is silent on anything on corrections, rehabilitation and reformation.

The key structure issue is that the existing structure is inadequate to address the current needs of the Service. The structure at the Directorate level is over loaded and does not reflect the concerns of a correction institution like the prisons. For instance the combination of Technical and Services and Human Resource and Agric is an overloading of the schedule holders and they therefore need to be separated. Its lacks Directors of Corrections and Rehabilitation.

There is also the need to decouple regional commands from the stations commands and empower Regional Commanders. There is the need for decentralization and devolution of power to enable Headquarters concentrate on policy issues rather than the day-to-day operation issue of the Service.

3.4.2 Policy and Decision Making

The highest policy making body of the Service is the Prisons Service Council of which the Director General of Prisons is a member. At the Headquarters level, the policy and decision making body is the Director General of Prisons, the two Deputy Director Generals of Prisons and five/5 Directors of Prisons.

3.4.3 The Day-to-Day-Management

The Director General and his two Deputies and the five Directors of Prisons, carry out the Day-to-Day Management functions of the Service whilst the Regional and Stations Commanders carryout the daily routine operational and administration duties at the Regional and Stations levels.

3.4.4 Human Resource Management

One of the knotty areas confronting the Service is the Human Resource Development/Training. It ranges from Recruitment, through Promotion, Courses/Training Programmes, Transfers to General Personnel policies.

3.4.4.1 Recruitment in the Service

Even though the recruitment procedures ensure regional, gender and cultural balances, recruitment policies have not been need-based but rather general. There has also been political and in-house interference with recruitment resulting in the recruitment of unqualified persons. The Service has not been able to attract and retain specialists and technocrats due to poor conditions of Service.

3.4.4.2 Training and Promotions Policies

There are policies with regards to staff development or training programmes and promotions. However, its application is fraught with inconsistencies. It has been observed that some officers for over a period of 20 years in the Service have not benefited from any training program. In the same manner, the promotion policies are inconsistent. With regards to the superior officers, it is sometimes based on merit (interviews) and sometimes based on seniority. In the case of the subordinate officers, it is sometimes based on seniority and sometimes based on a promotion course organized at the POTS.

It appears in some cases people with similar qualifications are promoted to different ranks whilst some are promoted over their colleagues with higher qualifications. Some too are promoted on grounds of extra qualifications to ranks lower than their colleagues with similar qualifications who were promoted earlier. This especially is the case with the qualifications relating to the artisans or trades men and women. It is therefore proposed that we regroup and classify such qualifications for the National Accreditation Board to establish their equivalences.

There is also the need for a consistent policy that will link promotions to certain basic professional training programs

3.4.4.3 Transfers

Officers are transferred to and from facilities without regards to the real manpower needs of stations or facilities. This has affected the effective management for our core duties of safe custody, reformation and rehabilitation of inmates. There is, therefore, the need to do human resource analysis of each station to maximize the benefits of transfers. The Human Resource Unit should be resourced and empowered to carry out transfers as per the outcome of the HR analysis to be undertaken.

3.4.5 Agricultural Development

The Agric sector comprises of a unit at Headquarters and 21 farming stations throughout the country. The Unit supervises the farming activities at these stations and is headed by the Chief Agric Officer (CAO) who in turn reports to the Director (HRD), who is also responsible for Agric.

The stations are under the control of Officers-In-Charge who in most cases are not agriculturalists. Majority of them however, have either technical officers or farm assistants to work on the farms. These technical officers constitute only 2 – 5% of the total staff strength of these stations.

The primary interest has been the maintenance of security, thus giving agric second rating at the station.

Considering the gradual shift from the subsistence to strict commercial agriculture, the agric sector is still not adequately resourced to embark on large scale production that would cushion the state entirely from the huge demands of the prisoners feeding

Due to this lack of direct support there is strong incidence of seasonal shortage of food supply, very low level of agro processing, inability to buffer harsh climatic changes and chronic post harvest losses.

There is therefore the need to review the agricultural activities to make the sector more productive and relevant to the course of the Service.

3.4.6 Industrial activities

The Head of the Technical unit supervises the activities of the Unit and reports to the Director (Technical and Services). He has no budgetary allocation and little influence over the transfer and promotion of staff under his unit.

There is lack of capacity building for unit personnel, the use of tradesmen for general and clerical duties and the non-existence of industrial workshops. Others are non-availability of machines, tools, equipment and inability to access modern technology.

3.4.7 Physical Structures and Operational Equipment

Prison infrastructure provides the environment in which prison operations are carried out. It dictates members of staff's ability to maintain sight and sound contact with the inmates and the

ability to classify inmates and determine the flow patterns and the method of supervision. With the exception of Nsawam Medium Security Prison, Nsawam Female Prison, Sekondi Central Prison, Sekondi Female Prison and Kete Krachi Prison which were designed and built as prisons the other structures were not purpose built prisons. Even those built as prisons have outlived their concept and philosophy since the structures are old and dilapidated.

Another area of concern is poor and inadequate residential accommodation. A family of eight lives in 12'-0" x 10'-0" single room and share one water closet and one bathroom with a family of the same size. About 75% of officers live in rented houses called barracks annexes which make mobilization during emergencies difficult and sometimes impossible.

