

# MINISTRY OF DEFENCE

**-2019-**

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## ANNUAL PROGRESS REPORT

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IMPLEMENTATION OF AGENDA FOR JOBS: CREATING PROSPERITY AND  
EQUAL OPPORTUNITY FOR ALL (2018-2021)

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## **1.0 INTRODUCTION**

The Ministry of Defence (MoD) has a mandate 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 through the agency of the Ghana Armed Forces. The Ghana Armed Forces (GAF) supports and participates in External Peace Support Operations, and collaborates with other internal Security Agencies in providing security, combating crime and instilling discipline within the society. It is made up of the Square (Management and Administration), General Headquarters (GHQ) and its various Agencies.

The Ministry is one of the key service delivery organs of the Government of the Republic of Ghana under the Office of the Head of the Civil Service (OHCS).

### **1.1 Vision**

To develop a highly professional, effective, efficient and politically neutral Ghana Armed Forces which is subject to democratic and civil control.

### **1.2 Mission**

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

### **1.3 Goal**

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

### **1.4 Core Functions:**

The Ministry's core functions are to;

- Formulate and implement policies for internal security, against external aggression and total defence of the Nation in collaboration with National Security Council and the Armed Forces Council.
- Ensure the state of combat readiness of the Ghana Armed Forces for rapid response to any security threat.
- Improve the logistical infrastructure for the Ghana Armed Forces (GAF).

- Facilitate the capacity building of the Ministry and the Ghana Armed Forces.
- Formulate, implement, monitor and evaluate policies in relation to the operations of the MOD and the GAF especially in areas of remuneration, provision of logistics and resources to enable them function efficiently.
- Facilitate the provision of social infrastructure such as roads/bridges, health and educational facilities.
- Formulate and implement policies for international peace support operations in collaboration with the National Security Council and the Armed Forces Council.
- Support Ghana's foreign policy on international peace and security.

### **1.5 Policy Objectives:**

- Enhance public safety
- Build an effective and efficient Government Machinery
- Enhance capacity for policy formulation and coordination
- Enhance security service delivery
- Enhance Ghana's International image and influence
- Promote a globally competitive Foreign Service
- Develop efficient land administration and management system
- Increase capacity and efficiency in port operations
- Enhance application of ICT in national development
- Minimize potential environmental impact of oil and gas industry
- Enhance sports and recreational infrastructure
- Improve research and development (R&D) and financing for industrial development

## **2.0. SUMMARY OF ACHIEVEMENTS OF THE IMPLEMENTATION OF THE SMTDP**

The Progress Report of the Ministry is an evaluation of the its performance in the period under review and this is based on the Ministry's planned programmes and activities highlighted within portions of the MoD 2018-2021 Medium-Term Development Plan (MTDP) and scheduled for implementation in 2019.

To support the Ministry's objective of maintaining internal and external peace and security in view of contemporary security threats and also pursue Government's Development agenda, that is, the current Medium-Term National Development Policy Framework- An Agenda for Jobs: Creating Prosperity and Equal Opportunity for All (2018-2021), adequate budgetary support is vital. Despite the limited financial resources and challenges, the Ministry from January to December, 2019 has achieved the following.

### **2.1 DEFENCE COOPERATION INTERNAL AND EXTERNAL**

The Ghana Armed Forces (GAF) continues to provide surveillance for the Country's air space and its international borders and collaborates with other security agencies in OPERATIONS CALM LIFE, COWLEG, HALT, CONQUERED FIST, GONGON, CITADEL, AHODWO and VANGUARD to maintain a stable, united and safe society. The Ghana Armed Forces in collaboration with security services of Togo, Burkina Faso and Cote d'Ivoire is engaged in the Internal Security Exercise (Ex KOUDANLGOU 2) to flush out cross border miscreants along Ghana's borders. Also, the anti-terrorist operation (Op CONQUERED FIST) is currently ongoing in the Northern Ghana to thwart the occurrence of possible terrorist attacks.

To improve water quality by controlling pollution, eliminating dumping and minimizing release of hazardous chemicals and materials into water sources and the environment, the Ghana Armed Forces continues to embark on OPERATION VANGUARD to reduce illegal mining and environmental degradation. It is worthy to mention that from January to December, 2019, the Ministry through GAF has made the following strides in curbing the illegal mining activities in the country, this includes: 1,727 illegal miners arrested, 2,779 weapons and ammo seized, 260 excavators seized, 9,178 items immobilized and 4,045 other mining equipment seized.

Additionally, as part of measures to stop the perennial Fulani Herdsmen menace, GAF in collaboration with the National Security under OPERATION ROADSTAR is constructing a 40-acre cattle ranch to accommodate over 6,000 cattle at Wawasa in the Afram Plains.

### **2.2 UNITED NATIONS (UN) PEACEKEEPING**

Ghana through the Ghana Armed Forces (GAF) contributed 2,500 troops and equipment towards International peacekeeping efforts which has projected the image of the Country on the International scene. The Government in relation to this, increased the United Nations Peacekeeping Troop allowance from thirty United State Dollars (USD 30.00) to thirty-five United State Dollars (USD35.00) per soldier per day at all the operational theatres. It is also

worth noting that all Contingency Owned Equipment (COEs) have been Upgraded to meet the United Nations (UN) standards for our missions in Congo, South Sudan and Lebanon.

The Government of Ghana through the Ministry would continue the implementation of the “Earned Dollar Payment Policy” for deployed troops as motivation for their efforts in the enforcement of global peace and security. It would also continue to contribute Troops and equipment towards International peace efforts based on the invitation of the United Nations to strengthen Ghana’s role in international affairs.

### **2.3 STRENGTHENING THE LEGISLATURE, REGULATIONS, POLICIES AND AGREEMENT OF GAF**

In line with the Ministry’s policy of strengthening the legislations, regulations and policies of the Ghana Armed Forces (GAF), the Ministry facilitated the amendment of the Ghana Armed Forces (GAF) Regulation 1986 (LI 1332) Regulation 6.23 on Prolongation of Service to enhance security service delivery.

The amendment of LI 1332 for the extension period of service of personnel of the Other Ranks from the current 25 to 30 years was approved. This has also led to the creation of additional Ranks within the structure of the Ghana Armed Forces. In 2020, the amendment of the LI 1332 would be operationalized.

Consequently, following the extension of the run-out-date from the current 25 to 30 years for Other Ranks, the wages and salaries of all Ranks of Military Personnel of the Ghana Armed Forces has been revised to conform with the level of other Security Services.

### **2.4 HOUSING OF GHANA ARMED FORCES (GAF) OFFICERS/MEN**

As part of efforts to transform the security services into a world-class security institution with modern infrastructure, including accommodation, health and training infrastructure facilities, the Ministry continued with the construction of the first four (4) units of four (4) storey block of sixteen (16) flats of the Barracks Regeneration Programme (BRP) Phase I to improve the acute housing deficit of the Ghana Armed Forces (GAF). The project as at December, 2019 was 97% complete and due to be commissioned in 2020. The Ministry has also embarked on an expanded version under this same programme with the construction of five hundred and forty (540) of the two (2) bedroom accommodation and eleven (11) four (4) storey blocks of flats in Garrisons across the Country.

The Ministry in February, 2019 commissioned the new Officers’ Mess at the Burma Camp. With regards to the SSNIT housing projects, work resumed in 2019 and as at 31st December, 2019 works on all the SSNIT projects were about 65% complete.

On 3rd May, 2019, H.E. the Vice President cut the sod for the commencement of construction works on the Commander-In-Chief’s Sports Centre at 6 Garrison, Tamale. This edifice upon completion by third quarter, 2020 would go a long way to promote fitness and sporting activities among personnel of the Ghana Armed Forces to enhance security service delivery.

Subsequently, H.E. the President also cut the sod for the construction of Military Housing Projects and the Reconstruction of the Ghana Military Academy on Thursday, 4th July, 2019 at the Ghana Military Academy, Teshie. The housing project at the various Garrisons consists of; two (2) bedroom half compound house, four (4)-storey, two (2) bedroom of sixteen (16) flats for the Other Ranks and four (4)-storey, two (2)-bedroom of sixteen (16) flats for Officers. Also, the Military Academy School at Teshie project consists of Multi-Purpose Conference Rooms, Hostels, Administration Block, Classroom Blocks, Auditorium with a capacity of 1,000 personnel as well as other ancillary projects. Work in this regard is currently advanced.

