

MINISTRY OF DEFENCE

**IMPLEMENTATION OF SECTOR
MEDIUM-TERM DEVELOPMENT PLAN
(2014-2017)**

**ANNUAL PROGRESS REPORT FOR
2014**

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LIST OF ABBREVIATIONS

ADIIB	-	Assistant Director IIB
ADIIA	-	Assistant Director IIA
ADI	-	Assistant Director 1
ACCA	-	Association of Certified Chartered Accountants
AD	-	Assistant Director
Admin	-	Administration
ARIC	-	Audit Review Implementation Committee
BA	-	Bachelor of Arts
BSc MGT	-	Bachelor of Science Management
BSc	-	Bachelor of Science
C-in-C	-	Commander-in-Chief
CDS	-	Chief of Defence Staff
CAMP COMDT	-	Camp Commandant
CSTC	-	Civil Service Training Centre
DD	-	Deputy Director
Dir	-	Director
DPA	-	Diploma in Public Administration
ECOWAS	-	Economic Community of West African States
EEZ	-	Exclusive Economic Zone
EMBA	-	Executive Masters in Business Administration
F&A	-	Finance & Administration
Fin	-	Finance
FPB	-	Fast Patrol Boat
GOG	-	Government of Ghana
GAF	-	Ghana Armed Forces
GIMPA	-	Graduate Institute of Management and Public Administration
GSGDA	-	Ghana Shared Growth Development Agenda
GHQ	-	General Headquarters
GSGDA	-	Ghana Shared Growth Development Agenda
GAFCSC	-	Ghana Institute of Management and Public Administration

GIZ	-	Gesellschaft Fur International Zusammenarbeit
HR	-	Human Resource
HND	-	Higher National Diploma
Hon.	-	Honourable
ICA	-	Institute of Chartered Accountant
IGF	-	Internally Generated Funds
JAG	-	Judge Advocate General
L4CIPS	-	Chartered Institute of Purchasing and Supply, Level 4
MSLC	-	Middle School Living Certificate
MBA	-	Master of Business Administration
MCIT	-	Member of Chartered Institute of Taxation
MDPI	-	Management Development and Productivity Institute
MOH	-	Ministry of Health
MOD	-	Ministry of Defence
MP	-	Member of Parliament
MP	-	Military Police
MA	-	Master of Arts
M&E	-	Monitoring and Evaluation
MTDP	-	Medium Term Development Plan
MOU	-	Memorandum of Understanding
MOH	-	Ministry of Health
OHCS	-	Office of the Head of Civil Service
PJCC	-	Permanent Joint Commission for Cooperation
PPP	-	Private Public Partnership
PPME	-	Public Policy Monitoring and Evaluation
PSGO	-	Principal General Staff Officer
PR	-	Public Relations
PSCC	-	Petroleum Security Coordinating Committee
R&DC	-	Research and Defence Cooperation
Spvr	-	Supervisor
UNDP	-	United Nations Development Programme
VCT	-	Voluntary Counseling and Testing
VAG	-	Veterans Administration, Ghana

EXECUTIVE SUMMARY

The Ministry of Defence (MOD) was established as a Public Administrative entity and derives its strength and existence from the 1960 Republican Constitution of Ghana. It is charged with the duty of initiating, formulating, implementing as well as Monitoring and Evaluation of policies aimed at safeguarding the sovereignty and territorial integrity of the nation, as well as ensuring the protection of life and property.

The existence of MOD is reinforced by the enactment of the Ghana Armed Forces Act of 1962 (Act 105). Furthermore, the 1992 constitution of Ghana emphasized the importance of MOD in the protection of;

- Ghana's sovereignty, unity and territorial integrity
- Individual rights and privileges
- Survival, safety and freedom of every citizen to pursue their lawful aspirations for prosperity
- Preservation of peace and security in the sub region, Africa and the world at large.

In the year under review, MOD continued to discharge its statutory functions in an efficient and effective manner through well trained and motivated staff. Due to its uniqueness, MOD depends on the highly skilled professional and technical personnel within the Ghana Armed Forces in performing most of its functions. This to a large extent accounts for its peculiar organisational structure which has the President of the Republic as the Commander-in-Chief (C-in-C) sitting at the apex of the nomenclature.

Administrative and managerial changes which occurred during the year were mainly as a result of death, retirement and postings. The staff strength at the end of the year stands at Fifty-Seven (59).

The Constitution is a major source from which the Ministry of Defence derives its mandate, policies and values. In the year under review, the Ministry of Defence continued to discharge its statutory functions which include, among others, the formulation, implementation, monitoring and evaluation of policies in relation to the mandate of the Ghana Armed Forces.

INTRODUCTION:

PROFILE OF MOD

This section is mainly on the general profile of the Ministry, stating the Vision, Mission and functions of the Ministry, as well as its objectives for the year 2014. The organizational chart is also shown with a brief description on the link between the civilian staff and military personnel.

The functions of the various directorates and units of the Ministry are stated. The organizations and agencies which MOD has oversight responsibility are listed. The Political and Administrative Heads in the year under review are also mentioned, showing their respective period in office.

HUMAN RESOURCES DATA AND ANALYSIS

Data on MOD Human Resource is provided and analyzed showing the staff strength and balance in the technical mix. This section captures and presents Data collected and analyzed on recruitments, promotions and postings undertaken, staff on secondments, staff on contract, and various types of leaves and mode of exits from the Service. The section also captures information on staff categorization, and sex and age distribution, entire training and development of staff as well as members of staff that have undergone the Scheme of Service and Competence-Based Training.

Appendix 1 has Information on staff list,

PLANNED PROGRAMMES AND DELIVERY

The Ministry facilitated and organised a host of activities and programmes in the course of the year. These include training, infrastructural development, preparation of defence budget, procurement of required logistics and improving civil-military relations. Amidst challenges of inadequate funds, coupled with undue delay in release of funds, among others, many of these activities were carried out and various levels of success were attained. Some of the activities which were successfully implemented are as follows;

- Annual promotion/ conversion exercises conducted.
- Organized annual workshop on retirement planning,
- Provision of Ships and Fast Patrol Boat (FPB)
- Interaction with Parliamentary Select Committee on Defence half yearly.

CHALLENGES & MITIGATING STRATEGIES

Some of the challenges MOD faced in the year 2014 are Financial and Logistical Constraints, Inadequate Technical Staff Mix, Isolated incidence of Military and Civilian Clashes and Limited Training Facilities. These challenges contributed to the slow rate of implementation of some planned activities. This affected the achievements of most objectives of MOD.

OUT LOOK FOR 2015

The strategies outlined by MOD for the year ahead are outlined in this section.

PART ONE

PROFILE OF THE MINISTRY OF DEFENCE

1.0 Introduction

The Ministry of Defence (MOD) was established in 1957 with the duty of formulating, and managing the implementation of policies aimed at safeguarding the sovereignty and territorial integrity of the nation as well as ensuring the protection of life and property. Over the years, MOD has evolved and transformed itself to its current status of excellence with regards to performance of its functions. The current goal of the Ministry of Defence is to ensure security and adequate protection of life, property and rights of all nationals especially the vulnerable and excluded within a democratic environment.

1.1 Vision

The vision of the MOD is to develop highly professional, effective, efficient and politically neutral Armed Forces which is subject to democratic and civil control.

1.2 Mission

The Ministry of Defence exists to proactively promote National and Regional Defence interests through the effective formulation, implementation, co-ordination, monitoring and evaluation of policies and programmes and thereby contributing to the national development agenda.

1.3 Functions

Functions of MOD are as follows:

- To formulate policies in relation to the operations of the GAF and the Veterans Administration, Ghana (VAG), especially in areas of remuneration, logistics and resources to enable them function efficiently.

- To work in close collaboration with the National Security Council and the Armed Forces Council to formulate National Defence Policies relating to peace-keeping, internal and external security and the total defence of the nation.
- To prepare and defend its budget estimates together with those of other interests including the budget of Ghana Armed Forces (GAF) and the Veterans Administration, Ghana (VAG) before Cabinet and Parliament
- To provide inputs for defence leadership, guidance and sound interpretation of defence policies
- To facilitate the capacity building of its staff as well as those of the GAF
- To facilitate the provision of social infrastructure like roads/bridges, health facilities and education
- In collaboration with other security agencies and civil authority to ensure the maintenance of law and order
- To forge and maintain closer links with civil society, the private sector and other Ministerial Organisations.

1.4 Objectives

The constitution of Ghana is a major source from which the MOD derives its mandate, policies and values in order to continue to discharge its statutory functions.

The 2014 Annual Workplan for the MOD was based on the following Sectoral broad objectives as defined in the Sector 2013-2017 Medium Term Development Plan;

- To improve the state of combat readiness of the Ghana Armed Forces for rapid response to any security threat
- To improve logistical infrastructure for the Ghana Armed Forces
- To improve human resource and institutional capacity of the MOD and the GAF.
- To support national efforts aimed at transforming the nature of the economy to achieve growth and reduce poverty especially among the vulnerable and excluded.
- To improve the welfare of Servicemen and Veterans
- To support GAF participation in external Peace Support Operations and finally,
- To improve civil-military relations.

