MINISTRY OF DEFENCE

INFORMATION MANUAL

2025

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1.0. Overview

This Information Manual seeks to make available to the public and applicants for information the classes of information accessible in this institution. It reveals the various departments and structures within this institution and specific classes of information that can be obtained from each of them.

The Manual has been compiled in compliance with section 3 of the Right to Information Act, 2019 (Act 989). Inspection of this Manual is not to attract any fee or charge since the Manual only seeks to point users to the information available for access within this institution. Request for a copy of this Manual, however, shall attract a charge which covers the unit cost of the Manual

1.1. Purpose of Manual

To inform/assist the public on the organizational structure, responsibilities and activities of the Ministry of Defence (MoD) and provide the types of information and classes of information available at MoD, including the location and contact details of its information officers and unit.

2.0. Directorates and Departments under the Ministry of Defence (MoD)

This section describes the institution's vision and mission and lists the names of all Directorates and Departments under the institution, including the description of organizational structure, responsibilities, details of activities and classes and types of information accessible at a fee.

2.1. VISION

The vision of the MoD is to ensure the existence of a professionally motivated Civil Service and Armed Forces which is subject to democratic control.

2.2. MISSION

To promote a proactive national and regional defence interest that effectively contributes to the national development agenda.

2.3. Directorates and Departments under the Ministry of Defence (MoD)

1. General Administration Directorate
2. Human Resource (HR) Directorate
3. Policy Planning, Budget, Monitoring and Evaluation (PPBME) Directorate
4. Research and Defence Cooperation (R&DC) Directorate
5. Procurement and Supply Chain Management Directorate
6. Finance Directorate
7. Specialized and Advisory Units

i. Internal Audit Unit

ii. Veterans Affairs Unit

3.0. Description of Activities of each Directorate and Department

Directorate/Department	Responsibilities/Activities
General Administration Directorate	• Oversight responsibility for all administrative functions of the Ministry. • Coordinate plans to ensure the availability of resources to support the activities of the Ministry. • Coordinate the development and planning of work programme of administration, corporate affairs and finance units to ensure effective job performance. • Design and maintain an effective system for monitoring and evaluating activities for maximum results. • Provide inputs for annual budget and strategic planning processes. • Provide inputs for the preparation of performance reports of the Ministry. • Provide technical advice on administration and management of logistics to the Ministry.
Human Resource Directorate	• Provide competent and well-motivated staff to formulate and implement MoD policies and programmes throughout the year. • Train staff at various levels. • Ensure and implement staff welfare programmes. • Provide appropriate manpower mix through recruitment and promotions.

- Review, validate and implement MoD Organizational Manual.
- Undertake Annual Staff Performance Appraisals.
- Undertake manpower succession planning and programmes.

Policy Planning, Budget, Monitoring and Evaluation Directorate (PPBMED)

- Facilitate the Policies and Plans of the Ministry (e.g. the preparation of the 2026-2029 Sector Medium-Term Development Plan, the Gender Policy etc.)
- Formulate the programmes, projects and activities of the Ministry; the four (4) year Medium-Term Development Plan.
- Facilitate the collation of the Directorates' Action plans into a composite Annual Action Plan.
- Facilitate the preparation of the 2026-2029 Budget Estimate.
- Undertake monitoring and reporting on Sector priority projects.
- Facilitate Gender mainstreaming initiatives.
- Facilitate the preparation of the Mid and End of year reports of the Client Service and review its Charter every four years.

Research and Defence Cooperation Directorate (R&DC)	• Enhance operational capacity of the directorate. • Develop personnel capacity. • Revamp the MoD library with reference materials. • Expansion and modernization of MoD I.C.T infrastructure. • Facilitate cooperation between Ghana and international organizations in defence and security. • Coordinate and manage all Right to Information (RTI)–related functions within the Ministry.
Procurement and Supply Chain Management Directorate (P&SCM)	• Develop and update the Defence Sector Annual Procurement Plan. • Prepare Tender Document and Evaluate tenders from suppliers, contractors and service providers. • Contract Documents for Goods, Works and Services. • Processing of projects on Ghana Electronic Procurement System (GHANEPS). • Formulate procurement policies to strengthen internal control system • Organize inspection of goods and monitoring of projects. • Execute Annual Procurement Portfolio. • Ensure Value for Money in compliance with the Public Procurement Act as amended.