## **2.5 RE-EQUIPPING THE MILITARY**

The Ministry of Defence, under the auspices of H.E. the President and Commander-In-Chief of the Ghana Armed Forces commissioned fifty (50) high occupancy buses and one hundred and thirty-eight (138) operational vehicles for the Ghana Armed Forces in the First Quarter of year, 2019. Additionally, the Public Procurement Authority (PPA) has granted approval for procurement processes for the purchases of additional spare parts for the periodic servicing and maintenance of the fifty (50) buses.

Also, in an effort to improve the operational efficiency of the Ghana Armed Forces (GAF), H.E. the President in December, 2019 commissioned thirty-three (33) modern Otokar Armoured Personnel Carriers (APC), forty-one (41) assorted Toyota vehicles, three (3) water tankers, one (1) self-loading recovery truck, one (1) refrigerator van and five (5) utility vehicles for waste disposal and management. The vehicles have been delivered to the various units and are currently in service. Subsequently, the MOD has engaged the Ministry of Energy and the International Oil Companies to procure six (6) Offshore Patrol Vessels from Messrs Gulf Frontiers Logistics Limited to protect our oil assets and other marine resources.

In 2019, the Ministry awarded contract for the establishment of Forward Operating Base (FOB) in Ezinlibo in the Western Region as part of the national strategic programme to protect the country's oil, gas reserves and other natural resources. The Project includes the construction of some one-fifty (150) Housing Units of accommodation and the procurement of equipment (ships, boats, guns and vehicles) for the Ghana Navy. Subsequently, the MoD engaged the Ministry of Energy and the International Oil Companies to procure six (6) Offshore Patrol Vessels (OPVs) from Messrs Gulf Frontiers Logistics Limited to protect our oil assets and other marine resources.

The Ministry has overhauled three (3) Casa Aircraft for the Ghana Air Force and two (2) Helicopters which were grounded since 2012. Also, processes are ongoing with prospective aircraft companies for the acquisition of seven (7) aircraft.

Furthermore, the Ministry has secured Cabinet and Parliamentary approval to award a contract for the purchase of high technology communication equipment that is, Night Vision Binoculars and Monocular for the GAF to enhance night operations.

## **2.6 DEFENCE HEALTH INITIATIVE**

The Ministry continued with the construction of the new 500 bed Military Hospital at Afari, Kumasi as part of its Defence Health Initiative Policy which is geared towards good healthcare service delivery to both officers and men as well as civilians. As at December 2019, overall work done was 81% complete. The project will be completed by second quarter, 2020.

Within the year 2019, the Ministry completed and commissioned a new ultra-modern kitchen and a new Oxygen Plant reconstructed for the 37 Military Hospital. It also donated two (2) ambulances for the 6 and 7 Garrisons in Tamale and Ho respectively.

## **2.7 STRENGTHENING OF THE GHANA ARMED FORCES**

Government continues to enhance the capacity of the Ghana Armed Forces (GAF) to enable them continuously carryout their duties of forestalling external aggression, safeguarding territorial integrity and contribute to international peacekeeping efforts. In the year under review, 257 Officer Cadets were recruited into the Ghana Armed Forces (GAF), out of which 137 were commissioned in October, 2019 and 120 are under training. In all, a total of 958 recruits passed out in 2019. About 563 are being trained and scheduled to pass out in February, 2020.

Subsequently, the Ghana Armed Forces conducted operational level training for Senior Officers at the Ghana Armed Forces Command and Staff College (GAFCSO). In all, 67 Senior Officers graduated from Senior Staff Course at GAFCSO as at September, 2019. Operational Level training was also conducted for 85 Staff Officers at Junior Staff Course at the GAFCSO. The GAF in 2020 would recruit about 3000 personnel and enhance capacity development of about 350 personnel.

## **2.8 SECURITY OF GAF LANDS/ASSETS**

The Ministry has observed with much concern that over the years, the Military lands have been increasingly encroached, and in curbing this unfortunate incidence, the Ministry of Defence embarked on a drive to protect its lands. The objective of the policy is to secure and protect GAF lands to forestall further encroachment.

In view of this, the target for 2019 was to develop the Teshie Shooting Range into a waterfront community. Cabinet therefore approved the Ministry's land reclamation policy to develop the Teshie Shooting Range into a Waterfront Community with an Indoor Shooting Range through a Public Private Partnership (PPP). Also, during the year, a Memorandum of Understanding was signed between Radi Group and MoD for feasibility study and commencement of the project.

### **3.0. PROCESS INVOLVED IN CONDUCTING MONITORING AND EVALUATION**

The processes involved the adoption of the 2019 Plan of Action, Monitoring Matrix and Data Collection Matrix (all sections within the Ministry's 2018-2022 MTDP document outlining all indicators, baselines and targets of planned programmes and projects) as guide for the conduct of the Assessment.

Data was mainly derived from Quarterly Reports of various sub-programmes/ Agencies of the Ministry as well as a number of monitoring tours undertaken to the various project sites.

### **4.0 CHALLENGES ENCOUNTERED IN THE IMPLEMENTATION OF THE SMTDP**

The Ministry is continuously faced with many challenges, mainly ***logistical and financial constraints***. These aforementioned challenges affected the implementation of planned programmes and activities of the Ministry in the period under review. Also, delays in the release of funds by the Ministry of Finance affected payments to suppliers and contractors thereby affecting procurement activities and other services. The Ministry recommends that appropriate budgetary allocation be provided to avoid budget overruns

## 5.0 MONITORING AND EVALUATION REPORT ON PROJECT REGISTER

### GAF SSNIT PROJECTS

S/N	Project Description and Location	Contractor/ Consultant	Contract Sum (GH¢)	Source of Funding	Date of Award	Date Started	Expected Date of Completion	Expenditure to Date (GH¢)	Outstanding Balance (GH¢)	Implementation Status	Remarks
(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)
	<b>SSNIT LOAN</b>										
	<b>1 GARRISON, TEMA</b>										
1	Construction and completion of 4-Storey block of 16 flats OR Married Qtrs 'A' at Naval Base, Tema.	Messrs Aniedan Co Ltd	797,493.01	GOG/ SSNIT	15-Jan-07	01-Feb-07	31-Dec-20	1,074,406.74	2,321,843.80	55%	-
(a)	Electrical Installation for the Construction and completion of 4-Storey block of 16 flats OR Married Qtrs 'A' at Naval Base, Tema.	Messrs Saflex Eng. Co. (GH) Ltd	96,959.60	GOG/ SSNIT	15-Jan-07	01-Feb-07	31-Dec-20	66,272.55	484,531.78	25%	-
(b)	Plumbing Installation for the Construction and completion of 4-Storey block of 16 flats OR Married Qtrs 'A' at Naval Base, Tema.	Messrs Cejary Constr Co. Ltd	34,969.52	GOG/ SSNIT	15-Jan-07	01-Feb-07	31-Dec-20	24,081.33	260,048.90	20%	-
2	Construction and completion of 4-Storey block of 16 flats OR Married Qtrs 'B' at Naval Base, Tema.	Messrs Contactline Constr Ltd	685,907.79	GOG/ SSNIT	15-Jan-07	01-Feb-07	31-Dec-20	1,821,904.00	1,801,836.71	65%	-
(a)	Electrical Installation for the Construction and completion of 4-Storey block of 16 flats OR Married Qtrs 'B' at Naval Base, Tema.	Messrs Contactline Constr Ltd	106,142.33	GOG/ SSNIT	15-Jan-07	01-Feb-07	31-Dec-20	98,293.71	493,476.56	30%	-
(b)	Plumbing Installation for the Construction and completion of 4-Storey	Messrs Contactline Constr Ltd	46,178.63	GOG/ SSNIT	15-Jan-07	01-Feb-07	31-Dec-20	49,709.01	219,748.32	25%	-