1.5 Organizational Structure of MOD

Due to its peculiar nature, **the President** of the Republic of Ghana sits at the apex of the organogram as the **Commander-In-Chief (C-in-C) of the Ghana Armed Forces**. This is followed by the Armed Forces Council which is the governing Council of the Ministry. The **Minister for Defence** is the Political head of the Ministry. Below the Political Head in the hierarchy, is the Chief Director who is the head of the bureaucracy, followed by the four line Civil Service Directorates. The military wing at the MOD is headed by the Principal General Staff Officer (PGSO) who is of the rank of Brigadier General in the Ghana Armed Forces.

The GAF: The GAF is headed by the Chief of Defence Staff (CDS). The other services, The Ghana Army, The Ghana Air Force, The Ghana Navy are headed by the Chief of Army Staff (COAS), Chief of Air Staff (CAS), Chief of Naval Staff (CNS) respectively, all stationed at the General Headquarters (GHQ), Burma Camp.

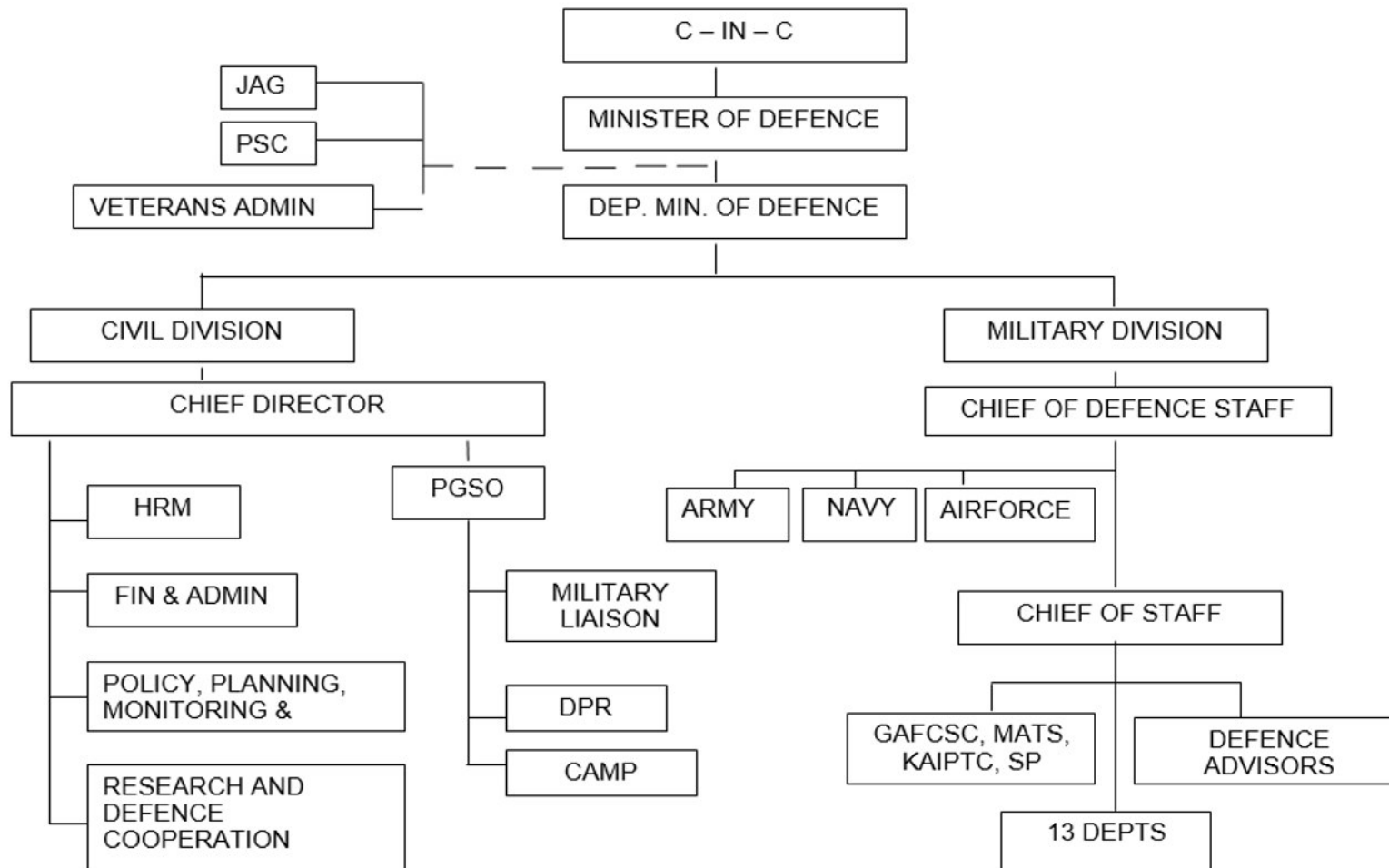
1.6 Organizational Chart

The Ministry is made up of a number of directorates/departments and units with both line and/or functional relationships. The functional mix includes a hybrid of Civilian staff and Military Personnel of various grades. The chart below depicts the structure of the Ministry;

MINISTRY OF DEFENCE ORGANISATIONAL STRUCTURE IN 2014

Figure 1

ORGANOGRAM OF THE MINISTRY



1.7 Organizational Structure of MOD

The Minister of Defence is the political head of the Ministry with executive authority from the President who is **the Commander-In-Chief** of the Ghana Armed Forces. He is the link between the Ministry and the Ghana Armed Forces as well as the Ministry and the Presidency. The Minister is assisted by the Deputy Minister. In its present form the Ministry of Defence includes the following:

- The Office of the Minister (from where policy decisions emanate)
- The Office of the Chief Director (senior advisor on policy implementation issues)

The Chief Director is the administrative head of the Ministry. He leads a cadre of administrators with specialized skills and experience in managing the Ministry and handling Defence Policy issues, taking into account political, economic, financial and strategic implications.

The Chief Director is the Administrative advisor to the Minister and in collaboration with the Chief of Defence Staff (CDS) advises the Minister on all Administrative and Security issues. He also has the primary responsibility for policy, finance, management and administration in the Ministry. He is responsible for the overall organization, management and staffing of the Ministry. Again, he is personally accountable to Parliament for the expenditure of all public money voted for defence purposes.

1.7.1 Civil Service Directorates

The Ministry of Defence currently has four Directorates. Heads of these Directorates are directly responsible to the Chief Director. These Directorates are:

1.7.1.1 Finance and Administration (F&A).

F&A is headed by a Director (Principal Secretary). The Director, Finance and Administration is basically responsible for the following:-

- Issuing directives that are consistent with policy direction of the Ministry
- Ensuring the provision of resources and logistics (property, plant and equipment) to all directorates for the effective operation of the Ministry of Defence.
- Setting up committees and ad hoc groups to facilitate programmes
- Organizing in-house seminars and talks to educate and inform staff
- Effectively maintain Property, Plant and Equipment
- Constantly co-ordinate and manage the activities of the Ministry directorates and its committees
- Ensuring compliance of the accounting procedures and timely reporting
- Ensuring the maintenance of proper accounting records
- Facilitating budgetary control and management of financial resources
- Preparing cash-flow statements and final accounts
- Preparation of correspondence of local and overseas courses and seminars of staff of the Ministry of Defence
- Preparation of Cabinet and Parliamentary Memos

1.7.1.2 Human Resource Management (HRM)

HRM is headed by a Director (Principal Secretary). The Director, Human Resource is basically responsible for the following:

- ❖ To ensure that the Ministry of Defence's working environment is congenial to high performance, continuous learning and sensitivity to clients by providing guideline that promote occupational health and welfare.
- ❖ To ensure the processing of appointments and promotion of category 'B' and 'C' officers.
- ❖ To develop manpower plan and guidelines for training policy as an input for performance improvement and service plans.
- ❖ To design and implement training programmes for MOD and monitor its effectiveness.
- ❖ To monitor and co-ordinate all HRM activities in the Ministry that is development and promotion, paying particular attention to the gender dimension and individual performance.

- ❖ Monitor and evaluate staff performance appraisal in the sector and reports on personnel performance for rewards or penalties as appropriate;
- ❖ Make proposals for periodic review of personnel and welfare policies in relation to overall sector plans and priorities to facilitate optimum harnessing of the human resources of the Ministry;
- ❖ Undertakes job description of all personnel in the Ministry and prepare Organizational Charts and Manual for the Ministry;
- ❖ To put prepare and monitor a leave roster for all staff of the Ministry.

