
EXECUTIVE SUMMARY

Background

The Medium Term Development Plan, 2014-2017 (MTDP, 2014-2017) contains the Ministry's plans between the years 2014 to 2017 to enhance efficiency, effectiveness and accountability in the management of the Ministry of Defence (MOD). Section 1, 10 and 11 of the National Development Planning (System) Act 1994 (Act 480) enjoins Ministries and Sector Agencies to undertake development planning functions in consultation with the National Development Planning Commission (NDPC) in accordance with the Civil Service Law, 1993 (PNDC). Section 10 (3) of the same Act indicates that the Ministry and the Sector Agency shall base its development planning on the National Development goals issued by the NDPC and in Section 10 (5), it says that the Ministry or Sector Agency shall ensure that the plans are compatible with the National Development goals.

The Ministry developed its MTDP (2010-2013) from the Ghana Shared Growth and Development Agenda 2010-2013 (GSGDA 2010-2013) and implemented it over the four (4) year period. A review of the Ministry's performance was done and translated into developing the succeeding MTDP 2014-2017.

Methodology

MOD adopted the participatory approach in the preparation of the development Plan of which inputs from all stakeholders of the Ministry were sought. A Plan Preparation Team (PPT) was set up for the preparation of this document which relied considerably on the technical expertise of the Military Personnel from the Ghana Armed Forces (GAF) and was facilitated by two Resource Persons from NDPC. A plenary workshop heralding a series of workshops was chaired by the Chief Director of the Ministry of Defence.

The PPT collated data for the preparation of the MTDP 2014-2017 from all stakeholders that fall under the umbrella of MOD; the Four line Directorates of the Civil Service, The General Headquarters encompassing the Ghana Army, Navy, Air Force, Armed Forces Command and Staff College, Military Academy and Training Schools, Veterans Administration, Ghana, Kofi Annan International Peacekeeping Training Centre, Office of the Defence Advisors, 37 Military Hospital.

One main challenge faced by the Team during collection of data was the restrictive nature of some vital information from the Ghana Armed Forces (GAF). It is expected that with the approval and publication of this MTDP additional fund sources would be identified by the MOD to implement the many laudable programmes, projects and activities deduced within the strategies drawn up.

Challenges of Implementation of MTDP 2010-2013

Based on the performance review of the MTDP 2010-2013, the following challenges were encountered during implementation.

- Low level of budgetary allocation.
- Delay in the release of funds
- Inadequate capacity of some staff
- Inadequate Financial, Material and Human Resource.
- Logistical Constraints (Transport, etc.)
- Inadequate skills in Monitoring and Evaluation.
- Paucity of Data.

Goal of MOD MTDP 2014-2017

The Ministry of Defence's goal for the Development Plan of 2014-2017 is, "To ensure security and adequate protection of life, property and rights of all residents especially the vulnerable and excluded within a democratic environment."

Development Priorities relevant to MOD MTDP (2014-2017)

The National Medium Term Policy Framework 2014-2017 has seven thematic areas and based on the Ministry's vision and mission, the programmes, projects and activities in the current plan addresses issues under three (3) thematic areas from the GSGDA 2014-2017. These are;

- Transparent and Accountable Governance
- Oil and Gas Development
- Human Development, Productivity and Employment

Organisation of MTDP 2014-2017

The document is divided into (7) seven Chapters and is developed from three (3) thematic areas namely; Developing Human Resource for National Development, Transparent and Accountable Governance, and Oil and Gas Development. These three (3) thematic areas were culled from among (7) seven thematic areas outlined in the National Medium Term Development Policy Framework 2014-2017.

Chapter One

The first chapter on the Profile, Current Situation and Baseline data throws light on the constitution and the Act that established the Ministry of Defence, its vision, mission statement and functions. It also reviews the performance of the MOD under the three thematic areas of GSGDA (2010-2013). The review assesses the level of implementation of set objectives and corresponding activities and financial performance; and also identifies the challenges, gaps, and lessons learnt during the implementation of GSGDA. There is also a focus on the logistic capacity and personnel of the Ministry in terms of grade distribution, manpower strength, age, gender, attrition rate of the staff, among others.

Chapter Two

This chapter was based on prioritization of development issues. Based on the National Medium Term Development Policy Framework 2014-2017, three (3) main thematic areas namely; Human Development, Productivity and Employment, Transparent and Accountable Governance and Oil and Gas Development were identified as having a bearing on the development priorities of the Ministry of Defence. Under these broad thematic areas, some sector development issues that Ministry of Defence could identify with were noted and analyzed. The POCC analysis was used to assist with prioritization.

Chapter Three

In the third chapter, a sector goal was formulated for The Ministry of Defence which will ensure that the sector achieves its vision and mission. Compatibility analysis was conducted to align the sector goal with the National Goal. Also, key policy objectives and strategies were selected from the National Medium Term Development Policy Framework 2014-2017 under the identified thematic areas: These policies and strategies would form the basis for developing the Ministry's development priorities. These objectives and strategies were chosen as likely solutions to addressing the identified development issues.

Chapter Four

Chapter four was solely on development programmes drawn for the identified thematic areas namely Human Development, Productivity and Employment, Transparent and Accountable Governance and Oil and Gas Development. A time frame, indicative budget and relevant implementing agencies have been identified in relation to the Ministry's objectives and strategies. Also a comprehensive Financial Plan, which is an estimation of the total amount required to implement the activities and projects lined up was drawn. It was expected that there will be resource gap due to the inadequacy of the allocation from the Government of Ghana thus the Ministry intends to mobilise additional resources to be able to bridge the resource gap.

Chapter Five

The Ministry's Annual Action Plan covered chapter five (5). Annual activities under the Ministry's objectives were formulated for the years 2014 to 2017. A quarterly time schedule, indicative budget and implementing agencies as well as location and indicators were developed in relation to each planned activity. The objectives and planned activities of the main agency under the Ministry of Defence which is Ghana Armed Forces (GAF) were considered in the preparation of the Ministry's Annual Action Plan.

Chapter Six

The chapter Six (6), Monitoring and Evaluation Plan was not captured in the MDTP, since it is in the Ministry's M&E Plan.

Chapter Seven

The strategy to be used by the Ministry of Defence to promote and disseminate the Medium Term Development Plan 2014-2017 to the various stakeholders outlining their specific roles is outlined in this chapter. The Ministry will employ the use of the Media, conferences, seminars, and the internet among other methods. Copies of the document would also be disseminated

among Ghana's Defence Attaches in the nation's Missions and High Commissions abroad, the Office of the Chief of the Defence Staff, and extracts of relevant areas would be made for our Development Partners/Donors.

Implementation Cost

The projected cost of implementing the current plan is..... the Government of Ghana is expected to provide GH¢ and the remaining GH¢..... from Development Partners.

CHAPTER ONE

PROFILE, CURRENT SITUATION, AND BASELINE

1.0 Introduction

This chapter highlights the constitution and the Act that establishes the Ministry, its vision, mission statement and functions. It also reviews the performance of (MOD) under **three (3)** thematic areas of the GSGDA (2010-2013). The review assesses the financial performance of the Ministry and the level of implementation of set objectives and corresponding activities. It also identifies the challenges, gaps, and lessons learnt during the implementation of GSGDA. There is also a focus on the components and structure of the Ministry with special emphasis on personnel of the Ministry. Information on staff strength, grade distribution of the general administration indicating establishment levels and existing gaps on each grade due to the current number of staff at post, age distribution of staff, gender and staff attrition is captured and analysed. Organisations and agencies as well as key stakeholders of the Ministry of Defence are outlined.

1.1 Background

The Ministry of Defence (MOD) was established as a Public Administrative entity charged 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 in 1957. The first **Permanent Secretary was Lt. Col .B. De Rose**. In 1958, he handed over to **A.L. Adu**, who was then Principal Secretary for the **Ministry of Defence and External Affairs** in **Giffard Camp**, now known as **Burma Camp**. The reason for its existence as a Ministry can also be traced from the 1960 Republican Constitution which provided for the establishment of the Ghana Armed Forces. This was reinforced by the enactment of the Armed Forces Act 105 of 1962.

The 1992 Constitution of Ghana spells out the importance of protecting national values and institutions, to safeguard freedom, protect systems for justice and accountability, preserve and maintain Ghana's cultural and social heritage, peace and stability, and to maintain a truly democratic society. Some of the main pillars on which Ghana's national interests rest include:-

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

The Constitution therefore is a major source from which the Ministry of Defence's mandate, policies and values are derived. During the period under review, the Ministry of Defence continued to discharge its statutory functions which included among other things, the formulation, implementation monitoring and evaluation of policies in relation to the mandate of the Ghana Armed Forces. The Ministry of Defence, unlike the other

ministries is unique in its functions which concerns national security and protection of the country. For this reason, the Ministry depends largely on its professional and technical personnel, within the Ghana Armed Forces in performing most of its functions. This, to a large extent accounts for its peculiar organizational structure.

At the helm of the structure of the Ministry of Defence is **the President** who is the **Commander-In-Chief 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**, who is a member of cabinet, is the political head of the Ministry. The Minister is assisted by a Deputy Minister. Below the political head is the Chief Director, followed by the Civil Service Directors and the military arm headed by the Chief of Defence Staff (CDS).

1.2 Vision

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

1.3 Mission Statement

The Ministry of Defence exists to proactively promote National and Regional Defence interest and effectively contribute to national development agenda

1.4 Functions

The functions of the Ministry are the following:

- 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 Veterans Association of Ghana (VAG) before Cabinet and Parliament
- To provide inputs for defence leaderships, guidance and sound interpretation of defence policies
- To formulate policies in relation to the operations of the GAF and the VAG, especially in areas of remuneration, provision of logistics and resources to enable them function efficiently
- 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 and educational facilities
- 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

1.5 Performance Review

The performance of the MOD was reviewed under the two (2) thematic areas of the GSGDA (2010-2013). The review was to enable the Ministry assess the level of implementation of set objectives and corresponding activities. It was also to identify the challenges, gaps, and lessons learnt during implementation.

The activities of the Ministry of Defence in the planned period faced various challenges of inadequate funds, untimely release of funds, inadequate logistics and personnel and lack of skilled personnel among others. Amidst these challenges many of these activities were achieved at differing degrees though some could not be implemented. This is shown in tables below.

1.5.1 2010 Performance Review

During the period (2010), the following Objectives and their corresponding activities were set.

SRL	ACTIVITY	STATUS OF IMPLEMENTATION	REMARKS
1.0	THEMATIC AREA 1 – DEVELOPING HUMAN RESOURCE FOR NATIONAL DEVELOPMENT		
1.1	Develop and retain human Resource capacity at National, Regional, and District levels:		
1.1.1	Train four (4) core personnel in computer networking system half yearly	Achieved	
1.1.2	LAN internet development and connectivity	Achieved	
1.1.3	Sponsor two (2) military officers for further training by Dec, 2010	Achieved	
1.1.4	Sponsor ten (10) senior staff for professional/technical skills locally	Achieved	
1.1.5	Sponsor four (4) secretarial staff for upgrading courses	Achieved	
1.1.6	Sponsor three (3) senior staff for overseas course annually	Achieved	
1.1.7	Sponsor fifteen (15) senior staff to relevant seminars annually	-	
1.1.8	Procure books, magazines and other periodicals annually	Achieved	

1.1.9	Sponsor fifteen(15) senior staff to relevant seminars annually	Achieved	
1.2	Improve the capacity of security agencies to provide internal security for human safety and protection:		
1.2.1	Train thirty(30) foreign military officers by 31 st Dec,2010	Achieved	
1.2.2	Train hundred(100) officers for higher command responsibilities by 31 st Dec,2010	Achieved	
1.2.3	Organise twelve(12) Defence Tender Committee meetings	Achieved / Not Achieved	
1.2.4	Organise six(6) Audit committee meetings monthly	Achieved/ Not Achieved	
1.2.5	Organise monthly field inspection	Not Achieved	
1.2.6	Procure three (3) motor- bike and vehicle	Not Achieved	
1.2.7	Renovate MOD residential accommodation	Not Achieved	
1.2.8	Procure office equipment	-	
1.2.9	Furnish the offices with furniture	Irrelevant, because the offices were already furnished	
1.2.10	Recruit and train 1,600 young men and women by 30 th Dec, 2010	-	
1.2.11	Procure communication equipment/repairs/maintenance of AVB vehicles and office stores	Not Achieved	
1.2.12	Procure operational utility vehicles for GHQ (P&D)	Not Achieved	
2.13	Purchase personnel gear/basic equipment by 31 st Dec, 2010	Not Achieved	
1.2.14	Construct Naval Dockyard complex and slipway project by 31 st Dec, 2010	-	

1.2.15	Procure spare parts and maintenance of ships	-	
1.2.16	Maintenance of Fleet of air craft	-	
1.2.17	Provide quality health/medical services by 31 st Dec, 2010	-	
1.2.18	Organise “meet the press”	Achieved	
1.2.19	Organise quarterly Garrison Tours	-	Minister’s schedule was busy
1.2.20	Organise monthly meeting of Ministerial Advisory Board	-	No ministerial advisory board set up
1.2.21	Organise GAF Council meeting annually	Achieved	
1.3	Promote income generating opportunities for the poor and vulnerable, including women and food crop farmers	-	Realised to be irrelevant to the Ministry
2.0	THEMATIC AREA 2 – TRANSPARENT AND ACCOUNTABLE GOVERNANCE		
2.1	Develop and retain human resource capacity at the National, Regional and District levels:		
2.1.1	Engage Consultant to develop MOD Manpower Development Plan	-	
2.1.2	Organise meetings to review MOD’s Organisational Manual	-	
2.1.3	Provide a 4-Storey 16 Units Flat of 3 Bed Rooms each for MOD staff	Not Achieved	
2.1.4	Provide a 4-Storey 16 Units Flats of 2 Bed Rooms each for other Ranks	Not Achieved	
2.1.5	Procure Two No. buses, Two No. pick-ups, One No. Four wheel drive and Two No. motor-bikes for Central Administration	Not Achieved	

2.1.6	Procure two sniffer dogs for the Military Police	Not Achieved	
2.1.7	Enhance the technical skills of the Defence Intelligence Units	Achieved	
2.1.8	Organise annual refresher courses/Training programmes for various categories of staff	-	
2.1.9	Equip Staff with adequate logistics	-	
2.1.10	Conduct Annual Promotion/Conversion Exercises	Achieved	
2.1.11	Organise Annual Severance Exercises	Achieved	
2.1.12	Organize Annual Workshop on Retirement Planning for 100 people	Achieved	
2.2	Ensure the reduction of HIV/AIDS/STI/TB/Diabetes/Hepatitis B transmission, ensure their proper management and promote healthy lifestyle:		
2.2.1	Educate and sensitize staff and their Dependents	-	
2.2.2	Conduct regular Voluntary Counselling and Testing (VCT) Exercises	Achieved	
2.2.3	Organise health walks	Achieved	
2.2.4	Establish health Desk with special emphasis on HIV/AIDS	Achieved	
2.2.5	Develop work place HIV/AIDS	Achieved	
2.2.6	Provide condoms for Staff (male and Female)	-	
2.3	Bridge equity gaps in access to health care services and nutrition		
2.3.1	Expand current Medical Facilities at 37 Military Hospital and Garrisons	-	
2.3.2	Provide incentive Package for Military Health professionals and those in deprived	Not Achieved	

	Communities		
2.3.3	Resource 37 Military Hospital to operate on commercial basis	Not Achieved	
2.4	Improve the Capacity of the Security agencies to provide internal and external security for human safety and protection		
2.4.1	Establish additional Units in (Upper East, Upper West, BrongAhafo Western, Central and Volta Regions)	Not Achieved	
2.4.2	Provide Ships and Fast Patrol Boats (FPB)	Not Achieved	
2.4.3	Procure Tenders, Parachutes and Helicopters with fire fighting capabilities	Not Achieved	
2.4.4	Procure earth moving equipment for disaster management	Not Achieved	
2.4.5	Procure 2 Aircrafts with maritime capabilities	Not Achieved	
2.4.6	Provide Technical Support and Training Services to the Police	-	
2.4.7	Provide early warning mechanisms and equipment	Not Achieved	
2.4.8	Construct 4 armouries and magazines	Not Achieved	
2.4.9	Procure equipment/surveillance systems and software to improve data management	Not Achieved	
2.4.10	Procure and install a VSAT to ensure secured information management	Not Achieved	
2.4.11	Equip 48 & 49 Engineer regiments to undertake construction projects on commercial basis	Not Achieved	
2.4.12	Internal commercial flights by Air force to be re-introduced	Not Achieved	
2.4.13	Resource the Naval Dockyard Complex to operate on commercial Basis	Not Achieved	
2.4.14	Upgrade GAF Garment Factory	Not Achieved	