	block of 16 flats OR Married Qtrs 'B' at Naval Base, Tema.										
	<b>TOTAL 1 GARRISON, TEMA</b>		<b>1,767,650.88</b>					<b>3,134,667.34</b>	<b>5,581,486.07</b>		
<b>(a)</b>	<b>(b)</b>	<b>(c)</b>	<b>(d)</b>	<b>(e)</b>	<b>(f)</b>	<b>(g)</b>	<b>(h)</b>	<b>(i)</b>	<b>(j)</b>	<b>(k)</b>	<b>(l)</b>
	<b>2 GARRISON, TAKORADI</b>										
3	Construction and completion of 4-Storey block of 16 flats OR Married Qtrs 'A' at Naval Base, Sekondi	Messrs Alben Constr Ltd	740,923.68	GOG/ SSNIT	15-Jan-07	01-Feb-07	31-Dec-20	2,140,814.30	-	100%	-
(a)	Electrical Installation for the Construction and completion of 4-Storey block of 16 flats OR Married Qtrs 'A' at Naval Base, Sekondi	Messrs TA AVO Electrical Works	86,567.47	GOG/ SSNIT	15-Jan-07	01-Feb-07	31-Dec-20	271,287.63	-	100%	-
(b)	Plumbing Installation for the Construction and completion of 4-Storey block of 16 flats OR Married Qtrs 'A' at Naval Base, Sekondi	Messrs Western Alpha Ltd	54,499.15	GOG/ SSNIT	15-Jan-07	01-Feb-07	31-Dec-20	7,708.94	46,790.21		-
4	Construction and completion of 4-Storey block of 16 flats OR Married Qtrs 'A' at Naval Base, Sekondi	Messrs Ceekabs Ltd	698,952.08	GOG/ SSNIT	15-Jan-07	01-Feb-07	31-Dec-20	763,095.33	2,364,786.19	65%	-
(a)	Electrical Installation for the Construction and completion of 4-Storey block of 16 flats OR Married Qtrs 'B' at Naval Base, Sekondi	Messrs Technowest Eng. Ltd	86,389.45	GOG/ SSNIT	15-Jan-07	01-Feb-07	31-Dec-20	126,583.46	455,275.12	50%	-
(b)	Plumbing Installation for the Construction and completion of 4-Storey block of 16 flats OR Married Qtrs 'A' at Naval Base, Sekondi	Messrs Master Sly Constr Ltd	37,494.36	GOG/ SSNIT	15-Jan-07	01-Feb-07	31-Dec-20	30,719.16	243,139.15	25%	-
	<b>TOTAL 2 GARRISON, TAKORADI</b>		<b>1,704,826.19</b>					<b>3,340,208.82</b>	<b>3,109,990.67</b>		

(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)
	<b>5 GARRISON, ACCRA - Offrs Qtrs</b>										
5	Construction and completion of 4-Storey block of 16 flats for Offrs Married Qtrs 'C' with Boys Qtrs at Burma Camp, Accra.	Messrs Richardson Ltd	845,863.79	GOG/SSNIT	15-Jan-07	01-Feb-07	31-Dec-19	1,484,240.43	2,563,631.69	60%	-
(a)	Electrical Installation for the Construction and completion of 4-Storey block of 16 flats for Offrs Married Qtrs 'C' with Boys Qtrs at Burma Camp, Accra.	Messrs Dan's Decent Eng Ltd	98,061.99	GOG/SSNIT	15-Jan-07	01-Feb-07	31-Dec-19	72,876.41	626,841.39	30%	-
(b)	Plumbing Installation for the Construction and completion of 4-Storey block of 16 flats for Offrs Married Qtrs 'C' with Boys Qtrs at Burma Camp, Accra.	Messrs Happy Check Co. Ltd	36,688.37	GOG/SSNIT	15-Jan-07	01-Feb-07	31-Dec-19	33,444.63	311,183.74	28%	-
6	Construction and completion of 4-Storey block of 16 flats OR Married Qtrs 'B' at Burma Camp, Accra	Messrs Samrak Ltd	668,734.97	GOG/SSNIT	15-Jan-07	01-Feb-07	31-Dec-19	1,606,719.19	779,663.78	85%	-
(a)	Electrical Installation for the Construction and completion of 4-Storey block of 16 flats OR Married Qtrs 'B' at Burma Camp, Accra	Messrs Cejary Constr Co. Ltd	81,327.01	GOG/SSNIT	15-Jan-07	01-Feb-07	31-Dec-19	299,539.07	246,468.96	70%	-
(b)	Plumbing Installation for the Construction and completion of 4-Storey block of 16 flats OR Married Qtrs 'B' at Burma Camp, Accra	Messrs Danq Co. Ltd	36,252.42	GOG/ SSNIT	15-Jan-07	01-Feb-07	31-Dec-20	8,681.82	243,139.15	70%	-
7	Construction and completion of 4-Storey block of 16 flats OR Married Qtrs 'C' at Burma Camp, Accra	Messrs Anointed Pillars Associates	680,292.26	GOG/ SSNIT	15-Jan-07	01-Feb-07	31-Dec-20	923,879.79	2,165,623.51	75%	-

(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)
(a)	Electrical Installation for the Construction and completion of 4-Storey block of 16 flats OR Married Qtrs 'C' at Burma Camp, Accra	Messrs Mamphey & Jets Elect Works Ltd	94,898.35	GOG/ SSNIT	15-Jan-07	01-Feb-07	31-Dec-20	130,551.55	452,932.89	50%	-
(b)	Plumbing Installation for the Construction and completion of 4-Storey block of 16 flats OR Married Qtrs 'C' at Burma Camp, Accra	Messrs JCD Enterprise	47,930.52	GOG/ SSNIT	15-Jan-07	01-Feb-07	31-Dec-20	28,051.09	243,139.15	35%	-
8	Construction and completion of 4-Storey block of 16 flats OR Married Qtrs 'F' at Burma Camp, Accra	Messrs Build-Craft Ltd	660,713.24	GOG/ SSNIT	15-Jan-07	01-Feb-07	31-Dec-20	343,051.04	2,081,141.90	34%	-
(a)	Electrical Installation for the Construction and completion of 4-Storey block of 16 flats OR Married Qtrs 'F' at Burma Camp, Accra	Messrs Nubinco Electrical Works Ltd	79,627.29	GOG/ SSNIT	15-Jan-07	01-Feb-07	31-Dec-20	62,992.18	474,832.61	25%	-
(b)	Plumbing Installation for the Construction and completion of 4-Storey block of 16 flats OR Married Qtrs 'F' at Burma Camp, Accra	Messrs Cosmos Bio Enterprise Ltd	42,175.32	GOG/ SSNIT	15-Jan-07	01-Feb-07	31-Dec-20	25,329.12	243,138.60	10%	-
9	Construction and completion of 4-Storey block of 16 flats OR Married Qtrs 'D' at Burma Camp, Accra	Messrs A-Zaks Co. Ltd	727,902.29	GOG/ SSNIT	15-Jan-07	01-Feb-07	31-Dec-20	346,150.25	2,393,228.27	35%	-
(a)	Electrical Installation for the Construction and completion of 4-Storey block of 16 flats OR Married Qtrs 'D' at Burma Camp, Accra	Messrs Giwaco Constr & Elect Works Ltd	108,791.70	GOG/ SSNIT	15-Jan-07	01-Feb-07	31-Dec-20	68,208.68	366,795.81	25%	-
(b)	Plumbing Installation for the Construction and completion of 4-Storey block of 16 flats OR	Messrs Espan Co. Ltd	37,528.22	GOG/ SSNIT	15-Jan-07	01-Feb-07	31-Dec-20	23,166.76	241,895.16	30%	-

