



# THE STRATEGIST

NEWS MAGAZINE OF THE NATIONAL COLLEGE OF DEFENCE STUDIES | NCDS

DECEMBER 2019



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PUBLISHED BY THE DIRECTORATE OF PUBLICATIONS, NCDS



**HIS EXCELLENCY VICE ADMIRAL SETH AMOAMA**

FORMER HIGH COMMISSIONER OF GHANA TO NIGERIA  
AND  
FORMER CHIEF OF THE DEFENCE STAFF

# Programme of Activities

## Graduation of the National College of Defence Studies Course 2-25

Ser	Time (Hrs)	Event	Responsibility	Remarks
1.	0910	Invited Guests Seated	DPR	
2.	0915	Graduands Seated	Chief Coordinator/ Registrar	
3.	0930	Ministers of State and Other Dignitaries Seated	Chief Coordinator/ DPR	
4.	0940	Academic Procession	Chief Coordinator/ Registrar	Guest of Honour, CDS, Svc Chiefs, Guest Speaker Academia and Faculty
5.		General Salute	Band	All Stand
6.		Opening Prayers	Clergy	
7.		Congregation Constituted	Rector, GIMPA	
8.		Welcome Address	Acting Commandant	
9.		Introduction of Guest Speaker	Vice Dean	
10.		Address by Guest Speaker	Professor Kwesi Aning	
11.		Musical Interlude	Band/Cultural Troop	
12.		Presentation of Participants	Dean	Participants Rise
13.		Conferment of “ <i>fneds</i> ” on Participants	Acting Commandant	
14.		Conferment of Master of Strategic Studies (MSS) Degree on Participants	Rector, GIMPA	
15.		Presentation of “ <i>fneds</i> ” and MSS Certificates	Guest of Honour/ Acting Commandant/ Registrar	
16.		Musical Interlude	Band/Cultural Troop	
17.		Presentation of Awards	Acting Commandant	
18.		Remarks by Graduands	Course President	
19.		Musical Interlude	Band/Cultural Troop	
20.		Introduction of Guest of Honour	Deputy Commandant	
21.		Graduation Address	Guest of Honour	
22.		Announcements	Deputy Commandant	
23.		Dissolution of Congregation	Rector, GIMPA	
24.		Closing Prayer	Clergy	
25.		General Salute	Band	All Stand
26.		Academic Recession	Registrar	
27.		Group Photographs	Chief Coordinator/ Department of Public Relations	Guest of Honour, Dignitaries and Faculty with Graduands





# EDITORIAL

## LACK OF STRATEGIC THINKING OFTEN LEADS TO FAILURE

**BRIG GEN ISAAC AMPONSAH**  
(EDITOR-IN-CHIEF)

This second edition of *The Strategist* highlights the relevance of strategic thinking in addressing strategic problems. In war, the nature of problems differs at each level (Tactical, Operational, and Strategic). Problems at the strategic level are almost always “complex” or “wicked,” while tactical level problems are “complicated.” Solutions to complicated problems are scientific in nature; being replicable, they can be reverse-engineered, and solutions can be derived through checklists. An example of a “complicated” problem is the creation of a circuit board or an airplane. They can be taken apart and reassembled by applying a checklist. Similarly, problems at the tactical level of war are complicated. A platoon attack to capture a trench or a battalion offensive operation to capture an objective is a complicated problem. Solutions can be derived from field manuals and appropriate drills. However, issues related to human phenomena, such as national security, are “complex” problems. The most complex problems, such as climate change, are wicked problems because they are intractable and difficult to define, as experts often disagree on the exact nature of the problem. Unlike complicated problems, solutions to complex and wicked problems cannot be derived through checklists, and they cannot be reverse-engineered. Most strategic problems fall under the category of wicked problems; hence, there are no doctrines and field manuals that provide solutions to strategic problems. Solutions to complex and

wicked problems require critical thinking and strategic thinking, not a checklist or rehearsed drills. Some people climb up their professional careers dealing mostly with tactical problems. They tend to excel in those roles, and they are proficient in solving day-to-day problems. Over time, their action-oriented approach to solving problems inures to the benefit of their organisations and propels them to higher strategic leadership positions. Many such leaders tend to approach potential strategic problems with tactical solutions. They look to their experiences of the past to provide clarity and insight for the future. That kind of thinking, particularly in contemporary volatile and complex security environments, stymies strategic thinking and practices. Strategic thinking is the foundation for creating effective strategies, and in its absence, plans become vague, unrealistic, unaligned, and poorly executed, ultimately leading to poor performance and missed objectives. Without the strategic thinking approach, organizations struggle to adapt to change, utilise resources efficiently, and achieve their long-term goals. The relevance of strategic thinking—whether for victory in war or for organisational success and growth cannot be overemphasised.

Strategic thinking enables organisations to anticipate and plan for unexpected circumstances, rather than being caught off guard. The lack of strategic vision hinders the ability to forestall future problems or identify opportunities. Conversely, there are some people who have strategic

foresight and are able to foresee future dangers and problems, but they are often not believed. This is called “Cassandra’s Curse.” In Greek mythology, Cassandra was a Trojan princess who was gifted by Apollo, the god of the sun, with the prophecy to foretell future disasters; but because she was cursed as well, her predictions were never believed. Cassandra foresaw many future disasters, including the Trojan War and the destruction of Troy, but her warnings were consistently ignored, leading to suffering and ruin. The term “Cassandra’s curse” is used today to describe the experience of having valid warnings, concerns, or predictions dismissed by others, resulting in preventable problems or suffering. In 1920, a few years after the First World War, a US aviator, Brigadier General Billy Mitchell, predicted that future wars would be won by airpower, and that the airplane could sink battleships. At that time, the airplane was like a motorized kite. Billy Mitchell was ridiculed by his peers and superiors. They found his claim that the airplane could sink battleships ridiculous, and this generated heated debate between Billy Mitchell and some generals and admirals, some of whom had made their careers over several decades commanding battleships. The debate became so acrimonious that Billy Mitchell was posted to the Pacific, Pearl Harbor in Hawaii, perhaps to save his career. A year later, he returned to Washington DC with a two-inch-thick report predicting that in the future, Japan would launch a surprise attack on Pearl Harbor using airplanes to sink US battleships. Not only

was he not taken seriously by his superiors, but he was court-martialed for insubordination and consequently convicted. Several years later, in December 1941, Japan launched an early morning surprise attack on Pearl Harbor with airplanes and sunk several battleships. The US generals claimed that they were caught completely by surprise. It is evident that the US generals at that time were not thinking strategically and failed to foresee the danger that befell Pearl Harbor, even when one of their own generals had predicted it nearly two decades earlier. Given the mounting complexity in today's volatile and complex security environment, the ability to sense and respond to emerging threats and identify opportunities has become more crucial to organisational survival. Strategic thinkers do not only focus on addressing the day-to-day problems of their organisations; they also devote time to analyzing the strategic environment to forecast future threats and opportunities, along with the measures required to deal with them.

Leaders who lack strategic thinking often look to past solutions to address strategic problems. Many leaders tend to believe that a good solution that worked successfully in the past will apply perfectly to similar problems in the future. They find it difficult to change methods, approaches, and strategies that have worked in the past, spending so much time and resources rehearsing

past strategies. Such a mindset stifles critical thinking, resulting in strategic disasters and failure. Having won the First World War, the French believed that like the First World War, the next war(s) would be won by trench warfare and static defense. Consequently, they spent a lot of resources constructing, along their border with Germany, the Maginot Line, one of the most formidable and arguably the strongest defense fortification systems ever made in human history. Germany, on the other hand, adapted and evolved a new strategy: the blitzkrieg during the Second World War. German troops outflanked the Maginot Line through Belgium and achieved, in forty-six days, what they could not achieve in four years during the First World War. Germany defeated France and captured Paris within 46 days. While the German generals upgraded their strategic thinking and evolved a new and more effective strategy, the French remained stagnant in their strategic thinking, believing that future wars would be like the previous one they won (the First World War), hence the Maginot Line. Many organizations fail and lose their competitive edge because their leaders fail to think strategically to adapt to evolving situations. They find it very hard to change paradigms that have been established for many years. Their inability or reluctance to change methods, approaches, and strategies when confronted with complex and wicked problems often results in disastrous consequences. As

explained in the introduction, solution to strategic problems requires critical thinking; therefore, attempts to address strategic problems with past solutions almost always lead to strategic failure.

I conclude with a quote attributed to the famous Chinese strategist, Sun Tzu: "Tactics without strategy is the noise before defeat." This phrase highlights the importance of strategy in providing coherence and purpose to achieve organizational goals, thereby avoiding random and misaligned individual efforts that do not contribute to the achievement of the long-term objectives of the organization. The formulation of good strategies requires the development of the critical and strategic thinking skills of leaders at all levels of an organization. The development of these skills for both civilian and military leadership is the focus of the National College of Defence Studies. The modules taught at the College are aimed at honing the critical thinking skills of participants and their capacity to formulate good national security strategies. The lack of strategic thinking often leads to failure; therefore, in every organization, it is essential to identify and protect the "Cassandras," for they are endowed with the strategic vision required for the survival and growth of organizations. It is our hope that the graduands of this College will become "Cassandras" in their various institutions.

## DISCLAIMER

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# PROFILE OF NATIONAL COLLEGE OF DEFENCE STUDIES - GHANA

## INTRODUCTION

The Ghana Armed Forces established the National College of Defence Studies (NCDS) in May 2023 to offer Strategic Courses for senior military officers of the rank of Colonel or equivalent and relevant national agencies of the same status. This was based on the directive of the President of the Republic of Ghana, pursuant to section 29(1) of the Education Regulatory Bodies Act 2020 (Act 1023).