The transport situation although not all that bad, has certain deficiencies such as lack of appropriate vehicles for operational duties. Hardened criminals for example, are conveyed to court in ambulances instead of armored cars. None of the available vehicles has in-built communication gadgets which is essential for operational duties. There is long delay in conveying transferred officers.

3.4.8 The Regulations and laws governing the operations of the Service

The operation of the Service is governed by the Prison Regulations of 1958, the Prison Standing Orders 1960, Prison Service Decree of 1972 and the Ghana Constitution of 1992. Some sections of the Prison Regulations of 1958 and the Prison Standing Orders 1960 are outdated are not applied with rigour. Each station exercises some discretion in its application, which creates variations from one prison to the other. New Regulations and Standing Orders are therefore an urgent necessity.

3.4.9 Scheme of Service Administration

The scheme of service is hardly operationalised. Most of the sections are applied in a very inconsistent manner.

4 ANALYSIS OF OTHER ENVIRONMENTAL FACTORS

4.1 Demographic Factors

There is a direct relationship between population growth and crime rates. Given that the Ghanaian population is a growing one, it is envisaged that in the next ten years, the inmate's population in the country would have doubled. Considered that the prison population was 7,208 in 1984 when the national population was 12.3 million and 14,167 in 2010 when the population was about 24 million it stands to reason that the Service in the next ten years would be overwhelmed with increased inmate population.

The age distribution of the current population is also of concern to the Service. Crime is usually associated with the youth and the Ghanaian population happens to be a youthful one (Age 0-14, 37.2%; 15-64, 59.2%; 65 >, 3.5%). This definitely will impact greatly on the inmate population.

Another demographic factor that is of interest is the national male to female population ratios which currently stand at 0.97:1. Over the years, it has been observed that the males dominate the country's prison facilities. The current male to female ratio as per the Service's 2009 annual report is 52:1 which explains the high overcrowding levels in the male prisons.

4.2 Political Factors

Certain political factors influence to a greater extent the inmate population and overcrowding for that matter. Government legislation influences greatly the sentencing policy. Currently there is no legislation on non-custodial sentencing and this has compounded greatly the overcrowding situation. Should this trend continue, in the next ten years the problem of overcrowding would be overwhelming. Most of the outdated Service Regulations and Scheme of Service are still awaiting Parliamentary assent to be reviewed.

4.3 Social Factors

Crime rate to a large extent is also dependent on life style changes, career expectations, consumer activities and societal expectations. These factors of late are very much prevalent in the Ghanaian society resulting in the emergence of new trends of crimes like "Sakawa", Cyber Crime, Fraud, Drug and Child trafficking.

4.4 Economic Factors

Economic factors determine the level and type of crime as well as how effective the Service can operate. The oil finds and its exploitation in the Western Region in particular has a lot of impact

on the Service. The potential challenges of the oil industry to the Prisons have far-reaching security implications to the entire nation. Given that the Prisons Service is at the receiving end of the Criminal Justice System, the following are but a few of the potential challenges of the oil industry to the prison with far reaching national security implications.

The majority of the inmates known to officers in our country's prisons are Ghanaians, with a few other nationals in some cases. With the commencement of the drilling of oil, a lot more people from different nationalities and cultures may find their way into our prisons. The average Ghanaian Prison Officer is not trained on how to deal with multi-national and multi-cultural issues. Cultural shocks could therefore be a source of agitations in our prisons.

Oil related crimes and sophistications are relatively new to most Ghanaians including the Ghanaian prison officer. The perpetrators of such crimes are equally relatively more sophisticated and enlightened than the ordinary prison officer and it is obvious that a more knowledgeable and sophisticated criminal will always outwit the relatively less sophisticated officer. Our prison officers are very much familiar with the modus operandi of armed robbers, thieves etc. but not that of oil related crimes.

There is also the challenge of structural deficiencies besides the limited capacity of officers to deal with the category of criminals associated with the oil industry. The only prison facilities located within the oil enclave are the Sekondi Central Prison, Ekuasi Prison, Hiawa camp prison, Tarkwa local prison and the Sekondi Female Prisons. These prisons are ill-equipped structure wise to deal with sophisticated and high profile criminals. The recent escape of some armed robbers from the Sekondi central prison testifies to these structural deficiencies.

5 OVERALL KEY STRATEGIC ISSUES

- a. To re-brand the Service to project a positive image.
- b. To leverage the industrial and agricultural activities to make them more financially viable and self-sustaining.
- c. To protect society by executing orders of incarceration in a safe, secure and humane environment for both prisoners and staff.
- d. To assist actively prisoners to improve upon their values through reformation and rehabilitation to reduce the tendency of re-offending.
- e. To protect lives of prisoners and staff as well as personal and state property.
- f. To assist employees in obtaining decent condition of service and better working environment.
- g. To recruit, develop and retain high calibre staff

6 STRATEGIC DIRECTION

Having critically examined our operating environment, we believe that we can maximize our effectiveness by concentrating our efforts on specific operational dimensions of what we have and what we need to do. We are convinced that by paying critical attention to these elements, our impact will surely be far reaching. The direction which will enable the Service to fulfill its vision, mission and mandate is to re-brand and make financially self-sustaining the Prison system at a level consistent with internationally recognized norms and best practices, whilst respecting its quadruple functions of Safe Custody, Welfare, Reformation and Rehabilitation of inmates.