	Married Qtrs 'D' at Burma Camp, Accra										
(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)
10	Construction and completion of 4-Storey block of 16 flats OR Married Qtrs 'A' at Burma Camp, Accra	Messrs China State Hualong (Gh) Ltd	659,027.03	GOG/ SSNIT	15-Jan-07	01-Feb-07	31-Dec-20	520,266.17	2,393,228.27	80%	-
(a)	Electrical Installation for the Construction and completion of 4-Storey block of 16 flats OR Married Qtrs 'A' at Burma Camp, Accra	Messrs Josams Co. Ltd	108,791.70	GOG/ SSNIT	15-Jan-07	01-Feb-07	31-Dec-20	68,208.68	486,580.89	50%	-
(b)	Plumbing Installation for the Construction and completion of 4-Storey block of 16 flats OR Married Qtrs 'A' at Burma Camp, Accra	Messrs Josams Co. Ltd	30,272.66	GOG/ SSNIT	15-Jan-07	01-Feb-07	31-Dec-20	33,632.19	218,432.58	45%	-
	<b>TOTAL 5 GARRISON, ACCRA</b>		<b>5,044,879.13</b>					<b>6,078,989.05</b>	<b>16,531,898.35</b>		
	<b>6 GARRISON, TAMALE - OR Qtrs</b>										
11	Construction and completion of 4-Storey block of 16 flats OR Married Qtrs at Airforce Base, Tamale	Messrs Abu Imam Ltd	453,999.82	GOG/ SSNIT	15-Jan-07	01-Feb-07	31-Dec-20	1,236,118.61	31,702.92	100%	-
(a)	Electrical Installation for the Construction and completion of 4-Storey block of 16 flats OR Married Qtrs at Airforce Base, Tamale	Messrs Multiquip Co. Ltd	113,089.73	GOG/ SSNIT	15-Jan-07	01-Feb-07	31-Dec-20	613,468.86	50,150.33	100%	-
(b)	Plumbing Installation for the Construction and completion of 4-Storey block of 16 flats OR Married Qtrs at Airforce Base, Tamale	Messrs Omoah Enterprise	46,555.60	GOG/ SSNIT	15-Jan-07	01-Feb-07	31-Dec-20	186,937.98	10,590.74	100%	-
	<b>TOTAL 6 GARRISON, TAMALE</b>		<b>613,645.15</b>					<b>2,036,525.45</b>	<b>92,443.99</b>		

	<b>7 GARRISON, HO - OR Qtrs</b>										
<b>(a)</b>	<b>(b)</b>	<b>(c)</b>	<b>(d)</b>	<b>(e)</b>	<b>(f)</b>	<b>(g)</b>	<b>(h)</b>	<b>(i)</b>	<b>(j)</b>	<b>(k)</b>	<b>(l)</b>
12	Construction and completion of 4-Storey block of 16 flats OR Married Qtrs 'A' at 66 Artillery Regiments Ho.	Messrs Gohez Constr Ltd	702,515.19	GOG/ SSNIT	15-Jan-07	01-Feb-07	31-Dec-20	1,845,012.12	602,440.61	90%	-
(a)	Electrical Installation for the Construction and completion of 4-Storey block of 16 flats OR Married Qtrs 'A' at 66 Artillery Regiments Ho.	Messrs Gohez Constr Ltd	67,405.44	GOG/ SSNIT	15-Jan-07	01-Feb-07	31-Dec-20	372,337.07	184,810.27	75%	-
(a)	Electrical Installation for the Construction of 4-Storey block of 16 flats OR Married Qtrs 'B' at 66 Artillery Regiments Ho.	Messrs Geeshark Electrical Ltd	101,123.62	GOG/ SSNIT	15-Jan-07	01-Feb-07	31-Dec-20	281,575.54	303,484.33	45%	303,484.33
(b)	Plumbing Installation for the Construction of 4-Storey block of 16 flats OR Married Qtrs 'B' at 66 Artillery Regiments Ho.	Messrs Espan Co. Ltd	31,388.16	GOG/ SSNIT	15-Jan-07	01-Feb-07	31-Dec-20	23,493.11	243,139.15	40%	-
	<b>TOTAL 7 GARRISON, HO</b>		<b>1,842,895.29</b>					<b>3,380,100.51</b>	<b>3,618,624.52</b>		
14	Consultancy Services for Construction of 18x4 Storey Block of 16 Flats for GAF	Meesrs Knak Design Partnership	461,363.36	GOG/ SSNIT	15-Jan-07	01-Feb-07	31-Dec-20	1,436,081.69	214,586.91	50%	-
	<b><u>SSNIT LOAN PROJECT</u></b>										
	<b><u>SUMMARY</u></b>										
A	1 GARRISON, TEMA		1,767,650.88					3,134,667.34	5,581,486.07		
B	2 GARRISON, TAKORADI		1,704,826.19					3,340,208.82	3,109,990.67		
C	5 GARRISON, ACCRA		5,044,879.13					6,078,989.05	16,531,898.35		

D	6 GARRISON, TAMALE		613,645.15					2,036,525.45	92,443.99		
E	7 GARRISON, HO		1,842,895.29					3,380,100.51	3,618,624.52		
F	Consultancy Services for Constr of 18x4 Storey Block of 16 Flats for GAF		461,363.36					1,436,081.69	214,586.91		
	<b>TOTAL SSNIT LOAN PROJECTS</b>		<b>11,435,260.00</b>					<b>19,406,572.86</b>	<b>29,149,030.51</b>		

## GAF INVESTMENT PROJECTS

S/N	Project Description and Location	Contractor/ Consultant	Contract Sum (GH¢)	Source of Funding	Date of Award	Date Started	Expected Date of Completion	Expenditure to Date (GH¢)	Outstanding Balance (GH¢)	Implementation Status	Remarks
(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)
	<b>INVESTMENT PROJECTS</b>										
1	Completion of Half Compound House at Burma Camp, Accra.	Messrs Joecia Ltd	513,643.45	GOG	01-Nov-09	01-Nov-09	31-Dec-20	240,496.90	1,156,645.49	50%	-
2	Completion of 3-Storey Block OR Married Quarters at Kumasi	Messrs Rigodel Ventures	48,656.61	GOG	01-Nov-09	01-Nov-09	31-Dec-20	15,499.19	704,075.08	10%	-
3	Construction & completion of Officers Mess at MATS, Teshie	Messrs Tony Toffey Constr & Wood Processing Co Ltd	1,198,933.98	GOG	01-Sep-12	01-Oct-12	31-Dec-20	1,492,418.97	3,012,103.41	60%	-
	<b>CAPEX 2018 PROJECTS</b>										
4	Renovation of CDS's Residence and Guest House at No. 1 Roman Ridge, Accra.	Messrs Edricks Services	170,000.00	GOG	15-Aug-18	15-Aug-18	30-Nov-18	157,242.97	12,757.03	100%	-
5	Renovation of ADC's Quarters, Servants Quarters, Matambo and External Works at No.1 Roman Ridge, Accra.	Messrs Edricks Services	150,000.00	GOG	15-Aug-18	15-Aug-18	30-Nov-18	91,354.71	58,645.29	100%	-
6	Renovation of Officers Transit Quarters at Arakan Barracks, Burma Camp.	Messrs Belly-Eff Co. Ltd	125,000.00	GOG	15-Aug-18	15-Aug-18	30-Nov-18	46,843.00	78,157.00	100%	-
7	Renovation of School of Education and Cook House Blocks at MATS, Teshie-Accra.	Messrs Regido Construction works Ltd	150,000.00	GOG	15-Aug-18	15-Aug-18	30-Nov-18	149,905.23	94.77	100%	-
8	Refurbishment of Acota Classroom Block and Support Block at 4 Squadron Def Signal	Messrs Sam-Mart Ltd	150,000.00	GOG	15-Aug-18	15-Aug-18	31-Dec-20	-	150,000.00	30%	-

	Regt, Burma Camp - Accra.										
(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)
9	Renovation of Kitchen Block 'A' & 'B' at Airforce Base, Takoradi.	Messrs Afrach Co Ltd	150,000.00	GOG	15-Aug-18	15-Aug-18	31-Dec-20	67,604.18	82,395.82	100%	-
10	Renovation of Signal Training School at Burma Camp, Accra	Messrs K. Amo Ltd	125,000.00	GOG	15-Aug-18	15-Aug-18	30-Nov-18	124,332.48	667.52	100%	-
11	Renovation of ANNS Mess at 37 Military Hospital, Accra.	Messrs Estate De- Royal Ltd	180,000.00	GOG	15-Aug-18	15-Aug-18	31-Dec-20	114,341.80	65,658.20	100%	-
	<b>TOTAL INVESTMENT PROJECTS</b>		<b>2,961,234.04</b>						<b>5,321,199.61</b>		