2.4.15	Procure 15 No. Ambulances (2 for Accra and 1 for each garrisons)	Not Achieved	
2.4.16	Procure 9 No. motor hearses	Not Achieved	
2.4.17	Install water harvesting and storage system at the Ministry	Not Achieved	
2.4.18	Install water harvesting and storage system at the Garrisons	Not Achieved	
2.5	Improve data base for policy formulating, analysis and decision making		
2.5.1	improve internet connectivity	-	
2.6	Upgrade the capacity of the public and civil service for transparent, accountable, efficient, timely, effective performance and service delivery:		
2.6.1	Organise quarterly field internal audit inspections	-	
2.6.2	Organise monthly Defence budget committee meeting	Achieved	
2.6.3	Organise monthly projects and programmes monitoring exercises	-	
2.6.4	Quarterly review of Medium Term development Plan	-	
2.6.5	Review sector procurement plan (half yearly)	-	
2.6.6	Improve internet connectivity	-	
2.6.7	Interact with Parliamentary Select Committee on Defence half yearly	Achieved	
2.6.8	Relocate the 37 NTC		Project abandoned
2.6.9	Organise GAF Council meetings quarterly	-	
2.6.10	Organise Oil and Gas Technical security meeting monthly	-	

2.6.11	Organise Ministerial Advisory Board Meeting quarterly	Not Achieved	

1.5.2 2011 Performance Review

During the period (2011), the following Objectives and their corresponding activities were set:

SRL	ACTIVITY	STATUS OF IMPLEMENTATION	REMARKS
1.0	THEMATIC AREA 1 – DEVELOPING HUMAN RESOURCE FOR NATIONAL DEVELOPMENT		
1.1	Develop and retain human Resource capacity at National, Regional, and District levels:		
1.1.1	Train four (4) core personnel in computer networking system half yearly	Achieved	
1.1.2	LAN internet development and connectivity	-	
1.1.3	Sponsor two (2) military officers for further training by Dec, 2010	- -	
1.1.4	Sponsor ten (10) senior staff for professional/technical skills locally	-	
1.1.5	Sponsor four (4) secretarial staff for upgrading courses	-	
1.1.6	Sponsor three (3) senior staff for overseas course annually	Achieved	
1.1.7	Sponsor fifteen (15) senior staff to relevant seminars annually	-	
1.1.8	Procure books, magazines and other periodicals annually	Not Achieved	
1.1.9	Sponsor fifteen (15) senior staff to relevant seminars annually		
1.2	Improve the capacity of security agencies to provide internal security for human safety and protection:		

1.2.1	Train thirty(30) foreign military officers by 31 st Dec,2010	Achieved	
1.2.2	Train hundred(100) officers for higher command responsibilities by 31 st Dec,2010	Achieved	
1.2.3	Organise twelve(12) Defence Tender Committee meetings	-	
1.2.4	Organise six(6) Audit committee meetings monthly	Not Achieved	
1.2.5	Organise monthly field inspection	Not Achieved	
1.2.6	Procure three (3) motor- bike and vehicle	-	
1.2.7	Renovate MOD residential accommodation	-	
1.2.8	Procure office equipment	Not Achieved	
1.2.9	Furnish the offices with furniture	Not Achieved	Irrelevant, because the offices were already furnished
1.2.10	Recruit and train 1,600 young men and women by 30 th Dec, 2010	-	
1.2.11	Procure communication equipment/repairs/maintenance of AVB vehicles and office stores		
1.2.12	Procure operational utility vehicles for GHQ (P&D)	Achieved	
1.2.13	Purchase personnel gear/basic equipment by 31 st Dec, 2010	-	
1.2.14	Construct Naval Dockyard complex and slipway project by 31 st Dec, 2010	-	
1.2.15	Procure spare parts and maintenance of ships	Achieved	

1.2.16	Maintenance of Fleet of air craft	-	
1.2.17	Provide quality health/medical services by 31 st Dec, 2010	-	
1.2.18	Organise “meet the press”	Achieved	
1.2.19	Organise quarterly Garrison Tours	-	Minister’s schedule was busy
1.2.20	Organise monthly meeting of Ministerial Advisory Board	-	No ministerial advisory board set up
1.2.21	Organise GAF Council meeting annually	Achieved	
1.3	Promote income generating opportunities for the poor and vulnerable, including women and food crop farmers <i>(Irrelevant to the Ministry)</i>		
2.0	THEMATIC AREA 2 – TRANSPARENT AND ACCOUNTABLE GOVERNANCE		
2.1	Develop and retain human resource capacity at the National, Regional and District levels:		
2.1.1	Engage Consultant to develop MOD Manpower Development Plan	-	
2.1.2	Organise meetings to review MOD’s Organisational Manual	-	
2.1.3	Provide a 4-Storey 16 Units Flat of 3 Bed Rooms each for MOD staff	Not Achieved	
2.1.4	Provide a 4-Storey 16 Units Flats of 2 Bed Rooms each for other Ranks	ongoing	
2.1.5	Procure Two No. buses, Two No. pick-ups, One No. Four wheel drive and Two No. motor-bikes for Central Administration	Not Achieved	
2.1.6	Procure two sniffer dogs for the Military Police	Not Achieved	

2.1.7	Enhance the technical skills of the Defence Intelligence Units	Achieved	
2.1.8	Organise annual refresher courses/Training programmes for various categories of staff	-	
2.1.9	Equip Staff with adequate logistics	-	
2.1.10	Conduct Annual Promotion/Conversion Exercises	-	
2.1.11	Organise Annual Severance Exercises	Achieved	
2.1.12	Organize Annual Workshop on Retirement Planning for 100 people	Achieved	
2.2	Ensure the reduction of HIV/AIDS/STI/TB/Diabetes/Hepatitis B transmission, ensure their proper management and promote healthy lifestyle:		
2.2.1	Educate and sensitize staff and their Dependents	-	
2.2.2	Conduct regular Voluntary Counselling and Testing (VCT) Exercises	Achieved	
2.2.3	Organise health walks	Achieved	
2.2.4	Establish health Desk with special emphasis on HIV/AIDS	Achieved	
2.2.5	Develop work place HIV/AIDS	Achieved	
2.2.6	Provide condoms for Staff (male and Female)	-	
2.3	Bridge equity gaps in access to health care services and nutrition		
2.3.1	Expand current Medical Facilities at 37 Military Hospital and Garrisons	-	
2.3.2	Provide incentive Package for Military Health professionals and those in deprived Communities	Not Achieved	
2.3.3	Resource 37 Military Hospital to operate	Not Achieved	

	on commercial basis		
2.4	Improve the Capacity of the Security agencies to provide internal and external security for human safety and protection		
2.4.1	Establish additional Units in (Upper East, Upper West, BrongAhafo Western, Central and Volta Regions)	Not Achieved	
2.4.2	Provide Ships and Fast Patrol Boats (FPB)	Not Achieved	
2.4.3	Procure Tenders, Parachutes and Helicopters with fire fighting capabilities	Not Achieved	
2.4.4	Procure earth moving equipment for disaster management	Not Achieved	
2.4.5	Procure 2 Aircrafts with maritime capabilities	Not Achieved	
2.4.6	Provide Technical Support and Training Services to the Police	-	
2.4.7	Provide early warning mechanisms and equipment	Not Achieved	
2.4.8	Construct 4 armouries and magazines	Not Achieved	
2.4.9	Procure equipment/surveillance systems and software to improve data management	Not Achieved	
2.4.10	Procure and install a VSAT to ensure secured information management	Not Achieved	
2.4.11	Equip 48 & 49 Engineer regiments to undertake construction projects on commercial basis	Not Achieved	
2.4.12	Internal commercial flights by Air force to be re-introduced	Not Achieved	
2.4.13	Resource the Naval Dockyard Complex to operate on commercial Basis	Not Achieved	
2.4.14	Upgrade GAF Garment Factory	Not Achieved	

2.4.15	Procure 15 No. Ambulances (2 for Accra and 1 for each garrisons)	Not Achieved	
2.4.16	Procure 9 No. motor hearses	Not Achieved	
2.4.17	Install water harvesting and storage system at the Ministry	Not Achieved	
2.4.18	Install water harvesting and storage system at the Garrisons	Not Achieved	
2.5	Improve data base for policy formulating, analysis and decision making		
2.5.1	improve internet connectivity	-	
2.6	Upgrade the capacity of the public and civil service for transparent, accountable, efficient, timely, effective performance and service delivery:		
2.6.1	Organise quarterly field internal audit inspections	-	
2.6.2	Organise monthly Defence budget committee meeting	Achieved	
2.6.3	Organise monthly projects and programmes monitoring exercises	-	
2.6.4	Quarterly review of Medium Term development Plan	-	
2.6.5	Review sector procurement plan (half yearly)	-	
2.6.6	Improve internet connectivity	-	
2.6.7	Interact with Parliamentary Select Committee on Defence half yearly	Achieved	
2.6.8	Relocate the 37 NTC		Project abandoned
2.6.9	Organise GAF Council meetings quarterly	-	
2.6.10	Organise Oil and Gas Technical security meeting monthly	-	

2.6.11	Organise Ministerial Advisory Board Meeting quarterly	Not Achieved	

1.5.3 2012 Performance Review

During the period (2012), the following Objectives and their corresponding activities were set:

SRL.	ACTIVITY	STATUS OF IMPLEMENTATION	REMARKS
1.0	THEMATIC AREA 1 – DEVELOPING HUMAN RESOURCE FOR NATIONAL DEVELOPMENT		
1.1	Develop and retain human Resource capacity at National, Regional, and District levels:		
1.1.1	Train four (4) core personnel in computer networking system half yearly	Not Achieved	
1.1.2	LAN internet development and connectivity	-	
1.1.3	Sponsor two (2) military officers for further training by Dec, 2010	-	
1.1.4	Sponsor ten (10) senior staff for professional/technical skills locally	Achieved	
1.1.5	Sponsor four (4) secretarial staff for upgrading courses	-	
1.1.6	Sponsor three (3) senior staff for overseas course annually	Achieved	
1.1.7	Sponsor fifteen (15) senior staff to relevant seminars annually	-	
1.1.8	Procure books, magazines and other periodicals annually	-	
1.1.9	Sponsor fifteen (15) senior staff to relevant seminars annually	-	
1.2	Improve the capacity of security agencies to provide internal security for human		

	safety and protection:		
1.2.1	Train thirty(30) foreign military officers by 31 st Dec,2010	Achieved	
1.2.2	Train hundred(100) officers for higher command responsibilities by 31 st Dec,2010	-	
1.2.3	Organise twelve(12) Defence Tender Committee meetings	-	
1.2.4	Organise six(6) Audit committee meetings monthly	-	
1.2.5	Organise monthly field inspection	Not Achieved	
1.2.6	Procure three (3) motor- bike and vehicle	-	
1.2.7	Renovate MOD residential accommodation	-	
1.2.8	Procure office equipment	Not Achieved	
1.2.9	Furnish the offices with furniture	Not Achieved	Irrelevant, because the offices were already furnished
1.2.10	Recruit and train 1,600 young men and women by 30 th Dec, 2010	-	
1.2.11	Procure communication equipment/repairs/maintenance of AVB vehicles and office stores	-	
1.2.12	Procure operational utility vehicles for GHQ (P&D)	Achieved	
1.2.13	Purchase personnel gear/basic equipment by 31 st Dec, 2010	Achieved	
1.2.14	Construct Naval Dockyard complex and slipway project by 31 st Dec, 2010	-	
1.2.15	Procure spare parts and maintenance of	Achieved	

	ships		
1.2.16	Maintenance of Fleet of air craft	-	
1.2.17	Provide quality health/medical services by 31 st Dec, 2010	-	
1.2.18	Organise “meet the press”	Achieved	
1.2.19	Organise quarterly Garrison Tours	-	Minister’s schedule was busy
1.2.20	Organise monthly meeting of Ministerial Advisory Board	-	No ministerial advisory board set up
1.2.21	Organise GAF Council meeting annually	Achieved	
1.3	Promote income generating opportunities for the poor and vulnerable, including women and food crop farmers <i>(Irrelevant to the Ministry)</i>		
2.0	THEMATIC AREA 2 – TRANSPARENT AND ACCOUNTABLE GOVERNANCE		
2.1	Develop and retain human resource capacity at the National, Regional and District levels:		
2.1.1	Engage Consultant to develop MOD Manpower Development Plan	-	
2.1.2	Organise meetings to review MOD’s Organisational Manual	-	
2.1.3	Provide a 4-Storey 16 Units Flat of 3 Bed Rooms each for MOD staff	Not Achieved	
2.1.4	Provide a 4-Storey 16 Units Flats of 2 Bed Rooms each for other Ranks	-	
2.1.5	Procure Two No. buses, Two No. pick-ups, One No. Four wheel drive and Two No. motor-bikes for Central Administration	-	
2.1.6	Procure two sniffer dogs for the Military Police	Not Achieved	

2.1.7	Enhance the technical skills of the Defence Intelligence Units	Achieved	
2.1.8	Organise annual refresher courses/Training programmes for various categories of staff	-	
2.1.9	Equip Staff with adequate logistics	-	
2.1.10	Conduct Annual Promotion/Conversion Exercises	Achieved	
2.1.11	Organise Annual Severance Exercises	Achieved	
2.1.12	Organize Annual Workshop on Retirement Planning for 100 people	Achieved	
2.2	Ensure the reduction of HIV/AIDS/STI/TB/Diabetes/Hepatitis B transmission, ensure their proper management and promote healthy lifestyle:		
2.2.1	Educate and sensitize staff and their Dependents	-	
2.2.2	Conduct regular Voluntary Counselling and Testing (VCT) Exercises	Achieved	
2.2.3	Organise health walks	Achieved	
2.2.4	Establish health Desk with special emphasis on HIV/AIDS	Achieved	
2.2.5	Develop work place HIV/AIDS	Achieved	
2.2.6	Provide condoms for Staff (male and Female)	-	
2.3	Bridge equity gaps in access to health care services and nutrition		
2.3.1	Expand current Medical Facilities at 37 Military Hospital and Garrisons	-	
2.3.2	Provide incentive Package for Military Health professionals and those in deprived Communities	Not Achieved	
2.3.3	Resource 37 Military Hospital to operate	-	

	on commercial basis		
2.4	Improve the Capacity of the Security agencies to provide internal and external security for human safety and protection		
2.4.1	Establish additional Units in (Upper East, Upper West, BrongAhafo Western, Central and Volta Regions)	Not Achieved	
2.4.2	Provide Ships and Fast Patrol Boats (FPB)	Not Achieved	
2.4.3	Procure Fire Tenders, Parachutes and Helicopters with fire fighting capabilities	-	
2.4.4	Procure earth moving equipment for disaster management	Not Achieved	
2.4.5	Procure 2 Aircrafts with maritime capabilities	Not Achieved	
2.4.6	Provide Technical Support and Training Services to the Police	Not Achieved	
2.4.7	Provide early warning mechanisms and equipment	Not Achieved	
2.4.8	Construct 4 armouries and magazines	Not Achieved	
2.4.9	Procure equipment/surveillance systems and software to improve data management	Not Achieved	
2.4.10	Procure and install a VSAT to ensure secured information management	Not Achieved	
2.4.11	Equip 48 & 49 Engineer regiments to undertake construction projects on commercial basis	Not Achieved	
2.4.12	Internal commercial flights by Air force to be re-introduced	Not Achieved	
2.4.13	Resource the Naval Dockyard Complex to operate on commercial Basis	Not Achieved	
2.4.14	Upgrade GAF Garment Factory	Not Achieved	

2.4.15	Procure 15 No. Ambulances (2 for Accra and 1 for each garrisons)	Not Achieved	
2.4.16	Procure 9 No. motor hearses	Not Achieved	
2.4.17	Install water harvesting and storage system at the Ministry	Not Achieved	
2.4.18	Install water harvesting and storage system at the Garrisons	Not Achieved	
2.5	Improve data base for policy formulating, analysis and decision making		
2.5.1	improve internet connectivity	-	
2.6	Upgrade the capacity of the public and civil service for transparent, accountable, efficient, timely, effective performance and service delivery:		
2.6.1	Organise quarterly field internal audit inspections	-	
2.6.2	Organise monthly Defence budget committee meeting	Achieved	
2.6.3	Organise monthly projects and programmes monitoring exercises	-	
2.6.4	Quarterly review of Medium Term development Plan	Not Achieved	
2.6.5	Review sector procurement plan (half yearly)	Not Achieved	
2.6.6	Improve internet connectivity	-	
2.6.7	Interact with Parliamentary Select Committee on Defence half yearly	Achieved	
2.6.8	Relocate the 37 NTC		Project abandoned
2.6.9	Organise GAF Council meetings quarterly	-	
2.6.10	Organise Oil and Gas Technical security meeting monthly	Achieved	