We intend to allocate priority to the following;

6.1 Rebranding the Service

The Service recognizing the fact that it needs to create positive public perception intends to reposition itself appropriately to express its values.

Our main concern will be to improve public appreciation and acceptability of the work we do and our contribution to public safety through the following:

- i. We will make our successes known and increase our visibility through regular TV and radio programmes and also write about them in official newsletters and journals.
- ii. We will make resources and time available for staff development.
- iii. Seek to build a vibrant public relations unit at headquarters and establish regional secretariat at all regional commands.
- iv. Facilitate the creation of a new-look prison officer.
- v. We will ensure further visibility through social responsibility activities such as participation in clean up exercises and community civil projects among others.

6.2 Agricultural Activities

The main aim is to generate revenue to help run the Prison Administration and contribute to food security in the country. One important factor that will determine our success in this endeavour would be to drastically reduce dependency on rain fed agriculture. We are of the strong conviction that with adequate irrigation and machinery, the Service would increase its yield and provide for all the cereals and vegetable requirement of the Service. Our growth will depend on direct investments and also on investments that help lower operational cost such as minimizing

fuel consumption, tractor breakdowns and post harvest losses.

The Service intends to take advantage of vast Agric land and available Agric professionals such as Soil Scientist, Crop Scientist, Animal Scientist and Agric Economists to engage in large scale Agribusiness to generate income.

The following actions will be taken:

- i. Strengthening the Agric Secretariat
- ii. Regularization of occupation of farmlands
- iii. Detach commercial farming activities from main duties of stations.
- iv. Separate inmates' agric training from commercial farming
- v. Long term planning with irrigation components and modern mechanisation
- vi. Enter into partnership with private business entities to produce Agro-products and industrial raw materials for both local and international market.
- vii. To facilitate the reduction of post harvest losses
- viii. To expand the existing livestock industry and also establish new projects
- ix. Build camps on prison farmlands to reduce fuel and maintenance cost

6.3 Industry

Prison industries are inmates work programme that provide productive job opportunities for inmates in prison institutions. It is to rehabilitate inmates and facilitate their successful re-integration into society which is one of the main objectives of the Service. Industry work assignments support prison safety, help reduce violence, help inmates to acquire or improve effective work habits and employable skills, earn wage, provide productive activity for inmates and produce quality products.

The Service would also like to embark on business activities to generate income taking advantage of available professionals such as Architects, Engineers, and Technicians and Tradesmen.

Our strategies will include the following;

- i. Separation of inmates' trade training from industrial production to ensure that training

precede industrial production. The industrial production will produce and not to teach.

- ii. Improve prison industry to make it more competitive.
- iii. Go into collaboration with private enterprise to manufacture goods such as shoes, furniture, ceramics, clothing etc.
- iv. Re-organize the Construction Unit to bid for contracts to raise income and undertake maintenance of physical infrastructure
- v. Acquire modern industrial machines
- vi. Establish a vibrant Marketing Unit
- vii. Construction team to do periodic maintenance of prison physical infrastructure.
- viii. Team up with the private sector to construct staff accommodation.

6.4 Decentralising and reorganisation of operations

The Service is confronted with the need to decentralise operational decision making and modernising the organisational chart to improve upon the quality of delivery. (Appendix 1)

The following choices will be considered;

- i. We will decouple and distinguish ranks from appointments. DGP would be designated Controller General, DDGP designated Deputy Controller Generals, DOP designated Controller, DDP designated Deputy Controller and ADP, Assistant Controller.
- ii. Modernize the organizational chart by expanding and regrouping all responsibilities to facilitate efficiency in service delivery. (Appendix 1)
- iii. We would decouple Regional Command duties from stations command duties and empower Regional Commanders for effective supervision of their respective regions.

6.5 Upgrading Treatment Methods for Prisoners

The Ghana Prison Service recognizes that it cannot succeed in its mission without providing an offender treatment system at a level consistent with internationally recognized norms and

practices. Thus, these offender treatments are guided by training, reformation and rehabilitation requirements.

To achieve effective training, reformation and rehabilitation of prisoners, we intend to establish modern training workshops and re-equip existing ones with modern equipment. This will equip convicts with modern skills to enable them to compete favourably on the job market thereby reducing their tendency of going back to criminal activities when they are discharged. We will further put in place programmes to employ clinical psychologists and professional counselors to effectively reform and rehabilitate inmates. The issue of remand prisoners still remains a big problem. The overcrowding of remand prisoners borders on inhumane living conditions and fundamental human right abuse. The Service, an agency bound by law to uphold the dignity of inmates, still keeps in custody, illegally, prisoners sometimes for years with expired or without proper warrant of commitment consequently, the Service intends to initiate the necessary procedures to enable us take over the administration of remand prisoners in order to ensure speedy disposal of their cases to uphold their fundamental human rights.