## GAF MoD 2016 PROJECTS

S/N	Project Description and Location	Contractor/ Consultant	Contract Sum (GH¢)	Source of Funding	Date of Award	Date Started	Expected Date of Completion	Expenditure to Date (GH¢)	Outstanding Balance (GH¢)	Implementation Status (%)	Remarks
(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)
	<b>MOD 2016 PROJECTS</b>										
	<b>2 Garrison</b>										
1	Renovation of Blocks 3C & 3B at Western Naval Command, Sekondi	Messrs Kufkak Enterprise	319,702.79	VTB LOAN	11-Apr-16	21-May-16	31-Dec-20	132,089.67	187,613.12	45%	-
2	Renovation of Blocks A, B & C at Air Force Base, Takoradi	Messrs Afrach Ltd	646,068.31	VTB LOAN	11-Apr-16	20-Jun-16	31-Dec-20	433,448.68	212,619.63	65%	-
	<b>3 Garrison</b>										
3	Resurfacing of Roads at 3Bn, Sunyani	Messrs Bunas Ltd	2,034,178.49	VTB LOAN	11-Apr-16	20-Jun-16	31-Dec-20	980,119.30	1,054,059.19	30%	-
	<b>4 Garrison</b>										
4	Renovation of Block 1 to 5 at 4Bn, Kumasi	Messrs Eye Awurade Const Works Ltd	256,190.47	VTB LOAN	11-Apr-16	20-Jun-16	31-Mar-17	136,972.31	119,218.16	100%	Project handed over
5	Renovation of HQ C/Comd Officers Transit Quarters at 4Bn, Kumasi	Messrs Kayak Enterprise Ltd	188,440.97	VTB LOAN	11-Apr-16	20-Jun-16	31-Mar-17	180,478.80	7,962.17	100%	Project handed over
6	Construction of 3 x Septic Tank at 4Bn, Kumasi	Messrs Ernogyan Co Ltd	157,891.96	VTB LOAN	11-Apr-16	20-Jun-16	30-Mar-17	109,474.38	48,417.58	100%	Project handed over
	<b>5 Garrison</b>										
7	Re-roofing of SNC Quarters at MATS, Teshie	Messrs Osfax Co Ltd	499,487.18	VTB LOAN	11-Apr-16	20-Jun-16	30-Mar-17	474,358.44	25,128.74	100%	Project handed over
8	Renovation of Burma Hall at Burma Camp, Accra	Messrs Smart Waves Ltd	849,795.76	VTB LOAN	11-Apr-16	20-Jun-16	31-Mar-17	726,574.01	123,221.75	100%	Project handed over
9	Expansion of GAF CSC Kitchen at Teshie, Accra	Messrs Bunas Ltd	597,456.30	VTB LOAN	11-Apr-16	20-Jun-16	31-Dec-16	510,805.18	86,651.12	85%	Project handed over
10	MOD Fence Wall and Auto Gate at the Square, Accra	Messrs Ultimate Ventures	820,100.15	VTB LOAN	11-Apr-16	20-Jun-16	31-Dec-19	196,625.15	623,475.00	23%	-

(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)
11	Construction of MOD Guard House at the Square, Accra	Messrs Lady King Gen Serv	502,810.00	VTB LOAN	11-Apr-16	20-Jun-16	31-Jun-17	550,385.02	-47,575.02	100%	Project handed over
12	MOD CCTV Cameras at the Square, Accra	Messrs Chikus Const Ltd	313,510.31	VTB LOAN	11-Apr-16	20-Jun-16	31-Jun-17	297,548.92	15,961.39	100%	Project handed over
13	Replacement of Burnt Air-Conditioners at the Square, Accra	Messrs Osfax Co Ltd	600,641.54	VTB LOAN	11-Apr-16	20-Jun-16	30-Mar-17	584,437.01	16,204.53	100%	Project handed over
14	Renovation of MOD Building at the Square, Accra	Messrs King Risco Ltd	882,182.19	VTB LOAN	11-Apr-16	20-Jun-16	30-Mar-17	860,073.96	22,108.23	100%	Project handed over
15	Construction of 4-Storey 16 Flats at Teshie Camp, Accra	Messrs Akanni Logistics	5,549,491.06	VTB LOAN	11-Apr-16	20-Jun-16	31-Dec-20	2,059,748.07	3,489,742.99	60%	-
16	Resurfacing of Roads at Burma Camp, Accra	Messrs Maripoma Ltd	3,215,603.75	VTB LOAN	11-Apr-16	20-Jun-16	31-Jan-20	584,655.23	2,630,948.52	0%	-
17	Construction of 4-Storey 16 Flats at Burma Camp, Accra	Messrs Argate Constr Ltd	5,689,043.49	VTB LOAN	11-Apr-16	20-Jun-16	20-Dec-20	4,686,059.18	1,002,984.31	85%	-
18	Construction of 4-Storey 16 Flats at 37 Military Hospital, Accra	Messrs Supreme Builders Ltd	5,636,644.74	VTB LOAN	11-Apr-16	20-Jun-16	31-Jan-18	5,785,613.23	-148,968.49	100%	Project handed over
19	Renovation of GAF Projects, Burma Camp, Accra	Messrs GHQ(DES)	843,145.00		11-Apr-16	20-Jun-16	31-Aug-18	843,086.21	58.79	100%	Project handed over
20	Renovation of ECOWAS Zone F at Accra	Messrs Aminad Ltd	1,287,802.54	VTB LOAN	11-Apr-16	20-Jun-16	30-Mar-17	1,252,440.05	35,362.49	100%	Project handed over
21	Construction of 1 and 4 - Storey Building Single and 2 Bedroom Units at Burma Camp, Accra	Messrs Ghana UK	9,393,215.22	VTB LOAN	11-Apr-16	20-Jun-16	31-Dec-20	3,073,352.17	6,319,863.05	45%	-
	<b>6 Garrison</b>										
22	Renovation of block A Rooms 15 to 21 at 6BN, Tamale	Messrs Vebpo Ltd	1,165,502.75	VTB LOAN	11-Apr-16	20-Jun-16	30-Mar-17	882,130.05	283,372.70	75%	-
23	Renovation of 8 officers and 14 NCO's Quarters at Bawa Barracks, Tamale	Messrs Bukat Co Ltd	1,485,640.47	VTB LOAN	11-Apr-16	20-Jun-16	30-Mar-17	1,448,588.05	37,052.42	100%	Project handed over

24	Renovation and Re-roofing of Young Soldiers Block A Barracks B at Bawa Barracks, Tamale.	Messrs Umura & Sons Ltd	639,999.10	VTB LOAN	11-Apr-16	20-Jun-16	30-Mar-17	639,994.88	4.22	100%	Project handed over
<b>(a)</b>	<b>(b)</b>	<b>(c)</b>	<b>(d)</b>	<b>(e)</b>	<b>(f)</b>	<b>(g)</b>	<b>(h)</b>	<b>(i)</b>	<b>(j)</b>	<b>(k)</b>	<b>(l)</b>
25	Construction of 4-Storey 16 Flats at Bawa Barracks, Tamale	Messrs Halililahi Const Ltd	5,624,138.36	VTB LOAN	11-Apr-16	20-Jun-16	31-Dec-19	2,686,939.20	2,937,199.16	75%	-
26	Construction of 4-Storey 16 Flats at Bazua Camp, Bawku	Messrs Myturn Ltd	5,665,694.51	VTB LOAN	11-Apr-16	20-Jun-16	31-Dec-20	1,418,370.55	4,247,323.96	14%	-
27	Supply and Installation of 100KVA Gen-Set at Bazua Camp, Bawku	Messrs Myturn Ltd	245,200.00	VTB LOAN	11-Apr-16	20-Jun-16	30-Mar-17	232,607.56	12,592.44	100%	Project handed over
28	Construction of 4-Storey 16 Flats at ABF Camp, Wa	Messrs Bunas Ltd	5,683,051.07	VTB LOAN	11-Apr-16	20-Jun-16	31-Dec-18	3,761,441.22	1,921,609.85	100%	Project handed over
29	Supply and Installation of 100KVA Gen-Set at ABF Camp, Wa	Messrs Bunas Ltd	246,350.00	VTB LOAN	11-Apr-16	20-Jun-16	31-June-18	234,032.50	12,317.50	100%	Project handed over
30	Construction of New Northern Command Headquarters at Tamale	Messrs Maripona Ltd	5,929,513.81	VTB LOAN	11-Apr-16	20-Jun-16	31-Dec-20	996,295.42	4,933,218.39	55%	-
	<b>7 Garrison</b>										
31	Construction of NAVTRACS Prefab at Sogakope	Messrs Abie Construction	1,476,000.00	VTB LOAN	11-Apr-16	20-Jun-16	30-Mar-20	268,363.64	1,207,636.36	0%	-
32	Supply and Installation of 100KVA Gen-Set at 66 Artillery, Ho	Messrs Taskyi Ltd	240,000.00	VTB LOAN	11-Apr-16	20-Jun-16	31-Jan-20	228,818.91	11,181.09	100%	Project handed over
	<b>TOTAL MOD 2016 PROJECT</b>		<b>68,684,492.29</b>					<b>37,255,926.95</b>	<b>31,428,565.34</b>		