- Inventory Management.
- Collaborate with external bodies on matters of procurement and supply chain management.

Finance Directorate

- Prepares Quarterly and Annual Financial Statements of the Ministry.
- Supervise the implementation of Accounting Instructions and provides technical advice on Accounting and Financial matters to Management.
- Provides the necessary inputs for the preparation of the Annual Budget of the Ministry.
- Oversees the receipt and disbursement of funds from the Sub-Consolidation Fund Account of the Ministry.
- Provides secure Custody of Funds payable and other funds of the Ministry.
- Coordinates the preparation of all Purchase Orders and Invoices on the Ghana Integrated Financial Management Information System (GIFMIS) Platform and facilitate payments to third parties and other beneficiaries.
- Opens and changes Signatories to all Bank Accounts of the Ministry.
- Follow up on releases from Ministry of Finance and payment instructions from Controller and Accountant-General's Department.
- Liaise with Bank of Ghana and Commercial Banks for all financial

transactions relating to Ministry of Defence.

Specialized and Advisory Units

i. Internal Audit Unit

• Appraise and report on the soundness and application of the system of control, risk management, governance processes and advise management.

• Provide assurance on the efficiency, effectiveness and economy in the administration of the programmes and operations of the Ministry.

• Ensure government physical assets are adequately safeguarded, used judiciously for the intended purposes), appropriately recorded and kept under safe custody.

• Evaluate the Ministry compliance with enactments, policies, standards, systems and procedures.

• Review the accuracy, presentation and ttimeliness of financial statement and non-financial information reporting and advise management

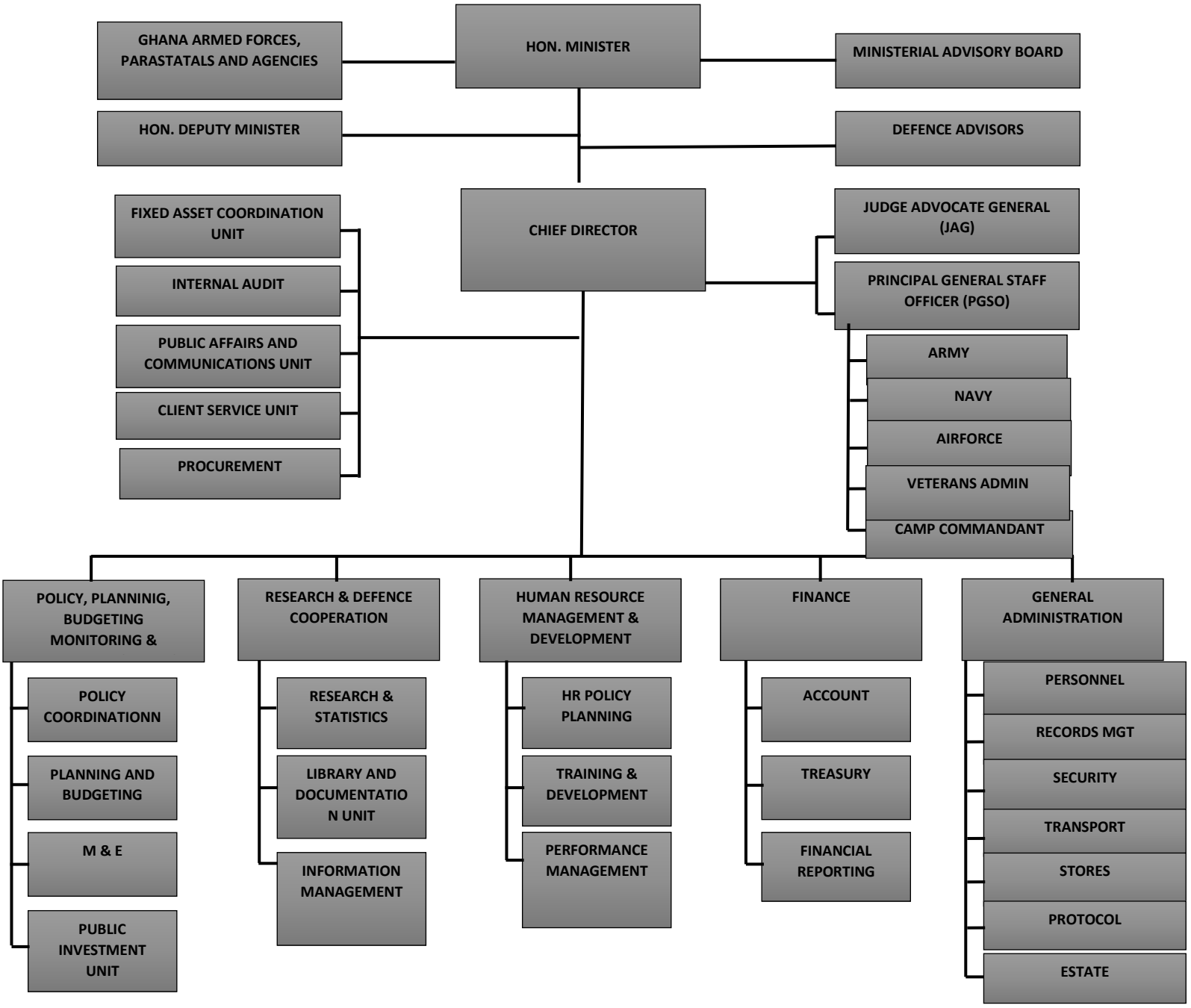
• Evaluate the Ministry's procurement process to ascertain if there is value for money