The College is a Tri-Service Institution that impart skills in strategic leadership, contemporary management thought, concepts and practices, that lead to effective decision making, enlightened leadership and efficient resource management in a knowledge-centric environment to the senior leadership of the Armed Forces and relevant Ministries, Departments and Agencies (MDAs) as well as international participants at the conceptual, directional and functional levels.

The establishment of the NCDS seeks to enable the GAF and Ghana to harness its full benefits of providing the best environment to produce a good number of strategic leaders from Ghana and allied countries, capable of marshalling the instrument of national power to meet the security and other developmental needs of their countries. It also equips strategic leaders with the requisite knowledge and skills to take up high level policy, leadership and staff positions in any environment.

## VISION

To be the preferred destination in Africa and the world for nurturing strategic leaders to marshal the instrument of power to meet the security and developmental needs of their countries.

## MISSION

To prepare selected military officers, senior officers from other security agencies and government officials for strategic leadership and management roles.

## OBJECTIVES

To help the participants:

- Recognise the difference between leadership and command and, as appropriate, differentiate between the differing behaviours and requirements needed for both public and private sectors.
- Describe the characteristics of the strategic environment and identify the requisite characteristics of leadership and accountability at the strategic level in national and multinational settings.
- Understand strategy development training to enhance the capacity of defence, security, and government leaders in Ghana and beyond.
- Conduct training and research to aid in policy formation, policy analysis and decision-making at the strategic level in national security, national development and international relations.
- Understand the impact of science and technology, environment, economics, politics and foreign policy on national security and national development.
- Recognise and analyse how leaders emerge or are selected at the strategic level.
- Balance the need to take a longer, more strategic, view with the demands of dealing with the urgent.
- Understand the key attributes of a strategic leader working at the highest levels in the public and commercial contexts.

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National College of Defence Studies - Ghana



# NDU PRESIDENT'S MESSAGE

**Air Vice Marshal Felix Adom Asante**  
President National Defence University, Ghana



It is with great honour and pride that I extend my heartfelt congratulations to the graduating class of 2025 at the National College of Defence Studies (NCDS). This occasion marks not only the culmination of your academic journey but also the reaffirmation of your dedication to leadership, service, and intellectual advancement in the realm of strategic and national security studies.

This year's graduation is especially significant, as it stands at a turning point in the academic evolution of the Ghana Armed Forces. The academic certificates being conferred upon you today are awarded in affiliation with the Ghana Institute of Management and Public Administration (GIMPA) a highly respected tertiary institution, both within Ghana and across the region. This collaboration has ensured the highest standards of academic integrity and professional relevance in the programme you have just completed.

Looking ahead, the next cohort of graduates will be privileged to receive their certificates directly from the National Defence University (NDU), now an autonomous degree-awarding institution following the grant of its Presidential Charter in December 2024. This marks a historic transition from affiliation to full academic sovereignty.

The NDU is now empowered to certify its own programmes across its constituent colleges, including NCDS, GAFSC, KAIPCT, TRADOC, GMA and others.

As graduates of this distinguished College, you now carry the torch of strategic leadership. Let your conduct reflect the core values of the NDU: Knowledge, Service, and Integrity. You must strive to maintain a high standard of ethical leadership and have the desire for persistent quest for knowledge. Continue to learn, lead, and serve with conviction, whether in national defence, regional diplomacy, or global peacebuilding.

On behalf of the entire NDU community and the Governing Board, I commend your hard work, discipline, and commitment. May your achievements today be only the beginning of a lifetime of purpose-driven service.

Congratulations once again. Ghana and the continent await your leadership.

FA ASANTE  
BA (Econs & Stats), MBA, MA (Int Affairs), PhD  
Air Vice Marshall  
President



# ACTING COMMANDANT'S MESSAGE

**BRIG GEN**

**FREDERICK DANKYI NTIRI**



**T**he NCDS was established in November 2023 by the Military High Command with a clear and singular purpose: to elevate the standard of Professional Military Education. We are to prepare selected senior military officers, qualified civil servants, and military personnel from our Allied African Countries for strategic-level leadership and staff appointments in the related fields of defence and security.

All over the world, higher Professional Military Education (PME) is fundamentally dedicated to developing the leaders of the future. The major objective of our Master of Arts in Strategic Studies (MSS) Programme is to inculcate the high-level Critical Thinking and Problem-Solving Skills required at the highest echelon of governance. Our curriculum is designed to maximise the efficiency of decision-making, backed by scientific research which remains at the core of the work at NCDS. To achieve this level of strategic excellence, the College has introduced vital innovations, including Participant-led Panel Discussions on topical issues and the development of Position Papers on complex national and international issues. In its short life span of just two years, the College has achieved

remarkable success, effectively graduating two cohorts of Participants under impactful and relevant themes. Course 1 focused on "Environment, Security, and National Development." Today, we celebrate the graduation of Course 2-25, whose overarching theme is "SMART Governance for Sustainable Development." I am proud to remind you that the acronym "SMART" encapsulates the essential principles of Simple, Moral, Accountable, Responsive, and Transparent Governance.

We have also championed inclusivity. From the maiden November 2023 enrolment of sixteen senior military officers from the Ghana Armed Forces, the College expanded the number of participants for Course 2-25 to twenty-six. This includes a blend of senior civilian officers of the rank of Director and above from the Ministries, Departments and Agencies (MDAs), and, for the first time, a pioneer group of three Allied Participants from Nigeria, Rwanda, and Zambia. Within two years, NCDS has turned out forty-two Fellows, comprising thirty-seven males and five females. We anticipate that many more Civilians and Allied Participants shall enroll on Course 3-26, set to commence in April 2026.

Over the past two years, our academic framework has been structured around a flexible modular approach built on three core courses: Strategic Leadership, Strategy-Making, and Strategy Exercise.

The strategic leadership course, which was opened to external participation, comprised fifty-

eight participants from a diverse array of institutions. The strategic leadership course equipped the participants with the skills to develop a compelling vision, how to translate that vision into coherent strategies, and the different ways of mobilising people and resources toward achieving overarching goals. By linking long-term thinking with practical action, the strategic leadership course ensures that participants, as Leaders, do not merely react to events but anticipate, shape, and respond to them with intention. Indeed, this module is a must for top bureaucrats across our public and civil services.

The other two modules, Strategy Making and the Strategy Exercise, constitute the hallmark of strategic education. They provide the conceptual tools to respond effectively to an increasingly volatile, uncertain, complex, and ambiguous world. This training is essential for senior defence and security managers, particularly senior officers at the National Security Council Secretariat, the National Intelligence Bureau, the Ministry of Foreign Affairs and Regional Integration, and Members of the Parliamentary Select Committee on Defence and Security, as it sharpens the skills needed to safeguard national interests and reinforce ties with regional organizations like ECOWAS and the African Union.

A significant and unique component of our curriculum is the Experiential Research Study (ERS). The ERS bridges the gap between theoretical instruction and practical exposure, allowing Participants to gain firsthand insight into how national



and international institutions translate strategic concepts into actionable policies. A distinctive feature is the development of Executive Summaries that offer direct policy recommendations aligned with our annual themes. For this year's study on SMART Governance, Participants engaged in field studies across the Oti, Greater Accra, and Western regions of Ghana. These regional findings were comparatively examined against the experiences of three African countries, Zambia, Mauritius, and Malawi, and global perspectives from Germany, India, and Türkiye.

I am pleased to report that the highlights of these findings and policy recommendations have been finalised and will be submitted to the Chief of the Defence Staff and the Office of the President for consideration. Appreciation and Future Vision For the efficient delivery of the NCDS MSS course, the College relies on a highly experienced and committed faculty, both military and civilian, who have successfully graduated our second cohort today. It is with

the greatest pride that we present these Fellows, trimmed and ready for their new enhanced roles in nation-building.

The College will continue to stand as a centre of excellence dedicated to producing leaders who possess the intellectual depth, professional competence, and strategic insight required in today's complex security environment. This new phase in our development marks a significant milestone, as we pursue the noble objective of equipping future military and civilian leaders with the knowledge, skills, and values needed to operate effectively at the strategic level. By blending rigorous academic study with practical leadership development, the College prepares its graduates not only to serve Ghana, but also to contribute meaningfully to the security of Africa and the wider international community.

I wish to express our deep appreciation to all who have contributed to this success, despite the Herculean nature of the challenges facing the College in building a solid resilient

foundation. Specific mention is hereby made of the continued support provided by the Africa Centre for Strategic Studies (ACSS) based in the USA, and our local corporate partners, including Mr. Ofori Sarpong of Special Ice and the Family of General JH Smith, who have provided vital sponsorships.

Final Charge to Course 2-25

Finally, I wish to extend my heartfelt congratulations to the Participants of NCDS Course 2-25 on your graduation. We hold you in the highest esteem as you join the distinguished alumni of this College. As the second cohort of Fellows and ambassadors of NCDS, we look forward to seeing you demonstrate the full value of the training and strategic education you have received. Remember that the College remains your intellectual home and reference point; return whenever you need guidance, collaboration, or reflection as you contribute to shaping policy and strategy in your new roles. And always carry with you the profound meaning of our College's Motto: 'Ingenuity and Strategy.'