## BARRACKS REGENERATION PROJECTS

S/N	Project Description and Location	Contractor/ Consultant	Contract Sum (GH¢)	Source of Funding	Date of Award	Date Started	Expected Date of Completion	Expenditure to Date (GH¢)	Outstanding Balance (GH¢)	Implementation Status	Remarks
(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)
	<b>MOD 2017 PROJECTS</b>										
	<b>BARRACKS REGENERATION PROJECT</b>										
1	Const of First 4 Units of 4-Storey Block of 16 Flats Under the Barracks Regeneration Proj Western End	Messrs Timeline & Innovations Co Ltd	6,497,191.16	GOG	15-Oct-17	30-Oct-17	31-Dec-20	6,056,112.20	441,078.96	80%	-
2	Const of First 4 Units of 4-Storey Block of 16 Flats Under the Barracks Regeneration Proj Southern End	Messrs Dynamic Globe Co Ltd	6,500,020.61	GOG	15-Oct-17	30-Oct-17	31-Dec-20	6,052,193.89	447,826.72	80%	-
3	Const of First 4 Units of 4-Storey Block of 16 Flats Under the Barracks Regeneration Proj Northern End	Messrs Grand Unique Co Ltd	6,500,000.00	GOG	15-Oct-17	30-Oct-17	31-Dec-20	6,337,500.00	162,500.00	97%	-
4	Const of First 4 Units of 4-Storey Block of 16 Flats Under the Barracks Regeneration Proj Eastern End	Messrs Samstel Group of Companies	6,498,387.46	GOG	15-Oct-17	30-Oct-17	31-Dec-20	5,223,402.07	1,274,985.39	90%	-
	<b>TOTAL BARRACKS REGENERATION PROJ</b>		<b>25,995,599.23</b>					<b>23,669,208.16</b>	<b>2,326,391.07</b>		

## 6.0 MONITORING AND EVALUATION REPORT ON PROGRAMME REGISTER (NOT APPLICABLE)

Programme Description	Development Dimension of Policy Framework	Amount Involved Sum Ghc	Source of Funding	Date Started	Expected Date Of Completion	Expenditure To Date	Out Standing Balance	Implementation Status (%)	Total Beneficiaries	Remarks

\*Analyze the data in the template and link the results to the sector goals and objectives

## 7.0 REVENUE ANALYSIS (JANUARY TO DECEMBER, 2019)

Revenue Sources	Baseline (2017)	Baseline (2018)	Target 2019	Actuals (Jan.-Dec. 2019)
Central Government Transfers	823,881,000.00	1,105,658,281.06	1,206,479,434.00	1,107,359,365.87
IGF	15,479,000.00	21,941,181.02	19,384,780.00	24,996,789.94
DP Support	-	-	48,100,000.00	-
Others	-	-	-	-
<b>TOTAL</b>	<b>839,360,000.00</b>	<b>1,127,599,462.08</b>	<b>1,273,964,214.00</b>	<b>1,132,356,155.81</b>

The Ministry's total revenue from the Central Government Transfers (CGTs) and Internally Generated Funds (IGFs) in 2018 was **GH¢1,105,658,281.06** and **GH¢21,941,181.02** respectively, amounting to **GH¢1,127,599,462.08**.

The total projected revenue for the 2019 fiscal year was **GH¢1,273,964,214.00** comprising of **GH¢1,206,479,434.00**, **GH¢19,384,780.00** and **GH¢48,100,000.00** from the CGTs, IGFs and DP Support respectively. As at 31<sup>st</sup> December, 2019 the total revenue amounted to **GH¢1,132,356,155.81** comprising of **GH¢1,107,359,365.87** and **GH¢24,996,789.94** from both CGTs and IGFs respectively.

## 7.1 EXPENDITURE ANALYSIS (JANUARY TO DECEMBER, 2019)

Expenditure Item	Baseline 2018	Target 2019	Actuals (Jan.-Dec. 2019)
Compensation of Employees	870,189,439.20	1,079,127,492.00	1,016,995,886.94
Goods and Services	191,323,626.86	56,101,942.00	38,242,926.00
CAPEX	17,316,493.16.	71,250,000.00	34,980,239.79
Others (IGF)	20,206,373.20	19,384,780.00	19,935,629.16
Others (DP Support)	-	48,100,000.00	-
<b>TOTAL</b>	<b>1,081,719,439.26</b>	<b>1,273,964,214.00</b>	<b>1,110,154,681.89</b>

### 7.1.0 Compensation of Employees (COE)

The Ministry's Compensation of Employees appropriation for the 2019 fiscal year is **GH¢1,079,127,492.00**. It should be noted that, as at 31<sup>st</sup> December, 2019 actual expenditure amounted to **GH¢1,016,995,886.94**.

### 7.1.1 Goods and Services (G&S)

The Goods and Services budget for the year 2019 is **GH¢56,101,942.00**. Actual Expenditure as at 31<sup>st</sup> December, 2019 amounted to **GH¢38,242,926.00**.

### 7.1.2 Capital Expenditure (CAPEX)

The total CAPEX budget for the 2019 fiscal year is **GH¢71,250,000.00**. It should however be noted that as at 31<sup>st</sup> December, 2019 actual Expenditure amounted to **GH¢34,980,239.79**.

### 7.1.3 Others -Internally Generated Funds (IGF)

The Internally Generated Fund (IGF) projection for the year 2019 is **GH¢19,384,780.00**. As at 31<sup>st</sup> December, 2019 actual expenditure amounted to **GH¢19,935,629.16**.

### 7.1.4 Summary

The Ministry due to its immense financial obligations projected a total expenditure of an amount of **GH¢1,273,964,214.00** for the year 2019. It should be noted that as at 31<sup>st</sup> December, 2019 actual expenditure under the various expenditure classifications amounted to **GH¢1,110,154,681.89**.

It should be noted that as at 31<sup>st</sup> December, 2019 though Ministry of Finance had issued the ceilings for the fourth quarter, Ministry of Defence was yet to receive the funds. Also, actual expenditure figures for the various expenditure items include

outstanding invoices of previous quarters which were cleared in the current quarter. The Ministry recommends that appropriate budgetary allocation be provided to avoid budget overruns. It also recommends that Ministry of Finance consider all Ministry of Defence outstanding claims and effect payment.

## 8.0 PROPORTION OF THE SMTDP IMPLEMENTED (JANUARY TO DECEMBER, 2019)

Programme/ Sub-Programmes	Indicators	Baseline 2018	Target for 2019	Actual Jan-Dec, 2019
P1-Management and Administration	<b>1. Proportion of the annual Action plans implemented:</b>			
	a. Percentage Completed	86.3%	100%	90.70%
	b. Percentage of ongoing interventions	3.9%	-	2.33%
	c. Percentage of interventions abandoned	-	-	-
	d. Percentage of interventions yet to start	9.8%	-	6.97%
	<b>2. Proportion of the overall Medium-Term Development Plan Implemented as at December, 2019:</b>	21.6%	25%	22.68%

8.1 An assessment of the Ministry's Programme 1 (Management and Administration section) of the 2019 Annual Action Plan implemented under the current Medium-Term Development Plan (2018-2021) revealed that, the Ministry has completed (90.70%) of planned programmes and projects outlined for the year, 2019. The percentage of ongoing interventions (programmes and projects) and interventions yet to start stood at (2.33%) and (6.97%) respectively. It should however be noted that, as at 31<sup>st</sup> December, 2019 none of the interventions were abandoned.

8.2 Additionally, assessment of the proportion of the Ministry's overall Medium-Term Development Plan (MTDP) implemented from January to December 2019 indicates that, about (22.68%) of planned programmes and projects of the Programme 1 (Management and Administration) have been implemented. Thus, cumulatively this Ministry since the introduction of its MTDP (2018-2021) to date has implemented (44.28%) of planned programmes and projects of the Programme 1 (Management and Administration) highlighted within portions of its strategic plan.