• Perform consulting and advisory services related to internal controls, risk management, compliance, and governance processes as appropriate for the Ministry.

• Submit annual audit work plan to the CD, AC and IAA.

		• Conduct quarterly audit of the various Directorates and to submit report to the CD, AC, IAA, AS. • Conduct follow-up audit on the status of implementation of audit recommendations of internal and audit service reports. • Validate payment request from GHQ and prepare checklist to the Ministry of Finance.
ii.	**Veterans Affairs Unit**	• Liaise between the MoD VAG HQ • Liaise between the MoD and GHQ

4.0. Ministry of Defence's Organizational Structure



5.0. Agencies under Ministry of Defence (MoD)

Agencies under Ministry of Defence

1. General Headquarters (GHQ)

2. Ghana Armed Forces (GAF)

- Ghana Army
- Ghana Navy
- Ghana Air Force

3. Military Training Schools

- Military Academy Training Schools (MATS)
- Ghana Armed Forces Command and Staff College (GAFCSC)
- Kofi Annan International Peacekeeping Training Centre (KAIPTC)

4. 37 Military Hospital

5. Veteran Administration, Ghana (VAG)

General Headquarters (GHQ)	
Responsibilities of the Agency:	**Details of Activities:**
• Implement and coordinate defence policies for the effective management of the GAF. • To ensure the availability of logistics as well as human resource needs of the GAF. • To ensure peace and stability within the sub-region and beyond through the collaboration with other international organisations (ECOWAS, AU, UN). • To ensure the security of the Oil and Gas Fields and other natural resources/assets in Ghana.	• Implement policies and programmes formulated by MoD. • Ensure adequate budgetary allocation for GAF. • Co-ordinate activities of Land, Sea and Air operations of GAF. • Ensure the enlistment and recruitment of requisite personnel into the GAF. • Train and maintain personnel of the GAF for effective deployment in the various programmes under the GAF. • Co-ordinate, monitor and evaluate activities of various programmes under the GAF.

Ghana Armed Forces (GAF)	
Ghana Army	
• Safeguard the territorial integrity of Ghana against external aggression. • Assist the civil authority to maintain and/or restore law and order. • Enhance the capacity of the Ghana Army to participate in International Peace Support Operations. • Forestall civil strife through pre-emptive and proactive deployment in order to secure internal peace and security. • Provide disaster relief and humanitarian assistance during national, regional and district disasters and emergencies. • Participate in productive ventures and activities in support of national development.	• Issue orders and directives to the Commands (Southern, Central and Northern) and Units of the Land Forces on all operational and administrative issues. • Equip one rifle company in each of the six Infantry Battalions and the 64 Infantry Regiment as well as fully equip a Squadron/Battery each of the Combat support arms annually. • Pursue aggressive and realistic training programmes/activities at all levels of command. • Conduct Unit, Formation and Service level exercises to enhance troops' skills. • Provide adequate logistics, including enhanced firepower and mobility for Army Special Forces.