The thrust areas will be the following;

- i. Improvement in reception, documentation and data collection and management on all prisoners.
- ii. Effective security classification of all prisoners
- iii. Intensification of inmate learning programmes
- iv. Improvement in management of prisoners health
- v. Improvement in the feeding and nutrition needs of inmates
- vi. Reduce and manage overcrowding in all prisons
- vii. Elaborate juvenile treatment programmes
- viii. Elaborate women treatment programmes
- ix. To initiate the required processes to take full control of remand prisoners
- x. Separation of the management of remands from that of the convicts. (Appendix 1)

6.6 Staff Management and Development

An efficient, need-based and streamlined staff recruitment, management and development would be key to meeting the needs of the Service.

The requisite training will be designed so as to improve upon staff knowledge in contemporary correctional management.

Consistency in policies on promotion is key to staff management. Similarly, transfers would be based on the exigencies of the Service.

Critical success factors will be as follows:

- i. Designing the requisite training geared at improving both static and dynamic security in the prisons.
- ii. Elaborate a nationally approved standard with respect to personnel management
- iii. Formulation of efficient policy and procedures for staff selection, training and development
- iv. Designing programmes for continuous training of specialized personnel
- v. Upgrading the existing training facility to meet international standards
- vi. Establishing a Staff College to train middle and senior management staff in accordance with international standards.

6.7 Physical Structures and Operational Equipment

Prison is a place in which people are physically confined and usually deprived of a range of personal freedoms after conviction. The physical structures provide environments in which prison operations occur; the physical plant can function as both an asset and a liability. The design and layout of the physical structures directly affect the staffing levels and performance. The structures project an image of the Service, contribute to the architectural and socio-economic fabric of the prison communities and support the organizational and individual performance of the officers conducting the business of the Service.

The Service will improve upon its operational equipment by acquiring modern and appropriate gadgets, machines, weapons, vehicles etc.

The Service is faced with the following challenges:

- i. Maintaining a relatively stable number of facilities
- ii. Extending the useful life of aging facilities
- iii. Altering or retrofitting facilities to consolidate space or accommodate new functions and technology

- iv. Meeting evolving facility related standards for safety, environmental quality and accessibility
- v. Construct new facilities to meet the increasing prison population
- vi. Finding innovative ways and technologies to maximize limited resources.

As a result of the above challenges the following actions/projections will be undertaken:

- i. To conduct need assessment survey on staff and inmate accommodation and infrastructure throughout the Service to prepare a corrective plan of action over 10 years period.
- ii. To construct, operate and maintain a progressive and humane prison infrastructure to reduce overcrowding which will in turn facilitate the reformation programmes.
- iii. Prisons will also be specialized by security level to ensure effective identification and classification of convicts.
- iv. We will embark on the use of technology, such as closed circuit television systems to enhance operation of the service
- v. Establish firefighting teams in each prison who will be trained based on national standards set by the Ghana National Fire Service.
- vi. Acquire modern and appropriate equipment and vehicles.

7 STRATEGIC GOALS

From the above indicators of the strategic Direction, the following strategic goals would be employed to re-focus the new direction of the Service:

- i. Re-Branding the Service
- ii. Modernisation of the Agricultural and Industrial Wings of the Service to make them financially viable
- iii. Modernisation of management practices and administrative structures.
- iv. Modernisation of treatment methods for prisoners.
- v. Modernisation of staff recruitment planning, development and working practices.
- vi. Modernisation of physical structures and operational equipments

8 IMPLEMENTATION STRATEGY

GOALS	OBJECTIVES	ACTIVITIES	INDICATORS	ASSUMPTIONS
REBRANDING THE SERVICE	Vibrant Public Relations Unit	Develop clear-cut guidelines spelling out scope of operation.	Guidelines developed and used to train staff by end of 2014.	
		Recruit and retain professional PROs.	Ten/10 PR professionals recruited and trained by 2015.	
		Train qualified and interested officers to become PROs.	Train ten/10 officers by 2017.	Availability of qualified and interested officers
		Establishing PR secretariat in all Regional Capitals.	Regional PR Secretariat established at all Regional Commands by 2016.	
	Showcasing the performance of the Prisons Service to improve society's appreciation of our	Annual Prison Week Celebrations.	A task force for organization of annual prisons week celebrations formed by the end of 2014.	

	contribution to public safety.	Visibility through regular TV and Radio programmes, and also through Prisons Official Newsletters, Journals and Bulletins.	Arrangements for air time and print columns by mid-2014	
	Creating a new-look Prison Officer	Sensitize staff to positively project themselves in public.	Sensitization commenced by mid-2014.	
		Recruit right caliber personnel.		
		Introduction of public speaking and communication skills at the training school for all categories of trainees.	Syllabus and manual in placed by end of 2014.	
		Equip existing staff with public speaking and communication skills.	Programme commenced by 2013.	
		Formulate policy to standardize uniforms and dress code and gazette the uniforms.	Policy formulated by mid 2014.	
		Create enabling environment for officers to upgrade themselves.		
		Streamline welfare schemes to make them relevant to the needs of officers.	Efficient Welfare Scheme in place by 2014.	
		To participate in community service activities and projects that benefit the communities and assist the needy.	1. Policy for programme in place by end of 2014.	