1.7.1.3 Policy Planning Monitoring and Evaluation (PPME)

PPME is headed by a Chief Development Planning Officer and basically responsible for the following:

- Formulate, implement, monitor and evaluate policies, programmes, projects and activities of the Ministry.
- Define and/ or Review Policy on strategic, sector and investment, implementation, monitoring and evaluation (M&E)
- Facilitate the production of well defined performance targets for MOD factoring in all relevant issues.
- Facilitate the implementation and monitoring of investments
- Undertake monitoring and evaluation of all units under the MOD and the Ghana Armed Forces (GAF).
- Implement workplace HIV/AIDS programmes
- Facilitate Gender mainstreaming initiatives
- Provides technical support for the preparation of MOD Plans, Programmes and Budgets
- Undertake monitoring and evaluation of all units projects under the MOD and the Ghana Armed Forces (GAF).
- Conceptualize/ formulate, design implementation, monitor and evaluate the four (4) year Medium Term Development Plan (MTDP)

Research and Defence Cooperation (R&DC)

R&DC is headed by a Director (Principal Secretary)

The Research and Defence Cooperation (R&DC) directorate exist to facilitate, initiate and implement policies relating to Defense and Security matter in Ghana in and the sub-Region. The directorate, in performing this task collates and coordinates information derived from Memorandum of Understanding (MOU), 'Defence Cooperation', International Protocols, Conventions and Agreements entered into, endorsed and rectified by the Government of Ghana.

In addition, the R&DC has direct responsibility to operate the departmental library where relevant research materials are made available to officers to assist them in the performance of their duties.

R&DC is basically responsible for the following:

- To assess, monitor, evaluate and analyze global trends in the area of Defence and Security in the country, sub region and continental levels to help shape policy directions in policy making.
- To study various International Agreements, Protocols, Conventions and Memorandum of Understanding entered into by the Government of Ghana.
- To identify and collaborate with stakeholders, such as the Ministry of Foreign Affairs and Regional Integration, Allied Security Agencies, Civil Society Organizations to design, facilitate, formulate, implement and evaluate policies and programmes in the area of Defence and National and Human Security.
- To liaise with the Ghana Library Board/Authority and other relevant Tertiary Institutions to undertake a needs assessment of MOD Library and provide, purchase and stock the Library with the relevant books, Journals and other education and research materials needed.

1.7.2 Military Wing

The Director of Veterans Affairs and the Judge Advocate General are also placed in advisory roles to the Hon Minister.

Three (3) Military Liaison Officers; Army Liaison, Navy Liaison, Air Force Liaison have also been assigned to the Principal General Staff Officer (PGSO).

1.8 Organizations and Agencies Of The Ministry

1.8.1 Public Service Organisations

The following organisations operate under the MOD:

The General Headquarters

- The Ghana Army
- The Ghana Navy
- The Ghana Air Force
- Ghana Armed Forces Command and Staff College (GAF CSC)
- Military Academy and Training Schools (MATS)
- Veterans Administration, Ghana (VAG)
- Kofi Annan International Peacekeeping Training Centre (KAIPTC)
- Office of the Defence Advisors
- 37 Military Hospital

1.9 Political & Bureaucratic Heads Of MOD

During the year, the outgoing Minister for Defence, Hon. Mark Owen Woyongo (MP), handed over to the current Minister Hon. Benjamin Kunbuor (MP) who assumed office on **18th February, 2013**, subsequently, the Deputy Minister, Hon. Alex Serbgefia also took over from Hon. Ebenezer Oklety Terlabi (MP) to assist the Minister.

In the course of the year, Mr. Alidu Fuseini assumed the substantive position of the Chief Director of MOD.

Table 1.0**A. Political Heads-Postings from MOD**

S/N	NAME OF OFFICER	DESIGNATION	NEW POSTING
1.	Hon. Mark Owen Woyongo	Minister	Ministry of Interior
2.	Hon. Ebenezer Okletey Terlabi	Deputy Minister	Ministry of Lands and Natural Resources

B. Political Heads-Postings to MOD

S/N	NAME OF OFFICER	NEW POSTING	PREVIOUS DESIGNATION
1.	Hon. Benjamine Kunbuor	Minister for Defence	Majority Leader at Parliament
2.	Hon. Alex Segbefia	Deputy Minister for Defence	Office of the President

PART TWO

HUMAN RESOURCE DATA AND ANALYSIS

2.0 Staff Distribution

This section comprises data on human resource strength of the Ministry. Appendix 1 is a table with staff list which has the names, date of birth, staff number, current grade, date of first appointment, present appointment and the number of years at current post. It also includes; the highest qualification attained, the various departments in which they work and the grading category.

The MOD staff strength is One Hundred and Seventy-Nine (179). This includes the Civil Service staff, GAF Civilian Employees, Military Employees, National Service Personnel and non-permanent staff. Civil Service employees at MOD make up a total number of Sixty-Three (63) with a good balance in gender. There are Thirty-Three (33) males and Thirty (30) females. The senior staff members are Fifty (50), Twenty-Five (25) of which are Males and Twenty-Five (25), Females. The junior staff members are Twelve (12), Seven (7) Males and Five (5) Females.

Graphical Representation of MOD Staff Categorisation

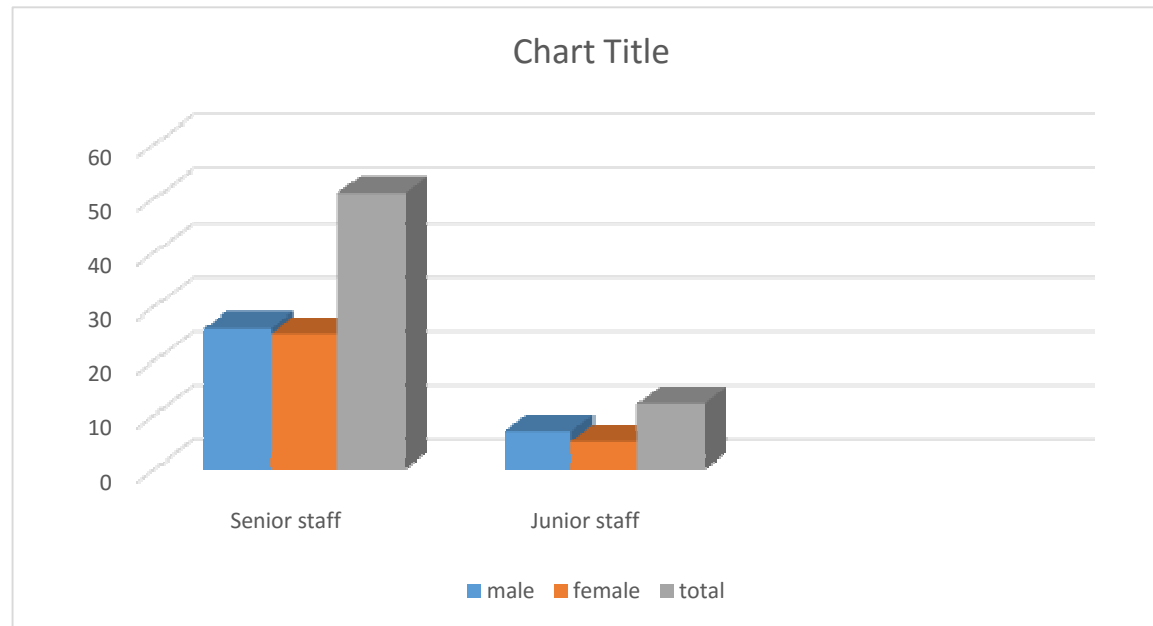


Figure 2

The age distribution are as follows; Ten (10) staff fall within the 20-30years age bracket, Twenty-Two (22) between the 31-40years age bracket and Eighteen (18) between the 41-50years age bracket. The remaining staff of Thirteen (13) are between the 51-60years age bracket.

The Ministry does not have among its staff anyone beyond the age 60years. Majority of MOD staff are concentrated between the ages 31-50years. Forty (40) staff members are recorded to fall within that age range, which includes both senior and junior staff members. The above statistics indicates that MOD is not only an equal opportunity employer but also a gender sensitive institution.