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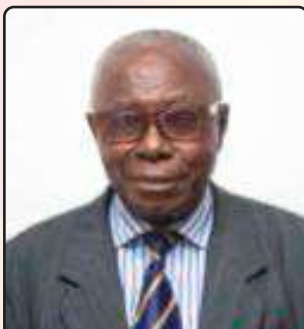
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# ABSTRACTS OF PARTICIPANTS' DISSERTATIONS

## MINING REGULATION AND THE ILLEGAL MINING MENACE IN THE ABUAKWA SOUTH MUNICIPAL ASSEMBLY OF THE EASTERN REGION – GHANA



**COL DNK ADJETEY**

The study focused on illegal mining in Odumase in the Abuakwa South Municipality of the Eastern region. The prevalence of illegal mining in the area has led to the degradation of the environment and pollution of major water bodies, affecting local communities' access to clean drinking water and posing long-term health risks to the population. The destruction of vegetative cover and landscape due to mining activities threatens food security and ecosystem equilibrium. The absence of socioeconomic safety nets and alternative livelihoods force many individuals into illegal

mining, for survival. Ghana has several mining regulations including Act 703 (2006) which is the principal mining Act, that regulate mining in the country. Despite these regulations, illegal mining has continued to spread in the Municipality. This presents a gap between the existence of mining regulations and the proliferation of illegal mining activities, and that is the purpose of this study. The study sought to find out the factors that promote illegal mining in the Municipality, what legal framework and enforcement mechanisms exist, and how mining regulations could be fully enforced in the Municipality. The qualitative approach was used and this was chosen because of its ability to explore the intricate subject of illegal mining and obtain in-depth insights from both miners and experts in the field. The study employed a non-probability sampling technique, and the population of the study was drawn from miners and opinion leaders from the Municipality as well as officials from state institutions at the district and national levels. Odumase in the Abuakwa South Municipality was selected for the study because it is one of the hotspots for illegal mining in the country. Primary data was obtained through interviews while secondary data was collected from mining regulations, relevant books and journal articles. The data collected was analysed thematically, to ensure seamless integration of perspectives from the participants as well as for comparison of their experiences on the topic. The study found among others that poverty

and unemployment are among the primary causes of illegal mining in the Municipality. The youth who mostly participate in illegal mining lack employable skills and engage in illegal mining, primarily for their survival. The high unemployment rates and lack of sustainable alternative livelihood programmes, leave illegal mining as the only means of employment open to people in the Municipality. The study revealed that bribery and corruption in government agencies charged with regulation of the mining industry contribute to the prevalence of illegal mining. The study also discovered that the major obstacles to effective regulation of mining activities include political interference, lack of technology for monitoring, inadequate enforcement of existing regulations. The study concluded by stating that any attempt at curbing illegal mining handles poverty and unemployment that underlie the menace. Measures suggested to combat illegal mining in the Municipality include conducting regular inspection visits to mining sites, introduction of sustainable alternative livelihood programmes, implementation of cooperative community-owned mining initiative to promote local ownership and responsible mining practices, streamlining the licensing process for legal small-scale mining, and using technological innovations for better monitoring and enforcement.

Keywords; Abuakwa South Municipal, Artisanal Mining, Illegal Mining, Regulation, Small-Scale Mining

## COMMUNITY BASED POLICING AND URBAN CRIME REDUCTION IN MEDIE, A SUBURB IN THE GA WEST MUNICIPALITY IN THE GREATER ACCRA REGION



**COL DA AGBEKOR**

This study assessed the effectiveness of Community-Based Policing (CBP) in Medie, a peri-urban community in the Ga West Municipality of the Greater Accra Region. The objectives were to assess how CBP strategies are applied, determine their effect on

urban crime reduction, explore community perceptions and identify challenges affecting implementation. Guided by the pragmatic paradigm, a mixed-methods design was employed. Quantitative data were gathered through 250 structured questionnaires administered to community members, while qualitative insights were obtained from Key Informant Interviews (KIIs) with four police officers and two community leaders, as well as three Focus Group Discussions (FGDs) involving 44 participants. Secondary data were drawn from official police records and relevant literature.

The study found that while CBP in Medie was introduced under the national framework, its implementation is weakly institutionalised, with major conceptual and practical gaps. Residents held divergent views of CBP, ranging from a police-driven initiative to a solely government duty contrasting with police officers' framing of it as voluntary partnership to address manpower shortages. Quantitative analysis showed that CBP on its

own did not lead to a noticeable reduction in crime, but when police and community members built strong, trusting relationships, the initiative became more effective in improving security. Qualitative results revealed contradictions between police reports of regular engagement and residents' perceptions of limited visibility, weak trust, unresolved cases, and overreliance on volunteers. Moreover, challenges persist, including inadequate logistics, limited personnel and inconsistent community participation.

The study concludes that CBP holds promise for enhancing urban safety in Medie but requires sustained institutional support, community engagement and policy reforms. Recommendations are made to strengthen resource allocation, training, and partnership frameworks to enhance the effectiveness of CBP in Ghana.

Keywords; Community-Based Policing (CBP), Crime, Ghana, Medie, Prevention, Urban

# ABSTRACTS OF PARTICIPANTS' DISSERTATIONS

## JOB ROTATION AND EMPLOYEE PERFORMANCE IN THE GHANA ARMED FORCES



**GP CAPT VKE  
AGBOADO**

This study assesses the effect of job rotation on employee performance within the Ghana Armed Forces (GAF), focusing on its dimensions, effectiveness, and implementation challenges.

Employing a quantitative, descriptive research design, data were collected from 390 personnel across the Army, Navy, and Air Force through stratified sampling and self-administered questionnaires. Analysis was conducted using SPSS, applying both descriptive and inferential statistics, including t-tests and regression analysis.

The findings indicate that job rotation is broadly perceived as effective within the GAF, with training and education—particularly through institutions such as the Kofi Annan International Peacekeeping and Training Centre (KAIPTC) and the Ghana Armed Forces Command and Staff College (GAF CSC)—emerging as the most significant driver of professional growth and inter-service collaboration. Peacekeeping missions and personnel transfers also contribute positively, notably in skill development and cross-branch collaboration, although their direct impact on employee performance was

found to be statistically insignificant. Key challenges identified in the study include inadequate career counselling, prolonged postings, and a misalignment between institutional priorities and individual career aspirations.

The study recommends that GAF should improve job rotation effectiveness by investing in specialised institutions, enhancing transparency in personnel transfers, strengthening career counselling services, introducing flexible rotation schedules, and aligning institutional priorities with individual career goals. These measures will enhance professional development, employee performance, and organisational effectiveness.

**Keywords:** Employee Performance, Employee Productivity, Job Rotation, Military Education and Training, Military Personnel Transfer, Peacekeeping Missions

## A STUDY OF RESOURCE ALLOCATION AND OPERATIONAL EFFECTIVENESS IN THE GHANA ARMED FORCES



**CAPT (GN) DY  
AKOTey**

This study explored how resources are allocated within the Ghana Armed Forces (GAF) and how those decisions influence overall effectiveness. The main objective was to investigate what drives these allocation decisions, what tactics are often adopted, and how all these relate to the GAF's operational performance. This study is guided by the Resource-Based View (RBV), developed by Barney (1991). The RBV explains that the success and performance of an organisation depend on the resources it controls. These resources can be physical, financial, human, or intangible, such as knowledge, skills, and culture. The theory argues that not all resources

give an organization an advantage. For a resource to create long-term success, it must be Valuable, Rare, Inimitable, and Non-substitutable (VRIN). These four features, often called the VRIN attributes, make it possible for an organisation to stay competitive over time. The main idea of the RBV is that the internal resources of an organization are more important for performance than external market factors. This means that what an organization owns, and how it manages those resources, is the key to its strength. In the context of the Ghana Armed Forces (GAF), the RBV helps to explain how internal resources affect operational effectiveness. The GAF depends on several key resources such as manpower, logistics, equipment, and funding to ensure operational efficiency. The theory suggests that these resources can lead to better performance only if they are valuable and well-managed.

To obtain a comprehensive picture, the study employed a mixed-methods approach, incorporating qualitative and quantitative data. Twenty (20) senior officers were interviewed to gather data on their experiences and viewpoints, and quantitative data on actual resource allocations was also examined. Thematic analysis was used to study the interview responses, while Pearson's Product-Moment Correlation Coefficient ( $r$ ) analysis was used to investigate the quantitative data. The findings revealed that numerous critical factors influence resource distribution, including financial constraints, leadership decisions, procurement inefficiencies, and support from external contributors. The study also discovered that the GAF frequently uses

tactics such as bulk procurement, the use of e-procurement platforms, and reallocating existing resources to manage restrictions and increase efficiency.

However, it emerged that challenges such as delays, inadequate funding, and misaligned priorities persisted. The study also found a strong positive relationship between troop deployment and mission readiness ( $r = 0.90$ ). This means that as troop deployment improves, mission readiness increases significantly. Similarly, equipment functionality showed a strong positive correlation with mission readiness ( $r = 0.83$ ), indicating that well-functioning equipment greatly enhances readiness levels. However, financial allocations to personnel and equipment showed a weak positive relationship with mission readiness.

Furthermore, qualitative evidence highlighted the critical role of morale, with participants consistently linking resource adequacy to troop confidence and operational performance. The study concludes that while the GAF has structured systems for resource allocation, effectiveness is constrained by systemic inefficiencies, untimely disbursements, and leadership discretion. The study recommended timely release of funds, standardisation of equipment in resource planning, joint training and exercises to enhance operational effectiveness and expansion and resourcing of defence industries.

**Keywords:** Ghana Armed Forces, Defence Logistics, Mission Readiness, Mixed Methods, Resource Allocation, Operational Effectiveness



# ABSTRACTS OF PARTICIPANTS' DISSERTATIONS

## GHANA'S AIRSPACE MANAGEMENT AND NATIONAL SECURITY



**GP CAPT KB ALIFO**

This study investigated Ghana's airspace management as a critical factor in national security and development. It specifically explored institutional and regulatory frameworks governing airspace management in Ghana, assessed their influence on security outcomes, and contributions of secured and efficiently managed airspace to national development.