			<p>2. 50% of all Prison institutions participated in community projects and activities by the end of 2015.</p> <p>3. All prisons institutions participated in at least one social or community activity by 2016.</p>	
MODERNIZATION OF THE AGRIC SECTOR OF THE SERVICE	Strengthening the Agric Secretariat	Identify and locate a suitable area for the creation of Agric Secretariat.	Suitable structures/areas identified within the SCC complex by December, 2014.	
	A single purpose Director for Agric	To appoint a Director solely for Agric.	A Director appointed by 2014.	
		Establishment of the Secretariat with supporting Units such as Accounting, Transport, etc.	The Secretariat fully operational by end of 2015.	
		Carry out job evaluation and analysis to determine manpower requirements of the	Initial total manpower	

		Agric Sector to furnish Human Resource to recruit appropriate staff.	requirement communicated to HR Unit by end of 2015.	
	Go into Commercial food production through the use of irrigation technology	Geophysical and hydrogeochemical investigation of Groundwater resources for irrigation of selected sites at Awutu, Nsawam, Yeji, Ahinsan, Kpando, Ankaful, Duayaw Nkwanta.	Groundwater investigations at all selected sites completed by the end of 2015.	
		Acquisition of irrigation equipment and accessories for agricultural use.	<ul style="list-style-type: none"> - Irrigation equipment for two/2 selected sites acquired by end of 2016. - Irrigation equipment for two/2 other sites acquired by end of 2018. - Irrigation equipment for rest for the sites acquired by end of 2020. 	
		Train thirty-five/35 officers in irrigation technology.	- First batch of twelve/12 officers trained by end of 2016.	

			<ul style="list-style-type: none"> - Second batch of twelve/12 officers trained by end of 2018. - Third batch of eleven/11 officers trained by end of 2020. 	
	To embark upon the use of modern mechanization to improve upon yields	Get more Prison land under cultivation to improve production.	<ul style="list-style-type: none"> -30% of ration demand met by 2016. -60% of ration demand met by 2019. 	
		Procurement of agro-harvesting equipment.	<ul style="list-style-type: none"> - Procured for first two/2 sites by 2017. - Procured for next two/2 sites by 2019. - Procured for last two/2 sites 2021. 	
		Procure twenty/20 tractors.	<ul style="list-style-type: none"> - Ten/10 tractors purchased by end of 2015. - Extra ten/10 tractors purchased by 2022. 	
		Establish two/2 tractor service centres.	<ul style="list-style-type: none"> - One /1 centre at 	

			<p>SCC workshop by end of 2014.</p> <p>- One/1 service centre at Sunyani by the end of 2019.</p>	
		Purchase five/5 multi-crop planters.	By end of 2015.	
		Purchase three/3 boom sprayers.	By end of 2015.	
		Procure six/6 pick-ups (4x4).	Yearly procurement of one/1 pick-up starting from 2014 over a six/6 year period.	
		Purchase twenty/20 10-tonner haulage trucks.	<p>- First ten/10 trucks procured by end of 2017.</p> <p>- Final ten/10 trucks procured by the end of 2021.</p>	
		Construct two/2 vertical silos.	Each for southern and northern sectors by 2017 and 2019 respectively.	
		Purchase two/2 long grain dryers.	Each for southern and northern sectors by 2017 and 2019	

			respectively.	
	Increase production of livestock, poultry and fishery.	Rehabilitate and expand five/5 livestock production centres [Awutu, Amanfrom, Ankaful, James Camp and Osamkrom].	<ul style="list-style-type: none"> - Existing structures at all the five/5 livestock stations improved by 2015. - Proper breeding programmes 	

			<p>designed by 2016.</p> <ul style="list-style-type: none"> - Stock management handbook designed and distributed to stations by 2016. 	
		Establish paddocks and range lands.	<ul style="list-style-type: none"> - Acquisition of land (Salaga) by December, 2014. - Pastures established by 2016. - Cattle production commenced by 2017. 	
		Establish large scale poultry industry at Awutu.	<ul style="list-style-type: none"> - Construction of 10,000 capacity rearing house completed by end of 2014. - First intake of 4,000 layers by June, 2015. - First intake of 6,000 broilers by October, 2015. - Further construction of 5,000 capacity 	

			house by 2020.	
	To produce and supply raw materials for industry	Identify market for the products.	Business plan to identify and sensitize investors ready by mid-2014.	
		To develop business plan for production of crops such as: oil palm, mango and pineapple.	- Business plan for production of the crops with respect to targets completed by end of 2014.	
	To deal with cross-cutting issues	To liaise with Estate Units to regularize Prisons Service occupation of farm lands.	- All drawings of farm lands be ready by December, 2014. - Documentation and payment for the lands by 2016.	
		Complete separation of farming activities from core duties of stations.	- Form parallel agric staff. - Recruit more agric officers. - Recommend appointment of OIC's	

			for farms. - Formulate policy to guide hiring of labour from main stations for farming activities.	
		To facilitate construction of Camp Prison at Nsawam Medium Security Prison to introduce large scale farming.	Camp Prison available by 2016.	
		To ensure effective control of bush fires.	Task force formed at fire prone areas by the end of 2014.	
	Revitalization of Inmate Agric Training	To prepare a training manual to suit various categories of inmates.	Training manual ready by 2015.	
		Collaborate with Human Resource Unit to run the training programme for trainers.	Programmes commenced by 2016.	