Ghana Navy	
• To protect and defend the maritime territorial integrity of Ghana in support of national objective for peace, stability and prosperity. • To develop a highly motivated, well-trained, highly professional and resourced Navy capable of discharging its mission effectively and efficiently while upholding the values and time-tested traditions of the Navy.	• Maintain the Navy at a high level of operational readiness capable of responding at short notice. • Maintain professional and highly motivated personnel at optimum manning levels. • Patrol the territorial waters and maritime boundaries. • Deploy troops at the four (4) Forward Operating Bases (FOBs) including VANGUARD Operations. • Enforce maritime legislations and protect national maritime assets and resources against local and foreign encroachment. • Combat drug trafficking, conduct anti-piracy and anti-dumping operations within the maritime domain of Ghana. • Ensure capacity building and address manpower shortfall by enlisting and continuous training of personnel. • Motivate personnel by providing suitable accommodation and requisite training. • Intensify both bilateral and multilateral cooperation with allied Navies within the new Gulf of Guinea Maritime Architecture.

	• Develop and maintain an integrated IT-based logistics support and planned maintenance system for the fleet. • Develop a robust and focused public relations campaign to promote and advertise the Navy.
Training Schools	
Military Academy Training Schools (MATS)	
Responsibilities of the Agency:	**Details of Activities:**
• Improve the capacity of the Services to provide human safety & protection. • To build the proficiency of Officers and Men of the Ghana Armed Forces. • Create an environment that encourages professional development of leaders at all levels to foster cooperation and networking.	• Initial training for Officer Cadets. • Continuous combat training for Officers. • Continuous training for Junior Ranks in selected disciplines.
Ghana Armed Forces Command and Staff College (GAFCSC)	
Ghana Armed Forces Command and Staff College (GAFCSC) • Offer quality Command and Staff training at both tactical and operational levels, together with higher academic studies up to Postgraduate level, to Officers of the GAF, sister Security Services and Public Servants.	• The Academic Department trains officers for the Masters and other academic programmes. • The Senior Division trains middle and senior-level command and staff officers.

• Train selected officers to perform middle and senior-level command and staff functions. • Conduct research into issues of national interest in order to develop a broad understanding and knowledge of single, joint and combined operations, as well as the management of wider aspects of defence. • Improve overall professional knowledge of senior and junior level officers of the Ghana Armed Forces, sister Security Services and Public Service officers. • Improve leadership and communications skills of officers. • Enhance collaboration between the three Services within the Armed Forces, other Security Services and MDAs. • Train officers from the Ghana Armed Forces, Sister Security Services and MDAs, aimed at enhancing National Development. • Train officers from the AU/ECOWAS to enhance Regional and international cooperation.	• The Junior Division trains staff officers at junior level of the Ghana Armed Forces.

Kofi Annan International Peace Training Centre (KAIPTC)	
• The KAIPTC is a unique establishment within the Ghana Armed Forces, which undertakes and delivers research and training programmes that contribute to global peacekeeping operations and knowledge.	• To contribute to the development of regional and sub-regional capacity in the delivery of integrated peace support operations. • To enhance regional and sub-regional capacity for conflict prevention, management, resolution and peacebuilding. • To enhance understanding of critical peace and security in West Africa in particular and the continent as a whole. • To create an effective, efficient and sustainable management and support arrangements for the KAIPTC.
37 Military Hospital	
Responsibilities of the Agency:	**Details of Activities:**
• To ensure quality healthcare delivery to members of the Armed Forces and their families, civilian employees of MoD and the public at large. • To provide curative care and medicines to all clients. • To undertake computerization of Medical Stores to ensure inventory control and the availability of medical consumables at the Medical Stores Equipment Depot (MSED)	• Provide healthcare service for personnel and their families and also to civilians. • Undertake medical outreach programmes such as: a. Malaria Control b. TB Control c. HIV/AIDS Education and Control d. Ambulance Services e. Internal Medical Evacuations f. External Medical Evacuations g. National Disaster Management