The study was grounded in the Security-Development Nexus Theory which calls for a comprehensive understanding and integrated policy response to the intertwined challenges of security and development to achieve sustainable peace and prosperity. Using qualitative approach, the research drew on documentary analysis and thematic review of related policy documents, institutional reports, audit findings and occurrences in Ghana as well as comparative cases from Nigeria and South Africa. The findings revealed that Ghana's airspace management strengthens national security through enhanced operational efficiencies and technological innovations and supports economic growth by facilitating safer air transport operations. However, institutional-governance fragmentation, coupled with technological gaps in surveillance integration and limited civil-military coordination, constrains effectiveness. Although the Ghana Civil Aviation (Aviation Security) Directives and legislative reforms such as Act 1120 of 2024 established important standards, they lacked comprehensive integration

between civil aviation and national air defence strategies. The study recommended the creation of a unified national airspace governance authority, deployment of AI-driven surveillance and real-time data-sharing technologies, enactment of a holistic national airspace defence and security policy and strengthened public-private-regional collaboration. Implementing these measures would enhance resilience, consolidate Ghana's role as a West African aviation hub, and align secured skies with sustainable national development.

**Keywords:** Airspace Management and Governance, Defence, Development, Integrated, National Security, Sovereignty and Territorial Airspace.

## A COMPARATIVE ANALYSIS OF DEFENCE DIPLOMACY AS AN INSTRUMENT OF NATIONAL SECURITY: A CASE OF GHANA AND RWANDA



**COL EM ALO**

This thesis looks at how defence diplomacy operates as an African national security strategy through case studies comparing Rwanda and Ghana. The study analyses how both countries understand, implement, and assess defence diplomacy. It also finds similarities and differences based on their history, political culture and institutional capacity. The study

used a qualitative, interpretivist research method. It draws on primary interview data and combines this with secondary sources such as academic texts, policy documents, and institutional research reports. The study applies a comparative case study framework to compare Ghana's traditional, multilateral direction and Rwanda's practical, expeditious direction. The study also adopts realist, constructivist, and strategic frameworks, to clarify the complex ideas of African defence diplomacy.

The findings show that Ghana uses a cooperative and rule-based approach in its defence diplomacy. It focuses on peacekeeping and training. Ghana also works with regional groups like ECOWAS and AU. In contrast, Rwanda takes a practical and proactive approach to defence diplomacy. Its strategy involves using defence diplomacy to build the state and gain legitimacy, shown by its significant peacekeeping contributions, deployments in places like Mozambique, and specific partnerships with big countries. The comparison reveals both states apply defence diplomacy to enhance their national security and international reputation, but they

apply different means in terms of how they organise, spend, and prefer to operate with numerous states or few states. To substantiate this comparative analysis, the dissertation generates new figures and tables, revealing comparisons, institutional arrangements, and policy lessons. African defence diplomacy, as this research concludes, is hybrid in nature, and it blends realist imperatives, constructivist norms, and pragmatic strategy. The study contributes to the argument in research circles by broadening conceptualisations of defence diplomacy beyond institutions stemming from Western traditions. It provides empirical evidence of agency through Africans in security governance in Africa's sub-regions and at the global level. The findings of the study results have implications for policymakers, specialists, and scholars who would seek to strengthen Africa's emerging security architecture.

**Keywords:** Defence Diplomacy, National Security, Soft Power, Domestic and Regional Context.

# ABSTRACTS OF PARTICIPANTS' DISSERTATIONS

## SOFT POWER APPROACHES TO COUNTERTERRORISM IN WEST AFRICA: IMPLICATIONS FOR GHANA'S NATIONAL SECURITY STRATEGY



**PB AMPOMAH**

The study explored the role of soft power strategies in terrorism-threat mitigation strategies in the West Africa. The study focused on the implication of these soft power strategies and the implication thereof to the national security architecture of Ghana. The study is delivered as the West Africa sub-region is blighted by

escalating terrorism, particularly in the Sahel region. The study is in line with a move to assess all necessary means to address complex root causes of violent extremism leading to terrorism. The backdrop to this approach is the thesis that conventional hard power approaches are not sufficient to address such threats. Predicated on the theory on soft power as well the Human Security Theory, the study adopted a qualitative case study approach to explore how non-military instruments contribute to resilience against threats of terrorism. The findings revealed that soft power strategies have emerged in the orientation and execution of counter-terrorism programs in West Africa and Ghana. Key common vectors unearthed here include traditional dispute resolution, interfaith dialogues and public sensitization efforts. The study further established that despite the commonalities, there was an implication of Ghana adapting some better tactics from the West African experience. The study recommends that Ghana should use more civic education, religious mediation and development interventions to combat

terrorism whilst strengthening institutional coordination, localisation of regional best practices, sustained investment in community trust-building, and systematically embedding preventive measures into national security planning.

**Keywords:** Soft power, Counter terrorism, Terrorism, Human Security, Violent extremism, Ghana, West Africa.

## CONTEMPORARY PEACEKEEPING TRENDS AND FUTURE OUTLOOK: A CASE STUDY OF THE GHANA ARMED FORCES



**GP CAPT E ANAMAN**

The study examines the contemporary trends and future outlook for effective peacekeeping with particular focus on the Ghana Armed Forces (GAF). Drawing on Liberal Institutionalism as the theoretical framework, the study analyses how global and regional shifts including great power rivalry, multipolarity,

climate-induced insecurity, activities of non-state armed groups, and disruptive technologies affect peacekeeping. Using a qualitative research design with thematic analysis of interviews and policy documents, the study highlights both the challenges and opportunities confronting Ghana's enviable peacekeeping role. The analysis underscores challenges of resource constraints, mandate complexities and geopolitical divisions while highlighting opportunities for innovation and institutional reforms. The study also demonstrates that peacekeeping has yielded significant benefits for the GAF, including enhanced professionalism, operational experience, financial reimbursements that support readiness, and exposure to multinational training, interoperability, and modern equipment. Furthermore, it establishes that peacekeeping has been a central pillar of Ghana's foreign policy since independence, serving as a tool for soft power projection, international engagement, and the promotion of Pan-African solidarity, while reinforcing Ghana's reputation as a principled and reliable contributor to global

peace and security.

It concludes that Ghana's continued credibility as a troop-contributing country depends on adaptive strategies, sustained investment in capability and capacity building, and alignment with UN reforms such as Action for Peacekeeping Plus (A4P+). Recommendations: The study recommends the continuous alignment of Ghana's peacekeeping policies with evolving UN reform agendas while accelerating digital transformation within the Ghana Armed Forces. It further calls for strengthened training, modernised logistics, and deeper regional and multilateral partnerships to sustain Ghana's leadership in future peace operations.

**Keywords:** Peacekeeping, United Nations, Ghana Armed Forces, A4P+, CPAS, Technology, Gender, Liberal Institutionalism, Foreign Policy, Pan-Africanism.



# ABSTRACTS OF PARTICIPANTS' DISSERTATIONS

## THE CAPABILITY OF GHANA ARMED FORCES TO DEAL WITH CONTEMPORARY SECURITY THREATS



**COL EK APPIAH**

The volatile West African environment is inundated with threats of terrorism, transnational organized crimes and mass casualty events due to the influence of technology and natural phenomena. The Ghana Armed Forces (GAF), as the lead element of the military instrument of national power has played

its traditional roles since independence. However, the evolving insecurity in the sahel region presents a changing dynamic to traditional security demands.

Ghana's northern neighbour, Burkina Faso have been combating terrorism since 2012 with minimum success and the threats of spillover is ever more likely. This paper sought to question GAF capability to deal with terrorism and other internal threats to Ghana. The study's main objectives were to assess defence governance and coordination between the military and civilian oversight; the assessment of the threats confronting Ghana; and the evaluation of GAF's capability to preserve the national interests and territorial integrity of Ghana. This was to make an assessment of GAF's capability. The study adopted the qualitative research approach and analyzed data gathered from 15 key personalities involved in security governance, operational commanders and planners, and the population of northern Ghana using structured interviews. The study revealed the use of GAF as a foreign policy tool in peacekeeping operations and a

vacuum in defence governance demonstrated by the nonalignment of strategic intent to operations. Consequently, budgeting for training, equipment and research are affected. These have contributed to gaps in GAF capability to conduct any intensive operations in the future. The thesis paper concluded that GAF's capability needs to be scaled up, applying best standards infused with technology as force enablers. It recommended for a comprehensive defence governance to validate GAF operational activities that would guarantee Ghana's defence against all security threats and natural phenomena.

**Keywords:** Military Capability, Unified Action, Collective Security, Joint Capability Development, Combined Force, Service, Line of Operation.

## MARITIME SECURITY AND SUSTAINABLE DEVELOPMENT IN GHANA: THE ROLE OF THE GHANA NAVY



**CAPT (GN) R BAMBA**

Maritime security is indispensable to sustainable development due to the critical role oceans play in global trade, energy security, and human well-being. Ghana, with a 550-kilometre coastline and a 200-nautical-mile Exclusive Economic Zone (EEZ), relies heavily on its maritime domain for fisheries, offshore oil and gas,

and commerce. However, persistent threats such as piracy, illegal, unreported and unregulated (IUU) fishing, trafficking (drugs, arms and human), marine pollution, and emerging cyber vulnerabilities undermine national development efforts and progress towards the achievement of the Sustainable Development Goals (SDGs).

This study examined how the Ghana Navy's roles contribute to maritime security and support sustainable development within Ghana's maritime domain. Using a qualitative case study approach with semi-structured interviews and document analysis, it captured both practice and policy perspectives.

The findings reveal that the Ghana Navy plays a dual role, including naval role of national defense, and constabulary roles of protecting fisheries, offshore energy installations, and shipping routes, while also contributing to environmental protection, regional cooperation, and coastal community resilience. Yet its effectiveness is constrained by inadequate platforms and maritime domain awareness infrastructure, weak inter-

agency coordination, insufficient funding, training gaps, and the absence of integrated cyber defence. These limitations reduce Ghana's capacity to fully harness its maritime resources for economic growth, ecological sustainability, and inclusive governance.

The study concludes that maritime security and sustainable development are mutually reinforcing, and that strengthening the Ghana Navy is essential for advancing Ghana's Blue Economy ambitions and SDG targets. The study proposes phased reforms that emphasise coastal community engagement, inter-agency integration, improved funding, fleet modernisation, and cyber preparedness. By presenting the first Ghana-specific framework linking maritime threats, naval responses, and development outcomes, this study makes an original contribution to scholarship and provides practical proposals to enhance maritime governance and national development.