2.6.11	Organise Ministerial Advisory Board Meeting quarterly	Not Achieved	

1.5.4 2013 Performance Review

During the period (2013), the following Objectives and their corresponding activities were set:

SRL.	ACTIVITY	STATUS OF IMPLEMENTATION	REMARKS
1.0	THEMATIC AREA 1 – DEVELOPING HUMAN RESOURCE FOR NATIONAL DEVELOPMENT		
1.1	Develop and retain human Resource capacity at National, Regional, and District levels:		
1.1.1	Train four (4) core personnel in computer networking system half yearly	Not Achieved	
1.1.2	LAN internet development and connectivity	Not Achieved	
1.1.3	Sponsor two (2) military officers for further training by Dec, 2010	-	
1.1.4	Sponsor ten (10) senior staff for professional/technical skills locally	Achieved	
1.1.5	Sponsor four (4) secretarial staff for upgrading courses	Achieved	
1.1.6	Sponsor three (3) senior staff for overseas course annually	-	
1.1.7	Sponsor fifteen (15) senior staff to relevant seminars annually	Not Achieved	
1.1.8	Procure books, magazines and other periodicals annually	-	
1.1.9	Sponsor fifteen (15) senior staff to relevant seminars annually	-	

1.2	Improve the capacity of security agencies to provide internal security for human safety and protection:		
1.2.1	Train thirty(30) foreign military officers by 31 st Dec,2010	-	
1.2.2	Train hundred(100) officers for higher command responsibilities by 31 st Dec,2010	-	
1.2.3	Organise twelve(12) Defence Tender Committee meetings	Not Achieved	
1.2.4	Organise six(6) Audit committee meetings monthly	Not Achieved	
1.2.5	Organise monthly field inspection	Not Achieved	
1.2.6	Procure three (3) motor- bike and vehicle	-	
1.2.7	Renovate MOD residential accommodation	-	
1.2.8	Procure office equipment	Not Achieved	
1.2.9	Furnish the offices with furniture	Not Achieved	Irrelevant, because the offices were already furnished
1.2.10	Recruit and train 1,600 young men and women by 30 th Dec, 2010	-	
1.2.11	Procure communication equipment/repairs/maintenance of AVB vehicles and office stores	Not Achieved	
1.2.12	Procure operational utility vehicles for GHQ (P&D)	Achieved	
1.2.13	Purchase personnel gear/basic equipment by 31 st Dec, 2010	Achieved	
1.2.14	Construct Naval Dockyard complex and slipway project by 31 st Dec, 2010	-	

1.2.15	Procure spare parts and maintenance of ships	-	
1.2.16	Maintenance of Fleet of air craft	-	
1.2.17	Provide quality health/medical services by 31 st Dec, 2010	-	
1.2.18	Organise “meet the press”	Not Achieved	Date re-scheduled
1.2.19	Organise quarterly Garrison Tours	-	Minister’s schedule was busy
1.2.20	Organise monthly meeting of Ministerial Advisory Board	-	No ministerial advisory board set up
1.2.21	Organise GAF Council meeting annually	Achieved	
1.3	Promote income generating opportunities for the poor and vulnerable, including women and food crop farmers <i>(Irrelevant to the Ministry)</i>		
2.0	THEMATIC AREA 2 – TRANSPARENT AND ACCOUNTABLE GOVERNANCE		
2.1	Develop and retain human resource capacity at the National, Regional and District levels:		
2.1.1	Engage Consultant to develop MOD Manpower Development Plan	-	
2.1.2	Organise meetings to review MOD’s Organisational Manual	-	
2.1.3	Provide a 4-Storey 16 Units Flat of 3 Bed Rooms each for MOD staff	Not Achieved	
2.1.4	Provide a 4-Storey 16 Units Flats of 2 Bed Rooms each for other Ranks	Not Achieved ongoing	
2.1.5	Procure Two No. buses, Two No. pick-ups, One No. Four wheel drive and Two No. motor-bikes for Central Administration	-	
2.1.6	Procure two sniffer dogs for the Military	Not Achieved	

	Police		
2.1.7	Enhance the technical skills of the Defence Intelligence Units	-	
2.1.8	Organise annual refresher courses/Training programmes for various categories of staff	-	
2.1.9	Equip Staff with adequate logistics	-	
2.1.10	Conduct Annual Promotion/Conversion Exercises	Achieved	
2.1.11	Organise Annual Severance Exercises	Achieved	
2.1.12	Organize Annual Workshop on Retirement Planning for 100 people	Achieved	
2.2	Ensure the reduction of HIV/AIDS/STI/TB/Diabetes/Hepatitis B transmission, ensure their proper management and promote healthy lifestyle:		
2.2.1	Educate and sensitize staff and their Dependents	-	
2.2.2	Conduct regular Voluntary Counselling and Testing (VCT) Exercises	Achieved	
2.2.3	Organise health walks	Achieved	
2.2.4	Establish health Desk with special emphasis on HIV/AIDS	Achieved	
2.2.5	Develop work place HIV/AIDS	Achieved	
2.2.6	Provide condoms for Staff (male and Female)	-	
2.3	Bridge equity gaps in access to health care services and nutrition		
2.3.1	Expand current Medical Facilities at 37 Military Hospital and Garrisons	-	
2.3.2	Provide incentive Package for Military Health professionals and those in deprived Communities	Not Achieved	

2.3.3	Resource 37 Military Hospital to operate on commercial basis	Not Achieved	
2.4	Improve the Capacity of the Security agencies to provide internal and external security for human safety and protection		
2.4.1	Establish additional Units in (Upper East, Upper West, BrongAhafo Western, Central and Volta Regions)	Not Achieved	
2.4.2	Provide Ships and Fast Patrol Boats (FPB)	Not Achieved	
2.4.3	Procure Tenders, Parachutes and Helicopters with fire fighting capabilities	Not Achieved	
2.4.4	Procure earth moving equipment for disaster management	Not Achieved	
2.4.5	Procure 2 Aircrafts with maritime capabilities	-	
2.4.6	Provide Technical Support and Training Services to the Police	-	
2.4.7	Provide early warning mechanisms and equipment	-	
2.4.8	Construct 4 armouries and magazines	Not Achieved	
2.4.9	Procure equipment/surveillance systems and software to improve data management	Not Achieved	
2.4.10	Procure and install a VSAT to ensure secured information management	Not Achieved	
2.4.11	Equip 48 & 49 Engineer regiments to undertake construction projects on commercial basis	Not Achieved	
2.4.12	Internal commercial flights by Air force to be re-introduced	Not Achieved	
2.4.13	Resource the Naval Dockyard Complex to operate on commercial Basis	-	Resourced but not to the level

			for commercial use
2.4.14	Upgrade GAF Garment Factory	Not Achieved	
2.4.15	Procure 15 No. Ambulances (2 for Accra and 1 for each garrisons)	Not Achieved	
2.4.16	Procure 9 No. motor hearses	Not Achieved	
2.4.17	Install water harvesting and storage system at the Ministry	Not Achieved	
2.4.18	Install water harvesting and storage system at the Garrisons	Not Achieved	
2.5	Improve data base for policy formulating, analysis and decision making		
2.5.1	improve internet connectivity	-	
2.6	Upgrade the capacity of the public and civil service for transparent, accountable, efficient, timely, effective performance and service delivery:		
2.6.1	Organise quarterly field internal audit inspections	-	
2.6.2	Organise monthly Defence budget committee meeting	-	
2.6.3	Organise monthly projects and programmes monitoring exercises	Not Achieved	
2.6.4	Quarterly review of Medium Term development Plan	-	
2.6.5	Review sector procurement plan (half yearly)	Not Achieved	
2.6.6	Improve internet connectivity	-	
2.6.7	Interact with Parliamentary Select Committee on Defence half yearly	-	
2.6.8	Relocate the 37 NTC		Project abandoned
2.6.9	Organise GAF Council meetings quarterly	-	

2.6.10	Organise Oil and Gas Technical security meeting monthly	-	
2.6.11	Organise Ministerial Advisory Board Meeting quarterly	-	

1.6 Review Of Financial Performance 2010 -2013

Table One - Income (2010-2013)

YEAR	APPROVED BUDGET (GH¢M)	ACTUAL RELEASE (GH¢M)	GAPS (GH¢M)	REMARKS
2010	179.33	233.09	(53.76)	
2011	205.48	167.85	(37.63)	
2012	204.77	608.68	(403.91)	
2013	575.61	566.32*	(9.29)	

Table Two - Expenditure (2010 – 2013)

YEAR	APPROVED BUDGET (GH¢M)	EXPENDITURE INCURRED (GH¢M)	GAPS (GH¢M)	REMARKS
2010	179.33	233.09	(53.76)	
2011	205.48	167.85	(37.63)	
2012	204.77	608.68*	(403.91)	
2013	575.61	566.32*	9.29	

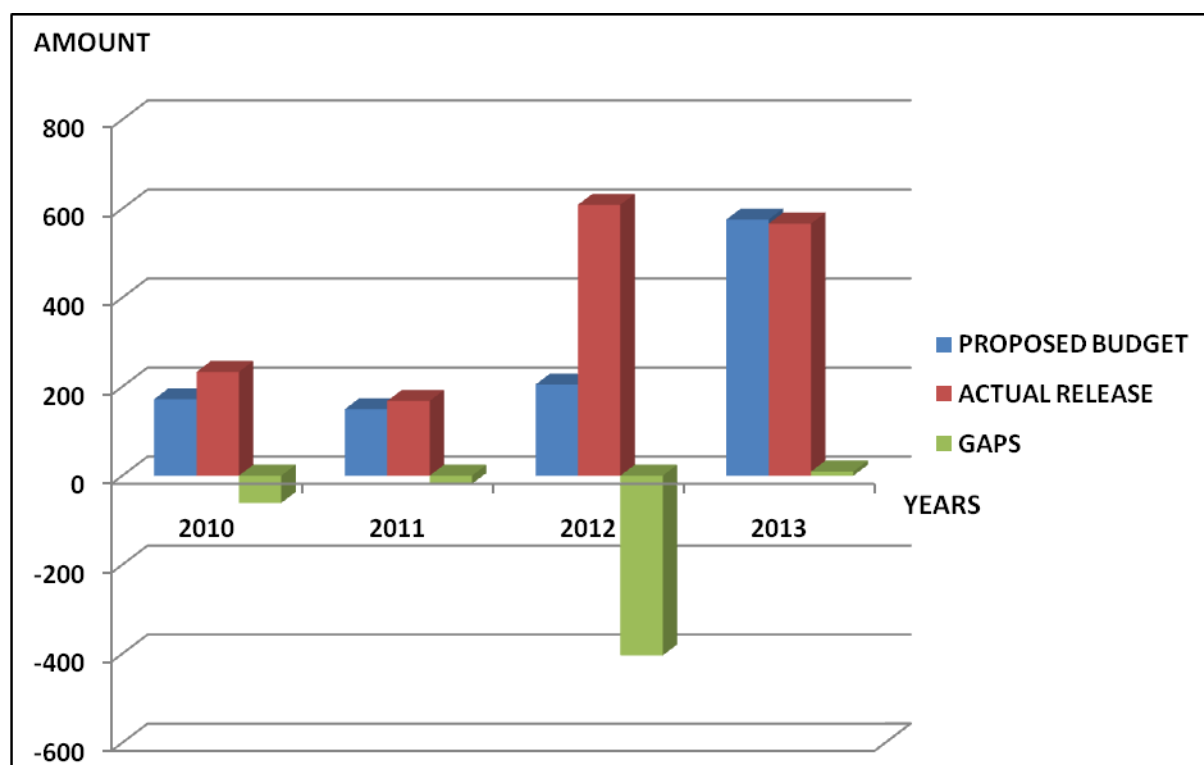
1.7 Analysis Of Financial Performance

The expenditure trend over the three (3) year period has been that, most of the releases are funded outside the current year's budget. This normally depicts complex picture. The

expenditure on these releases is added to the current year's expenditure which is unrelated to the budget. In 2013, releases in respect of goods and services were made up to the month of June whereas full complement of compensation and its related arrears as well as gratuity were added to compensation expenditure.

Although the trend depicts overspending, the full budget was not released. The over expenditure was mostly caused by salary adjustments and its related issues.

Graphical Presentation Of Financial Performance



1.8 Summary Of Challenges During The Implementation Period (2010-2013)

1. Inadequate funds
2. Delay in release of funds

1.9 Lessons Learnt During The Implementation Period (2010-2013)

In view of the strategic nature of the ministry, funding as in most cases been made unavailable for the implementation of programmed activities. These have resulted in previous year's commitment being funded in the current year's budget period.

Table Three – Composition of Expenditure By Items For Each Year

Table Three - Composition Of Expenditure By Items For Each Year

YEAR	ITEM 1 PERSONNEL EMOLUMENTS (GHC)	ITEM 2 GOODS AND SERVICES (GHC)	ITEM 3 INVESTMENT (GHC)
2010	Mr Acquah		
2011			10,668,398.48
2012	528,095,971.66	55,067,709.59	25,517,318.75
2013	508,719,369.29	22,192,934.41	35,409,777.27

1.10 Challenges

The Key challenges encountered during the planned period are....

1.11 MINISTRY'S PROFILE**1.11.1 Personnel and Logistic Capacity of the Ministry****1.11.2 Human Resource Management Analysis for MOD**

The total staff strength of the Ministry was Sixty-one (61) as at the end of September, 2013. This figure excludes the Military arm of the Ministry. Analysis of the above is summarized below:-

Table Four 'A': Grade Distribution Of General Administration As At September, 2013

GRADE	ESTABLISHMENT LEVELS	NO. AT POST AS 2013	GAP
ADMINISTRATIVE CLASS			
Chief Director	1	1	-
Director	4	4	-
Deputy Director	4	3	1
Assistant Director I	4	1	3
Assistant Director IIA	2	5	+3*
Assistant Director IIB	4	3	1
ECONOMIC CLASS			
Chief Economic Planning Officer	1	1	-
Principal Eco. Planning Officer	1	-	1
EXECUTIVE CLASS			
Chief Executive Officer	1	1	-

Assist. Chief Executive Officer	1	-	1
Principal Executive Officer	1	1	-
Senior Executive Officer	1	-	1
Higher Executive Officer	1	-	1
Executive Officer	1	-	1
MESSENGER			
Messenger	-	-	-
PERSONNEL CLASS			
Senior Personnel Officer	1	-	1
Personnel Officer	1	-	1
RECORDS CLASS			
Records Officer	1	-	1
Assistant Records Officer	1	1	-
Chief Records Supervisor	1	-	1
Principal Records Supervisor	2	1	1
Senior Records Supervisor	1	-	1
Records Supervisor	1	1	-
Senior Records Assistance	1	1	-
Records Assistant	2	-	2
GRADE	ESTABLISHMENT LEVELS	NO. AT POST AS 2013	GAP
SECRETARIAL CLASS			
Senior Private Secretary	1	-	1
Private Secretary	1	2	+1
Stenographer Secretary	2	4	+2
Stenographer II	2	1	1
Senior Typist	2	-	2
Typist Grade II	1	1	-
ACCOUNTS DEPARTMENT			
Chief Accountant	1	2	+1
Principal Accountant	1	1	-
Senior Accountant	1	3	-
Accountant	1	4	-
Principal Accounts Officer	1	1	-
Senior Accounts Officer	1	1	-
Accounts Officer	1	3	+2
Junior Accounts Officer	1	1	-
Accounts Assistant	1	-	1

Principal Data Entry (P.D.E.O.)	1	1	-
INTERNAL AUDIT			
Chief Internal Auditor	1	1	-
Senior Internal Auditor	1	1	-
Internal Auditor	1	2	+1
Assistant Internal Auditor	1	-	1
LIBRARIANS			
Senior Library Assistant	1	-	1
Library Assist. Grade II	1	-	1
STORES			
Supply Officer	1	-	1
Principal Store Keeper	1	1	-
Store keeper	1	1	-
GRADE	ESTABLISHMENT LEVELS	NO. AT POST AS 2013	GAP
TRANSPORT			
Assistant Transport Officer	1	1	-
Yard Foreman	1	2	+1
Heavy Duty Driver	1	2	+1
Driver Grader I	4	-	4
Driver Grade II	2	-	2
Driver Grade III	1	-	1
LABOURERS			
Labourer	-	-	-
TOTAL			