## 9.0 DETAILED INFORMATION ON THE ANNUAL ACTION PLAN IMPLEMENTATION OF PROGRAMME ONE (1)

The table below illustrates the Ministry's 2019 Annual Action Plan aligned with Development Dimensions of the Ministry's Medium-Term Development Plan (2018-2021) for Programme One (1) Management & Administration;

S/N	Development Dimension	Sub-Programmes	January-December, 2019	
			Planned	Executed
1	GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY	SP 1.2- Finance & Administration	Organize Four (4) GAF Council meetings	Two (2) GAF Council meeting organized
			Facilitate Four (4) Ministerial Advisory Board meeting	Two (2) Ministerial Advisory Board meetings organized
			Facilitate Twelve (12) Management meetings	Thirteen (13) management meetings organized
			Organize Four (4) Audit Committee meetings	Three (3) Audit Committee meetings
			Process 100% of requests for funding and submit to MOF	100% of 1st to 4th quarter requests processed appropriately
			Procure Office supplies and consumables for 1st, 2nd, 3rd and 4th quarters	A total of gh¢851,849.81 worth of items procured for the year
			Procure office equipment/vehicles	Procured for 2019 were the ff; -8 saloon cars (2 saloon cars thru GAF) -4 SUVs (thru GAF) -Gym Equipment -Paddle Pool -Water system Rehabilitation
			Undertake daily cleaning services and quarterly fumigation of the MoD	Fifty-seven (57) Offices and eleven (11) washrooms were cleaned daily. Fumigation done ones in each quarter
			Service computers and accessories, Water pump, ACs, and elevators quarterly	-Servicing of elevators carried out each quarter -Water pump, ACs serviced in 1st Qtr., water pump replaced 4th quarter -Computers and printers serviced in 2nd Qtr. and twenty-six (26) computers replaced with new ones.
			Twenty-Eight (28) vehicles to be serviced quarterly	Average of eleven (11) vehicles serviced quarterly. Two (2) motor-bikes serviced in 3rd quarter and one (1) in 4th quarter  Vehicles in quarters; 13 vehicles, 10 vehicles, 12 vehicles, 8 vehicles respectively)

			Seven (7) vehicles to be repaired quarterly	Repairs in 2019; From 1st quarter, 6 vehicles, 6 vehicles, 9 vehicles /1 motorbike, and 5vehicles / 1 motorbike respectively
		<b>SP1.3- Human Resource Management</b>	Organize workshop to validate Organizational Manual	-
			Draft and validate Welfare Policy for MOD	Welfare Policy for MOD developed
			Facilitate the participation of members of staff in promotion interviews	Promotion interviews conducted for Thirteen (13) members of staff
			Facilitate the preparation and signing of the Chief Directors Performance Agreement and track its implementation	The 2018 End of year review successfully facilitated and conducted
				2019 Performance Agreement for Chief Directors successfully signed
				The mid-year review successfully facilitated and conducted
			Facilitate the signing of Directors Performance Agreements	The 2018 End of year review successfully facilitated and conducted
				2019 Performance Agreement for Directors successfully signed
			Sponsor tens (10) staff members to accelerated scheme of service training	Ten (10) staff members successfully trained in accelerated scheme of service
			Sponsor forty (40) staff members for competency based training both out and in-house	Sixty – one (61) members of staff trained in competency-based training
			Facilitate admissions for academic training for two (2) staff members	Admissions for four (4) members of staff facilitated
			Organize four (5) In-house training sessions <ul style="list-style-type: none"> <li>• Cabinet Memo writing (continuation)</li> <li>• Electronic Records Keeping</li> <li>• Leadership and Organizational Development</li> <li>• Labour Law</li> <li>• HRMIS</li> </ul>	Six (6) In-house training sessions successfully organized <ul style="list-style-type: none"> <li>• Cabinet Memo writing (continuation)</li> <li>• Electronic Records Keeping</li> <li>• Labour Law</li> <li>• HRMIS</li> <li>• Salary Validation</li> <li>• Civil Service Rules and Regulations</li> </ul>
			Organize three (3) health walk and clinics	Two (2) Health walks and screening organised
		Organize two (2) staff durbars	Staff durbars yet to be organized	
		Request for funds for five (5) staff welfare activities and facilitate attendance	Staff welfare activities yet to be facilitated	
		Prepare and submit 2019 Annual Action Plan to the OHCS	2019 Annual Action Plan submitted to the OHCS	

	<b>SP1.4- Policy</b>	<b>Planning Budgeting Monitoring Evaluation</b>	Co-ordinate the development of One (1) Sector Policies and Planned Programmes - Engage KAIPTC to review the draft Defence Gender Policy (DGP)	-Letter of Engagement sent to KAIPTC for review of the document -Validation of Defence Gender Policy is on-going
			Review of 2017 MoD Client Service Charter	2019 MoD Client Service Charter revised and awaiting publication
			Prepare and submit 2018 Annual Budget Performance Report and 2019 Quarterly Budget Performance Reports to MoF	2018 Annual Budget Performance Report submitted to the MoF 2019 1st, 2nd and 3rd Quarter Budget Performance Reports Submitted to the MoF
			Prepare and submit of 2018 Annual Performance Report and 2019 Quarterly Performance Reports to the OHCS	2018 Annual Performance Report submitted to the OHCS 2019 1st Quarter Performance Report submitted to the OHCS 2019 Mid-Year Performance Report submitted to the OHCS
			Prepare and submit 2018 Annual Progress Report and 2019 Quarterly Progress Reports to the NDPC	2018 Annual Progress Report submitted to the NDPC -2019 1st, 2nd and 3rd Quarter Progress Reports Submitted to the NDPC
			Prepare and Submit the Ministry's 2019 SONA to the Office of the President	2019 SONA prepared and submitted to the Office of the President
			Organize Sixteen (16) Budget Committee meetings	Sixteen (16) Budget Committee meetings organized
			Preparation and submission of Quarterly CSU Reports	2018 Annual CSU Report submitted to the OHCS 2019 1st, 2nd, 3rd and 4th Quarter CSU Reports submitted to the OHCS
			Review of Project Results Framework to monitor and evaluate projects of the Ministry.	Priority Projects/Results Framework for the period 2017-2020 reviewed and submitted to the Ministry of Monitoring and Evaluation
			Prepare and submit 2018 Annual Performance Assessment Report on Government High Priorities	2018 Annual Performance Assessment Report on Government High Priorities prepared and submitted to the Ministry of Monitoring and Evaluation 2019 Mid-year Performance Assessment submitted to the Ministry of Monitoring and Evaluation
			Organize four (4) field trips to Garrisons	Twelve (12) field trips organized to garrisons and project sites
			Facilitate/Organize tours to project sites	

		<b>SP1.5-Research &amp; Defence Cooperation</b>	<b>Revamp MoD Library</b> Restock MoD Library with Twenty (20) new Articles and Journals. Publish and distribute 500 copies of MoD Newsletter internally and externally Organize Five (5) preparatory meeting towards the 2019 Meet-the-Press Edition	Thirty-one (31) Articles, Reports, reading books and Journals supplied Thousand (1000) copies of 2nd edition of the Newsletter produced and distributed. Five Hundred (500) copies of the 3rd Edition is at Printing stage Seven (7) Preparatory Meetings held Draft script and PowerPoint presentation produced
2.	<b>Ghana's Role in International Affairs</b>	<b>SP1.5-Research &amp; Defence Cooperation</b>	Participate in four (4) Permanent Joint Commission for Cooperation (PJCC) meetings within and outside Ghana Participate in the Planning, and Observance of UN Peace-Keeping/AU/ECOWAS Days and attend all preparatory meetings Drafting of MOU's on Agreements of Defence Cooperation for finalization	1.Participated in Ghana-Russia, Ghana-Nigeria, Ghana-Guinea, Ghana-Angola PJCC 2.Preparatory meetings Ghana-Tunisia 3.G7++FoGG Stakeholders Meeting ECOWAS Day celebrated on 29th May, 2019. Annual UN Peace-Keeping Day celebrated Annual AU day celebrated Five (5) draft MOU's Agreements processed for finalization. Ghana - Russia, Ghana-Netherlands, Ghana – Turkey, Ghana-Italy and Ghana – France
3.	<b>Environment, Infrastructure and Human Settlements</b>	<b>SP1.5-Research &amp; Defence Cooperation</b>	Facilitate a review, replacement and expansion of MoD ICT Infrastructure	Out of thirty-five (35) pieces of all-in-one desktop computers received twenty-three (26) had been allocated to various offices. 1.Installation and configuration of four Dell PowerEdge servers 2.Security and Surveillance, Computers, Printers and Photocopiers. 3.Configuration of CISCO New Generation Intrusion prevention system 4.Configuration of CISCO Unified Communication Manager 5.Produce draft MoD Cyber Security Policy and ICT Usage Policy
	<b>Total</b>		<b>43</b>	<b>39</b>

9.1 The Ministry's Programme 1 (Management and Administration) is made up of the Four (4) Civil Service Directorates namely; - the Finance and Administration (F&A), Human Resource Management (HRM), Policy Planning, Budgeting, Monitoring and Evaluation (PPBME) and the Research and Defence Cooperation (R&DC). These Directorates together with the Military wing collaborate effectively for policy initiation, development and implementation towards the achievement of the Ministry's Vision and Mission.