• To train various categories of health personnel.eg Post-graduate Doctors, General Nurses, Midwives, Clinical Health Aides and Nurse Anesthetics. • To provide troops and families with education on health matters in all GAF units. • To expand health infrastructure in the military to improve access to healthcare. • To provide medical cover for Military exercises and national gatherings.	
Veteran Administration, Ghana (VAG)	
• To promote the welfare of Military Veterans and their dependents. • To promote esprit de corps among Military Veterans. • To cater for the welfare of all widows, widowers and their dependents	• Provide medical and rehabilitation care for Military Veterans who are infirm, disabled, destitute and aged. • Design and administer welfare schemes for Military Veterans. • Encourage Military Veteran groups to engage in income-generating activities. • Cooperate with the Commonwealth and other Associations and Fraternities with similar aims and objectives.

6.0. Classes and Types of Information

List of various classes of information in the custody of the institution:

A. General Administration Directorate

- Transport logs
- Asset Register
- General cleaning and maintenance of equipment and assets
- Landed Properties
- MoD Operational manual
- Policies on record management
- Inventory records Admin/Stores

B. Human Resource Management (HRM)

- HR Annual Performance Report
- Validated Voucher (salaries)
- Job schedules
- Leave certificates
- Employee demographic records
- Report on Measures to Promote Health & Well-being of Staff
- Staff Attendance Report
- Staff List
- Training & Development Plan/Report
- Organizational Manual

C. Policy Planning, Budgeting, Monitoring and Evaluation (PPBME)

- Client Service Unit Report (Mid-year/Annual)

- Client Service Charter
- Programme Base Budget Document (PBBD)
- Sector Medium Term Development Plan (SMTDP)
- Gender Policy

D. Procurement and Supply Chain

- Approved Tender Documents and Evaluation Reports.
- Reports on Tender and Contract Documents.
- Inventory Records on stock.
- Procurement Plan.

B. Finance Directorate

- Audit Reponses
- Bank Reconciliation Statements.
- Bank Statements.
- Cash Books.
- Financial Statements (Quarterly and Annual).
- GIFMIS Reports.
- Payment Vouchers / Invoices and supporting documents.
- Cheque Booklets.
- Tax Records.
- Bank Transfer Advices.

E. Research and Defence Cooperation (R&DC)

- Annual MoD Editorial Publications (The Defender).
- Information Manual.
- Cluster of Client Service Charters.

- Research Materials (Journals, Articles, Newsletters, etc.).

1. Specialized Units:

A. Internal Audit

- Internal Audit Annual Work Plan.
- Internal Audit Quarterly Reports.
- Internal Audit Chartar.