1.11.3 Gender Ratio for General Administration as at 2013

Male/Female ratio is 28:31

Senior/Junior staff ratio is 40:19

Table Five - Age Distribution For General Administration As At 2013

AGE RANGE	MALE	FEMALE
-----------	------	--------

20-30	3	8
31-40	9	7
41-50	8	9
51-60	8	7
60 ⁺	-	-
Total	28	31

1.11.4 Manpower Strength for MOD

General Administration - 59

1.11.5 Staff Attrition

MOD STAFF	RETIREMENT	RESIGNATION	DEATH
General Administration	3	-	2

1.11.6 Logistics

Table Six - General Administration - Vehicles

TOTAL NUMBER	NO. OF SERVICEABLE VEHICLES	NO. OF UNSERVICEABLE VEHICLES	REMARKS
38	28	10	

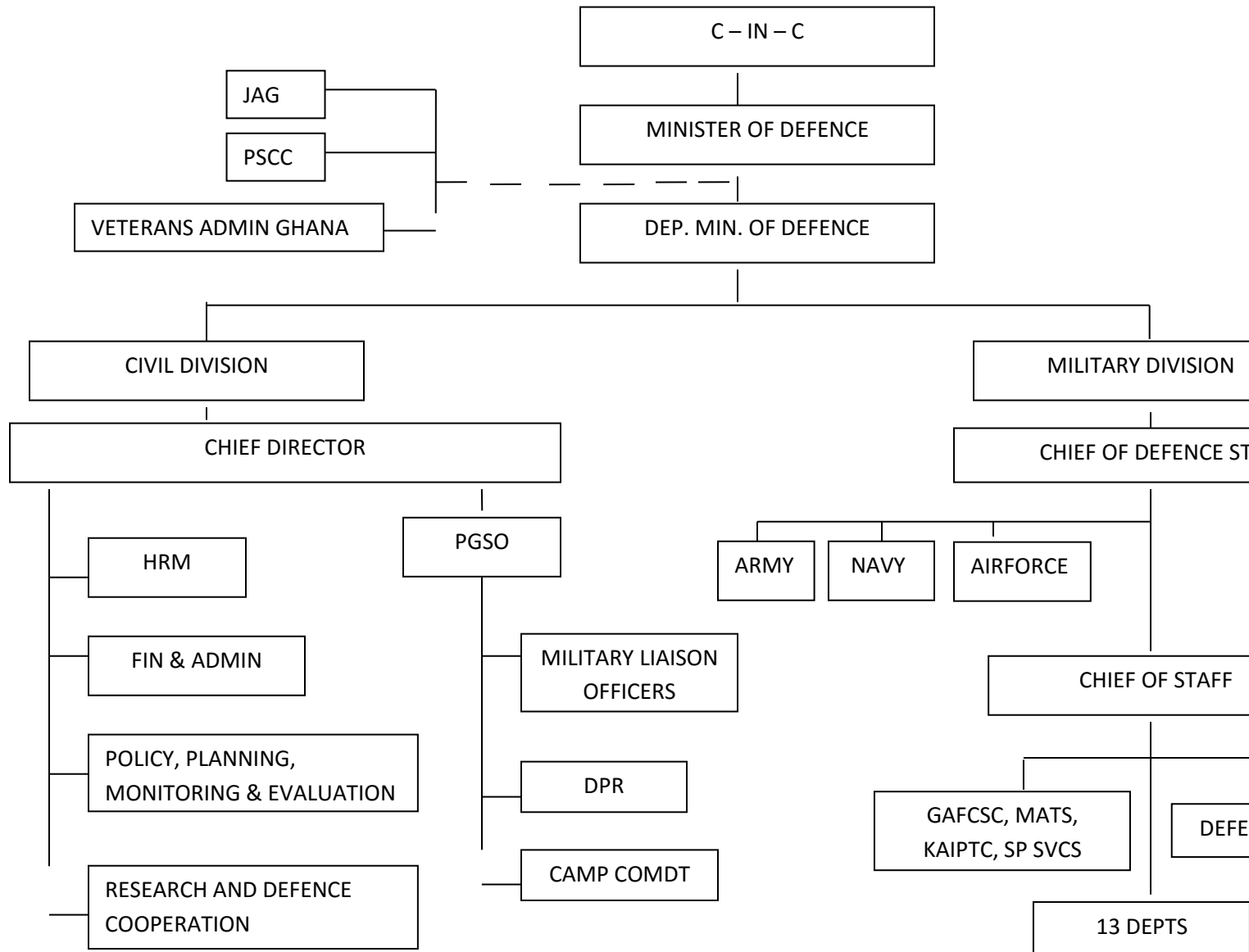
Table Seven – General Administration (Logistics as at December, 2013)

SRL	LOGISTICS/ITEMS	QUANTITY	REMARKS
1	Desktop Computers	100	
2.	Laptop Computers	16	
3.	LaserJet Printer	69	

4.	Colour Printers	10	
5.	Office Telephones	230	
6.	Wireless Phones		
7.	U.P.S.	102	
8.	Fax Machines	10	
9.	Scanner Jet	42	
10.	Table Top Fridges	50	
11.	Television Set	29	
12.	Electric Kettle	11	
13.	Radio / CD Players	29	
14.	Deep Freezer	1	

1.12 ORGANOGRAM OF THE MINISTRY

MINISTRY OF DEFENCE ORGANISATIONAL STRUCTURE IN 2012



1.12.1 Organizational Structure

The Minister of Defence is the political head of the Ministry and is assisted by a Deputy Minister. The Chief Director is the administrative head of the Ministry.

The Ministry of Defence is made up of the following:

- a. The Directorate of Finance and Administration,
- b. The Directorate of Human Resource Management
- c. The Directorate of Policy Planning, Monitoring and Evaluation
- d. The Directorate of Research and Defence Cooperation
- e. The Office of Veterans Administration
- f. The Office of Petroleum Security Coordinating Council (PSCC)
- g. The Office of Judge Advocate General (JAG)
- h. The Office of Principal General Staff Officer (PGSO)

The Military component of the Ministry is headed by the Chief of Defence Staff (CDS) and assisted by four (4) Service Commanders.

1.13 Organizations And Agencies Of The Ministry

The following organisations operate under the MOD and are the key Stakeholders of Ministry:

- Defence Headquarters
- The General Headquarters
- The Ghana Army
- The Ghana Navy
- The Ghana Air Force
- Ghana Armed Forces Command and Staff College
- Military Academy and Training Schools
- Veterans Administration, Ghana
- Kofi Annan International Peacekeeping Training Centre
- Office of the Defence Advisors
- 37 Military Hospital

1.14 Stakeholders Of The Ministry

- Office of the President
- Ministry of the Interior
- Ministry of Finance
- Controller and Accountant General's Department
- Ghana Revenue Authority
- Office of the Head of Civil Service (OHCS)
- National Security Secretariat
- Ministry of Transport
- Ministry of Justice and Attorney-General's Department
- National Commission for Civic Education (NCCE)

- Ministry of Lands and Natural Resources
- Ministry of Health
- Parliament of Ghana
- Ministry of Foreign Affairs and Regional Integration
- Ministry of Roads and Highways
- Ministry of Food and Agriculture
- National Development Planning Commission
- National Disaster and Management Organisation
- Ministry of Fisheries and Aquaculture Development
- Ministry of Energy and Petroleum

1.15 Summary of the Key Issues

Based on the performance review and profile of the Ministry, key developmental issues identified were as follows:

- Low level of budgetary allocation.
- Delay in the release of funds
- Inadequate capacity of some staff
- Inadequate Financial, Material and Human Resource.
- Logistical Constraints (Transport, etc.)
- Inadequate skills in Monitoring and Evaluation.
- Paucity of Data.

1.16 Basis For The Formulation Of The Ministry's Strategies

The issues mentioned above (1.16) served as the basis for the formulation of the Ministry's strategies for the plan period 2014-2017.

CHAPTER TWO

PRIORITISATION OF DEVELOPMENT ISSUES

2.0 Introduction

This chapter identifies the key development issues of MOD and links it to the corresponding thematic areas of the GSGDA II (2014-2017) which has seven thematic areas. Based on the development issues identified, three of the seven thematic areas of the National Medium- Term Development Policy Framework 2014-2017 have been adopted by the Ministry. The MOD development issues were prioritised using the Potential, Opportunity, Constraint and Challenges (POCC) analysis.

2.1 Thematic Areas of NMTDPF (2014-2017)

The seven thematic areas of the National Medium Term Development Policy Framework 2014-2017 are as follows;

- Ensuring and Sustaining of Macroeconomic Stability
- Enhancing Competitiveness In Ghana's Private Sector
- Accelerated Agricultural Modernisation and Sustainable Natural Resource Management
- Oil and Gas Development
- Infrastructure and Human Settlements Development
- Human Development, Productivity and Employment
- Transparent and Accountable Governance

2.2 Linking Development Issues

Table Eight - Matrix showing the linked issues identified under the appropriate thematic area of MTDPF 2014-2017

Srl	Thematic Areas of MTDPF 2014-2017	Identified sector development issues
1	Ensuring and Sustaining of Macroeconomic Stability	
2	Enhancing Competitiveness In Ghana's Private Sector	
3	Accelerated Agricultural Modernisation and Sustainable Natural Resource Management	
4	Oil and Gas Development	<ul style="list-style-type: none"> • Emerging and potential security threats to the oil and gas infrastructure

5	Infrastructure and Human Settlements Development	
6	Human Development, Productivity and Employment	<ul style="list-style-type: none"> • High incidence of poverty among older people • Weak leadership, governance and management at all levels of the health sector • Inadequate and decreasing resources for HIV & AIDS
7	Transparent and Accountable Governance	<ul style="list-style-type: none"> • Inadequate human and institutional capacity • Inadequate career development and specialization • Weak demand for and utilization of M&E results • Slow progress in the elimination of gender-based inequalities • Lack of quality and relevant database to inform decision-making • Potential incidents of external aggression. • Instability in the sub-region • Threats to international peace and security

2.3 **Prioritization Of Identified Key Issues**

The key development issues are:

- I. Potential incidents of external aggression.
- II. Emerging and potential security threats to the oil and gas infrastructure.
- III. Instability in the sub-region.
- IV. Threats to international peace and security.
- V. Inadequate human and institutional capacity.
- VI. Inadequate career development and specialization.
- VII. Lack of quality and relevant database to inform decision-making.
- VIII. Weak demand for and utilization of M&E results.
- IX. Weak leadership, governance and management at all levels of the health sector.
- X. Inadequate and decreasing resources for HIV and AIDS.

- XI. Slow progress in the elimination of gender-based inequalities.
- XII. High incidence of poverty among older people.

2.4 Application Of POCC Analysis

The Potential, Opportunity, Constraint and Challenges (POCC) analysis was used to analyse the identified issues of the Ministry to assess its importance to the Ministry. The POCC analysis looks at the Ministry's potential and opportunities available in addressing the issues. It also assesses the constraints and challenges likely to crop up during implementation of activities to address the issues.

Below are the development issues and the analysis carried out on them;

2.4.1 Potential incidents of external aggression

ISSUE	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Potential incidents of external aggression	<ul style="list-style-type: none"> • Availability of trained military personnel and logistics support • Availability of early warning systems • Collaboration with neighbouring countries 	<ul style="list-style-type: none"> • GOG release of funds • Collaboration with other security agencies 	<ul style="list-style-type: none"> • Inadequate funds • Inadequate early warning systems • Inadequate equipment and logistics 	<ul style="list-style-type: none"> • Inadequate Funds • Untimely release of funds

CONCLUSION

The availability of early warning systems, trained military personnel, adequate equipment and logistics support coupled with the collaboration of neighbouring countries will minimise the incidence of external aggression.

2.4.2 Emerging and potential security threats to the oil and gas infrastructure

ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Emerging and potential security threats to the oil and gas infrastructure	<ul style="list-style-type: none"> • Availability of logistics • Availability of Trained Security Personnel • Support from Petroleum Security Coordinating Committee (PSCC) 	<ul style="list-style-type: none"> • GOG release of funds • Collaboration with neighbouring countries • Establishment of Forward Operating Bases (FOBs) 	<ul style="list-style-type: none"> • Inadequate trained security personnel in oil and gas • Lack of equipment and logistics • Weak local content concept 	<ul style="list-style-type: none"> • Budgetary constraints • Lack of cooperation from some neighbouring countries • Piracy

CONCLUSION

The availability of trained security personnel and adequate equipment and logistics support coupled with the strengthening of the local content should improve security in the oil and gas sector.

2.4.3 Instability in the sub-region

ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Instability in the sub-region	<ul style="list-style-type: none"> • Availability of military personnel • Availability of equipment and logistics 	<ul style="list-style-type: none"> • Support from other security agencies • Existence of sub regional security collaboration 	<ul style="list-style-type: none"> • Inadequate personnel • Inadequate equipment and logistics 	<ul style="list-style-type: none"> • Budgetary constraint • Donor fatigue • Increase of small arms and light weapons • Lack of political will • Civil strife and religious intolerance • Cross border crimes

CONCLUSION:

With the emergence of democratic dispensation coupled with political will and increased security collaboration, stability in the sub-region is expected to improve.

2.4.4 Threats to international peace and security

ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Threats to international peace and security	<ul style="list-style-type: none"> • Availability of trained military personnel • Adequate equipment and logistics support. • Improving the capacity of KAIPTC to support international peace and security operations • Surveillance and availability of early warning systems 	<ul style="list-style-type: none"> • Strengthening of Ghana's bilateral and multilateral diplomacy • Strengthening of sub-regional, regional and global collaboration for the promotion of international peace and security • Exchange military programmes and cooperation with other countries 	<ul style="list-style-type: none"> • Inadequate capacity training on security threats • Budgetary constraints. 	<ul style="list-style-type: none"> • Reluctance of some countries in collaborating to enhance peace and security • Lack of political will • Civil strife and religious intolerance • Cross border crimes • Proliferation of small arms and light weapons

CONCLUSION

The adequate provision of equipment and logistical support for trained military personnel coupled with the strengthening of surveillance systems will address threats to international peace and security.

2.4.5 Inadequate human and institutional capacity

ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Inadequate human and institutional capacity	<ul style="list-style-type: none"> • Availability of Trainable staff • Availability of logistics 	<ul style="list-style-type: none"> • Availability of internal and external training institution • Technical Cooperation for Capacity Building 	<ul style="list-style-type: none"> • Budgetary constrains • Inadequate logistics • Untimely release of funds 	<ul style="list-style-type: none"> • Inadequate funds • Reduced Level of Technical Cooperation.

CONCLUSION:

With the availability of trainable staff, Training Institutions and financial supports, the issue could be addressed.

2.4.6 Inadequate career development and specialization.

ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Inadequate career development and specialization.	<ul style="list-style-type: none"> • Availability of Trainable Staff • Availability of Training Institutions 	<ul style="list-style-type: none"> • Availability of Local and Foreign Training Institutions 	<ul style="list-style-type: none"> • Difficulty in Retaining Trained Staff. 	<ul style="list-style-type: none"> • Inadequate funds • Budgetary Constraints

CONCLUSION:

With the availability of Trainable Staff, Funds and Technical supports, the issue could be addressed.

2.4.7 Lack of Adequate And Reliable Data-Base To Inform Decision Making

ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Lack of Adequate And Reliable Data-Base To Inform Decision Making	<ul style="list-style-type: none"> • Activeness of fibre optic cables • Availability of IT personnel 	<ul style="list-style-type: none"> • Availability of GOG Funds • Management of National Data Centre by NITA 	<ul style="list-style-type: none"> • Lack of Data Analyst and Surveillance Equipment 	<ul style="list-style-type: none"> • Inadequate Funds from MOF

CONCLUSION

The Ministry to purchase Surveillance Equipment, VSAT and Installation to address the Issue

2.4.8 Weak demand for and utilization of M&E results.

ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Weak demand for and utilization of M&E results.	<ul style="list-style-type: none"> • Availability of trained staff in M&E 	<ul style="list-style-type: none"> • Availability of a well-functioning national M&E system. • Effective utilisation of M&E results to improve performance 	<ul style="list-style-type: none"> • Lack of understanding of the M&E concept • Lack of appreciation for the implementation of M&E results. 	<ul style="list-style-type: none"> • Budgetary constraints • Mainstreaming of M&E in the system

CONCLUSION

With the availability of personnel specialized in M&E and the appreciation of its usage, the demand and utilization of M&E results will improve.