C. STAFF CATEGORISATION FOR MOD

MINISTRY OF DEFENCE	SENIOR STAFF		JUNIOR STAFF		TOTAL
	Male	Female	Male	Female	
Main Ministry	25	25	7	5	63
TOTAL	25	25	7	5	63

D. SEX DISTRIBUTION FOR MOD

MINISTRY OF DEFENCE	DISTRIBUTION		TOTAL
	Male	Female	
Main Ministry	33	30	63
TOTAL	33	30	63

E. AGE DISTRIBUTION FOR MOD

AGE RANGE	20-30yrs	31-40yrs	41-50yrs	51-60yrs	60yrs +	TOTAL
MALE	3	12	10	8	-	33
FEMALE	7	10	8	5	-	30
TOTAL	10	22	18	13	-	63

Graphical Representation of MOD age Distribution

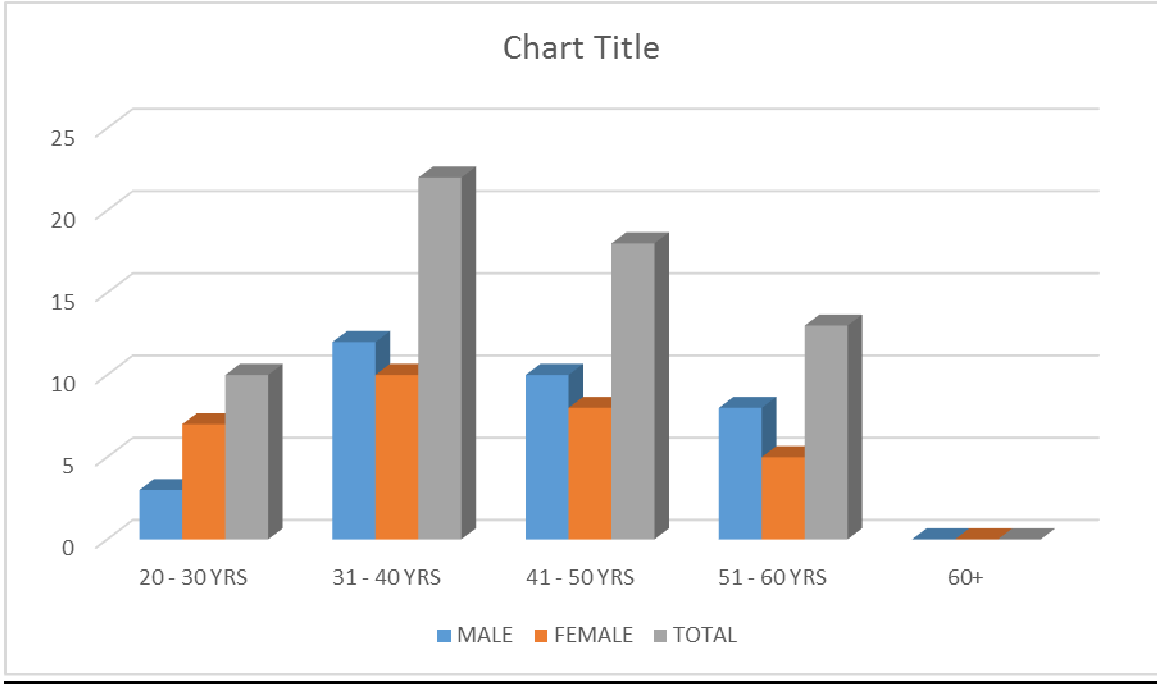


Figure 3

2.1 Staff Movements

In the course of the period under review, the Ministry of Defence has had some Administrative and Political movements which were done by the Office of the Head of Civil Service and His Excellency, the President, respectfully. Staff rotation or postings is one major tool that the Head of Civil Service uses to equip civil servants, making them versatile and well rounded.

Table 2.0 below represents detailed information indicating Postings, Promotions, etc currently undertaken at the Ministry of Defence.

A. RECRUITMENTS UNDERTAKEN

S/N	Staff No.	Name of officer	M/F	Grade	Date of First Appointment	Mode of Recruitment			
						New Entrants		Replacement	
						Yes/No	Name of officer Replaced	M/F	Staff No.
1.	-	-	-	-	-	-	-	-	-

B. PROMOTIONS UNDERTAKEN

During the course of the year, the Office of the Head of Civil Service authorized the promotion of the under listed staff:-

S/N	Staff No.	Name Of Officer	Sex M/F	Previous Grade	Current Grade	Notional Date	Substantive Date
1.	16001	Ms. Martha Adomako	F	Private Secretary	Senior Private Secretary	1 st June, 2013	1 st Jan. 2014
2.	701387	Ms. Mavis Baah	F	Stenographer Grade II	Stenographer Grade I	1 st May, 2013	1 st Jan. 2014
3.	88009	Mr. Gideon A. Sowah	M	Driver Grade I	Heavy Duty Driver	Nil	1 st Jan. 2014
4.	10976	Mr. Joseph Ako-Nai	M	Assistant Chief Driver (Ph)	Chief Driver	Nil	Nil
5.	53794	Ms Mercy Phorson	F	Principal Executive Officer	Assitant Chief Executive Officer	1 st March, 2013	1 st January,2014

C. POSTINGS UNDERTAKEN

S/N	Staff No.	Name Of Officer	Sex M/F	Grade	Posting From	Posting To	Effective Date of Posting	Release Date	Date of Assumption
1	8565	Mrs. Cynthia Asare Bediako	F	Director	Ministry of Defence	Office of the Head of Civil Service	19 th May 2014	17 th June 2014	23 rd June 2014
2	19622	Mrs. Catherine Adu-Boadi	F	Director	Ministry of Gender, Children and	Ministry of Defence	11 th August 2014	24 th July 2014	13 th August 2014

					Social Protection				
3	59478	Mr. Vincent K. adzato-Ntem	M	Director	Ministry of Local Government	Ministry of Defence	8 th May 2014	Nil	20 th May 2014
4	111556	Mr. Richard Baffour Awuah	M	Deputy Director	Ministry of Communication	Ministry of Defence	11 th August 2014	24 th July 2014	4 th August 2014
5	55323	Ms. Doreen Gosh A. Sanwu	F	Assistant Director II A	Ministry of Food & Agriculture	Ministry of Defence	8 th September 2014	18 th September 2014	23 rd September 2014
6	53794	Ms. Mercy Phorson	F	Principal Executive Officer	Ministry of Food & Agriculture	Ministry of Defence	8 th Sept. 2014	12 th Sept. 2014	15 th September, 2014
7	698321	Mr. Tetteh Odonkor Debrah	M	Senior Supply Officer	Ministry of Finance	Ministry of Defence	1 st May 2014	Nil	5 th May 2014
8	757556	Ms. Nuzrat Otoo	F	Principal Storekeeper	Ministry of Food & Agriculture	Ministry of Defence	1 st May 2014	2 nd May 2014	5 th May 2014
9	54333L	Ms Jacqueline Onasis Martey	F	Accounts Technician	Controller and Accountant General's Department	Ministry of Defence	8 th December 2014	10 th December 2014	10 th December 2014
10	971383	Ms. Edna Apkene Attah	F	Assistant Protocol Officer	Office of the Head of Civil Service	Ministry of Defence	3 rd November 2014	Nil	4 th November 2014

11	971341	Ms. Millicent Arku	F	Stenographer Secretary Grade II	Office of the Head of Civil Service	Ministry of Defence	3 rd November 2014	Nil	7 th November 2014
12	605480	Mr. Kaaka Dello - Ziem	M	Assistant Director II B	Office of the Head of Civil Service	Ministry of Defence	8 th October 2014	8 th October 2014	8 th November 2014
13	914882	Ms. Priscilla Afua Nyarkoa Appiah	F	Stenographer Secretary	Ministry of Defence	Office of the Head of Civil Service	9 th April 2014	9 th April 2014	Nil
14	74232	Mr. Samuel Dechi	M	Deputy Director	Ministry of Defence	Office of the President	8 th May 2014	21 st May 2014	Nil
15	638005	Ms. Erica Ayisi Biney	F	Stenographer Secretary	Ministry of Defence	Ministry of The Interior	18 th August 2014	1 st September 2014	3 rd September 2014
16	745252	Mrs. Deborah Mensah	F	Assistant Director II ^A	Ministry of Defence	Ministry of The Interior	8 th September 2014	22 nd September 2014	23 rd September 2014

D. STAFF ON SECONDMENT

S/N	Staff No.	Name Of Officer	Sex M/F	Grade	Seconded From	Seconded To	No. of years seconded	Start Date	End Date	Remarks
1	-	-	-	-	-	-	-	-	-	-

E. STAFF ON CONTRACT

There was one contract appointment. Below are the detailed particulars of the staff.

S/N	Staff No.	Name Of Officer	Sex M/F	Grade	Duration	Start Date	End Date
1.	79615	Mrs Mary Dei Awuku	F	Deputy Director	1 yr	13/12/13	13/12/2014

F. STAFF WHO EXITED THE SERVICE

The under listed persons of the Ministry exited the Civil Service for diverse reasons as indicated in the table:-

S/ N	Staff No.	Name	M/ F	Grade	Date	REASON					
						Retirement	Resignation	Dismissal	Interdiction	Death	Other
1	5406	Mr. Yaw Okyere Nyako			11/11/14	✓					
2	844381	Mr. Danny Hammond			23/11/14		✓				
3	71957	Ms. Evelyn Vanderpuijie			6/11/14	✓					

G. TRAINING & DEVELOPMENT

Scheme of Service and Competency-Based Training Programmes 2014 (Service Wide)

The Human Resource Directorate sought to build capacity amidst the challenge of financial constraint, in spite of the challenges; staff received training in the various capacities as indicated below.