**Keywords:** Maritime Security, Ghana Navy, Sustainable Development, Human Security, Maritime Governance, Blue Economy

# ABSTRACTS OF PARTICIPANTS' DISSERTATIONS

## FLOOD DISASTER PREPAREDNESS AND INSTITUTIONAL ADAPTABILITY IN KORLE KLOTTEY MUNICIPALITY-ACCRA



**COL JBK BOGLO**

Flooding remains one of the most recurrent and destructive hazards in Ghana, particularly within the Greater Accra Metropolitan Area. This study explores flood disaster preparedness and institutional adaptability for resilience in the Korle Klottey Municipality (KoKMA), where recurrent floods disrupt livelihoods, undermine public health, and expose systemic weaknesses in disaster governance. The research was guided by three objectives—assessing the current state of preparedness, evaluating the level of institutional adaptability, and exploring community engagement.

The study was underpinned by Scott's Institutional Theory, which emphasises flexibility, learning, as well as the regulative, normative, and cultural-cognitive pillars of institutions. Building on this theoretical foundation, the study employed a qualitative design that relied on purposive sampling of fifteen participants drawn from key institutions, including NADMO Headquarters, the KoKMA NADMO office, the Hydrological Services Authority, the Ghana Meteorological Agency, the Environmental Protection Agency, the Engineer Corps of the Ghana Armed Forces, as well as community members in KoKMA. Data was collected through semi-structured interviews and analysed thematically, facilitating a nuanced comparison between institutional practices and community perspectives. The findings revealed that although Ghana possesses a robust legal mandate for disaster management, preparedness in KoKMA remains largely reactive and relief-oriented rather than anticipatory. NADMO's statutory role as coordinator without enforcement powers, coupled with chronic underfunding and weak inter-agency coordination, undermines its effectiveness considerably. Although adaptive innovations such as pilot SMS/WhatsApp alerts and water-level sensors were introduced, these initiatives were not scaled up to the municipal level. Furthermore, at the community level, members exhibited resilience through volunteerism and indigenous coping strategies, yet their exclusion from formal frameworks contributed to mistrust and fatalism, highlighting the critical gap between institutional efforts and grassroots realities. The study concluded that preparedness is significantly weakened by misalignments

across institutional pillars. Weak enforcement mechanisms, fragmented professional standards, and deeply entrenched socio-cultural practices limit the functionality of disaster governance. To strengthen resilience, the study recommends amending NADMO's mandate to grant it enforcement powers, establish a dedicated Disaster Training School, institutionalise joint training and simulation exercises. Equally important is the reframing of community engagement through community-based disaster risk management strategies and securing sustainable financing to support proactive infrastructure and preparedness. Global lessons drawn from countries such as the Netherlands, Japan, Bangladesh, and the Philippines underscore the fact that integrating legal authority, professional standards, and community participation is indispensable for building resilient urban flood control systems.

In sum, this research contributes empirically by providing qualitative insights into flood preparedness in Ghana, while theoretically advancing the application of institutional and adaptive governance frameworks within African urban contexts. Practically, the study offers evidence-based recommendations intended to guide policy reforms and foster community-centred approaches to disaster governance, ultimately charting a pathway towards more resilient systems capable of mitigating the impacts of recurrent flooding.

**Keywords:** Adaptive Governance, Community engagement, Flood preparedness, Institutional Theory, Resilience, NADMO

## AGRICULTURE TECHNOLOGY ADOPTION IN CROP PRODUCTION: A CASE STUDY OF THE CENTRAL PROVINCE OF ZAMBIA



**COL BM CHITALU**

In Zambia's Central Province, smallholder farmers face persistently low crop yields, driven by poor and restricted access to agricultural technologies. While technological adoption is a proven pathway to enhanced productivity, initiatives such as the Farmer Input Support Programme (FISP) and Climate-Smart Agriculture (CSA) are yet to achieve ideal adoption rates. Consequently, revolutionising productivity through policy requires a clear understanding of the factors that influence farmers' decisions to embrace these

technologies.

The dissertation is based on well-known theoretical frameworks such as the Technology Acceptance Model and the Diffusion of Innovations Theory. The specific objectives were to assess the level of knowledge of agricultural technology among smallholder farmers, examine the socioeconomic, environmental and institutional factors that affect farmers' decision-making on adoption, analyse the barriers and constraints to the adoption and to evaluate how innovations in agricultural technology can enhance crop production among smallholder farmers in the province. This study utilised a qualitative research methodology to investigate the factors influencing technology adoption among smallholder farmers. Primary data was collected through in-person, semi-structured interviews with key informants, including farmers, agricultural extension officers, and local community leaders. To provide context and depth, secondary data was obtained through a comprehensive review of existing reports, academic literature, and pertinent policy documents. Following data collection, the interview transcripts and documents were subjected to a rigorous thematic analysis to identify recurring patterns and central themes. To further strengthen the validity of the findings and provide a clear overview of the trends, the data was subsequently summarised. The analysis revealed that among available agricultural technologies, seeds and fertilisers were the most widely adopted inputs. This high adoption rate was primarily driven by

three factors: the strong influence of peers and neighboring farmers, the technologies' high compatibility with existing farming practices, and their immediately visible yield benefits. Conversely, the study identified significant barriers to broader adoption. Although extension agents highlighted the significance of traditional cultural practices as a barrier, farmers themselves rarely mentioned them, placing more focus on access and cost issues. The study consistently found that trust was a significant factor that may be both a barrier and an enabler that is developed through peer recommendations and demonstrations. Financial constraints, including the high cost of inputs and limited access to credit, and critical knowledge gaps regarding the correct application of technologies were the most consistent challenges cited across all respondent groups. While these barriers were universal, the perceived importance of traditional cultural practices as an obstacle varied among individuals. Based on these findings, the study proposes three targeted recommendations. That is, to address financial barriers by strengthening financial services, to be followed by establishing agriculture technology sensitisation programs for farmers, and utilising social networks to encourage information sharing in a bid to promote SMART Governance.

**Keywords:** Crop Yields; Extension Systems; Food Security; Innovation Diffusion; Agriculture Policy; Smallholder Farmers



# ABSTRACTS OF PARTICIPANTS' DISSERTATIONS

## SIMPLE MORAL ACCOUNTABLE RESPONSIVE AND TRANSPARENT GOVERNANCE AND ELECTIONS: AN EVALUATION OF ELECTION PROCESSES IN GHANA



**COL GY DE-SOUZA**

The study evaluates Ghana's electoral processes through the lens of Simple, Moral, Accountable, Responsible and Transparent (SMART) governance, a framework built on the principles of Simplicity, Morality, Accountability, Responsiveness, and Transparency. Whilst Ghana has earned international recognition for conducting

nine (9) relatively peaceful and credible elections since 1992, persistent flaws – including delays in results collation, weak enforcement of codes of conduct, insufficient responsiveness to grievances, and concerns over transparency – continue to undermine public trust in the Electoral Commission (EC) and the integrity and legitimacy of the conduct of elections. Anchored in Institutional Theory, the research adopts an interpretivist paradigm and qualitative approach, drawing on primary data from fifteen (15) purposively selected key informants due to their expert knowledge in elections, and also their experience as voters. The study also used secondary data from official reports, legislation, and scholarly literature. Findings reveal that Ghana's electoral reforms, such as biometric verification, expansion of polling stations, and the use of transparent ballot boxes, have advanced simplicity and inclusiveness. However, challenges remain with thumbprinting of ballot papers leading to a number of spoiled ballots, weak ethical conduct and accountability mechanisms. Responsiveness to citizen concerns and transparency in procurement and result

collation processes also show mixed outcomes, often constrained by institutional rigidity and limited stakeholder engagement. The analysis underscores that whilst elements of SMART governance are evident in Ghana's elections, gaps persist that weaken electoral integrity and erode public confidence. The study concludes that embedding SMART governance principles more deliberately into the EC's processes will enhance credibility, legitimacy, and democratic consolidation. It is recommended that the EC undertakes reforms to improve voter education, stricter enforcement of ethical codes, transparent procurement practices, and adoption of real-time result transmission systems.

**Keywords:** Accountability, Elections, Ghana, Institutional Theory, SMART Governance, Transparency

## LEVERAGING E-GOVERNANCE FOR EFFICIENT REVENUE GENERATION IN POSTAL CLEARANCE WITHIN THE CUSTOMS DIVISION OF THE GHANA REVENUE AUTHORITY



**CRO VA DEH**

The study investigated how e-governance can be leveraged for efficient revenue generation in customs postal clearance. It focused on the factors within the Customs Division of the Ghana Revenue Authority (GRA) that affect the integration of Ghana Post into the Integrated Customs Management System (ICUMS). The study was guided

by Institutional Theory and the Technology-Organisation-Environment (TOE) framework. The study adopted a mixed-method approach. It began with a survey administered to 120 operational staff and customers to measure perceptions of accessibility, efficiency and revenue impact. This was followed by semi-structured interviews with ten management and IT staff, which were used to explore the institutional, operational and technological issues. Thematic analysis was applied to qualitative data whilst descriptive and inferential statistics were used for quantitative data. First, the findings showed institutional resistance, particularly regarding the adoption of e-governance reforms and integration of the ICUMS platform. Second, the exclusion of Ghana Post from ICUMS created operational inefficiencies, delays in parcel clearance and revenue leakages emerged during tax assessment and reconciliation. In addition, limited decision-making access was observed with respect to staff involvement in policy formulation and operational reforms. Data inconsistencies were identified across Ghana Post, GRA Customs and the ICUMS platform. Procedural delays were noted in approval

workflows and inter-agency coordination. Third, stakeholders recognised ICUMS as technically reliable, but the staff of Ghana Post and Customs of GRA reported challenges with usability and restricted access compared to private courier firms. The study concludes that selective integration undermines the potential of e-governance to enhance revenue generation. Further, the study advocates that technological tools alone cannot guarantee efficiency; real progress depends on coordination, institutional preparedness and policies that can adapt to changing needs. It therefore calls on the GRA Customs Division to deepen stakeholder dialogue, Ghana Post with training institutions to strengthen staff capacity and the Ministry of Finance with the Ministry of Communications under parliamentary oversight to reshape integration policies so that postal operations are fully embedded in Ghana's e-governance framework.