2.4.9 Weak leadership, governance and management at all levels of the health sector

ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Weak leadership, governance and management at all levels of the health sector	<ul style="list-style-type: none"> • Availability of trained staff in leadership and management capacities • Availability of structured succession plan 	<ul style="list-style-type: none"> • Availability of Policy on leadership, governance and management • Existence of training institutions to enhance capacity building 	<ul style="list-style-type: none"> • Inadequate leadership skills • Reluctance to appoint skilled civilians to occupy some leadership positions 	<ul style="list-style-type: none"> • Failure to adopt the standard health administrative system

CONCLUSION

Flexibility in incorporating skilled civilians in the management of the health sector

2.4.10 Inadequate and decreasing resources for HIV and AIDS

ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Inadequate and decreasing resources for HIV and AIDS	<ul style="list-style-type: none"> • Effectiveness and efficiency of Focal Persons • Ministry's commitment to awareness creation 	<ul style="list-style-type: none"> • Availability of National Policy Framework on HIV and AIDS • Availability of Funding Sources 	<ul style="list-style-type: none"> • Lack of Focal Persons in the units and garrisons • Negative attitudes and stigmatisation towards the disease 	<ul style="list-style-type: none"> • Donor fatigue • Reduction of funds for HIV/AIDS promotion • Budgetary constraints

CONCLUSION

Improved sensitisation and adequate provision of funds for HIV/AIDS programmes will address the issue.

2.4.11 Slow progress in the elimination of gender-based inequalities

ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Slow progress in the elimination of gender-based inequalities	<ul style="list-style-type: none"> • Equal opportunity in occupying leadership position • Equal opportunity in recruitment and training of military personnel • Sensitisation and gender mainstreaming 	<ul style="list-style-type: none"> • Existence of National Policy on Gender Equality. • Organise workshops, seminars and panel discussions on gender mainstreaming 	<ul style="list-style-type: none"> • Lack of appreciation for gender equality • Traditional systems • Resistance to change • Lack of opportunities for women and girls 	<ul style="list-style-type: none"> • Imbalance in occupying leadership position • Lack of political will

CONCLUSION

Improved sensitisation and the provision of equal opportunity for women and men could help eliminate gender based inequalities.

2.4.12 High incidence of poverty among older people

ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
High incidence of poverty among older people	<ul style="list-style-type: none"> • Institutionalized programmes for preparation of personnel due for retirement • Establishment of housing schemes for personnel due for retirement • Re-training in skills for employment in the private/civil sector 	<ul style="list-style-type: none"> • Existence of Policy for retired military personnel • Collaboration with private real estate companies to establish a housing scheme for retired personnel 	<ul style="list-style-type: none"> • Inadequate funds • Lack of planning 	<ul style="list-style-type: none"> • Inadequate public support for the aged • Lack of political commitment

CONCLUSION

The incidence of poverty among veterans could be reduced if there is a comprehensive plan for their housing and retraining for employment in the private/civil sector.

2.5 GENERAL CONCLUSION

The identified key development issues were linked to the thematic areas of the National Medium-Term Development Policy Framework 2014-2017 and prioritised. The issues were also taken through the POCC analyses to assess the capacity of the ministry to address the issues raised. The POCC

analyses revealed that the Ministry in consultation and collaboration with other relevant stakeholders has the potential and opportunities to address the constraints and the challenges identified.

CHAPTER THREE

DEVELOPMENT GOAL, ADOPTED OBJECTIVES AND STRATEGIES

3.0 Introduction

The Ministry's goal, objective and strategies are outlined in this chapter. To avoid conflict between the national goal and Ministry's goal, a compatibility analysis was conducted after formulation of the MOD goal. This is to enable the Ministry achieve her vision and mission as well as the goals of the national policy framework 2014-2017. With respect to the formulated Ministry's goal, specific objectives and corresponding strategies were adopted with references to policy objectives of the national policy framework 2014-2017.

3.1 Ministry's Goal

Table Nine - Medium Term Development Policy Framework (2014-2017) And Ministry's Goal Compatibility Matrix

	<u>MTDPF 2010-2013 GOAL:</u> To address the economic imbalances, restabilize the economy and place it on the path of sustained accelerated growth and poverty reduction toward achieving the millennium development goals and middle income status
<u>MINISTRY'S GOALS:</u> To ensure security and adequate protection of life, property and rights of all residents especially the vulnerable and excluded within a democratic environment.	The Ministry's goal is compatible with the national goal

3.2 Ministry's Objectives And Strategies

THEMATIC AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES
Human Development, Productivity and Employment	Weak leadership, governance and management at all levels of the health sector	Improve governance, management and efficiency in health service management and delivery	Build leadership and management capacities at all levels of the healthcare delivery system
	High incidence of poverty among older people	Accelerate the implementation of social and health interventions targeting the aged.	Enhance social protection interventions for the Aged
	Inadequate and decreasing resources for HIV & AIDS	Improve institutional capacity for efficient and effective delivery of HIV and AIDS/STIs services	Promote the implementation of Private Public Partnerships (PPPs) arrangements for the delivery of HIV and AIDS/STIs services
Transparency and accountable governance	Inadequate human and institutional capacity	Improve internal security for protection of life and property	Enhance institutional capacity of the security agencies Strengthen the international collaboration especially with neighbouring countries to combat cross border crimes and piracy
	Instability in the sub-region Potential incidents of external aggression	Enhance Peace and Security	Forestall civil strife and external aggression Build operational, human resource and logistics capacity of the security agencies Improve the capacity of security services in external peacekeeping operations

	Threats to international peace and security	Promote international peace and sustainable development	Act in concert with other countries to address threats to international peace and security and strengthen Ghana's bilateral and multilateral diplomacy
	Inadequate career development and specialization	Improve the responsiveness of the public service in service delivery	Implement career development programmes and succession plans for all categories of staff in the public service
	Weak demand for and utilization of M&E results	Enhance efficiency and effectiveness of the national M&E system at all levels	Build technical capacity for M&E and statistics at all levels
	Slow progress in the elimination of gender-based inequalities	Promote gender equity in political, social and economic development systems and outcomes	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
	Lack of quality and relevant database to inform decision-making	Improve availability of quality data for policy formulation, analysis and decision-making	Develop administrative statistical system to routinely compile, analyse and disseminate reliable data from administrative processes and registers
Oil And Gas Development	Emerging and potential security threats to the oil and gas infrastructure	Provide security for oil and gas installations and operations in the upstream, midstream and downstream	Ensure security for the oil and gas industry as a whole including installations and operations

3.3 Conclusion

MOD has selected the key policy objectives and strategies from the National Medium Term Development Policy Framework under the various thematic areas following the identification and prioritization of key development issues. These policies and strategies would form the basis for developing the Ministry's development priorities.

CHAPTER FOUR

DEVELOPMENT PROGRAMMES AND SUB-PROGRAMMES OF MOD

4.0 Introduction

This chapter focuses on the broad programmes and sub-programmes of the Ministry of Defence to be implemented within the planned period, 2014-2017 with their indicative financial estimates. These programmes have their broad activities and lead and collaborating Agencies for the implementation of each planned activity/operation were identified. The annual budgets for MOD would be based on these programmes and sub-programmes. The broad programmes to be implemented by the Ministry within the planned period 2013-2017 are as follows:

4.1 Ministry's Goal: To ensure security and adequate protection of life, property and rights of all residents especially the vulnerable and excluded within a democratic environment.

4.2 MOD PROGRAMME OF ACTION (PoA)

Adopted Policy Objectives	Adopted strategies	Programmes and sub-programmes	Projects/ Operations /Activities	Location	Indicators	Time frame				Indicative budget			Implementing agencies	
						2014	2015	2016	2017	GoG GH¢000	IGF GH¢000	Donor GH¢000	Lead	Collabo rating
	THEMATIC AREA: HUMAN DEVELOPMENT, PRODUCTIVITY AND EMPLOYMENT													
	Enhance social protection interventions for the Aged	MGT & ADMIN: a. VAG	Provide logistic and administrative support to national headquarters and ten (10) regional offices	nationwide	Logistic and administrative support provided	✓	✓	✓	✓	11,295	240		MOD	VAG
		GHANA ARMED FORCES CAPACITY BUILDING:												

Adopted Policy Objectives	Adopted strategies	Programmes and sub-programmes	Projects/ Operations /Activities	Location	Indicators	Time frame				Indicative budget			Implementing agencies	
						2014	2015	2016	2017	GoG GH¢000	IGF GH¢000	Donor GH¢000	Lead	Collaborating
		a. MATS b. GAFSC c. KAIPTC												
	Build leadership and management capacities at all levels of the healthcare delivery system	GAF: a. MILITARY HEALTH SERVICE	Train various categories of health personnel to improve quality healthcare delivery	37 Mil Hosp All Garrisons	No of healthcare personnel trained	✓	✓	✓	✓	118,464	7,243		GAF	37 Mil Hosp
			Provide efficient health service management and delivery		Health service delivery improved	✓	✓	✓	✓					
		GHANA ARMED FORCES CAPACITY BUILDING: a. MATS b. GAFSC c. KAIPTC												
	Promote the implementation of Private Public Partnerships (PPPs) arrangements for the delivery	GAF: a. MILITARY HEALTH SERVICE	Organise outreach and sensitisation programmes	All Garrisons	No of HIV/AIDS outreach programmes organised	✓	✓	✓	✓	371			GAF	37 Mil Hosp

Adopted Policy Objectives	Adopted strategies	Programmes and sub-programmes	Projects/ Operations /Activities	Location	Indicators	Time frame				Indicative budget			Implementing agencies	
						2014	2015	2016	2017	GoG GH¢000	IGF GH¢000	Donor GH¢000	Lead	Collaborating
	of HIV and AIDS/STIs services		HIV/AIDS											
		GHANA ARMED FORCES CAPACITY BUILDING: a. MATS b. GAF CSC c. KAIP TC												
THEMATIC AREA: TRANSPARENT AND ACCOUNTABLE GOVERNANCE														
	Enhance institutional capacity of the security agencies	MGT AND ADMIN: a. HRM	Train various categories of staff	The Square	No of staff trained	✓	✓	✓	✓	1,902			MOD	HRM
		GAF: a. GHQ ADMIN b. LAND OPS c. NAVAL OPS d. AIR OPS e. MILITARY HEALTH SERVICE	Train various categories of staff	All Garrisons		✓	✓	✓	✓	11,824			GAF	GHQ ADMIN
		GAF: a. GHQ ADMIN	Improve infrastructure development to include buildings, communication	All Garrisons	Infrastructure improved	✓	✓	✓	✓				GAF	Army Navy Air Force 37 Mil Hosp

Adopted Policy Objectives	Adopted strategies	Programmes and sub-programmes	Projects/ Operations /Activities	Location	Indicators	Time frame				Indicative budget			Implementing agencies	
						2014	2015	2016	2017	GoG GH¢000	IGF GH¢000	Donor GH¢000	Lead	Collaborating
			tion and land space,											
		GAF: b. LAND OPS	Improve land ops equipment			✓	✓	✓	✓					
		GAF: c. NAVAL OPS	Improve naval ops assets,			✓	✓	✓	✓					
		GAF: d. AIR OPS	Improve air ops assets			✓	✓	✓	✓					
		GAF: e. MILITARY HEALTH SERVICE	Rehabilitation of existing health facility Construction of new 500 bed facility in Kumasi			✓	✓	✓	✓					
		GHANA ARMED FORCES CAPACITY BUILDING: a. MATS b. GAF CSC c. KAIPTC	Train various categories of staff to enhance their Military skills	Training Institutions	No of personnel trained	✓	✓	✓	✓				GAF	MATS GAF CSC KAIPTC
	Strengthen the	GHANA	Organise	GAF and	No of	✓	✓	✓	✓				GAF	ARMY

Adopted Policy Objectives	Adopted strategies	Programmes and sub-programmes	Projects/ Operations /Activities	Location	Indicators	Time frame				Indicative budget			Implementing agencies	
						2014	2015	2016	2017	GoG GH¢000	IGF GH¢000	Donor GH¢000	Lead	Collaborating
	international collaboration especially with neighbouring countries to combat cross border crimes and piracy	ARMED FORCES: a. GHQ ADMIN b. LAND OPS c. NAVAL OPS d. AIR OPS	seminars, conference and exercises on cross border crimes and piracy with neighbouring countries	Training Institutions	seminars, conferences and exercises organized									NAVY AIRFORCE
		GHANA ARMED FORCES CAPACITY BUILDING: a. MATS b. GAFSC c. KAIPTC	Organise seminars, conference and exercises on cross border crimes and piracy with neighbouring countries	GHQ and Training Institutions	No of seminars, conferences and exercises organised	✓	✓	✓	✓				GAF	MATS GAFSC KAIPTC
		MGT & ADMIN: a. HRM												
	Implement career development programmes and succession plans for all categories of staff in the public service	MGT & ADMIN: a. HRM	Engage consultant to develop manpower development plan	The Square	Manpower development plan developed	✓	✓	✓	✓				MOD	HRM
		GAF: a. GHQ ADMIN	Engage consultant to review	GHQ	Career development plan	✓	✓	✓	✓				GAF	GHQ ADMIN

Adopted Policy Objectives	Adopted strategies	Programmes and sub-programmes	Projects/ Operations /Activities	Location	Indicators	Time frame				Indicative budget			Implementing agencies	
						2014	2015	2016	2017	GoG GH¢000	IGF GH¢000	Donor GH¢000	Lead	Collaborating
			career development plan		reviewed									
		ARMED FORCES CAPACITY BUILDING: a. MATS b. GAFSC c. KAIPTC				✓	✓	✓	✓					
	Build technical capacity for M&E and statistics at all levels	MGT & ADMIN: a. F&A b. PPME c. R&DC	Train core personnel in M&E techniques	The Square	No of staff trained	✓	✓	✓	✓				MOD	PPME
			Undertake monitoring exercises in all the Garrisons	The Square	No of visits undertaken	✓	✓	✓	✓				MOD	PPME
			Provide logistics for M&E activities	The Square	Vehicle and equipment procured	✓	✓	✓	✓				MOD	PPME

Adopted Policy Objectives	Adopted strategies	Programmes and sub-programmes	Projects/ Operations /Activities	Location	Indicators	Time frame				Indicative budget			Implementing agencies	
						2014	2015	2016	2017	GoG GH¢000	IGF GH¢000	Donor GH¢000	Lead	Collaborating
	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	MGT & ADMIN: a. HRM	Organise seminars, conference and outreach programmes on gender mainstreaming	The Square	No of seminars, conferences and outreach programmes organised	✓	✓	✓	✓				MOD	HRM
		GAF: a. GHQ ADMIN	Organise seminars, conference and outreach programmes on gender mainstreaming	All Garrisons	No of seminars, conferences and outreach programmes organised	✓	✓	✓	✓				GAF	GHQ ADMIN
	Develop administrative statistical system to routinely compile, analyse and disseminate reliable data from administrative processes and registers	MGT & ADMIN: a. F&A b. HRM c. PPME d. R&DC	Develop a reliable database	The Square	Database developed	✓							MOD	NITA
		GAF: a. GHQ ADMIN b. LAND OPS c. NAVAL OPS d. AIR OPS e. MILITARY HEALTH SERVICE	Develop a reliable database	GHQ	Database developed	✓							GAF	NITA

Adopted Policy Objectives	Adopted strategies	Programmes and sub-programmes	Projects/ Operations /Activities	Location	Indicators	Time frame				Indicative budget			Implementing agencies	
						2014	2015	2016	2017	GoG GH¢000	IGF GH¢000	Donor GH¢000	Lead	Collaborating
		f. DAs ADMIN												
		ARMED FORCES CAPACITY BUILDING: a. MATS b. GAF CSC c. KAIP TC	Develop a reliable database	GHQ	Database developed	✓							GAF	NITA
	Build operational, human resource and logistics capacity of the security agencies	GAF: a. GHQ ADMIN	Train various categories of Officers and Men to enhance their operational effectiveness	All Garrisons	No of personnel trained	✓	✓	✓	✓				GAF	GHQ
		b. LAND OPS	Recruit/enlist and train Military personnel Improve logistics base for Land Ops	All Garrisons	Logistic base improved	✓	✓	✓	✓					ARMY
		c. NAVAL OPS	Improve logistics base for Naval Ops		Logistic base improved	✓	✓	✓	✓					NAVY
		d. AIR OPS	Improve logistics		Logistic base	✓	✓	✓	✓					AIR FORCE