S/N	Staff No.	Name of officer	Grade	Sex M/F	Course of study	Institution	Duration	Funding	
								GoG	DP
1	57116	Mr. Ben Asomani	Director	M	E-Government Leadership Capacity Building Programme	GIMPA	3 Days	✓	
2	8565	Mrs. Cynthia Asare Bediako	Director	F	E-Government Leadership Capacity Building Programme	GIMPA	3 Days	✓	
3	99469	Mr. E. A. Kartey	Director	M	E-Government Leadership Capacity Building Programme	GIMPA	3 Days	✓	
					Defence Management Course	GAFCS	2 Weeks		✓
4	99591	Mr. Ishmael Nii Adjei Browne	Deputy Director	M	Accelerated Course for promotion	CSTC	2 Weeks	✓	
					Managing Defence in a wider Security Network	KAIPTC	2 Weeks		

5	74232	Mr. Samuel Dechi	Deputy Director	M	Accelerated Course for promotion	CSTC	2 Weeks	✓	
6	702186	Mr. Frederick Koomson	Asst. Dir 11 A	M	Defence Management Course	GAFSC	2 weeks		✓
7	745252	Mrs. Deborah Mensah	Asst. Dir IIA	F	Diploma in Public Administration	GIMPA	3 Months	✓	
8	828700	Ms. Mercy Amoo-Darku	Asst. Dir IIB	F	Accelerated Course for Promotion	CSTC	2 Weeks	✓	
9	844381	Mr. Danny Hammond	Asst. Dir IIB	M	Certificate in Public Administration	GIMPA	2 Months	✓	
10	113810	Ms. Mercy Kodjo	Stenographer Secretary	F	Modern office Management Skills	CSTC	2 Weeks	✓	
11	747419	Ms. Emilite Akonnor	Stenographer Secretary	F	Modern office Management Skills	CSTC	2 Weeks	✓	
12.	668335	Ms. Janet Tannah	Stenographer Secretary	F	Modern office Management Skills	CSTC	2 Weeks	✓	
13	638005	Ms. Erica Ayisi	Stenographer Secretary	F	Modern office Management Skills	CSTC	2 Weeks	✓	
14	701387	Ms. Mavis Baah	Stenographer Grade 1	F	Modern office Management Skills	CSTC	2 Weeks	✓	

PART THREE

PLANNED PROGRAMMES AND DELIVERY

3.0 Introduction

The Ministry of Defence developed its programmes and activities based on policy objectives adopted from the National Policy document, the Ghana Shared Growth Development Agenda (GSGDA), 2010-2013. These programmes and activities were geared towards achieving the goal of the Ministry as well as the Nation.

3.1 Policy Objectives For 2014

The National Policy objectives adopted by MOD are;

To improve the state of combat readiness of the Ghana Armed Forces for rapid response to any security threat

- To improve logistical infrastructure for the Ghana Armed Forces
- To improve human resource and institutional capacity of the MOD and the GAF.
- To support national efforts aimed at transforming the nature of the economy to achieve growth and reduce poverty especially among the vulnerable and excluded.
- To improve the welfare of Servicemen and Veterans
- To support GAF participation in external Peace Support Operations and finally,
- To improve civil-military relations.

Subsequently, the Ministry adopted the following strategic plan programmes to enable it achieve its objectives during, the period under review (2014).

- Enhance institutional capacity of the security agencies through training of personnel and infrastructural improvement.
- Strengthen the international collaboration especially with neighboring countries to combat cross border crimes and piracy
- Build operational, human resource and logistics capacity of the security agencies.
- Forestall civil strife and external aggression
- Implement career development programmes and succession plans for all categories of staff in the public service
- Build technical capacity for M&E and statistics at all levels
- Target and bridge capacity gaps for the active and equal participation of women and men at all levels of civil society, economy, peace building and governance
- Build leadership and management capacities at all levels of the healthcare delivery system through training and provision of efficient healthcare management service.
- Improve the capacity of security services in external peacekeeping operations
- Enhance social protection interventions for the Aged by the provision of logistics and administrative support.
- Promote the implementation of Private Public Partnerships (PPPs) arrangements for the delivery of HIV and AIDS/STIs services
- Act in concert with other countries to address threats to international peace and security and strengthen Ghana's bilateral and multilateral diplomacy
- Develop administrative statistical system to routinely compile, analyse and disseminate reliable data from administrative processes and registers
- Ensure security for the oil and gas industry as a whole including installations and operations\

3.1.1 The following therefore represents MOD brief achievements of the planned programmes during the period under review;

Facilitated the training of members of staff in scheme of service and competency based courses

Training needs which were identified through staff performance appraisal system were used to develop a training plan to bridge capacity gaps. 24 staff members out of which 6 were males and 18 females benefited from training in E Governance leadership capacity building defence management, managing defence in wider security network and other scheme of service courses.

Produced draft Organizational Manual of the Ministry of Defence

The Directorate liaised with MSD to produce a draft organizational manual which attempts to remove all uncertainties and conflict of responsibilities and authority which militates against effective organizational performance and efficiency. Questionnaires were administered, coupled with face to face interview in line with why the MOD was setup. A validation workshop for the draft manual could not take place due to financial constraint.

Undertook a comprehensive staff appraisal and report forwarded to Office of the Head of Civil Service

A comprehensive staff performance appraisal was carried out to facilitate the development of framework for institutional and staff performance management.

In all, 23 members of staff were appraised under the year in review. 70% of the appraises were above the required standard, an indication that 30% of staff will require some training to improve their quality of work.

Conduct inventory of all Military Lands for proper demarcation and acquisition.

An Inventory on some Military Lands was conducted for proper demarcation and acquisition. A Regional Tour was made to Ashanti and Greater Accra Regions to conduct inventories on Military lands, however tours to Brong Ahafo Region could not be carried out due to budgetary constraints.

Produced Ministry of Defence Service Charter

To enhance collaboration among MOD and its Stakeholders, and the general public, the Ministry developed a Service Charter and distributed it to various sectors in the country.

Reinforced interaction of troops with High Command/Civil Authority

Visits were made to Garrisons in the Southern and part of the Central Command of the Ghana Armed Forces. The Central Command was however not completed due to inadequate funds.

Facilitated collaboration between MOD and Sister Security Services in order to best safeguard territorial integrity

This was made through the organization of a Round Table discussion held on 21st October, 2014, at the Kofi Annan International Peace Keeping and Training Center with Sister Security Services. It was recommended frequent inter-security discussions should be encouraged and Officers advised to desist from disclosing official information on the social media platform. The importance of this programme attracted financial support of the UNDP.

Equipped the MOD Library

No purchase of additional requisite books and materials took place during the year under review due to lack of funds however a Assistant Records Officer was recruited to man the library.

Organize four (4) joint outreach programme with the Defence Parliamentary Select Committee

The Parliamentary select committee on Defence and interior held one meeting at the Ministry of Defence during the course of the year. This meeting took place in November 2014. Also the Parliamentary select committee on Defence and interior undertook outreach and inspection programs from 2nd to 10th November, 2014. They visited the Northern

Command and the 66 Artillery Units in Ho. The purpose of the visits was to inspect and monitor the GoG funded projects and assess the status of development of GAF projects. The cost of the entire programme was GH¢25,000.00.

Update assets register

The asset register of the Ministry of Defence was duly updated during the course of the year under review, 2014. All items and equipments procured were all entered into the register. This was done to encourage the proper and judicious use of all assets of the Ministry and to minimize misuse and misappropriation.

Renew the MOD anti-virus program to ensure continuous protection from viruses and spyware

During the course of the year under review, the ministry of Defence renewed the anti-virus program. This was done by following the procurement process which involved inviting bids from accredited companies, comparing specifications and prices and then choosing one company to deliver the product. The company chosen to deliver the anti-virus was GENESOL Gh. Ltd at a cost of GH¢16,250.00.

Conduct inventory of all Military Lands for proper demarcation, acquisition and documentation.

An Inventory on some Military Lands was conducted for proper demarcation and acquisition. A Regional Tour was made to Ashanti and Greater Accra Regions to conduct inventories on Military lands, however tours to Brong Ahafo Region could not be carried out due to budgetary constraints.

Produced Ministry of Defence Service Charter

To enhance collaboration among MOD and its Stakeholders, and the general public, the Ministry reviewed and developed its Service Charter and distributed to various sectors in the country.

Ensure the reduction of HIV/AIDS/STI/TB/Diabetes/Hepatitis B transmission,

ensure their proper management and promote healthy lifestyle

Activities under this objective could not be carried out as planned due to lack of funding. The provision of condoms for staff (male and female) could not also be achieved due to inadequate funds.