2. The Military wing of the Ministry:

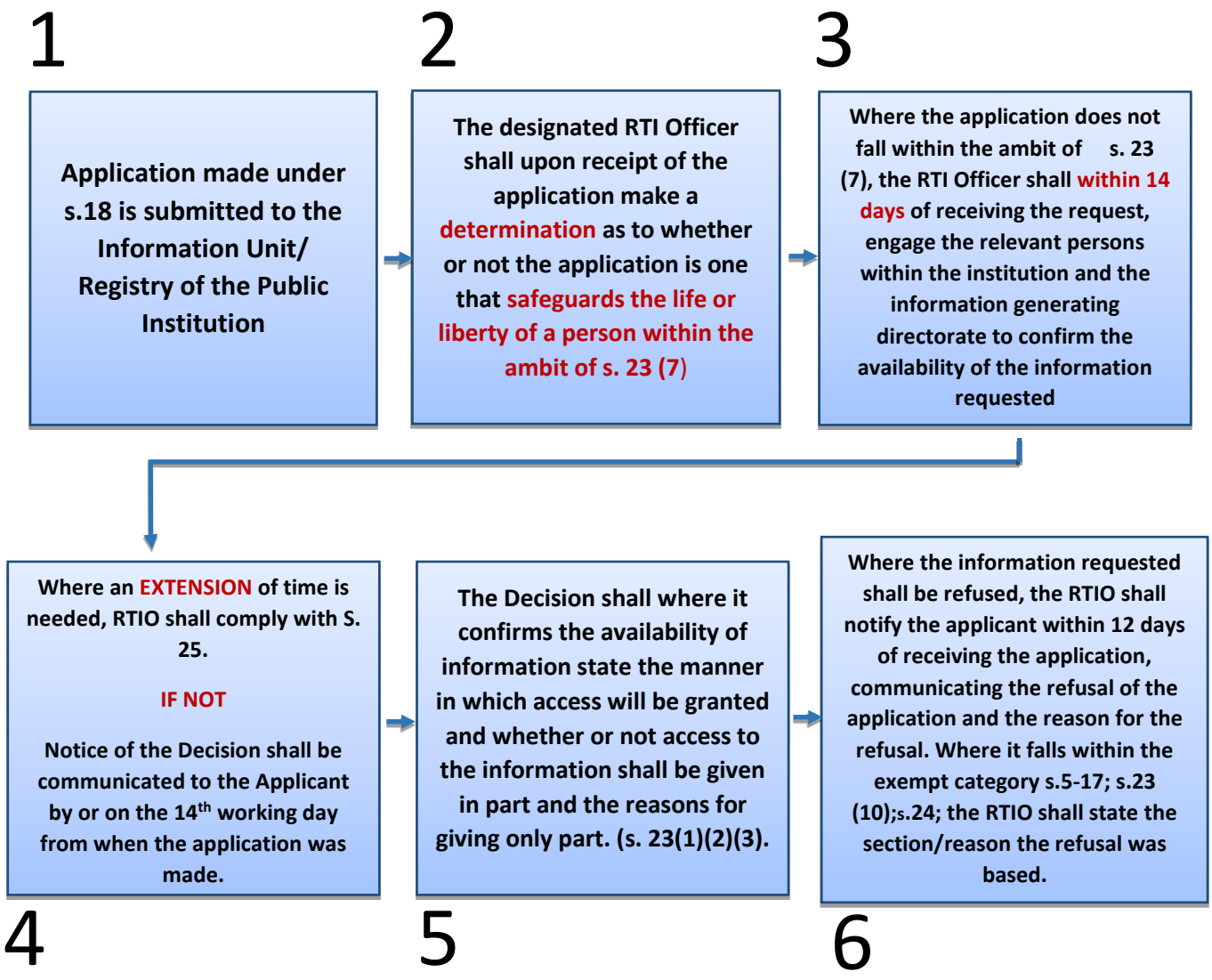
- The Office of the Principal General Staff Officer
  - Liaison Officers – Army, Navy and Air Force
- The Office of the Judge Advocate General
- The Director of Veterans Affairs
- The Department of Public Relations
- Media Coverage of Programs
- MoD Newsletter Publications

Types of Information Accessible at a fee:

Not Applicable

(subject to Parliamentary Legislation)

7.0. Processing and Decision on Application – S.23



8.0. Amendment of Personal Record

A person given access to information contained in records of a public institution may apply for an amendment of the information if the information represents the personal records of that person and in the person's opinion, the information is incorrect, misleading, incomplete or out of date.

8.1. How to apply for an Amendment

a. The application should be in writing indicating;
    - Name and proof of identity.
    - Particulars that will enable the records of the public institution identify the applicant.
    - The incorrect, misleading, incomplete or the out-of-date information in the record.
    - Signature of the applicant.

b. For incomplete information claimed or out-of-date records, the application should be accompanied with the relevant information which the applicant considers necessary to complete the records.

c. The address to which a notice shall be sent should be indicated.

d. The application can then be submitted at the office of the public institution.

e. A statutory declaration must be attached.

8.2. Fees and Charges for Access to Information

The Act Mandates Parliament in Section 75 to approve a fee that public institutions can charge. However, fees shall apply to only the three circumstances stated below:

- Request for information in a language other than the language in which the information is held. (s.75) (3).

- When request is made for a written transcript of the information, a reasonable transcription cost may be requested by the Information Officer. (s.75) (4).
- Cost of media conversion or reformatting. (s.75) (5).

Under Section 75 (2), fees are not payable for:

- reproduction of personal information.
- information in the public interest.
- information that should be provided within stipulated time under the Act.
- an applicant who is poor or has a disability.
- time spent by the information officer in reviewing the information.
- time spent by the information officer to examine and ensure the information is not exempt.
- preparing the information.