Adopted Policy Objectives	Adopted strategies	Programmes and sub-programmes	Projects/ Operations /Activities	Location	Indicators	Time frame				Indicative budget			Implementing agencies	
						2014	2015	2016	2017	GoG GH¢000	IGF GH¢000	Donor GH¢000	Lead	Collaborating
			base for Air Ops		improved									
		e. MILITARY HEALTH SERVICE	Improve logistics base of Mil Health Service		Logistic base improved	✓	✓	✓	✓					37 MIL HOSP
		GHANA ARMED FORCES CAPACITY BUILDING: a. MATS b. GAF CSC c. KAIPTC	Improve logistics base of the training institutions		Logistic base improved	✓	✓	✓	✓					MATS GAF CSC KAIPTC
	Improve the capacity of security services in external peacekeeping operations	GAF: a. GHQ ADMIN b. LAND OPS c. NAVAL OPS d. AIR OPS e. MILITARY HEALTH SERVICE	Procure strategic equipment and logistics for Peacekeeping operations	Accra	Strategic equipment and Logistics procured	✓	✓	✓	✓				GAF	ARMY NAVY AIR FORCE
		GHANA ARMED FORCES CAPACITY BUILDING: a. MATS b. GAF CSC c. KAIPTC	Train personnel in peacekeeping operations	Bundase/ Takoradi	No of personnel trained	✓	✓	✓	✓				GAF	ARMY NAVY AIR FORCE KAIPTC
THEMATIC AREA: OIL AND GAS DEVELOPMENT														

Adopted Policy Objectives	Adopted strategies	Programmes and sub-programmes	Projects/ Operations /Activities	Location	Indicators	Time frame				Indicative budget			Implementing agencies	
						2014	2015	2016	2017	GoG GH¢000	IGF GH¢000	Donor GH¢000	Lead	Collaborating
	Ensure security for the oil and gas industry as a whole including installations and operations	MGT & ADMIN: a. F&A	Organise Oil and Gas technical security seminar/conferences	Accra	No of seminars/ conferences organised	✓	✓	✓	✓				MOD	F&A GHQ
	*	GAF: a. GHQ ADMIN b. LAND OPS	Establish FOBs	Ezinlibo Nuba Sunyani	FOBs established	✓	✓	✓	✓				GHQ	ARMY
	*	c. NAVAL OPS	Expand and equip NAVDOCK to enhance operational capabilities of Ships	Sekondi	NAVDOCK expanded and equipped	✓	✓	✓	✓				GHQ	NAVY
	*		Conduct regular patrol of the EEZ, fleet exercise and evolution	Sekondi	No of patrols conducted	✓	✓	✓	✓				GHQ	NAVY
	*		Procure Navigational Aids and Equipment	Sekondi	Navigational Aids and equipment procured	✓	✓	✓	✓				GHQ	NAVY
			Establish	Ezinlibo	NAVDOCK	✓	✓	✓	✓				GHQ	NAVY

Adopted Policy Objectives	Adopted strategies	Programmes and sub-programmes	Projects/ Operations /Activities	Location	Indicators	Time frame				Indicative budget			Implementing agencies	
						2014	2015	2016	2017	GoG GH¢000	IGF GH¢000	Donor GH¢000	Lead	Collaborating
	*		FOBs	Nuba Elmina Winneba Ada	expanded and equipped									
	*	d. AIR OPS	Establish command and control centre	Takoradi		✓	✓	✓	✓				GHQ	AIR FORCE
	*		Refurbish existing Hangers	Accra		✓	✓	✓	✓				GHQ	AIR FORCE
	*		Procure role equipment for maritime operations	Takoradi	Navigation al Aids and equipment procured	✓	✓	✓	✓				GHQ	AIR FORCE
	*		Establish FOBs	Ezinlibo Nuba Kumasi Ho Yendi Wa Bawko	FOBs establishe d	✓	✓	✓	✓				GHQ	AIR FORCE

4.3 FINANCIAL PLAN

For the period 2014-2017, MOD will implement a number of programmes towards the achievement of its mandate.

Chapter 4 has outlined the comprehensive programmes with their corresponding cost. It is estimated that a total amount of GH..... will be required for the successful implementation of planned programmes, projects and activities within the four year (2014-2017).

MOD expects to receive an estimated amount of GH.....from the GOG as its budget for the same period (2014-2017). This leaves an expected resource gap of GH..... MOD intends to mobilise additional resources to be able to bridge the resource gap. This shall be achieved by floating proposals to identified development partners, the private sector and negotiations with other stakeholders. Efforts shall also be made to increase internally generated revenue as part of bridging the resource gap.

Table Thirteen

YEAR	INDICATIVE COST	GOG ALLOCATION	RESOURCE GAP
2010			
2011			
2012			
2013			
TOTAL			

CONCLUSION

CHAPTER FIVE

ANNUAL ACTION PLAN OF MOD

5.1 Introduction

This chapter outlines planned activities under the various programmes and sub-programmes geared towards achieving its corresponding objective on annual bases. The activities are linked to the various policy objectives and strategies adopted from GSGDA (2014-2017) under each thematic area. The annual activities and their corresponding indicative budgets form the basis for annual budgetary request to Ministry of Finance. The outer year activities are subject to review annually based on successive implementations. The table below presents the specific interventions, estimated budget, timeframe as well as sources of funding for the implementation of planned activities for the period 2014-2017.

5.2 ANNUAL ACTION PLAN OF MINISTRY OF DEFENCE FOR 2014

GOAL

To ensure security and adequate protection of life, property and rights of all nationals especially the vulnerable and excluded within a democratic environment.

Adopted policy Objectives	Adopted strategies	Programmes and sub-programmes	Projects/ Operations /Activities	Location	Indicators	Quarterly time schedule				Indicative budget			Implementing agencies	
						1st	2nd	3rd	4th	GoG GH¢000	IGF GH¢000	Donor GH¢000	Lead	Collaborating
	THEMATIC AREA: HUMAN DEVELOPMENT, PRODUCTIVITY AND EMPLOYMENT													
	Enhance social protection interventions for the Aged	MGT & ADMIN: a. VAG	Provide logistic and administrative support to national headquarters and ten (10)	nationwide	Logistic and administrative support provided	✓	✓	✓	✓	11,295	240		MOD	VAG

Adopted policy Objectives	Adopted strategies	Programmes and sub-programmes	Projects/ Operations /Activities	Location	Indicators	Quarterly time schedule				Indicative budget			Implementing agencies	
						1st	2nd	3rd	4th	GoG GH¢000	IGF GH¢000	Donor GH¢000	Lead	Collaborating
			regional offices											
		GHANA ARMED FORCES CAPACITY BUILDING: a. MATS b. GAFSC c. KAIPTC												
	Build leadership and management capacities at all levels of the healthcare delivery system	GAF: b. MILITARY HEALTH SERVICE	Train various categories of health personnel to improve quality healthcare delivery	37 Mil Hosp All Garrisons	No of healthcare personnel trained	✓	✓	✓	✓	118,464	7,243		GAF	37 Mil Hosp
			Provide efficient health service management and delivery		Health service delivery improved	✓	✓	✓	✓					
		GHANA ARMED FORCES CAPACITY BUILDING: a. MATS b. GAFSC c. KAIPTC												

Adopted policy Objectives	Adopted strategies	Programmes and sub-programmes	Projects/ Operations /Activities	Location	Indicators	Quarterly time schedule				Indicative budget			Implementing agencies	
						1st	2nd	3rd	4th	GoG GH¢000	IGF GH¢000	Donor GH¢000	Lead	Collaborating
	Promote the implementation of Private Public Partnerships (PPPs) arrangements for the delivery of HIV and AIDS/STIs services	GAF: b. MILITARY HEALTH SERVICE	Organise outreach and sensitisation programmes on HIV/AIDS	All Garrisons	No of HIV/AIDS outreach programmes organised	✓	✓	✓	✓	371			GAF	37 Mil Hosp
		GHANA ARMED FORCES CAPACITY BUILDING: a. MATS b. GAF CSC c. KAIP TC												
THEMATIC AREA: TRANSPARENT AND ACCOUNTABLE GOVERNANCE														
	Enhance institutional capacity of the security agencies	MGT AND ADMIN: a. HRM	Train various categories of staff	The Square	No of staff trained	✓	✓	✓	✓	1,902			MOD	HRM
		GAF: a. GHQ ADMIN b. LAND OPS c. NAVAL OPS d. AIR OPS e. MILITARY HEALTH	Train various categories of staff	All Garrisons		✓	✓	✓	✓	11,824			GAF	GHQ ADMIN

Adopted policy Objectives	Adopted strategies	Programmes and sub-programmes	Projects/ Operations /Activities	Location	Indicators	Quarterly time schedule				Indicative budget			Implementing agencies	
						1st	2nd	3rd	4th	GoG GH¢000	IGF GH¢000	Donor GH¢000	Lead	Collaborating
		SERVICE												
		GAF: a. GHQ ADMIN	Improve infrastructure development to include buildings, communication and land space,	All Garrisons	Infrastructure improved	✓	✓	✓	✓				GAF	Army Navy Air Force 37 Mil Hosp
		GAF: b. LAND OPS	Improve land ops equipment			✓	✓	✓	✓					
		GAF: c. NAVAL OPS	Improve naval ops assets,			✓	✓	✓	✓					
		GAF: d. AIR OPS	Improve air ops assets			✓	✓	✓	✓					
		GAF: e. MILITARY HEALTH SERVICE	Rehabilitation of existing health facility			✓	✓	✓	✓					
			Construction of new 500 bed facility in Kumasi			✓	✓	✓	✓					

Adopted policy Objectives	Adopted strategies	Programmes and sub-programmes	Projects/ Operations /Activities	Location	Indicators	Quarterly time schedule				Indicative budget			Implementing agencies	
						1st	2nd	3rd	4th	GoG GH¢000	IGF GH¢000	Donor GH¢000	Lead	Collaborating
		GHANA ARMED FORCES CAPACITY BUILDING: a. MATS b. GAFSC c. KAIPTC	Train various categories of staff to enhance their Military skills	Training Institutions	No of personnel trained	✓	✓	✓	✓				GAF	MATS GAFSC KAIPTC
	Strengthen the international collaboration especially with neighbouring countries to	GHANA ARMED FORCES: a. GHQ ADMIN b. LAND OPS c. NAVAL OPS d. AIR OPS	Organise seminars, conference and exercises on cross border crimes and piracy with neighbouring countries	GAF and Training Institutions	No of seminars, conferences and exercises organized	✓	✓	✓	✓				GAF	ARMY NAVY AIRFORCE
	combat cross border crimes and piracy	GHANA ARMED FORCES CAPACITY BUILDING: a. MATS b. GAFSC c. KAIPTC	Organise seminars, conference and exercises on cross border crimes and piracy with neighbouring countries	GHQ and Training Institutions	No of seminars, conferences and exercises organised	✓	✓	✓	✓				GAF	MATS GAFSC KAIPTC
		MGT & ADMIN: a. HRM												

Adopted policy Objectives	Adopted strategies	Programmes and sub-programmes	Projects/ Operations /Activities	Location	Indicators	Quarterly time schedule				Indicative budget			Implementing agencies	
						1st	2nd	3rd	4th	GoG GH¢000	IGF GH¢000	Donor GH¢000	Lead	Collaborating
	Implement career development programmes and succession plans for all categories of staff in the public service	MGT & ADMIN: a. HRM	Engage consultant to develop manpower development plan	The Square	Manpower development plan developed	✓	✓	✓	✓				MOD	HRM
		GAF: a. GHQ ADMIN	Engage consultant to review career development plan	GHQ	Career development plan reviewed	✓	✓	✓	✓				GAF	GHQ ADMIN
		ARMED FORCES CAPACITY BUILDING: a. MATS b. GAFSCC c. KAIPTC				✓	✓	✓	✓					
	Build technical capacity for M&E and statistics at all levels	MGT & ADMIN: a. F&A b. PPME c. R&DC	Train core personnel in M&E techniques	The Square	No of staff trained	✓	✓	✓	✓				MOD	PPME
			Undertake monitoring exercises in all the Garrisons	The Square	No of visits undertaken	✓	✓	✓	✓				MOD	PPME
			Provide logistics for M&E activities	The Square	Vehicle and equipment procured	✓	✓	✓	✓				MOD	PPME

Adopted policy Objectives	Adopted strategies	Programmes and sub-programmes	Projects/ Operations /Activities	Location	Indicators	Quarterly time schedule				Indicative budget			Implementing agencies	
						1st	2nd	3rd	4th	GoG GH¢000	IGF GH¢000	Donor GH¢000	Lead	Collaborating
	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	MGT & ADMIN: a. HRM	Organise seminars, conference and outreach programmes on gender mainstreaming	The Square	No of seminars, conferences and outreach programmes organised	✓	✓	✓	✓				MOD	HRM
		GAF: a. GHQ ADMIN	Organise seminars, conference and outreach programmes on gender mainstreaming	All Garrisons	No of seminars, conferences and outreach programmes organised	✓	✓	✓	✓				GAF	GHQ ADMIN
	Develop administrative	MGT & ADMIN: a. F&A	Develop a reliable database	The Square	Database developed	✓							MOD	NITA

Adopted policy Objectives	Adopted strategies	Programmes and sub-programmes	Projects/ Operations /Activities	Location	Indicators	Quarterly time schedule				Indicative budget			Implementing agencies	
						1st	2nd	3rd	4th	GoG GH¢000	IGF GH¢000	Donor GH¢000	Lead	Collaborating
	statistical system to	b. HRM c. PPME d. R&DC												
	routinely compile, analyse and disseminate reliable data from administrative processes and registers	GAF: a. GHQ ADMIN b. LAND OPS c. NAVAL OPS d. AIR OPS e. MILITARY HEALTH SERVICE f. DAs ADMIN	Develop a reliable database	GHQ	Database developed	✓							GAF	NITA
		ARMED FORCES CAPACITY BUILDING: a. MATS b. GAFCS c. KAIPTC	Develop a reliable database	GHQ	Database developed	✓							GAF	NITA
	Build operational, human resource and logistics capacity of the security agencies	GAF: a. GHQ ADMIN	Train various categories of Officers and Men to enhance their operational effectiveness	All Garrisons	No of personnel trained	✓	✓	✓	✓				GAF	GHQ
		b. LAND OPS	Recruit/enlist and train Military personnel	All Garrisons	Logistic base improved	✓	✓	✓	✓					ARMY

Adopted policy Objectives	Adopted strategies	Programmes and sub-programmes	Projects/ Operations /Activities	Location	Indicators	Quarterly time schedule				Indicative budget			Implementing agencies	
						1st	2nd	3rd	4th	GoG GH¢000	IGF GH¢000	Donor GH¢000	Lead	Collaborating
			Improve logistics base for Land Ops			✓	✓	✓	✓					
		c. NAVAL OPS	Improve logistics base for Naval Ops		Logistic base improved	✓	✓	✓	✓					NAVY
		d. AIR OPS	Improve logistics base for Air Ops		Logistic base improved	✓	✓	✓	✓					AIR FORCE
		e. MILITARY HEALTH SERVICE	Improve logistics base of Mil Health Service		Logistic base improved	✓	✓	✓	✓					37 MIL HOSP
		GHANA ARMED FORCES CAPACITY BUILDING: a. MATS b. GAFSC c. KAIPTC	Improve logistics base of the training institutions		Logistic base improved	✓	✓	✓	✓					MATS GAFSC KAIPTC
	Improve the capacity of security services in	GAF: a. GHQ ADMIN b. LAND OPS c. NAVAL OPS d. AIR OPS e. MILITARY	Procure strategic equipment and logistics for Peacekeeping	Accra	Strategic equipment and Logistics procured	✓	✓	✓	✓				GAF	ARMY NAVY AIR FORCE

Adopted policy Objectives	Adopted strategies	Programmes and sub-programmes	Projects/ Operations /Activities	Location	Indicators	Quarterly time schedule				Indicative budget			Implementing agencies	
						1st	2nd	3rd	4th	GoG GH¢000	IGF GH¢000	Donor GH¢000	Lead	Collaborating
	external peacekeeping operations	HEALTH SERVICE	operations											
		GHANA ARMED FORCES CAPACITY BUILDING: a. MATS b. GAFSC c. KAIPTC	Train personnel in peacekeeping operations	Bundase/ Takoradi	No of personnel trained	✓	✓	✓	✓				GAF	ARMY NAVY AIR FORCE KAIPTC
THEMATIC AREA: OIL AND GAS DEVELOPMENT														
	Ensure security for the oil and gas industry as a whole including installations and operations	MGT & ADMIN: a. F&A	Organise Oil and Gas technical security seminar/conferences	Accra	No of seminars/conferences organised	✓	✓	✓	✓				MOD	F&A GHQ
	*	GAF: a. GHQ ADMIN b. LAND OPS	Establish FOBs	Ezinlibo Nuba Sunyani	FOBs established	✓	✓	✓	✓				GHQ	ARMY
	*	c. NAVAL OPS	Expand and equip NAVDOCK to enhance	Sekondi	NAVDOCK expanded and equipped	✓	✓	✓	✓				GHQ	NAVY