3.1.2 The Following Represent Planned Programmes And Brief Achievements Of The Ghana Armed Forces (GAF) During The Period Under Review;

I. Continue to improve the capacity and readiness of the armed forces to deal with external threats to the country. Under this policy objective, the Ministry planned and achieved the following;

- To Procure ninety (90) command administration and staff vehicles and ten (10) motorbikes but only twenty-two (22) administration vehicles were provided from the Office of the President. However approval has been granted for the procurement of additional vehicles and motorbikes.
- Regular patrols of the EEZ/fleet exercises were to be conducted but due to non-payment of fuel bills to suppliers and lack of maintenance, occasional patrols were conducted.
- To undertake docking of two (2) ships. Although GNS BONSU has been docked partially, additional funding is required to complete the process. GNS OTU is yet to be docked.
- To procure other assets (Ammo, tents, detc), however it awaits the approval of tender documents from Central Tender Review Board (CTRB).
- To ensure adequate supply of medicines and other medical related items. Majority of the medicines and other health items were successfully procured.
- Provision of reliable ambulance services was one of the key priorities of the ministry during the reporting year, however minimal ambulance services were provided due to lack of funding which has affected the procurement of enough ambulances.

- The construction of 500-Bed new Military hospital in Kumasi is on schedule.
- To refurbish one (1) ship however due to lack of funding, this activity could not commence.
- Due to funds not being released, procurement of ship spares was not achieved.
- Due to funds not released, procurement of Navigational aids and equipment were not made.
- To expand and Equip NAVDOCK however partial expansion has been carried out in the course of the reporting year.
- To improve airstrips but was not executed since funds are not released.
- To carry out maintenance on A&B vehicles. Maintenance is on-going but requires additional funding.
- To procure ground support equipment of which some equipment has been procured.
- To refurbish one (1) aircraft. Even though negotiation with the maintenance company has been completed, it awaits comments from the AG.
- To refurbish two (2) hangars and this has been fully completed.
- To purchase aircraft spares but due to inadequate funding some aircraft spares were procured.
- To enhance capacities of (20) senior staff through relevant seminar/workshop meetings but this was not executed due to budget constraint and lack of sponsorship.
- To ensure regular (4) Monitoring on programs and projects but due to budget constraint, this objective is yet to be undertaken.
- To monitor programs and project implementation but this project is yet to start due to lack of Funds.
- To recruit and train 1200 Young Men and Women into GAF. It is worth noting here that the initial figures were reviewed from 1200 to 2000 and the process is still on-going
- To train 60 Officers at Senior Division however, as at December 2014 only fifty-four senior officers have been trained.
- To ensure quality and efficient ration supplies to troops monthly. This activity has been achieved and is on-going.

II. *Continue to improve the capacity and readiness of the armed forces to engage in International Peacekeeping Operations:*

- To train 250 Officers and 4000 Men for International Peace Support Operations. Mentioned personnel trained and deployed.
- To purchase Combat Vehicles (AFVs, APCs)
- To refurbish one (1) Helicopter. Even though negotiation with Maintenance Company is completed, comment from the AG is pending.

III. *Ensure Military Service personnel conduct their service more safely and efficiently, in attire that is appropriate and in an atmosphere that is befitting of their status:*

- To refurbish one (1) hangar, however funding is pending.
- To conduct joint operations with other security agencies and NADMO but three (3) joint operations are on-going.

IV. *Work closely with the Ministry of Interior, the National Peace Council and other relevant bodies to contain and improve conflicts situations nationwide:*

- To train 120 officers from the Armed Forces, Sister Security Services and MDAs in Conflict and Crisis Management (CCMC) annually and this training is being conducted.
- To train 120 officers from the Armed Forces, Sister Security services and MDAs in Exclusive Economic Zone Management (EEZ) annually and this training has been conducted.

V. *Bridge equity gaps in access to health care services and nutrition*

Little was seen to have been done with respect to activities planned under this objective due to inadequate funds. Work on the expansion of medical facilities at the 37 military hospital and Garrisons could not be completed, progress of work remains the same considering the amount of work recorded the previous year, 2012. No additional facility was built at

any of the Garrisons as planned due to unavailable funds and there was no provision of incentive packages for military health professionals because funds available were inadequate.

VI. Improve the Capacity of the Security agencies to provide internal and external security for human safety and protection

Some of the activities outlined to be carried out; to Procure Fire Tenders, Parachutes and Helicopters with fire fighting capabilities, to construct 4 armouries and magazines and to Procure earth moving equipment for disaster management could not be achieved because of lack of funds.

The activity, to Provide Ships and Fast patrol boats to aid in achieving the above objective was achieved accordingly.

As the Police is one of the major agencies that the military collaborates with to ensure security and protection of nationals, there was the need to support the police in improving their capacity to enable them provide the required collaboration to the military. A lot of progress was made during the year under review in that regard.

Due to inadequate funding, provision of early warning mechanisms and equipment was not achieved.

VII. Improve data base for policy formulating, analysis and decision making

The activity; to procure equipment/surveillance systems and software to improve data management has been deferred to 2014 due to lack of funding.

The monitoring exercises that have to be conducted by the PPME directorate was suspended as a result of logistical and human resource challenges.

One successful activity is the interaction with Parliamentary Select Committee on Defence. This meeting took place twice in the year and was very beneficial to the Ministry.

The following activities were also achieved;

- To resource the Naval Dockyard Complex to operate on commercial Basis,
- To Resource 37 Military Hospital to operate on commercial basis,
- To organise GAF Council meetings quarterly,
- To organise Oil and Gas Technical security meetings monthly,
- To organise monthly Defence budget committee meetings
- To organise Defence tender Committee meetings.

MOD in seeking to improve internet connectivity is still encountering challenges.

3.1.3 Financial Performance

The Ministry of Defence's main source of finance is the Government and internally Generated Funds (IGF). For the 2014 fiscal year, the Ministry of Defence had a total GOG approved budget of Five Hundred and Forty Two Million, Six Hundred and Sixty Two Thousand, Two Hundred and Thirty Five Ghana Cedis (GH¢542,662,235.00). In relation to internally generated funds (IGF), the 37 Military Hospital realized a total of Seven Million, Eight Hundred and Sixty Four Thousand, Eight Hundred and Eighty Nine Ghana Cedis and Thirty Two Pesewas (GH¢ 7,864,889.32) in 2014. In addition to the above, the Ministry received an amount of Six Thousand Ghana Cedis (GH¢ 6000) from the United Nations Development Programme (UNDP)

However the actual expenditure during the same year for GOG was Twenty Million, Eight Hundred and Twenty Five Thousand, Six Hundred and Nineteen Ghana Cedis and Seventy Four Pesewas (GH¢20,825,619.74).

The total budget estimates for the sector for 2014 fiscal year was in the tune of GH¢ 575,609,000.00(Five Hundred and Seventy Five million, Six hundred and Nine Thousand Ghana Cedis, whilst the approved budget for the year was Five Hundred and Forty Two Million, Six Hundred and Sixty Two Thousand, Two Hundred and Thirty Five Ghana Cedis (GH¢542,662,235.00)and total receipts amounted to Twenty Nine Million, Nine Hundred and Seventy Eight Thousand, One Hundred and Seventy One Ghana Cedis and Fifty Nine Pesewas (GH¢29,978,171.59).

Details of the financial performance of the Ministry is contained in Table 3.0

Source	2014		
	MINISTRY OF DEFENCE		
	Approved Budget GH¢	Actual Receipts GH¢	Actual Expenditure GH¢
GOG			
Compensation of Employees	512,522,000.00	6,210,248.18	6,210,248.18
Use of Goods & Services	16,156,810.00	14,990,997.26	5,838,445.41
Non-financial Assets	2,635,425.00	912,036.83	912,036.83
IGF	11,348,000.00	7,864,889.32	7,864,889.32
TOTAL	542,662,235	29,978,171.59	20,825,619.74

Table 3.1 2010 financial performance of Ministry of Defence

ANALYSIS OF 2014 BUDGETARY ALLOCATION VRS. ACTUAL RELEASES

ITEM	ANNUAL APPROVED BUDGET GH¢	RELEASES (JAN - NOV) GH¢	ABSOLUTE VARIANCE GH¢	PERCENTAGE (%)
Compensation of employees	512,522,000.00	6,210,248.18	506,311,751.82	
Use of goods and services	16,156,810.00	14,990,997.26	1,165,812,74	
Non-financial investments	2,635,425.00	912,036.83	1,723,388.17	
IGF	11,348,000.00	7,864,889.32	3,483,110.68	
TOTAL	542,662,235	29,978,171.59	512,684,063.41	

3.1.3.1 Comments on financial performance

1. Budget Preparation

The 2014 sector budget was prepared by the Defence Budget Committee made up of staff at the Ministry of Defence and personnel from the Ghana Armed Forces. The budget was designed based on the 2014 ceiling provided to the Sector by the Ministry of Finance (MOF). The ceiling was shared between the Ministry of Defence and its cost centers.

