

Ghana

2015 Country Summary

Country Recommendations

Ghana's overall ranking in Band D places it in the high category for corruption risks in the defence and security sector. Ghana finds itself in the same category as Kenya and South Africa; it performs better than Ethiopia and Nigeria, which are placed in Band E. As might be expected given the maturity of the political system and the tradition of the Armed Forces, Ghana performs most strongly in the areas of political and personnel risks. More surprisingly, given Ghana's strong record in peacekeeping, its scores are weakest (Band E, indicating very high corruption risks) for operations, finance and procurement. There is existing good practice that Ghana should be able to build on to improve its systems, in some cases without much additional effort.

Make Code of Conduct publicly available in line with other good personnel practice

One potential quick win is the Code of Conduct of the Ghana Armed Forces (GAF). There is no doubt that the Code exists; a page dedicated to it has been introduced on the gafonline.mil.gh website, yet the page is blank. This could easily be fixed and further demonstrate the good personnel standards of the GAF which pays its soldiers on time, does not suffer from "ghost soldiers", and whose chains of command are separate from its chains of payment. In the same spirit, accurate numbers of military and civilian personnel should be made publicly available – this should not be particularly difficult, as the data appears to be known within the Ministry of Defence and some information is already released upon request.

Reinforce its record as Africa's fourth largest peacekeeping contributor

Ghana is Africa's and the AU's fourth largest peacekeeping contributor, yet the Index scores are weakest in the area of operations. No personnel are deployed to monitor corruption risk in operations. There is no specific doctrine and limited guidance or counter-corruption training for Commanders. The Ghana Armed Forces Staff College (GAFSC) and the Kofi Annan International Peacekeeping Training Centre (KAIPTC) are well placed to change this; Transparency International is pleased to note interest in the GAFSC in including a module on Integrity in its Senior Leaders Course. Greater transparency is also needed over the income peacekeeping operations generate for the military. Ghana demonstrates in other areas that it is committed to building integrity – it has signed up to relevant anti-corruption instruments.

Procure transparently according to clear strategic needs

Ghana's defence procurement is mostly done without undue influence by seller nations and the Public Procurement Act from 2003 allows for complaints from companies that think they have been treated unfairly. However it is unclear whether there is a defence strategy based on which procurement needs are identified. If such a strategy exists, it should be made publicly available. There is little transparency regarding the defence procurement cycle or the finance packages used, and the use of agents and intermediaries does not seem to be regulated. The government does not require the main contractor to ensure that the same standards are applied to subcontractors.

Scorecard

Political	Defence & Security Policy	Legislative Scrutiny	1
		Defence Committee	1
		Defence Policy Debated	1
		CSO Engagement	2
		International AC Instruments	3
		Public Debate	1
		AC Policy	2
		AC Institutions	2
		Public Trust	2
		Risk Assessments	0
	Defence budgets	Acquisition Planning	1
		Budget Transparency & Detail	2
		Budget Scrutiny	1
		Budget Publicly Available	2
		Defence Income	0
		Internal Audit	2
		External Audit	1
	Other Political Areas	Natural Resources	3
		Organised Crime Links	3
		Organised Crime Policing	2
Intelligence Services Oversight		2	
Intelligence Services Recruitment		2	
Export Controls		2	
Finance	Asset Disposals	Asset Disposal Controls	1
		Asset Disposal Scrutiny	1
	Secret Budgets	Percentage Secret Spending	0
		Legislative Access to Information	1
		Secret Program Auditing	1
		Off-budget Spending in Law	2
		Off-budget Spending in Practice	2
		Information Classification	1
	Links to Business	Mil. Owned Businesses Exist	2
Mil. Owned Business Scrutiny		1	
Unauthorised Private Enterprise		1	
Personnel	Leadership	Public Commitment	2

		Measures for Corrupt Personnel	2
		Whistleblowing	1
		Special Attention to Sensitive Personnel	1
	Payroll and Recruitment	Numbers of Personnel Known	0
		Pay Rates Openly Published	1
		Well-established Payment System	3
		Objective Appointments	3
		Objective Promotions	2
	Conscription	Bribery to Avoid Compulsory Conscription	
		Bribery for Preferred Postings	
	Salary Chain	Ghost Soldiers	2
		Chains of Command and Payment	3
	Values, Standards, Other	Code of Conduct Coverage	1
		Code of Conduct Breaches Addressed	3
		AC Training	1
		Prosecution Outcomes Transparent	2
		Facilitation Payments	0
Operations	Controls in the Field	Military Doctrine	1
		Operational Training	1
		AC Monitoring	0
		Controls on Contracting	1
		Private Military Contractors	2
Procurement	Government Policy	Legislation	1
		Transparent Procurement Cycle	1
		Oversight Mechanisms	2
		Purchases Disclosed	2
		Standards Expected of Companies	1
	Capability Gap	Strategy Drives Requirements	0
		Requirements Quantified	2
	Tendering	Open Competition v. Single-Sourcing	1
		Tender Board Controls	2
		Anti-Collusion Controls	1
	Contract Delivery / Support	Procurement Staff Training	2
		Complaint Mechanisms for Firms	3
		Sanctions for Corruption	1
	Offsets	Due Diligence	
		Transparency	
		Competition Regulation	
	Other	Controls of Agents	0
		Transparency of Financing Packages	0
		Subsidiaries / Sub-Contractors	0
Political Influence		3	