9.0. Appendix A: Standard RTI Request Form

[Reference No.: .....]

APPLICATION FOR ACCESS TO INFORMATION UNDER THE RIGHT TO INFORMATION ACT, 2019 (ACT 989)

1.	**Name of Applicant:**			
2.	**Date:**			
3.	**Public Institution:**			
4.	**Date of Birth:**	**DD**	**MM**	**YYYY**
5.	**Type of Applicant:**	☐ Individual	☐ Organization/Institution	
6.	**TIN Number**			
7.	**If Represented, Name of Representative:**			
7 (a).	**Capacity of Representative:**			
8.	Type of Identification: ☐ National ID Card ☐ Passport ☐ Voter's ID ☐ Driver's License ☐ License			
8 (a).	**Id. No.:**			
9.	**Description of the Information being sought (specify the type and class of information including cover dates. Kindly fill multiple applications for multiple requests):**			

10.	**Manner of Access:**	☐ **Inspection of Information** ☐ **Copy of Information** ☐ **Viewing / Listen** ☐ **Written Transcript** ☐ Translated (specify language) ☐
10(a)	**Form of Access:**	☐ **Hard copy** ☐ **Electronic copy** ☐ **Braille**
11.	**Contact Details:**	☐ Email Address_____ ☐ Postal Address_____ ☐ Tel: _____
12.	**Applicant's signature/thumbprint:**	
13.	**Signature of Witness (where applicable)** ***"This request was read to the applicant in the language the applicant understands and the applicant appeared to have understood the content of the request."***	

10. Appendix B: Contact Details of MoD's Information Unit

Name of Information/Designated Officer:

Edward Darkwa Asare

Telephone/Mobile number of Information Unit:

+233547878401

Postal Address of the institution:

Ministry of Defence 'The Square'

PMB CT 139

Cantonments, Accra.

Table 1 Acronyms

Acronym	Literal Translation
DMIS	*Defence Management Information System*
GAF	*Ghana Armed Forces*
GAFCSC	*Ghana Armed Forces Command and Staff College*
GHQ	*General Headquarters*
GIFMIS	*Ghana Integrated Financial Management Information System*
KAIPTC	*Kofi Annan International Peacekeeping Training Centre*
MATS	*Military Academy Training Schools*

Acronym	Literal Translation
MDA	*Ministries, Departments and Agencies*
MoD	*Ministry of Defence*
MTDP	*Medium Term Development Plan*
MMDAs	*Metropolitan, Municipal and District Assemblies*
MSED	*Medical Stores Equipment Depot*
P&SCM	*Procurement and Supply Chain Management*
PPBMED	*Policy Planning, Budget, Monitoring and Evaluation Directorate*
R&DC	*Research and Defence Cooperation*
RTI	*Right to Information*
VAG	*Veteran Administration, Ghana*

11.0. Appendix D: Glossary

This Glossary presents clear and concise definitions for terms used in this manual that may be unfamiliar to readers listed in alphabetical order. Definitions for terms are based on section 84 of the RTI Act.

Table 2 Glossary

Term	Definition
Access	*Right to Information*
Access to information	*Right to obtain information from public institutions*
Contact details	*Information by which an applicant and an information officer may be contacted*
Court	*A court of competent jurisdiction*

Term	Definition
Designated officer	*An officer designated for the purposes of the Act who perform similar role as the information officer*
Exempt information	*Information which falls within any of the exemptions specified in sections 5 to 16 of the Act*
Function	*Powers and duties*
Government	*Any authority by which the executive authority of the Republic of Ghana is duly exercised*
Information	*Information according to the Act includes recorded matter or material regardless of form or medium in the possession or under the control or custody of a public institution whether or not it was created by the public institution, and in the case of a private body, relates to the performance of a public function.*
Information officer	*The information officer of a public institution or the officer designated to whom an application is made*
Public	*Used throughout this document to refer to a person who requires and/or has acquired access to information.*
Public institution	*Includes a private institution or organization that receives public resources or provides a public function*
Right to information	*The right assigned to access information*
Section	*Different parts of the RTI Act*