Table 3.2 Analysis of variance in financial performance for 2013 and 2014

VARIANCE 2013				VARIANCE 2014		
	<i>Approved budget GH¢</i>	<i>Actual receipts</i>	<i>Variance</i>	<i>Approved budget</i>	<i>Actual receipts</i>	<i>Variance</i>
Compensation of employees	453,200,000.00	497,083,280.43	-43,883,280.43	512,522,000.00	6,210,248.18	506,311,751.82
Use of goods and services	33,357,510.76	55,923,685.63	-22,566,174.87	16,156,810.00	14,990,997.26	1,165,812,74
Non-financial investments	5,746,000.00	34,373,895.58	-28,627,895.58	2,635,425.00	912,036.83	1,723,388.17
IGF	5,973,910.00	7,277,236.79	-1,303,326.79	11,348,000.00	7,864,889.32	3,483,110.68
TOTAL	498,277,420.76	594,658,098.43	-96,380,677.67	542,662,235	29,978,171.59	512,684,063.41

There was a noticeable variance in the actual releases for the fiscal year 2014. This reflects the economic climate of the economy. For 2013 the variance is in the negative.

II. *Releases from MOF*

Releases from MOF for the 3- lined items (**Compensation of employees, Use of goods and services, Non-financial investments**) are depicted in Table 5.4

Table 3.3 Releases for 2014 (Ministry of Defence)

S/N	ITEM/S	AMOUNT GH ¢
01	Compensation of employees	6,210,248.18
02	Use of goods and services	14,990,997.26
03	Non-financial investments	912,036.83
04	IGF	7,864,889.32
	TOTAL	29,978,171.59

PART FOUR

CHALLENGES AND MITIGATING STRATEGIES

The Challenges that the Ministry faced in the year 2014 and the Mitigating strategies that were adopted to ameliorate those challenges are indicated in the Table Two (2) below. The challenges were mainly logistical and financial constraints. It is proposed that an increase in budgetary allocation alongside prioritizing programmes and projects would help in mitigating this challenge. Steps should also be taken to strengthen the capacity to increase Internally Generated Funds (IGF).

Logistics are essential for an efficient and effective work to be accomplished. For the success of a programme, project or activity, from the time it starts to the time of completion, the flow of resources is important. MOD looks forward to maintaining its programme of periodic maintenance of its equipment base and hopes to acquire new ones where necessary. Moreover, available logistics would be used efficiently to achieve the needed results. Inadequate vehicles in MOD was a great challenge in 2014, affecting service delivery.

GAF has some training facilities, but considering the increasing military staff base and the need to upgrade the military per the challenges with globalization, more training facilities are needed. Some unused military lands, can be developed into training facilities as per the needs of the military.

One major challenge is capacity building programmes for all staff, especially the Civilian staff whose service delivery are very critical to facilitate the operations of the GAF. There is therefore the need to have comprehensive Training plan/policy to achieve a balance in training for both civilian and the GAF as well as organizing Team Building programmes for them to enhance service delivery of all staff.

In sum, the following represents the key challenges facing MOD;

- Inadequate and untimely release of funds for planned training programs
- Lack of adequate logistics to facilitate Human Resource planned programs

- Lack of IT Professionals
- Delays in disbursement of funds by Central Government
- Inadequate budgetary allocations and budget cuts
- Inadequate capacity building of the Civilian staff of the MOD

Table 4.0 Challenges and Mitigating Strategies

	CHALLENGES	MITIGATION STRATEGY(IES)
1	Financial Constraints	Advocacy for increase in budgetary allocation To develop the capacity to increase Internally Generated Fund (IGF) Re-prioritization of Programmes and Projects Adopt prudence in financial management
2	Logistical Constraints	Acquire new equipment and tools Repair old equipment and tools regularly
3	Inadequate vehicles	Purchase the required vehicles and motor bikes
4	Inadequate technical staff mix	Build Human Resource Capacity - selected members of staff (both Civilian and GAF) trained to improved their skills and competence annually. The Ministry will also organize relevant Team Building exercises between the Military and Civilian workers to improve productivity.
5	Isolated incidence of military and civilians clashes	Organize joint military and civilians fun fairs and programmes
6	Limited training facilities	Develop unused military lands into more training facilities

PART FIVE

OUTLOOK FOR 2015

The Ministry of Defence adopted its strategies in line with the Ghana Shared Growth Development Agenda (GSGDA) after identifying issues pertaining to the Ministry and in which the Ministry is in the capacity to address. The following are the strategic objectives the Ministry has adopted to enable it deliver on its mandate in 2015.

- Enhance institutional capacity of the security agencies through training of personnel and infrastructural improvement.
- Strengthen the international collaboration especially with neighboring countries to combat cross border crimes and piracy
- Build operational, human resource and logistics capacity of the security agencies.
- Forestall civil strife and external aggression
- Implement career development programmes and succession plans for all categories of staff in the public service
- Build technical capacity for M&E and statistics at all levels
- Target and bridge capacity gaps for the active and equal participation of women and men at all levels of civil society, economy, peace building and governance
- Build leadership and management capacities at all levels of the healthcare delivery system through training and provision of efficient healthcare management service.
- Improve the capacity of security services in external peacekeeping operations
- Enhance social protection interventions for the Aged by the provision of logistics and administrative support.
- Promote the implementation of Private Public Partnerships (PPPs) arrangements for the delivery of HIV and AIDS/STIs services
- Act in concert with other countries to address threats to international peace and security and strengthen Ghana's bilateral and multilateral diplomacy

- Develop administrative statistical system to routinely compile, analyse and disseminate reliable data from administrative processes and registers
- Ensure security for the oil and gas industry as a whole including installations and operations\

PLANNED PROGRAMMES FOR THE YEAR 2015

The following are the strategic plans the Ministry has adopted to enable it achieved its objectives in 2015.

- Acquisition of seven (7) vehicles to enhance movement and official duties within the Ministry
- Renovation of MOD Office and residential accommodation
- Procurement of 40% of office and ICT equipment
- Organize four (4) budget committee monitoring activities
- Organize five (5) GAF Council meeting annually
- Organize ten (10) ARIC inspection visits
- Organize four (4) joint outreach programmes
 - with Parliamentary select committee
- Improve financial reporting
- Develop a comprehensive Result-Based Monitoring and Evaluation System for MOD
- Undertake regular monitoring and evaluation on all planned programmes
- Undertake monitoring and evaluation of all units under the MOD and the Ghana Armed Forces (GAF).
- Implement workplace HIV/AIDS programmes
- Facilitate Gender mainstreaming initiative

- Facilitate activities collect information and analyse data on all Military properties in Ghana.
- Implementation of fall – out decisions from the Round Table Discussion
- Submission of departmental planned programmes and activities
- Submission of departmental budgetary estimates

- Complete the production of organizational manual for MOD by validating the draft organizational manual
- Undertake training of members of staff in scheme of service competency based and academic training programs
- Conduct performance appraisal to access to strength and weakness of staff for onward submission of Appraisal Reports to Office of the Head of Civil Service
- Review and update Ministry of Defence Human Resource database
- Put together the Leave Roster and Promotion Register
- Organize programs to invigorate the Health of Staff

APPENDIX 1

MOD STAFF LIST

S/N	Name	Sex	Date Of Birth	Current Grade	Date of 1st Appt	Date of Present Appt.	Qualification	Directorate/unit	Senior staff/junior staff	Number of years at current ministry	Remarks
1.	Mr. Alidu Fuseini	M	28-Oct-58	Chief Director	9/09/81	19/09/01	MA	Chief Director	Senior	1 yr	
2.	Mr. Ben Asomani	M	8-Jan-58	Director	13/10/88	01/01/06	MA HONS	Fin &Admin	Senior	6 yrs	
3.	Mr. Vincent K. Adzato-Ntem	M	22-Jan-57	Director	26/06/88	01/07/03	MA	R&DC	Senior	7 mths	
4.	Mr. Yaw Okyere-Nyako	M	11-Nov-1954	Director	Jan. 1986	11/11/05	MA	PPME	Senior	1yr 9mths	
5.	Ms. Cathrine Adu-Boadi	F	21/11/65	Director	August 1992	2011	Msc	PPME	Senior	4mths	
6.	Emmanuel Kartey	M	10-June-69	Director	12/5/97	1/8/11	BA	HR	Senior	1yr 5mths	
7.	Mr. Ishmael Nii Adjei Browne	M	24-Mar-65	Dep. Dir	7/5/97	1/09/07	MA	R&DC	Senior	9yrs	
8.	Mr. Baffour Awuah Richard	M	7/03/67	Dep. Dir	15/05/95	2/02/12	MBA	PPME	Senior	4mths	
9.	Mrs. Adwoa Ofori-Adarkwah	F	19-Jun-67	Asst Dir I	1/11/90	1/01/12	MA	HR	Senior	8yrs	
10.	Ms. Freda Agyei Asare	F	28-Apr-82	Asst Dir IIA	1/11/08	1/05/12	BA	R&DC	Senior	6 yrs	
11.	Mr. Sumaila Bakari	M	15-May-77.0	Asst Dir IIA	1/11/08	1/12/11	BA	R&DC	Senior	6 yrs	
12.	Ms. Esi Mansa Oklu	F	30-Mar-80	Asst Dir IIA	1/11/08	1/12/11	BA	Fin &Admin	Senior	6 yrs	
13.	Mr. Frederick Koomson	M	19-Feb-83	Asst Dir IIA	1/11/08	1/05/12	BA	Fin & Admin	Senior	6yrs	
14.	Ms. Doreen Gosh Afriyie Sanwu	F	30-10-72	Asst Dir IIA	/03/98	1/11/12	BA	HR	Senior	3mths	
15.	Ms. Mercy Amoo-Darku	F	16-Dec-1985	Asst Dir IIB	11/01/10	11/01/10	BA	HR	Senior	3yrs	