9.2 It should be noted that policy objectives and planned programmes and activities adopted from the MoD MTDP (2018-2021) coupled with the Minister's priority areas and government's agenda for development formed the basis of planning of the Ministry's programmes and activities for the period under review.

These programmes and activities were thus geared towards achieving the goal of the Ministry as well as the Nation. For this reason, it is worth mentioning that from January to December, 2019, thirty-nine (39) of the Ministry's forty-three (43) planned programmes and activities representing (90.70%) had been completed, with one (1) ongoing programme/intervention representing (2.33%) and three (3) programmes/interventions yet to start representing (6.97%). It should however be noted that, as at 31st December, 2019 none of the interventions were abandoned.

## 10.0 PERFORMANCE OF SECTOR INDICATORS

	Indicator (Categorised by Development Dimension of Agenda for Jobs)	Baseline	Target	Actual (Jan-Dec, 2019)
	<b>Key National Indicators</b>			
	<b>SOCIAL DEVELOPMENT</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
1.	Net recruitment rate into the Ghana Armed Forces			
	Net recruitment rate	2.57%	6.67%	4.73%
	Rate of recruitment	7.21%	8.50%	6.70%
	Attrition rate	4.64%	1.83%	1.97%
2.	Percentage of personnel deployed in peacekeeping operations	16.40%	16.40%	16.40%
3.	Ghana's contribution to peacekeeping efforts	16.40%	16.40%	16.40%
	<b>Sector Specific Indicators</b>			
4.	Share of budgetary resources for forestalling external aggression	(GH¢ MIL) (GH¢ MIL)	(GH¢ MIL) (GH¢ MIL)	(GH¢ MIL) (GH¢ MIL)
		971.153 – 893.187	1704.411 – 1229.905	1,229.905 – 757.053
		Chg: 77.966	Chg: 474.506	Chg: 472.852
		91.97%	72.16%	61.60%
5.	Number of ships and Fast patrol boats procured	-	-	-
6.	Number of aircraft procured	-	-	-
7.	Number of armouries and magazines constructed	-	-	-

Government through the Ministry continues to enhance the capacity of the Ghana Armed Forces (GAF) to enable them carryout their duties of forestalling external aggression, safeguarding territorial integrity and contributing to international peacekeeping efforts.

In 2018, the percentage of GAF Personnel deployed in International Peace Support Operations (IPSO) was (16.4%), this was same in 2019 as the 2019 target of (16.4%) was achieved. This is in line with the Ministry's goal of **Strengthening Ghana's role in International Affairs**.

In a bid to pursue its goal of **Maintaining a Stable, United and Safe Country** GAF projected a (8.50%) Rate of Recruitment, a (6.67%) Net Recruitment Rate and a (1.83%) Attrition Rate for the year under review. It should be noted that, as at 31<sup>st</sup> December, 2019 GAFs Rate of Recruitment, Net Recruitment Rate and Attrition Rate stood at (6.70%), (4.73%) and (1.97%) respectively as against the 2018 baseline of (7.21%) Rate of Recruitment, (2.57%) Net Recruitment Rate and (4.64%) Attrition Rate. Also, in an effort to improve the operational efficiency of GAF and hence,

forestall external aggression, the share of budgetary resources allocated to forestalling external aggression in 2019 was (61.60%) of the total budget allocated to the Ghana Armed Forces as against the 2018 value of (91.97%) of the total Ghana Armed Forces budget.

## 11.0 CRITICAL DEVELOPMENT ISSUES IN 2019 (NOT APPLICABLE)

Critical Development and Poverty Issues	Allocation GH¢	Actual receipt GH¢	No of beneficiaries	
			Targets	Actuals

\*Analyze the data in the template and link the results to the sector goals and objectives

## 12.0 EVALUATIONS CONDUCTED

Name of the Evaluation	Policy/Programme/project involved	Consultant or resource persons involved	Methodology used	Findings	Recommendations

## 13.0 PM&E CONDUCTED AS AT DECEMBER, 2019

Name of the PM&E Tool	Policy/Programme/project involved	Consultant or resource persons involved	Methodology used	Findings	Recommendations
Key Informant Interviews	Barracks Regeneration Projects (BRP)	Officials of the Ministry, GAF and Contractors	Qualitative and quantitative data collection methods (field trips/site inspection)	The remaining Phase I of BRP Project involving (16unit, 4 Storey blocks) is 97% complete and due to be commissioned in 2020	Provision of adequate budgetary resources
Key Informant Interviews	<b>Defence Health Initiative</b> 500 bed Military Hospital at Afari, Kumasi	Officials of the Ministry, GAF and Contractors	Qualitative and quantitative data collection methods (field trips/site inspection)	As at December 2019, overall work done was 81% complete and due to be commissioned by the second quarter of 2020	Provision of adequate budgetary resources

The Ministry as at 31<sup>st</sup> December, 2019 has organized twelve (12) monitoring tours to various project sites and garrisons nationwide including the Barracks Regeneration Programme sites and the 500 Bed Military hospital in Afari, Kumasi in the Ashanti Region. The various contractors were engaged to determine the status of implementation. From the interview conducted, the key informants (contractors) revealed that the Phase I of the Barracks Regeneration Programme involving the construction of 16 Unit, 4 Storey blocks was 97% complete also, the 500 Bed Military hospital in Afari, Kumasi is 81% complete. It should be noted that all these projects are due to be completed in 2020.

## **14.0 THE WAY FORWARD**

The Ministry in its quest to address critical issues confronting it chalked some successes from January to December, 2019 with regards to GAFs housing and infrastructure projects, that is the Barracks Regeneration Projects, SSNIT Housing Projects and Defence Health Initiative Projects (500 bed Military Hospital in Afari and the 37 Military Hospital expansion Project) aimed at improving the growing housing deficit and GAF healthcare infrastructure, most of these projects are at various stages of completion.

Also, a number of acquisitions were made in the period under review to enhance the operational capacity of the GAF notable were the acquisition of fifty (50) high occupancy buses, one hundred and thirty-eight (138) operational vehicles and eighty-four (84) multi-purpose vehicles.

However, there are some key outstanding issues yet to be tackled with regards to financial constraints and logistical inadequacies. Nevertheless, the Ministry is poised to use its limited resources to pursue its mandate and set objectives.

## **15.0 RECOMMENDATIONS**

- The full support of Government of Ghana (GOG) and Ministry of Finance (MOF) in the timely release of budgetary allocation will go a long way to enhance the activities of the Sector.
- Modernize the Ghana Armed Forces to match up to emerging contemporary global security management.
- Continue with the upgrade, renovation, furnishing and construction of new housing projects for the military across the country.
- Improve Healthcare service delivery for both civilians and the military by providing health infrastructure in all Regions of the Country.
- With the emergence of oil and gas exploration MOD is to provide adequate security infrastructure to ensure protection of oil and gas resources through the establishment of FOBs in all the Naval Commanding Bases.
- The Ministry would collaborate with key stakeholders to enhance systems to secure, document and protect all military lands across the country.

## **16.0 CONCLUSION**

The MoD has successfully performed its duties as planned for the period under review. Most of its targets achieved notwithstanding the challenges. A lot more can be done in the ensuing year should the challenges be addressed.