**Keywords:** ICUMS, Ghana Post, digital customs, institutional exclusion, e-governance

# ABSTRACTS OF PARTICIPANTS' DISSERTATIONS

## ASSESSING NIGERIAN ARMY'S INFORMATION OPERATION IN COUNTER TERRORISM AND COUNTER INSURGENCY OPERATIONS



**COL KU EZE**

Terrorism in Northeast Nigeria has continued to undermine national and regional security, demanding innovative counterterrorism and counterinsurgency (CTCOIN) approaches. This study examines Nigerian Army's Information Operations (IO) in CTCOIN. The objective is to assess IO's contributions to Nigeria's counterterrorism strategy and

identify challenges limiting its effectiveness. Anchored on Complex Adaptive Systems Theory, the study employed a mixed-method research design. Data were collected through surveys administered to conveniently selected respondents, complemented by qualitative insights from practitioners and stakeholders with operational and strategic exposure to IO. Findings indicate that the NA combines kinetic operations with non-kinetic IO tools, including Electronic Warfare, Computer Network Operations and Psychological Operations in confronting Boko Haram Terrorists (BHT) and the Islamic State West Africa Province (ISWAP). IO has resulted to tangible successes, notably the voluntary surrender of more than 210,000 insurgents since 2021. This underscores its potency as a force multiplier. Nevertheless, institutional gaps persist. These include the absence of a formal doctrine, inadequate specialized training, insufficient equipment, weak interagency coordination, and socio-cultural barriers that undermine effectiveness. Drawing from comparative insights from the United States, Egypt and Sri Lanka the

study concludes that optimizing IO requires doctrinal formalization, investment in human capital, acquisition of modern capabilities and culturally tailored messaging. It contributes to academic discourse by filling a gap in IO research within Nigeria's CTCOIN framework and offers actionable recommendations for policy, capacity-building and interagency collaboration.

**Keywords:** Computer Network Operation, Counterinsurgency, Counterterrorism, Electronic Warfare, Information Operations, Psychological Operations.

## ELECTIONS AND DEMOCRATIC CONSOLIDATION: A CASE OF THE GREATER ACCRA REGION



**CAPT (GN) A LA-ANYANE**

The study examined the relationship between electoral processes and democratic consolidation in Ghana which is described variously as complex. A quantitative research approach was used taking the form of a cross-sectional survey design employing a questionnaire that sampled the views of

600 participants. Depending on the data collection phase and the nature of participants, either stratified sampling, random sampling or quota sampling were alternated. Employing an integrated theoretical framework that synthesises Democratic Consolidation Theory, Electoral Integrity Theory, Theories of Democratic Governance and the Political Economy of Development, the research analysed public perceptions across a nationally representative sample of respondents.

The study points to the fact that there is significant tension between procedural success and substantive democratic quality. Even though a high degree of public confidence was established in terms of technical administration of elections, the same trust is undermined by electoral integrity challenging factors such as money politics, patronage and misinformation. The study revealed that the integrity challenging factors are empirically linked to erosion of public trust and widespread perception of a lack of accountability and responsiveness from elected public officials. The study

further uncovered that socio-economic factors, including inequality and limited opportunists, are viewed by the citizens as being primary drivers of electoral malpractices and clientelism. The study eventually discovered that Ghanaians are sharply divided over whether the quality of democracy is improving, with perceptions of progress shaped by public trust and effective governance but undermined by electoral challenges and socio-economic difficulties. These findings demonstrated that consolidation of democracy in Ghana is still fragile, contingent not only on the integrity of electoral process but also mitigating deep-seated challenges to governance and socio-economic inequality. This therefore calls for a comprehensive reform that goes beyond technical solutions to address the underlying challenges to democratic legitimacy.

**Keywords:** Democracy, Consolidation, Constituencies, Clientelism, Governance, Patronage



# ABSTRACTS OF PARTICIPANTS' DISSERTATIONS

## THE ROLE OF SOCIAL CAPITAL IN VIOLENT EXTREMISM IN THE NORTHERN REGION OF GHANA



**COL IB MOHAMMED**

This study explores the role of social capital in influencing community resilience and vulnerability to violent extremism in the Northern Region of Ghana, with emphasis on the 'Greater Tamale Metropolis'. The research was motivated by growing concerns over extremist spillovers from the Sahel and the recognition that

local networks and relationships are central to how communities respond to security threats. A qualitative research design, grounded in interpretivist epistemology, was employed. Data was collected through ten Key Informant Interviews (KIIs) and four Focus Group Discussions (FGDs) involving religious and traditional leaders, youth groups, security officials and civil society actors. Thematic analysis was used to examine how bonding, bridging and linking forms of social capital shape exposure to, or protection against violent extremism. The findings revealed that bonding social capital fosters strong intra-group solidarity but often reinforces exclusivist tendencies and inter-ethnic mistrust, which may heighten susceptibility to radicalisation leading to violent extremism. Bridging and linking social capital proved essential in promoting intergroup trust, dialogue and confidence in state institutions, thereby strengthening community resilience. Nonetheless, structural vulnerabilities such as youth unemployment, parental neglect, drug abuse and erosion of traditional norms were identified as fault

lines that extremist actors could exploit. The study concludes that social capital is a double-edged sword: while it can reinforce divisions, its inclusive mobilisation enhances resilience against violent extremism. It recommends strengthening interfaith and inter-ethnic networks, empowering youth through livelihood initiatives, enhancing collaboration between communities and state security agencies and resourcing institutions like the National Commission on Small Arms to curb the spread of weapons. These measures, which is aligned with Ghana's National Security Strategy (2020), underscore the importance of community-centred interventions for sustainable national stability.

**Keywords:** Bridging Capital, Bonding Capital, Linking Capital, Social Cohesion, Social Capital, Trust.

## EFFECTS OF URBANISATION ON FOOD SECURITY IN RWANDA: THE CASE STUDY OF NORTHERN PROVINCE



**COL JEAN-PAUL  
MUTARAMBIRWA**

This research examined the effects of urbanisation on food security in Rwanda's Northern Province, a region recognised as one of the country's key agricultural hubs. Rapid development in the province has intensified pressure on the limited arable land, posing significant threats to food security. Using a qualitative

approach within an exploratory research design grounded in interpretivism, the study aimed to gain deeper insights into the drivers of urbanisation and their consequences on food security.

The research identified five primary drivers of rapid urbanisation in the region: tourism, cross-border trade, industrialisation, population growth, and infrastructure development. These drivers have collectively resulted in substantial reductions of arable land as land is redirected toward other economic activities. Musanze district emerged as the most affected area within the province due to its accelerated development. Additionally, the province's topographical constraints have intensified competition between urban expansion and agriculture on fertile land in flat and valley areas.

Consequently, residents in rapidly urbanising areas face mounting challenges, including food price volatility, a gradual shift from crop diversification toward monocropping of specific crops, and fragmented land parcels resulting from urbanisation pressures. To address these challenges, the research

identified forward-looking strategies designed to reconcile urban development with food security. Key recommendations include implementing coordinated policy reforms, establishing clear land zoning regulations, adopting innovative agricultural technologies such as smart greenhouses, and promoting alternative economic livelihoods. These interventions aim to build resilient food systems capable of sustaining progress alongside urban development.

**Keywords:** Agriculture, Food Security, Land Use Change, Northern province, Rwanda, Urbanisation.

# ABSTRACTS OF PARTICIPANTS' DISSERTATIONS

## EQUIPMENT MAINTENANCE PRACTICES AND TECHNOLOGY TRANSFER IN THE DEFENCE AND SECURITY SECTOR, A CASE OF THE GHANA ARMY



**COL HK NDITSI**

This study examines how equipment maintenance practices and technology transfer are associated with operational readiness and technological self-reliance in the Ghana Army. Grounded in Systems Thinking and Knowledge Diffusion theory, and operationalised through the Integrated Maintenance and Technology Transfer model,

the study frames equipment maintenance practices, technology transfer, organisational capabilities, and feedback systems as interdependent subsystems that shape readiness outcomes. A cross-sectional quantitative design surveyed 250 personnel across ranks and technical specialities using stratified random sampling. Data were analysed with descriptive statistics, multiple regression, mediation and moderation analyses, and tests supported internal consistency and construct validity. Results indicate that equipment maintenance practices specifically; training, technical education, standardised tooling and leadership oversight are positively associated with technology transfer, explaining approximately thirty-nine per cent of the variance. Technology transfer partially mediates the relationship between equipment maintenance practices and operational readiness, indicating that maintenance functions, not only as a technical routine but also as a conduit for knowledge flow. Organisational capabilities moderate the relationship between equipment

maintenance practices and technology transfer, underscoring the importance of absorptive capacity, leadership, and culture. Feedback systems show positive associations with both maintenance effectiveness and technology transfer, highlighting the value of adaptive learning. Partnerships with academia, industry, and international actors are discussed as practical enablers that strengthen feedback systems, resource access, and innovation. The study extends Systems Thinking and Knowledge Diffusion into an African defence context and offers actionable guidance: institutionalise maintenance, strengthen technology transfer pathways, invest in organisational capabilities, embed real-time feedback, and deepen stakeholder collaboration to advance defence self-reliance and sustained readiness.