Adopted policy Objectives	Adopted strategies	Programmes and sub-programmes	Projects/ Operations /Activities	Location	Indicators	Quarterly time schedule				Indicative budget			Implementing agencies	
						1st	2nd	3rd	4th	GoG GH¢000	IGF GH¢000	Donor GH¢000	Lead	Collaborating
			operational capabilities of Ships											
	*		Conduct regular patrol of the EEZ, fleet exercise and evolution	Sekondi	No of patrols conducted	✓	✓	✓	✓				GHQ	NAVY
	*		Procure Navigational Aids and Equipment	Sekondi	Navigational Aids and equipment procured	✓	✓	✓	✓				GHQ	NAVY
	*		Establish FOBs	Ezinlibo Nuba Elmina Winneba Ada	NAVDOCK expanded and equipped	✓	✓	✓	✓				GHQ	NAVY
	*	d. AIR OPS	Establish command and control centre	Takoradi		✓	✓	✓	✓				GHQ	AIR FORCE
	*		Refurbish existing Hangers	Accra		✓	✓	✓	✓				GHQ	AIR FORCE
	*		Procure role equipment for	Takoradi	Navigational Aids and equipment procured	✓	✓	✓	✓				GHQ	AIR FORCE

Adopted policy Objectives	Adopted strategies	Programmes and sub-programmes	Projects/ Operations /Activities	Location	Indicators	Quarterly time schedule				Indicative budget			Implementing agencies	
						1st	2nd	3rd	4th	GoG GH¢000	IGF GH¢000	Donor GH¢000	Lead	Collaborating
			maritime operations											
	*		Establish FOBs	Ezinlibo Nuba Kumasi Ho Yendi Wa Bawko	FOBs established	✓	✓	✓	✓				GHQ	AIR FORCE

5.3 ANNUAL ACTION PLAN OF MINISTRY OF DEFENCE FOR 2015

Adopted strategies	Programmes and sub-programmes	Projects/ Operations /Activities	Location	Indicators	Quarterly time schedule				Indicative budget			Implementing agencies	
					1st	2nd	3rd	4th	GoG GH¢000	IGF GH¢000	Donor GH¢000	Lead	Collabo rating
THEMATIC AREA: HUMAN DEVELOPMENT, PRODUCTIVITY AND EMPLOYMENT													
Enhance social protection interventions for the Aged	MGT & ADMIN: a. VAG	Provide logistic and administrative support to national headquarters and ten (10) regional offices	nationwide	Logistic and administrative support provided	✓	✓	✓	✓	11,295	240		MOD	VAG
	GHANA ARMED FORCES CAPACITY BUILDING: a. MATS b. GAF CSC c. KAIPTC												
Build leadership and management capacities at all levels of the healthcare	GAF: c. MILITARY HEALTH SERVICE	Train various categories of health personnel to improve	37 Mil Hosp All Garrisons	No of healthcare personnel trained	✓	✓	✓	✓	118,464	7,243		GAF	37 Mil Hosp

delivery system		quality healthcare delivery											
		Provide efficient health service management and delivery		Health service delivery improved	✓	✓	✓	✓					
	GHANA ARMED FORCES CAPACITY BUILDING: a. MATS b. GAF CSC c. KAIPTC												
Promote the implementation of Private Public Partnerships (PPPs) arrangements for the delivery of HIV and AIDS/STIs services	GAF: c. MILITARY HEALTH SERVICE	Organise outreach and sensitisation programmes on HIV/AIDS	All Garrisons	No of HIV/AIDS outreach programmes organised	✓	✓	✓	✓	371			GAF	37 Mil Hosp
	GHANA ARMED FORCES CAPACITY BUILDING: a. MATS b. GAF CSC c. KAIPTC												
THEMATIC AREA: TRANSPARENT AND ACCOUNTABLE GOVERNANCE													
Enhance institutional capacity of the	MGT AND ADMIN: a. HRM	Train various categories	The Square	No of staff trained	✓	✓	✓	✓	1,902			MOD	HRM

security agencies		of staff											
	GAF: a. GHQ ADMIN b. LAND OPS c. NAVAL OPS d. AIR OPS e. MILITARY HEALTH SERVICE	Train various categories of staff	All Garrisons		✓	✓	✓	✓	11,824			GAF	GHQ ADMIN
	GAF: a. GHQ ADMIN	Improve infrastructure development to include buildings, communication and land space,	All Garrisons	Infrastructure improved	✓	✓	✓	✓				GAF	Army Navy Air Force 37 Mil Hosp
	GAF: b. LAND OPS	Improve land ops equipment			✓	✓	✓	✓					
	GAF: c. NAVAL OPS	Improve naval ops assets,			✓	✓	✓	✓					
	GAF: d. AIR OPS	Improve air ops assets			✓	✓	✓	✓					
	GAF: e. MILITARY HEALTH SERVICE	Rehabilitation of existing health			✓	✓	✓	✓					

		facility Constructio n of new 500 bed facility in Kumasi											
	GHANA ARMED FORCES CAPACITY BUILDING: a. MATS b. GAF CSC c. KAIP TC	Train various categories of staff to enhance their Military skills	Training Institutio ns	No of personnel trained	✓	✓	✓	✓				GAF	MATS GAF CSC KAIP TC
Strengthen the international collaboration especially with neighbouring countries to combat cross border crimes and piracy	GHANA ARMED FORCES: a. GHQ ADMIN b. LAND OPS c. NAVAL OPS d. AIR OPS	Organise seminars, conference and exercises on cross border crimes and piracy with neighbouri ng countries	GAF and Training Institutio ns	No of seminars, conference s and exercises organized	✓	✓	✓	✓				GAF	ARMY NAVY AIRFOR CE
	GHANA ARMED FORCES CAPACITY BUILDING: a. MATS b. GAF CSC c. KAIP TC	Organise seminars, conference and exercises on cross border crimes and piracy with neighbouri ng countries	GHQ and Training Institutio ns	No of seminars, conference s and exercises organised	✓	✓	✓	✓				GAF	MATS GAF CSC KAIP TC

	MGT & ADMIN: a. HRM												
Implement career development programmes and succession plans for all categories of staff in the public service	MGT & ADMIN: a. HRM	Engage consultant to develop manpower development plan	The Square	Manpower development plan developed	✓	✓	✓	✓				MOD	HRM
	GAF: a. GHQ ADMIN	Engage consultant to review career development plan	GHQ	Career development plan reviewed	✓	✓	✓	✓				GAF	GHQ ADMIN
	ARMED FORCES CAPACITY BUILDING: a. MATS b. GAFCSC c. KAIPTC				✓	✓	✓	✓					
Build technical capacity for M&E and statistics at all levels	MGT & ADMIN: a. F&A b. PPME c. R&DC	Train core personnel in M&E techniques	The Square	No of staff trained	✓	✓	✓	✓				MOD	PPME
		Undertake monitoring exercises in all the Garrisons	The Square	No of visits undertaken	✓	✓	✓	✓				MOD	PPME
		Provide logistics for M&E activities	The Square	Vehicle and equipment procured	✓	✓	✓	✓				MOD	PPME

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	MGT & ADMIN: a. HRM	Organise seminars, conference and outreach programmes on gender mainstreaming	The Square	No of seminars, conference s and outreach programmes organised	✓	✓	✓	✓				MOD	HRM
	GAF: a. GHQ ADMIN	Organise seminars, conference and outreach programmes on gender mainstreaming	All Garrisons	No of seminars, conference s and outreach programmes organised	✓	✓	✓	✓				GAF	GHQ ADMIN
Build operational, human resource and logistics capacity of the security agencies	GAF: a. GHQ ADMIN	Train various categories of Officers and Men to enhance their operational effectiveness	All Garrisons	No of personnel trained	✓	✓	✓	✓				GAF	GHQ
	b. LAND OPS	Recruit/enlist and train Military personnel Improve logistics base for Land Ops	All Garrisons	Logistic base improved	✓	✓	✓	✓					ARMY

	c. NAVAL OPS	Improve logistics base for Naval Ops		Logistic base improved	✓	✓	✓	✓					NAVY
	d. AIR OPS	Improve logistics base for Air Ops		Logistic base improved	✓	✓	✓	✓					AIR FORCE
	e. MILITARY HEALTH SERVICE	Improve logistics base of Mil Health Service		Logistic base improved	✓	✓	✓	✓					37 MIL HOSP
	GHANA ARMED FORCES CAPACITY BUILDING: a. MATS b. GAF CSC c. KAIPTC	Improve logistics base of the training institutions		Logistic base improved	✓	✓	✓	✓					MATS GAF CSC KAIPTC
Improve the capacity of security services in external peacekeeping operations	GAF: a. GHQ ADMIN b. LAND OPS c. NAVAL OPS d. AIR OPS e. MILITARY HEALTH SERVICE	Procure strategic equipment and logistics for Peacekeeping operations	Accra	Strategic equipment and Logistics procured	✓	✓	✓	✓				GAF	ARMY NAVY AIR FORCE
	GHANA ARMED FORCES CAPACITY BUILDING: a. MATS b. GAF CSC	Train personnel in peacekeeping operations	Bundase/ Takoradi	No of personnel trained	✓	✓	✓	✓				GAF	ARMY NAVY AIR FORCE KAIPTC

	c. KAIPTC												
THEMATIC AREA: OIL AND GAS DEVELOPMENT													
Ensure security for the oil and gas industry as a whole including installations and operations	MGT & ADMIN: a. F&A	Organise Oil and Gas technical security seminar/conferences	Accra	No of seminars/conferences organised	✓	✓	✓	✓				MOD	F&A GHQ
*	GAF: a. GHQ ADMIN b. LAND OPS	Establish FOBs	Ezinlibo Nuba Sunyani	FOBs established	✓	✓	✓	✓				GHQ	ARMY
*	c. NAVAL OPS	Expand and equip NAVDOCK to enhance operational capabilities of Ships	Sekondi	NAVDOCK expanded and equipped	✓	✓	✓	✓				GHQ	NAVY
*		Conduct regular patrol of the EEZ, fleet exercise and evolution	Sekondi	No of patrols conducted	✓	✓	✓	✓				GHQ	NAVY
*		Procure Navigational Aids and Equipment	Sekondi	Navigational Aids and equipment procured	✓	✓	✓	✓				GHQ	NAVY
*		Establish FOBs	Ezinlibo Nuba Elmina Winneba	NAVDOCK expanded and equipped	✓	✓	✓	✓				GHQ	NAVY

			Ada										
*	d. AIR OPS	Establish command and control centre	Takoradi		✓	✓	✓	✓				GHQ	AIR FORCE
*		Refurbish existing Hangers	Accra		✓	✓	✓	✓				GHQ	AIR FORCE
*		Procure role equipment for maritime operations	Takoradi	Navigation al Aids and equipment procured	✓	✓	✓	✓				GHQ	AIR FORCE
*		Establish FOBs	Ezinlibo Nuba Kumasi Ho Yendi Wa Bawko	FOBs establishe d	✓	✓	✓	✓				GHQ	AIR FORCE

5.4 ANNUAL ACTION PLAN OF MINISTRY OF DEFENCE FOR 2016

Adopted strategies	Programmes and sub-programmes	Projects/ Operations /Activities	Location	Indicators	Quarterly time schedule				Indicative budget			Implementing agencies	
					1st	2nd	3rd	4th	GoG GH¢000	IGF GH¢000	Donor GH¢000	Lead	Collabo rating
THEMATIC AREA: HUMAN DEVELOPMENT, PRODUCTIVITY AND EMPLOYMENT													
Enhance social protection interventions for the Aged	MGT & ADMIN: a. VAG	Provide logistic and administrative support to national headquarters and ten (10) regional offices	nationwide	Logistic and administrative support provided	✓	✓	✓	✓	11,295	240		MOD	VAG
	GHANA ARMED FORCES CAPACITY BUILDING: a. MATS b. GAF CSC c. KAIPTC												
Build leadership and management capacities at all levels of the healthcare delivery system	GAF: d. MILITARY HEALTH SERVICE	Train various categories of health personnel to improve quality healthcare delivery	37 Mil Hosp All Garrisons	No of healthcare personnel trained	✓	✓	✓	✓	118,464	7,243		GAF	37 Mil Hosp
		Provide efficient		Health service	✓	✓	✓	✓					

		health service management and delivery		delivery improved									
	GHANA ARMED FORCES CAPACITY BUILDING: a. MATS b. GAFSC c. KAIPTC												
Promote the implementation of Private Public Partnerships (PPPs) arrangements for the delivery of HIV and AIDS/STIs services	GAF: d. MILITARY HEALTH SERVICE	Organise outreach and sensitisation programmes on HIV/AIDS	All Garrisons	No of HIV/AIDS outreach programmes organised	✓	✓	✓	✓	371			GAF	37 Mil Hosp
	GHANA ARMED FORCES CAPACITY BUILDING: a. MATS b. GAFSC c. KAIPTC												
THEMATIC AREA: TRANSPARENT AND ACCOUNTABLE GOVERNANCE													
Enhance institutional capacity of the security agencies	MGT AND ADMIN: a. HRM	Train various categories of staff	The Square	No of staff trained	✓	✓	✓	✓	1,902			MOD	HRM

	GAF: a. GHQ ADMIN b. LAND OPS c. NAVAL OPS d. AIR OPS e. MILITARY HEALTH SERVICE	Train various categories of staff	All Garrisons		✓	✓	✓	✓	11,824				GAF	GHQ ADMIN
	GAF: a. GHQ ADMIN	Improve infrastructu re developme nt to include buildings, communica tion and land space,	All Garrisons	Infrastruct ure improved	✓	✓	✓	✓					GAF	Army Navy Air Force 37 Mil Hosp
	GAF: b. LAND OPS	Improve land ops equipment			✓	✓	✓	✓						
	GAF: c. NAVAL OPS	Improve naval ops assets,			✓	✓	✓	✓						
	GAF: d. AIR OPS	Improve air ops assets			✓	✓	✓	✓						
	GAF: e. MILITARY HEALTH SERVICE	Rehabilitati on of existing health facility Constructio n of new 500 bed			✓	✓	✓	✓						

		facility in Kumasi											
	GHANA ARMED FORCES CAPACITY BUILDING: a. MATS b. GAF CSC c. KAIPTC	Train various categories of staff to enhance their Military skills	Training Institutions	No of personnel trained	✓	✓	✓	✓				GAF	MATS GAF CSC KAIPTC
Strengthen the international collaboration especially with neighbouring countries to combat cross border crimes and piracy	GHANA ARMED FORCES: a. GHQ ADMIN b. LAND OPS c. NAVAL OPS d. AIR OPS	Organise seminars, conference and exercises on cross border crimes and piracy with neighbouring countries	GAF and Training Institutions	No of seminars, conferences and exercises organized	✓	✓	✓	✓				GAF	ARMY NAVY AIR FORCE
	GHANA ARMED FORCES CAPACITY BUILDING: a. MATS b. GAF CSC c. KAIPTC	Organise seminars, conference and exercises on cross border crimes and piracy with neighbouring countries	GHQ and Training Institutions	No of seminars, conferences and exercises organised	✓	✓	✓	✓				GAF	MATS GAF CSC KAIPTC
	MGT & ADMIN: a. HRM												

Implement career development programmes and succession plans for all categories of staff in the public service	MGT & ADMIN: a. HRM	Engage consultant to develop manpower development plan	The Square	Manpower development plan developed	✓	✓	✓	✓				MOD	HRM
	GAF: a. GHQ ADMIN	Engage consultant to review career development plan	GHQ	Career development plan reviewed	✓	✓	✓	✓				GAF	GHQ ADMIN
	ARMED FORCES CAPACITY BUILDING: a. MATS b. GAFCSC c. KAIPTC				✓	✓	✓	✓					
Build technical capacity for M&E and statistics at all levels	MGT & ADMIN: a. F&A b. PPME c. R&DC	Train core personnel in M&E techniques	The Square	No of staff trained	✓	✓	✓	✓				MOD	PPME
		Undertake monitoring exercises in all the Garrisons	The Square	No of visits undertaken	✓	✓	✓	✓				MOD	PPME
		Provide logistics for M&E activities	The Square	Vehicle and equipment procured	✓	✓	✓	✓				MOD	PPME