CREATE AND RUN AN EFFICIENT PRISON INDUSTRY	To create and maintain Industries that will produce qualitative and competitive products in commercial quantities	Conduct market and industry survey to determine the Service's comparative advantage.	Market survey and business plan completed by 2015.	
		Develop business Plan in line with comparative advantage (construction, furniture and tailoring) collaborating with relevant partners.		
		Source for start-up capital from financial institutions, NGO's, Donors and Industries.		
		Acquire modern industrial machine and technology.		
		Commence operation on pilot basis	Operation commenced in 2016 on pilot basis.	
		Expand to full operation.	Expand to full operation by 2018.	
		Reorganise the Construction Unit to bid for contracts to raise income and undertake maintenance of physical infrastructure.	Reorganisation completed by 2015.	
		Partner the private sector to facilitate production to generate income.	Identification of partners and signing of MOU by end of 2015.	

	<p>Give inmates the opportunity to learn Employable Skills, good Work Habits, and earn income to use as start-up capitals upon discharge</p>	<p>To separate the income generating industrial activities from the training programs</p>	<p>All necessary measures to ensure separation in place by the end of 2015.</p>	
		<p>Identify industrial training programme distinct from commercial industrial programme.</p>		
		<p>Establish a national system to classify every type of prison employment.</p>	<p>National prison classification established for every type of prison employment by 2016.</p>	
		<p>Determine the level and nature of work compensation for each type of employment (earning scheme).</p>		
<p>MODERNISATION OF ADMINISTRATIVE STRUCTURES AND MANAGERIAL METHOD</p>	<p>Decentralised operational decision making</p>	<p>For operational purposes, the names of the ranks should be changed as follows:</p> <ul style="list-style-type: none"> i. The Director-General of Prisons (DGP) - Controller-General of Prisons (CGP). ii. Deputy Director-General (DDGP) - Deputy Controller-General of Prisons (DCGP). iii. Director of Prisons (DOP) - 	<p>Draft bill to effect the change submitted to parliament for approval by end of 2014.</p>	

		<p>Controller of Prisons (COP).</p> <p>iv. Deputy Director of Prisons (DDP)- Deputy Controller of Prisons (DCP).</p> <p>v. Assistant Director of Prison (ADP) - Assistant Controller of Prisons (ACP).</p> <p>vi. All other Superior ranks from Assistant Superintendent of Prisons (ASP) to Chief Superintendent (CSP) remain the same.</p>		
		<p>At the higher level, Controller-General of Prison (CGP) and Deputy Controller- General of Prisons (DCGP) will serve as both rank and appointment.</p>		
		<p>From Controller and below, decouple and distinguish ranks from appointment. Appointments after Deputy Controller- General of Prisons (DCOP) will have Director-General (D-G) as the highest, followed by Directors.</p>		
		<p>All Controllers will be Director Generals in Charge of their various Departments (e.g. HRM/D, Administration, Operations etc) Next on the appointments will be Directors for the various schedules whose appointments are not in any way rank based but may be based on competence in</p>	<p>The various new ranks and appointments disseminated to the stations for familiarization by</p>	<p>That the draft bill has met parliamentary accent</p>

		the field of operation.	mid-2014.	
		Modernize the organizational chart by regrouping all responsibilities related to inmate programmes under a DCGP Corrections, and all responsibilities regarding staff and general administration under a DCGP Institutional care (Appendix 1).	The new organizational chart operational by 2015.	
		Under DCGP (Corrections) locate all Directorates concerned with prisoners: DGs Operations, Agric, Services, Technical, Jails/Remands, and Corrections/Inmate treatment programs.	The new organizational chart showing the ranks and appointments.	
		Under DCGP (Institutional Care) locate all Directorates in support of operations; DGs Finance, HRM/D, Administration, Welfare and Health Services.		
		Under the two/2 DCGP's place all the other controllers and appointments as per the chart in Appendix 1.		
		Create Regional administrative structures which would parallel the new H.Q. org. chart with Regional Commanders having full line authority over all OIC's under his/her command.	Copies of the Regional Organizational charts	
	Conformity	Create the position of Inspector General of	Position created and	

	inspections and operational controls.	Prisons to report directly to the Director General and be responsible for periodic inspections of conformity and conduct investigations as mandated by the CGP.	an officer appointed by end of 2014.	
		Elaborate for each operational sector to be inspected, a detailed document identifying each verification point along with a calendar to conduct inspections.	An action plan and parameters for monitoring and evaluation designed and agreed on by the M&E unit by end of 2014.	
		Recruit and train a team of inspectors/ investigators from experienced prison officers.	10 Prison officers selected and trained before 2014.	
MODERNISATION OF TREATMENT METHODS FOR PRISONERS	Reception and Documentation of newly convicted prisoners	Upgrade reception sections in all prisons with cameras and bi-modal jump kits.	1. 50% of all prisons fully computerized by 2019. 2. 50% of all prisons fitted with cameras and fingerprint machines by 2019.	
		Establish a multidisciplinary reception team to prepare an appraisal process based on observations, examinations, testing and interviews with prisoners. Prepare a check list [Diagnostic Centre].	1. Multi-disciplinary reception team established in all central prisons by end of 2015.	