**Keywords:** Equipment Maintenance, Knowledge Diffusion, Operational Readiness, Organisational Capabilities, Systems Thinking, Technology Transfer

## FLOOD MANAGEMENT AND HUMAN SECURITY IN GHANA: A CASE STUDY OF KORLE KLOTTEY MUNICIPAL ASSEMBLY AREA



**COL EB NYUUR**

This study examines the relationship between flood management and human security in the Korle Klottey Municipal Assembly (KoKMA) in the Greater Accra Region, Ghana. It explores both institutional dynamics and community-level coping mechanisms, assessing how fragmented governance structures, inadequate resources,

and weak enforcement of regulations shape human vulnerability to floods. The research is framed by the Human Security paradigm and Institutional Theory. The qualitative research approach was employed in the study.

To produce a coherent literature review and analyse perspectives on flood management and human security, both primary and secondary data sources were consulted. A total of thirty (30) respondents, purposively and through snowballing, were selected across key stakeholder categories including municipal officials, NADMO representatives, technical professionals, civil society actors, and residents of flood-prone communities. Data were collected through semi-structured interviews and supported by document analysis.

The findings reveal that flooding in KoKMA constitutes not only an environmental hazard but also a multidimensional human security threat, affecting livelihoods, housing, health, and social cohesion. Respondents emphasised that institutional weaknesses such as overlapping mandates, poor coordination, limited budgetary allocations, and ad-hoc political interventions are major

barriers to effective flood governance. At the community level, adaptive responses such as self-help measures, temporary relocation, and collective neighborhood action underscore resilience but also expose the limits of state support.

The study concludes that building resilience requires aligning institutional reform with community empowerment. It proposes targeted interventions including strengthening the authority of municipal assemblies to enforce land-use regulations, increasing preventive infrastructure investment, institutionalizing community-based early warning systems, and embedding accountability through annual municipal flood management reporting. By linking human security theory with institutional reform, this research contributes to a deeper understanding of how governance structures and local agency interact to either fortify or undermine human security in flood-prone urban Ghana.

**Keywords:** Flood Management, Human Security, Korle Klottey Municipal Assembly, Urbanisation, Disaster Risk Governance



# ABSTRACTS OF PARTICIPANTS' DISSERTATIONS

## INVESTIGATING THE APPLICATION OF GHANA'S YOUTH POLICY: A FOCUS ON THE SMART GOVERNANCE CONCEPT



**COL BK OCRAN**

This study examines Ghana's National Youth Policies of 2010 and 2022 against the normative principles of SMART Governance: Simplicity, Morality, Accountability, Responsiveness, and Transparency using Institutional Theory and Empowerment Theory as

analytical frames. A qualitative design was adopted, drawing on interviews with twenty (20) purposively selected policymakers, youth leaders, civil society actors, and programme administrators in the Greater Accra Region, complemented by documentary analysis.

Thematic analysis revealed that although both policies were ambitious and formally aligned with SMART ideals, their implementation is hindered by inaccessible policy language, inequities disadvantaging rural and marginalised youth, weak accountability mechanisms, opaque budgeting, slow responsiveness to socio-economic changes, and targets that exceed available resources. The study concludes that these shortcomings reflect symbolic adoption, institutional decoupling, and fragmented coordination, which erode trust and limit meaningful youth participation. It recommends simplifying policy communication, publishing selection criteria and budgets, strengthening outcome-based monitoring, institutionalising partnerships with civil society and the private sector, and leveraging digital platforms to

enhance accessibility.

The study advances scholarship on governance and youth development by demonstrating the utility of SMART Governance as an evaluative framework and by showing how institutional dynamics shape the translation of policy rhetoric into practice.

**Keywords:** Ghana, SMART Governance, Youth Policy

## SOCIAL MEDIA AND OPERATIONS SECURITY OF THE GHANA ARMED FORCES: A CASE OF 5 GARRISON



**COL AK ODUAH**

The use of social media by military personnel has increased due to technological advancements, thereby posing risks of unintentional leakage of sensitive information and operational risks. This action by service personnel remains a challenge and has necessitated continuous reassessment of social media

policies. This study examined the relationship between social media use and operations security (OPSEC) among personnel in the 5 Garrison of the Ghana Armed Forces (GAF). Using a quantitative approach guided by the Uses and Gratifications Theory, the research surveyed a little over 400 military personnel to assess social media usage patterns, OPSEC awareness, types of information shared, and strategies for managing security risks. Key findings revealed widespread social media use across all ranks, with popular messaging and social networking platforms being frequently utilised for communication and information sharing. Although there was a high level of awareness of possible OPSEC vulnerabilities, the research found opportunities for improvement in training programmes. The study also identified the need for continuous capacity building and institutional reinforcement of existing digital communication policies. The study recommendations included a periodic review of social media policies, the integration of OPSEC education into regular training programmes, investing in infrastructure to

support resourcing through technological developments, and the strengthening of monitoring and reporting mechanisms for digital activities within acceptable ethical and legal frameworks. This research contributes to the understanding of how military organisations can leverage the benefits of social media while mitigating associated security risks. Additionally, the study results have implications for military policy intent, training programmes and OPSEC Strategies in the GAF and, by extension, to other militaries globally facing similar challenges in the digital age.

**Keywords:** Ghana Armed Forces, 5 Garrison, Information security, Operations Security, Social Media, Social Media Policy, Uses and Gratification Theory.

# ABSTRACTS OF PARTICIPANTS' DISSERTATIONS

## ASSESSING THE REGULATORY FRAMEWORKS AND GUIDELINES FOR SUSTAINABLE AVIATION IN GHANA



**JA OKAE**

This research assesses the regulatory frameworks and guidelines for sustainable aviation in Ghana. The purpose of this study is to evaluate the

effectiveness of regulatory measures in mitigating the environmental impact of the aviation sector. The study employs a qualitative research methodology, utilising interview guides with ten senior officers from key institutions including the Ministry of Transport, Ministry of Energy, Ghana Civil Aviation Authority, Ghana Airports Company Limited, Environmental Protection Agency, and airline operators. The primary data is triangulated with an extensive review of policy documents and field observations. The findings reveal a significant gap between policy intent and implementation. Although Ghana's regulatory framework is well-aligned with international standards, its execution is hindered by inadequate institutional capacity, a lack of financial incentives, and inadequate coordination among stakeholders.

In contrast to the mandatory and incentive-driven approaches of the European Union and

the United States, Ghana's strategy remains largely voluntary and aspirational. The study concludes that existing mechanisms are insufficient to ensure a transition to sustainable aviation. The research underscores the fact that overcoming governance deficit in the regulation of the aviation sector goes beyond policy design to include strong enforcement and sanctions.

The study recommends that the Ministry of Transport should enact a National Sustainable Aviation Law with binding targets and fiscal incentives to strengthen enforcement capacity and pursue regional co-operation to develop a sustainable aviation market.

**Keywords:** Carbon Emissions, Environment, Ghana, Policy Guidelines, Regulatory frameworks, Sustainable Aviation

## GENDER MAINSTREAMING IN NATIONAL DEFENCE ORGANISATIONS: THE CASE OF GHANA'S DEFENCE SECTOR



**COL GA OPPONG**

This study critically examines the effectiveness of gender mainstreaming efforts and the challenges to their effective implementation within Ghana's defence sector. Drawing on Feminist Institutionalism (FI) as the primary theoretical framework, the research situates the Ghana Armed Forces (GAF) within broader debates about gender, institutions, and organisational change. Using a qualitative research approach with emphasis on descriptive and exploratory design, this study established the progress in gender mainstreaming in the Ghana Defence Sector. Data were collected through semi-structured interviews with 55 participants, including officers across ranks and branches, enlisted soldiers, defense civilian staff, subject matter experts, and commanding officers, both serving and retired from 5 Garrison. Thematic analysis guided

the interpretation of data, allowing for the identification of recurrent patterns, contradictions, and nuanced perspectives on gender mainstreaming. Ethical standards, including informed consent, confidentiality, and voluntary participation, were strictly upheld, and institutional clearance was obtained from both the National College for Defence Studies (NCDS) and the GAF. The findings demonstrate a striking gap between policy rhetoric and lived realities. While Ghana has enacted comprehensive legal and policy frameworks namely, the 1992 Constitution, the National Gender Policy, and the Affirmative Action (Gender Equity) Act 2024 alongside sector-specific initiatives such as the GAF Gender Policy, implementation remains fragmented and inconsistent. Progress has been made in expanding female representation in previously male-dominated roles, such as aviation and combat operations, and institutional measures such as the establishment of gender desks and the appointment of a Gender Policy Advisor signal high-level commitment. However, these achievements are undermined by inadequate policy dissemination strategies leading to limited awareness among personnel, insufficient funding, weak monitoring and evaluation (M&E) systems, and a lack of trusted grievance mechanisms.

Moreover, cultural resistance and the persistence of a "macho" institutional identity continue to constrain efforts at genuine gender inclusion. Women remain disproportionately concentrated in support roles, face slower career progression, and encounter barriers to leadership opportunities. Applying FI, the study interprets this paradox as an instance of "institutional layering," whereby new gender policies are grafted onto existing institutional frameworks without challenging the underlying masculine settlement. Consequently, reforms generate visible but shallow progress, creating the impression of inclusivity while leaving entrenched

hierarchies intact. The study concludes that meaningful transformation requires moving beyond aspirational commitments to concrete, measurable actions. The study recommends the establishment of a fully resourced Gender Mainstreaming Office, embedding comprehensive and continuous gender training across all levels of education and professional development, and making gender-sensitive leadership a core competency for senior officers. Additionally, the creation of secure, independent grievance mechanisms and the provision of practical support systems, such as childcare and return-to-work programmes, are necessary to foster equity. Leadership commitment emerges as a critical determinant of success, with effective mainstreaming strongly correlated with commanders' willingness to champion inclusion. Overall, Ghana's defense sector stands at a crossroad. While it possesses the legal frameworks and growing recognition of the operational value of diversity, progress remains constrained by systemic barriers and cultural inertia. Genuine gender mainstreaming will require sustained resources, strong accountability mechanisms, and, most importantly, a fundamental shift in institutional culture from compliance-driven reform to transformative inclusion.