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	MGT & ADMIN: a. HRM	Organise seminars, conference and outreach programmes on gender mainstreaming	The Square	No of seminars, conference s and outreach programmes organised	✓	✓	✓	✓				MOD	HRM
	GAF: a. GHQ ADMIN	Organise seminars, conference and outreach programmes on gender mainstreaming	All Garrisons	No of seminars, conference s and outreach programmes organised	✓	✓	✓	✓				GAF	GHQ ADMIN
Build operational, human resource and logistics capacity of the security agencies	GAF: a. GHQ ADMIN	Train various categories of Officers and Men to enhance their operational effectiveness	All Garrisons	No of personnel trained	✓	✓	✓	✓				GAF	GHQ
	b. LAND OPS	Recruit/enlist and train Military personnel Improve logistics base for Land Ops	All Garrisons	Logistic base improved	✓	✓	✓	✓					ARMY

	c. NAVAL OPS	Improve logistics base for Naval Ops		Logistic base improved	✓	✓	✓	✓					NAVY
	d. AIR OPS	Improve logistics base for Air Ops		Logistic base improved	✓	✓	✓	✓					AIR FORCE
	e. MILITARY HEALTH SERVICE	Improve logistics base of Mil Health Service		Logistic base improved	✓	✓	✓	✓					37 MIL HOSP
	GHANA ARMED FORCES CAPACITY BUILDING: a. MATS b. GAF CSC c. KAIP TC	Improve logistics base of the training institutions		Logistic base improved	✓	✓	✓	✓					MATS GAF CSC KAIP TC
Improve the capacity of security services in external peacekeeping operations	GAF: a. GHQ ADMIN b. LAND OPS c. NAVAL OPS d. AIR OPS e. MILITARY HEALTH SERVICE	Procure strategic equipment and logistics for Peacekeeping operations	Accra	Strategic equipment and Logistics procured	✓	✓	✓	✓				GAF	ARMY NAVY AIR FORCE
	GHANA ARMED FORCES CAPACITY BUILDING: a. MATS b. GAF CSC	Train personnel in peacekeeping operations	Bundase/ Takoradi	No of personnel trained	✓	✓	✓	✓				GAF	ARMY NAVY AIR FORCE KAIP TC

	c. KAIPTC												
THEMATIC AREA: OIL AND GAS DEVELOPMENT													
Ensure security for the oil and gas industry as a whole including installations and operations	MGT & ADMIN: a. F&A	Organise Oil and Gas technical security seminar/conferences	Accra	No of seminars/conferences organised	✓	✓	✓	✓				MOD	F&A GHQ
*	GAF: a. GHQ ADMIN b. LAND OPS	Establish FOBs	Ezinlibo Nuba Sunyani	FOBs established	✓	✓	✓	✓				GHQ	ARMY
*	c. NAVAL OPS	Expand and equip NAVDOCK to enhance operational capabilities of Ships	Sekondi	NAVDOCK expanded and equipped	✓	✓	✓	✓				GHQ	NAVY
*		Conduct regular patrol of the EEZ, fleet exercise and evolution	Sekondi	No of patrols conducted	✓	✓	✓	✓				GHQ	NAVY
*		Procure Navigational Aids and Equipment	Sekondi	Navigational Aids and equipment procured	✓	✓	✓	✓				GHQ	NAVY
*		Establish FOBs	Ezinlibo Nuba Elmina Winneba	NAVDOCK expanded and equipped	✓	✓	✓	✓				GHQ	NAVY

			Ada										
*	d. AIR OPS	Establish command and control centre	Takoradi		✓	✓	✓	✓				GHQ	AIR FORCE
*		Refurbish existing Hangers	Accra		✓	✓	✓	✓				GHQ	AIR FORCE
*		Procure role equipment for maritime operations	Takoradi	Navigation al Aids and equipment procured	✓	✓	✓	✓				GHQ	AIR FORCE
*		Establish FOBs	Ezinlibo Nuba Kumasi Ho Yendi Wa Bawko	FOBs establishe d	✓	✓	✓	✓				GHQ	AIR FORCE

5.5 ANNUAL ACTION PLAN OF MINISTRY OF DEFENCE FOR 2017

Adopted strategies	Programmes and sub-programmes	Projects/ Operations /Activities	Location	Indicators	Quarterly time schedule				Indicative budget			Implementing agencies	
					1st	2nd	3rd	4th	GoG GH¢000	IGF GH¢000	Donor GH¢000	Lead	Collabo rating
THEMATIC AREA: HUMAN DEVELOPMENT, PRODUCTIVITY AND EMPLOYMENT													
Enhance social protection interventions for the Aged	MGT & ADMIN: a. VAG	Provide logistic and administrative support to national headquarters and ten (10) regional offices	nationwide	Logistic and administrative support provided	✓	✓	✓	✓	11,295	240		MOD	VAG
	GHANA ARMED FORCES CAPACITY BUILDING: a. MATS b. GAF CSC c. KAIPTC												
Build leadership and management capacities at all levels of the healthcare delivery system	GAF: e. MILITARY HEALTH SERVICE	Train various categories of health personnel to improve quality healthcare delivery	37 Mil Hosp All Garrisons	No of healthcare personnel trained	✓	✓	✓	✓	118,464	7,243		GAF	37 Mil Hosp
		Provide efficient		Health service	✓	✓	✓	✓					

		health service management and delivery		delivery improved									
	GHANA ARMED FORCES CAPACITY BUILDING: a. MATS b. GAFSC c. KAIPTC												
Promote the implementation of Private Public Partnerships (PPPs) arrangements for the delivery of HIV and AIDS/STIs services	GAF: e. MILITARY HEALTH SERVICE	Organise outreach and sensitisation programmes on HIV/AIDS	All Garrisons	No of HIV/AIDS outreach programmes organised	✓	✓	✓	✓	371			GAF	37 Mil Hosp
	GHANA ARMED FORCES CAPACITY BUILDING: a. MATS b. GAFSC c. KAIPTC												
THEMATIC AREA: TRANSPARENT AND ACCOUNTABLE GOVERNANCE													
Enhance institutional capacity of the security agencies	MGT AND ADMIN: a. HRM	Train various categories of staff	The Square	No of staff trained	✓	✓	✓	✓	1,902			MOD	HRM

	GAF: a. GHQ ADMIN b. LAND OPS c. NAVAL OPS d. AIR OPS e. MILITARY HEALTH SERVICE	Train various categories of staff	All Garrisons		✓	✓	✓	✓	11,824			GAF	GHQ ADMIN
	GAF: a. GHQ ADMIN	Improve infrastructu re developme nt to include buildings, communica tion and land space,	All Garrisons	Infrastruct ure improved	✓	✓	✓	✓				GAF	Army Navy Air Force 37 Mil Hosp
	GAF: b. LAND OPS	Improve land ops equipment			✓	✓	✓	✓					
	GAF: c. NAVAL OPS	Improve naval ops assets,			✓	✓	✓	✓					
	GAF: d. AIR OPS	Improve air ops assets			✓	✓	✓	✓					
	GAF: e. MILITARY HEALTH SERVICE	Rehabilitati on of existing health facility Constructio n of new 500 bed			✓	✓	✓	✓					

		facility in Kumasi											
	GHANA ARMED FORCES CAPACITY BUILDING: a. MATS b. GAF CSC c. KAIP TC	Train various categories of staff to enhance their Military skills	Training Institutions	No of personnel trained	✓	✓	✓	✓				GAF	MATS GAF CSC KAIP TC
Strengthen the international collaboration especially with neighbouring countries to combat cross border crimes and piracy	GHANA ARMED FORCES: a. GHQ ADMIN b. LAND OPS c. NAVAL OPS d. AIR OPS	Organise seminars, conference and exercises on cross border crimes and piracy with neighbouring countries	GAF and Training Institutions	No of seminars, conferences and exercises organized	✓	✓	✓	✓				GAF	ARMY NAVY AIR FORCE
	GHANA ARMED FORCES CAPACITY BUILDING: a. MATS b. GAF CSC c. KAIP TC	Organise seminars, conference and exercises on cross border crimes and piracy with neighbouring countries	GHQ and Training Institutions	No of seminars, conferences and exercises organised	✓	✓	✓	✓				GAF	MATS GAF CSC KAIP TC
	MGT & ADMIN: a. HRM												

Implement career development programmes and succession plans for all categories of staff in the public service	MGT & ADMIN: a. HRM	Engage consultant to develop manpower development plan	The Square	Manpower development plan developed	✓	✓	✓	✓				MOD	HRM
	GAF: a. GHQ ADMIN	Engage consultant to review career development plan	GHQ	Career development plan reviewed	✓	✓	✓	✓				GAF	GHQ ADMIN
	ARMED FORCES CAPACITY BUILDING: a. MATS b. GAFCSC c. KAIPTC				✓	✓	✓	✓					
Build technical capacity for M&E and statistics at all levels	MGT & ADMIN: a. F&A b. PPME c. R&DC	Train core personnel in M&E techniques	The Square	No of staff trained	✓	✓	✓	✓				MOD	PPME
		Undertake monitoring exercises in all the Garrisons	The Square	No of visits undertaken	✓	✓	✓	✓				MOD	PPME
		Provide logistics for M&E activities	The Square	Vehicle and equipment procured	✓	✓	✓	✓				MOD	PPME

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	MGT & ADMIN: a. HRM	Organise seminars, conference and outreach programmes on gender mainstreaming	The Square	No of seminars, conferences and outreach programmes organised	✓	✓	✓	✓				MOD	HRM
	GAF: a. GHQ ADMIN	Organise seminars, conference and outreach programmes on gender mainstreaming	All Garrisons	No of seminars, conferences and outreach programmes organised	✓	✓	✓	✓				GAF	GHQ ADMIN
Build operational, human resource and logistics capacity of the security agencies	GAF: a. GHQ ADMIN	Train various categories of Officers and Men to enhance their operational effectiveness	All Garrisons	No of personnel trained	✓	✓	✓	✓				GAF	GHQ
	b. LAND OPS	Recruit/enlist and train Military personnel Improve logistics base for Land Ops	All Garrisons	Logistic base improved	✓	✓	✓	✓					ARMY

	c. NAVAL OPS	Improve logistics base for Naval Ops		Logistic base improved	✓	✓	✓	✓					NAVY
	d. AIR OPS	Improve logistics base for Air Ops		Logistic base improved	✓	✓	✓	✓					AIR FORCE
	e. MILITARY HEALTH SERVICE	Improve logistics base of Mil Health Service		Logistic base improved	✓	✓	✓	✓					37 MIL HOSP
	GHANA ARMED FORCES CAPACITY BUILDING: a. MATS b. GAF CSC c. KAIPTC	Improve logistics base of the training institutions		Logistic base improved	✓	✓	✓	✓					MATS GAF CSC KAIPTC
Improve the capacity of security services in external peacekeeping operations	GAF: a. GHQ ADMIN b. LAND OPS c. NAVAL OPS d. AIR OPS e. MILITARY HEALTH SERVICE	Procure strategic equipment and logistics for Peacekeeping operations	Accra	Strategic equipment and Logistics procured	✓	✓	✓	✓				GAF	ARMY NAVY AIR FORCE
	GHANA ARMED FORCES CAPACITY BUILDING: a. MATS b. GAF CSC	Train personnel in peacekeeping operations	Bundase/ Takoradi	No of personnel trained	✓	✓	✓	✓				GAF	ARMY NAVY AIR FORCE KAIPTC

	c. KAIPTC												
THEMATIC AREA: OIL AND GAS DEVELOPMENT													
Ensure security for the oil and gas industry as a whole including installations and operations	MGT & ADMIN: a. F&A	Organise Oil and Gas technical security seminar/conferences	Accra	No of seminars/conferences organised	✓	✓	✓	✓				MOD	F&A GHQ
*	GAF: a. GHQ ADMIN b. LAND OPS	Establish FOBs	Ezinlibo Nuba Sunyani	FOBs established	✓	✓	✓	✓				GHQ	ARMY
*	c. NAVAL OPS	Expand and equip NAVDOCK to enhance operational capabilities of Ships	Sekondi	NAVDOCK expanded and equipped	✓	✓	✓	✓				GHQ	NAVY
*		Conduct regular patrol of the EEZ, fleet exercise and evolution	Sekondi	No of patrols conducted	✓	✓	✓	✓				GHQ	NAVY
*		Procure Navigational Aids and Equipment	Sekondi	Navigational Aids and equipment procured	✓	✓	✓	✓				GHQ	NAVY
*		Establish FOBs	Ezinlibo Nuba Elmina Winneba	NAVDOCK expanded and equipped	✓	✓	✓	✓				GHQ	NAVY

			Ada										
*	d. AIR OPS	Establish command and control centre	Takoradi		✓	✓	✓	✓				GHQ	AIR FORCE
*		Refurbish existing Hangers	Accra		✓	✓	✓	✓				GHQ	AIR FORCE
*		Procure role equipment for maritime operations	Takoradi	Navigation al Aids and equipment procured	✓	✓	✓	✓				GHQ	AIR FORCE
*		Establish FOBs	Ezinlibo Nuba Kumasi Ho Yendi Wa Bawko	FOBs establishe d	✓	✓	✓	✓				GHQ	AIR FORCE

CHAPTER SIX
MONITORING AND EVALUATION PLAN

The Monitoring and Evaluation Plan will be prepared in a separate document.

CHAPTER SEVEN
COMMUNICATION STRATEGY

7.0 Introduction

The chapter details the strategy for promotion and dissemination of the MTDP 2014-2017 to all key stakeholders. The communication strategy of the plan is intended to create awareness about the Medium Term Development Plan, 2014-2017 of MOD.

It is also to inform all stakeholders about the programmes, sub-programmes and activities that MOD intends to implement during the period and also stakeholder's expected roles in program implementation. The communication strategy seeks to access and manage the expectation of the public on MOD services.

MOD programmes in the MTDP 2014-2017 are strategically drawn to contribute to the achievement of the goal of the National Medium Term Policy Framework 2014-2017. In this strategy, efforts will be made to foster greater collaboration and coordination with all stakeholders in the achievement of set targets. There would be greater emphasis on transparency and accountability so as to maximize the benefit to be derived from the implementation of planned interventions.

7.1 Key Stakeholders

The following stakeholders were identified on account of their involvement in policy, funding, implementation, monitoring, evaluation and reporting arrangements: The key stakeholders/institutions identified include:

- Defence Headquarters
- The General Headquarters
- The Ghana Army
- The Ghana Navy
- The Ghana Air Force
- Ghana Armed Forces Command and Staff College
- Military Academy and Training Schools
- Veterans Administration, Ghana
- Kofi Annan International Peacekeeping Training Centre
- Office of the Defence Advisors
- 37 Military Hospital

7.2 Strategies For Communication Plan

The Management will champion the crusade to create the required awareness of the existence of the Medium Term Development Plan, 2014-2017 to all stakeholders including the development partners. MOD will adopt various means by which the Plan will be disseminated. These channels of dissemination are;

- Media
- Conferences and Seminars
- Internet

7.2.1 Media

MOD will activate and upgrade its website to publish its activities with regards to the SMTDP. Again, the Ministry will continue to feature in the Meet-The-Press series and publish press releases, and use other mass media programs in sensitizing stakeholders on relevant policy issues.

7.2.2 Conferences and Seminars

The MOD will organize stakeholder meetings at the following levels:

- Management Committee
- Hon. Minister's Advisory Committee
- All Stakeholders' Forum.

7.2.3 Internet

Copies of the document would also be disseminated via the internet among Ghana's Defence Attaches in the nation's Missions and High Commissions abroad, the Office of the Chief of the Defence Staff, and extracts of relevant areas would be made for our Development Partners/Donors.

7.3 Recommendation/Way Forward

Through the Public Affairs Department of the Ministry, Defence Intelligence and other equally important sources, the MOD would collect, collate and analyze public responses or reactions to the implementation of the MTDP and thereby establish the fears, impressions and expectations as inputs for future reviews.

7.4 Conclusion

All necessary actions to enable MOD to implement the Plan will be adhered to with the support of all stakeholders to enable MOD contribute its quota to the achievement of the national goal.

TEAM

The Team consisted of the following persons:

a.	Mr. E.N.Y. Tackie-Yarboi	-	Chief Director
b.	Mr. Yaw Okyere-Nyako	-	Director, PPME
c.	Mr. Ben Asomani	-	Director, F&A
d.	Gp. Capt AK Mensah	-	Director (R&D)
e.	Col Ayisi	-	D Fin, GHQ (IPSO)
f.	Mr. Benjamin Odotei	-	Director (Admin)
g.	Lt. Col K Mends	-	A/Dir Log (Main), GHQ(Log)
h.	Mr. Stephen Ekow Graves	-	Principal Accountant
i.	Mrs. Deborah Mensah	-	Assistant Director IIA
j.	Ms. YaaAdofoKonadu	-	Assistant Director IIB
k.	Mr. David Ashun	-	IT Personnel