			2. Teams established in all prisons by 2019.	
		Establish a procedure to collect maximum information from outside sources (Police, Courts and Societal Members) regarding personality of the inmates and formalize those contacts.	Collaborative Procedure with the AG, Police and the Courts fully operational by 2016.	
	Decongestion of Prison	Submit proposals to Parliament through cabinet for the introduction of Non-custodial sentences.	Proposal submitted by 2015.	
		Initiate legal reforms to allow prison take full control of the management of remand prisoners.	Initiation of legal reforms commenced by 2014.	
		Expansion of existing prisons and construction of new prisons.		
	Security classification of all prisoners	Conduct needs and risk assessment to identify individual's dangerousness.	Needs assessment commenced by 2014.	
		Prepare a security classification tool easy to administer.	Security classification tool prepared and validated by end of 2015.	
		Train staff on the use of the security classification tool.	All reception staff trained on the use of the security	

			classification tool by mid-2016.	
	Learning Programmes	Establish the academic level of the prisoners upon entry to enable his/her placement in the academic schedule of the prisoner.	1. Procedure for establishing academic levels in all prisons prepared by 2015.	
		Elaborate trade training modules and establish workshops corresponding to outside demands for those trades.	1. Training modules, prepared by end of 2015. 2. All workshops established to meet demands of those trades by 2019.	Manuals and training materials.
		Provide each prison with a library to support academic and vocational training.	1. Library facilities provided for 50% of the total number of prisons by 2017. 2. All prisons equipped with libraries by 2022.	

	Work Programmes	Design training curricula for the various trade programs taking into consideration the duration of sentences	Curricula designed by end of 2015.	
		Design training manuals for trainers		
		Use the training manuals to build the capacity of selected trades training instructors.	All instructors given training by mid of 2016.	
		Explore with outside schools and institutions the possibility of having more academic courses and vocational training accredited leading to certificates from those schools and institutions.	Outside institutions contacted for programs by 2017.	
		Synchronize the training manual with the syllabi of the trade training institutions like NVTI, NACVET etc.		
	Prisoners' and Staff Health	Develop nation-wide approved standard admission procedures and guidelines for systematic and complete medical examination of newly admitted prisoners, be they convicted or remands; documented in individual files	Guidelines for medical examination of all admitted inmates established and documented by 2016.	
		Develop and implement a nation-wide within the Service programme for the prevention and detection of infectious and contagious diseases, sexually transmitted including HIV.	A nation-wide plan developed by 2017.	

		Streamline system within the Health Service to deal with prisoners.	Negotiation with outside hospital in all regions completed by the end of 2014.	
		Establish National Prison Hospital in Accra/ Nsawam	1. Land identified for the hospital project by 2016. 2. Drawings and project documents completed by 2017. 3. Construction work begins by 2018.	
		To contract Medical private practitioners.	Private medical practitioners contracted by 2018.	
	Juveniles Treatment Programme	Organise at the juvenile institution SCC, a reception unit to observe, test, interview newly admitted juveniles using a multidisciplinary approach parallel to the adult system	A reception unit using the multidisciplinary approach created by 2017.	
		All staff of the Reception Unit would receive special training concerning juvenile psychology, behaviour, risk assessment, and be in a position to prepare a treatment plan. Due to the small size of the facility regular staff can be part of reception	Specialized training commenced by 2017.	

		process as needed.		
		Encourage reconciliation between juveniles and their family members.	Regular meeting of inmates, staff and inmates' family instituted	
	Women Treatment Programmes	Separate facilities to be provided for pregnant women and mothers with babies.	Facilities should be in place by 2015 in all female prisons.	
		Formulate nation-wide policy on diet, food ration and sanitary provision for pregnant women and breastfeeding mothers in prison.		
		Provide academic and vocational training which will assist women in finding work as they are released.	A completely autonomous female prison built in regions with proper female prison structures by 2020..	
MODERNISATION OF STAFF RECRUITMENT PLANNING, DEVELOPMENT AND WORKING	Design the requisite training geared at improving the security of all Prisons.	Develop staff training modules for newly identified security methods based on approved national security standards.	Staff training modules developed by end of 2014.	
		Train all concerned staff on new working methods.	All staff trained on new working methods by end of	

PRACTICES			2017.	
		Develop a national model plan for crisis and emergency management	Contingency plans in respect of all emergency situations developed by POTS by end of 2015.	
		Train all staff on the national model plan for crisis and emergency management using simulations and role playing exercises as close to reality as possible.	All superior officers Trained on the contingency plans using simulations by the end of 2016.	
		Elaborate for each prison a local crisis management plan.	Local contingency plans developed for all the individual prison facilities by end of 2016.	
		Train all officers at all levels the dynamics of joint operations during a crisis, defining clearly roles and responsibilities of national HQ, regional HQ and other security agencies.	All officers trained on the dynamics of joint operations by end of 2017.	
	Design in-service training programs to ensure the security of prisoners	Elaborate in each prison procedures to follow, for staff and prisoners, in case of fire. (Use of siren, whistles or other means, lock up etc). Establish and train a fire fighter team in each prison.	Fire procedures developed and fire fighter teams established and trained for each prison by end of	