16.	Mr. Danny Nii Armah Hammond	M	19-July-1985	Asst Dir IIB	23/8/11	23/8/11	Msc	Fin & Admin	Senior	3yrs	
17.	Yaa Adofo Konadu	F	17-Feb-1983	Asst Dir IIB	8/10/12	8/10/12	Bsc	PPME	Senior	2yrs	
18.	Kaaka Dello-Ziem	M	31-May-1977	Asst Dir IIB	1/12/13	1/12/13	LL.B/C hart Econ.	Fin & Admin	Senior	2mths	
19.	Ebenezer Nanaba Thompson	M	6-04-1988	Assistant Recods Off.	1/05/13	25/02/14	BA	R & DC	Senior	10mths	
20.	Ms. Evelyn VanderPuije	F	25-Nov-1954	Chief Exe Off	1/08/75	1/1/07	O'Level I	HR	Senior	5yrs	
21.	Rita Oye Awuah	F	28-Jan-1985	Prin. Exe Off	2/05/13	2/05/13	HND	HR	Senior	1yr 8mths	
22.	Mercy A. Phorson	F	25-July-67	Prin. Exe Off	1/02/87	1/12/08	O'Level I	HR	Senior	3mths	
23.	Courage Kwabla Adjei	M	17-Jun-1986	Asst Records Offr	15/8/11	15/8/11	BA	Registry	Senior	4yrs	
24.	Mr. Daniel Y. Apreko	M	30-Nov1967	Principal Records Spvr	2/1/91	1/5/12	O Level	Registry	Senior	10yrs	
25.	Eric Nii Otokunor Sackey	M	1-Feb-1975	Snr Records Asst	1/2/04	1/3/10	O Level	Registry	Senior	3½ yrs	
26.	Miss Juliet Akueteh	F	15-Apr-1989	Rcords Supervisor	30/12/2011	30/12/11	Diplo ma	Registry	Senior	3yrs	
27.	Ms. Martha Adomako	F	24-Sep-1967	Snr. Pvt Sec	1/11/90	1/09/09	O LEVEL	HR	Senior	16yrs	
28.	Janet Clottey	F	20-june-60	Pvt Sec.	23/3/95	7/3/13	O'LEV EL	HR	Senior	1 ½ yrs	
29.	Mr. Philip A. Sampa	M	27/09/57	Principal Store Keeper	2/1/93	1/12/10	L4 CIPS	Fin & Admin	Senior	3yrs	
30.	Mr. Theophilus	M	30/5/80	Store	20/12/12	24/12/12	HND	Fin &	Junior	2yrs	

	Namoale			Keeper				Admin			
31.	Ms. Mercy Kodjo	F	10-May-1959	Steno Sec	10/7/79	18/4/05	Steno Sec	HR	Junior	2yrs	
32.	Ms Emelite Akonnor	F	16-Apr-1982	Stenographer Secretary	4/12/09	4/12/09	HND	HR	Senior	5yrs	
33.	Janet Tannoh	F	21-Oct-82	Stenographer Secretary	6/11/07	1/01/09	Diplo ma	HR	Senior	1yr 4mths	
34.	Ms. Mavis Baah	F	1-July - 1989	Steno Gd I	9/12/08	1/06/09	Steno Sec	HR	Junior	5yrs	
35.	Mr Joseph Ako-Nai	M	28-Dec-1956	Asst. Chief Driver (PH)	12/12/83	1/1/11	MSLC	Transport	Junior	29yrs	
36.	Mr. Ebenezer Adjei Akrong	M	2-Dec-1970	Yard foreman	1/04/96	1/01/12	MSCL	Transport	Junior	19yrs	
37.	Eric Antwi	M	21-Feb 1973	Heavy Duty	10/01/95	1/01/09	MSCL	Transport	Junior	6yrs	
38.	Mr. Fred Anti	M	15-Oct-1974	Yard Foreman	26/08/08	01/09/11	MSLC	Transport	Junior	6yrs	
39.	Mr. Charles Antwi	M	23-Nov-1957	Heavy Duty Driver	20/11/03	01/04/12	MSLC	Transport	Junior	4yrs	
40.	Mr. Gideon Sowah	M	3/01/72	Heavy Duty Driver	25/08/97	1/07/10	Diplo ma in Adm.	Transport	Junior	1yr 3mths	
41.	Mrs. Irene Iris Tetteh	F	28-June-1957	Chief Inter Audit	1/12/11	1/12/11	MBA	Internal Audit	Senior	4yrs	
42.	Mr. Emmanuel Aklavor Anane	M	13-Sep-1977	Snr. Internal Auditor	1/12/11	1/12/11	MBA ACCT/ FIN	Internal Audit	Senior	4yrs	
43.	Samuel Ofosu-Appeat	M	27-Oct-1969	Inter Auditor	1/12/11	1/12/11	ACCA	Internal Audit	Senior	4yrs	
44.	Mrs. Grace Annor-Owusu	F	13-Apr-1982	Inter Auditor	1/12/11	1/12/11	BA	Internal Audit	Senior	4yrs	
45.	Mrs. Charlotte Tetteh	F	23-Nov-1963	Chief Accountant	21/11/89	1/01/11	BA HONS	Treasury	Senior	8yrs	

46.	Mr. Stephen Ekow Graves	M	20-Apr-1968	Chief Accountant	23/02/96	01/01/12	CMBA ICA	Accounts	Senior	10yrs	
47.	Mr. Jaha Imoro	M	6-Mar-1957	Principal Accountant	02/82	11/11/06	BA	Treasury	Senior	10yrs	
48.	Mr. Kwaku Ampadu Amoh	M	10-Oct-1984	Senior Accountant	28/09/09	01/09/11	ACCA/Bsc	Treasury	Senior		
49.	Ms. Sabina Cheffa	F	23-Sep-1968	Senior Accountant	7/10/94	11/11/13	BCS	Treasury	Senior	8yrs	
50.	Mr. Paul Osei Ofori	M	2-Jul-1964	Senior Accountant	16/01/89	1/01/2011	BSC	Treasury	Senior	3yrs	
51.	Miss. Juliet Dan-Doe	F	20-Apr-1983	Accountant	1/8/07	10/2011	BSC	Treasury	Senior	2yrs	
52.	Mrs. Jemimah Adih	F	28/7/81	Accountant	14/1/13	14/1/13	BA	Treasury	Senior	2yrs	
53.	Mr. Dawud Musah Yakubu	M	5-May-1974	Principal Accounts Off	21/01/10	21/01/10	BSC ACC	Accounts	Senior	5yrs	
54.	Ms. Vivian Gbena	F	18-Nov-1969	Principal Data Entry Off	1/10/92	1/1/10	A LEVEL	Treasury	Senior	6yrs	
55.	Mr. Jawula Shaibu	M	10-Apl-1969	Act Off	10/09/98	10/09/98	DBS ACCT	Treasury	Senior	7yrs	
56.	Mrs. Jacqueline Onasis Martey*	F	17 th Nov-1976	Accounts Technician	2 nd July, 2001	01/12/10	A LEVEL	Accounts	Junior	1mths	
57.	Ms. Agnes Bamona Salifu	F	21-May-1972	Snr Act Off	1/12/98	1/12/09	O LEVEL	Treasury	Senior	5yrs	
58.	Mr. Richard Standyllus Attah	M	3-June-1978	Accounts Technician	25/2/10	01/03/14	ABC	Treasury	Junior	4yrs	
59.	Tetteh Odonkor Debrah	M	22-Feb-1978	Senior Supply Officer	29/10/08	1/05/2014	MA	Procurement	Senior	7mths	

60.	Nuzrat Otoo	F	26-Feb-1986	Principal Store Keeper	23/12/09	01/05/14	HND	Procurement	Senior	7mths	
61.	Fuseina Alhassan	F	22/July-1983	Receptionist	7/02/13	7/02/13	DBS	Fin & Admin	Junior	8mths	
62.	Edna Akpene Attah	F	15-Jan-85	Asst. Protocol Officer	15/09/14	15/09/14	BA	DPR	Senior	2mths	
63.	Millicent Arku	F	24-June-84	Stenographer Grade II	7/10/14	7/10/2014	SSCE	HR	Junior	2mths	

POLICY PLANNING MONITORING & EVALUATION DIRECTOR: Mrs. Catherine Adu-Boadi.

SIGNATURE

DATE: 27TH JANUARY 2015