			2014.	
		Identify and train in each prison a superior officer along with the fire fighting team who are tasked with the responsibility to inspect regularly all areas of the prison, and report on it.	48 selected superior officers trained on fire inspection and reporting by the end of 2014.	
		Identify required communication equipment and train <u>all</u> staff with immediate access to emergency alarms.	Staff and inmates in the various Prison establishments trained	
	Personnel Management	Develop appropriate and nation-wide approved policy relating to personnel management at all level of operations.	Personnel policies and procedures developed by end of end of 2014.	
		Define clearly job descriptions for each rank outlining the duties and responsibilities as well as the qualification and competences require of them.	Job Descriptions developed for all ranks and appointments before the close of 2013.	
		Computerize all Prisons Service Staff files.	Software adapted and all staff files computerized by 2014.	
		Define a recruitment policy that will determine clearly the frequency of recruitment based on staff needs	A recruitment policy developed before end of 2014.	

		assessment.		
		Elaborate a training programme for each of those newly identified training needs, emphasizing their applicability by the Prisons Service staff.	Training curricular designed for each of the training needs category by end of 2014	
		Train existing trainers on those new course contents and seek support if necessary from the Universities.	Training staff trained on the new training curricula by June 2015	
		Operationalised the Regional training officer's concept and equip them appropriately to enable them undertake training at the Regional and stations levels.	Regional Training officers appointed, and Trained to commence Training at the regional and station levels by mid-2016.	
	Establish new and upgrade existing Training Facilities to meet international standards	To identify and negotiate for new sites for the construction of a modern Prisons College.	Site identification and negotiations with land owners completed by end of 2016.	That the proposal has met presidential approval
		Source funding for the construction of the Prisons College.	Funding proposals submitted to some selected donor agencies and diplomatic agencies	That government has given a green light to that effect.

			by end of 2016.	
		To refurbish and upgrade the only existing training school to a Recruit and Cadet Training School.	New structures and renovated ones completed by end of 2018. Courses, syllabi and curricula development completed by 2017.	That the needed funds are available.
	Build the capacity of selected staff to form the nucleus of the college and trainers for the schools.	To identify and select superior officers with the right aptitude and flair for academic pursuits to be trained as the nucleus of the Prisons College at Universities and College abroad.	Officers identified and trained in various universities abroad over a period of 5 years before 2021	
		Identify relevant and sophisticated prison facilities in other advanced countries that will serve as practical learning centers for the selected officers.	Learning centers identified and the necessary arrangements made with them to have officers attached before end of 2021.	
	Develop standard training curricula and manuals for the college and training schools	Selected officers to conduct tours to familiarize themselves with the curricula of similar colleges and contextualize the curricula from other countries to meet our needs and that of the sub-region based on identified training gaps.	Tours completed and curricula developed before 2019	

		Develop and test the appropriate manuals based on the accepted curricula.	Manuals developed and tested by end of 2020.	
		Invite and encourage Universities to conduct research within the Prisons Service.	More University students undertaking research in the various prisons.	
		Work with Universities to upgrade the Diploma in Prisons Administration Course to a fully fledged Degree programmes in corrections.	Arrangements to be concluded by 2015.	
MODERNISATION OF PHYSICAL STRUCTURES AND OPERATIONAL EQUIPMENT	Specialisation of prisons by security level.	Define security norms/standards and prison regimes for each of the following categories: Maximum, Medium, Central, Local, Camp, Minimum and open.	- A committee formed and standards prepared by end of 2014. - Validation completed by June, 2014.	
		Classify each existing prison <u>according to its potential for development</u> into one of the following security categories: Maximum, Medium, Minimum and open.	Each prison classified by mid of 2015.	
		Prepare a development plan for each prison identified.	Development plan in place by 2016.	
	To Construct, Operate and maintain a	Conduct needs assessment to determine the future infrastructural needs (Residential,	- Twenty/22 prisons assessed by end of	

	progressive and humane prison/residential infrastructure.	Office and Prison) based on international standards.	2014. - The rest twenty-four/24 prisons assessed by December, 2015.	
		Prepare conceptual designs based on several different concepts with approximate estimates.	- Conceptual designs, analysis and detailed drawings be in place by December, 2016.	
		Prepare detailed drawings, specification and other construction documents.		
	Use of technology to enhance operation of the Service.	Establish a state of the art operation room at the Prison Headquarters.	Established by 2015.	
		Install centralized internal communication network at Maamobi Complex and Ankaful Prison Complex.		
		Install close circuit television system at Prison Headquarters, Maximum, Medium, Central and Minimum Security Prisons.	- Project at the Maximum Security Prison completed by 2015. - Installation at all other prisons by 2019. - Complete coverage	

			by 2022.	
		Establish inter/intra data communication network at the Prisons Headquarters and all the Prison establishments.	- Established by 2018.	
		Establish Central Electronic/ICT store at Prisons Headquarters.	- Established by 2016.	
		Establish Electronic/IT Centre at Prisons Officer's Training School.	- Established by 2016.	
		Procure the appropriate operational vehicles and equipments e.g. handcuffs, anti-riots leg shackles, communication gadgets etc.	Procurement commenced by mid-2014.	

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GHANA PRISONS SERVICE ORGANISATIONAL CHART