**Keywords:** Elsie Initiative, Female. Institutionalism, Gender Mainstreaming, Tokenism, Ghana's Defence Sector, Gender Policy Advisor



# ABSTRACTS OF PARTICIPANTS' DISSERTATIONS

## ASSESSING THE EFFECTIVENESS OF THE TARGETING STRATEGY OF THE LIVELIHOOD EMPOWERMENT AGAINST POVERTY PROGRAMME: THE CASE OF NANUMBA SOUTH DISTRICT, NORTHERN REGION, GHANA



**COL IA SALIFU-WUMBEI**

This study examines the effectiveness of the Livelihood Empowerment Against Poverty (LEAP) programme's targeting strategy in the Nanumba South District of Ghana, a locality characterised by deep rural poverty, limited administrative capacity, and strong traditional authority structures. Growing concerns over inclusion and exclusion errors, political interference, and declining community trust in the LEAP

targeting process drove the research. It specifically explored whether the programme effectively identifies and supports the poorest households and how administrative and socio-cultural factors influence implementation outcomes.

Adopting a qualitative case study design within an interpretivist paradigm, the study utilised 38 in-depth interviews with LEAP beneficiaries and non-beneficiaries, 6 key informant interviews with district officials and programme implementers, and 3 focus group discussions involving local leaders and youth groups across five rural communities. Data were analysed thematically to uncover patterns in stakeholder perceptions of fairness, operational efficiency, and transparency in the targeting process.

The findings revealed that although LEAP has contributed to improving the basic welfare of some beneficiaries, its targeting process is weakened by irregular payments, poor communication, outdated data, and inadequate staffing and logistics at the district level. Elite capture, fuelled by political and traditional influence, further erodes the fairness and credibility of the programme. Non-beneficiaries expressed widespread dissatisfaction, viewing the selection process as opaque and inequitable.

The study concludes that while LEAP remains central to Ghana's social protection architecture, its targeting strategy requires major reforms to ensure equity, legitimacy, and stronger community ownership. It recommends that local administrative capacity be enhanced through increased staffing, regular training, adequate logistics, and dedicated budgetary authority for district social welfare offices. The Ministry of Gender, Children and Social Protection, in partnership with local governments and development partners, should institutionalise a transparent, digital grievance-redress and feedback mechanism and intensify community sensitisation through traditional and civic platforms. Aligning social protection delivery with local realities will not only improve targeting accuracy but also rebuild public trust and strengthen the long-term sustainability of Ghana's poverty-alleviation efforts.

**Keywords:** LEAP (Livelihood Empowerment Against Poverty) Targeting Poverty, Beneficiaries, Community, Vulnerability, Fairness, Transparency, Proxy Means Testing (PMT) Community-Based Targeting (CBT)

## CHIEFTAINCY AND SUSTAINABLE DEVELOPMENT IN THE NANUNG KINGDOM OF NORTHERN REGION GHANA



**COL M WUMBEI**

This study examines the role of the chieftaincy institution in promoting sustainable development within the Nanung Kingdom of Ghana's Northern Region. Although the chieftaincy institution is constitutionally recognised as a key development partner, it is often associated with

challenges such as conflicts, environmental degradation, and gender exclusion, which undermine progress.

In contrast to these predominantly negative narratives, this study adopts a positive lens to examine how the chieftaincy institution contributes to sustainable development in the Nanung Traditional area in the Northern Region of Ghana. Employing a qualitative exploratory design, the research utilised in-depth interviews with thirteen (13) key informants, including paramount chiefs, sub-chiefs, queen mothers, assembly members, and palace elders, selected through purposive sampling from three (3) paramountcies.

Thematic analysis of the data was guided by Institutional and Modernisation theories. The findings revealed that Nanung chiefs are pivotal in maintaining peace and stability through traditional dispute resolution, inclusive community durbars, and collaboration with state security agencies. Chieftaincy in Nanung actively promotes environmental governance through strict enforcement of bylaws against illegal logging

and bush burning, annual afforestation initiatives linked to cultural festivals, and the protection of sacred groves. However, women's participation remains severely limited due to deeply entrenched patriarchal norms, fears of spiritual attacks (witchcraft accusations), overwhelming domestic responsibilities, and a lack of interest fuelled by the role's perceived burdens and limited incentives.

The study concludes that chieftaincy is an indispensable institution, albeit evolving, and an agent for sustainable development in Nanung. It recommends policy interventions that formally integrate chiefs into local governance structures, implement gender-sensitive reforms to empower female leaders, and support hybrid environmental management models that blend traditional authority with modern conservation strategies.

**Keywords:** Chieftaincy, Development, Gender, Kingdom, Nanung, Sustainable



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DEPUTY REGISTRAR

# LECTURES BY AFRICA CENTER FOR STRATEGIC STUDIES (ACSS)



DR JOEL AMEGBOR OF ACSS DELIVERING A LECTURE ON NATIONAL SECURITY STRATEGY IN THE ERA OF HUMAN SECURITY



COL SEAN McCLURE OF ACSS DELIVERING A LECTURE ON STRATEGY MAKING



ACTING COMMANDANT GIVING HIS REMARKS ON STRATEGY MAKING



SYNDICATE DISCUSSION ON STRATEGY MAKING



SYNDICATE DISCUSSION ON STRATEGY MAKING



SYNDICATE DISCUSSION ON NATIONAL SECURITY



COL SEAN McCLURE OF ACSS DELIVERING A LECTURE ON NATIONAL SECURITY STRATEGY MAKING



DR JOEL AMEGBOR OF ACSS DELIVERING A LECTURE ON NATIONAL SECURITY STRATEGY MAKING



# STRATEGIC EXERCISE



SYNDICATE DISCUSSION ON NATIONAL SECURITY STRATEGY MAKING

The participants of NCDS Course 2–2025 completed a three-day Strategic Exercise from Tuesday, 27 October to Thursday, 30 October 2025. The Strategic Exercise, which was also the final exercise for the course, was designed to evaluate the participants' strategic analysis and decision-making skills. It aimed to test their competence to make informed strategic decisions under pressure while balancing security, humanitarian, and diplomatic considerations. The exercise further assessed the effectiveness of inter-agency coordination and communication during rapidly evolving crises, as well as the influence of public opinion and international relations on national strategic responses. Additionally, it enhanced participants' understanding of the contemporary strategic environment in relation to national interests, priorities, and challenges. To simulate real-world scenarios, participants were grouped into four country-specific teams, each tasked with responding to international security threats. The scenario was set in a near-future environment in West Africa, where escalating conflicts, violent extremist activities, and political instability pose significant security challenges. Each team was required to develop and implement appropriate strategies as the situation unfolded. The key outcome of the exercise was the formulation of a National Security Strategy (NSS) by each country team. The formulated NSS reflected a

deliberate and procedural strategic analysis of the contemporary geostrategic context and its impact on each country's interests, priorities and pressures. The analysis was conducted through the application of relevant tools and frameworks for identifying priority issues, trends and threats; assessing possible impacts and options; developing a strategy in line with national values, national interests and capabilities. The participants considered the full range of factors pertinent to the conduct of national grand strategy (eg. diplomatic, economic, technological, environmental etc) and not focus simply on the military instrument or a narrow understanding of "security".

Senior Directing Staff (SDS) served as controllers during the exercise, supervising the operational components and providing strategic oversight. Each team also worked with an external facilitator who offered guidance and mentorship throughout the exercise.

Delivering the closing remarks, the Acting Commandant of NCDS, Brigadier General Frederick Dankyi Ntiri, expressed his appreciation to the mentors for their invaluable support and commended the participants for their commitment and teamwork. He encouraged them to maintain strong collaboration in their future professional engagements and congratulated them on the successful completion of the exercise.



SYNDICATE DISCUSSION ON NATIONAL SECURITY STRATEGY MAKING



SYNDICATE DISCUSSION ON NATIONAL SECURITY STRATEGY MAKING

# COLLEGE ACTIVITIES



MAJ GEN INA ARYEETAY HANDS OVER TO  
BRIG GEN FD NTIRI



COURSE 2-2025  
MATRICULATION



PRESIDENT OF NATIONAL DEFENCE UNIVERSITY VISITS  
THE COLLEGE



OFF SITE DISCUSSION ON NATIONAL SECURITY STRATEGY



FORMER COMMANDANT MAJ GEN INA ARYEETAY GIVING HIS  
REMARKS AT THE OPENING CEREMONY OF COURSE 2-2025



PARTICIPANTS OF THE STRATEGIC LEADERSHIP COURSE  
WITH PANELIST AFTER A PANEL DISCUSSION ON  
TRADITIONAL LEADERSHIP



INDUCTION CHURCH SERVICE FOR COURSE 2-25



THE PRESS INTERVIEWING A PARTICIPANT DURING THE  
STRATEGIC EXERCISE



# VISITS



THE CHIEF OF THE DEFENCE STAFF VISITS THE COLLEGE



THE CHIEF OF THE ARMY STAFF INTERACTING WITH PARTICIPANTS



THE CHIEF STAFF OFFICER NAVAL HEADQUARTERS WITH PARTICIPANTS



MAJ GEN NII CARL COLEMAN (RTD) DELIVERING A LECTURE ON THE FORMULATION OF NATIONAL SECURITY DEFENCE AND MILITARY STRATEGY



THE CHIEF OF THE AIR STAFF INTERACTING WITH PARTICIPANTS



MAJ GEN PN ANDOH (RTD) DELIVERING A LECTURE ON THE FORMULATION OF NATIONAL SECURITY, DEFENCE POLICY AND MILITARY STRATEGIES



ACTING COMMANDANT PRESENTING A PLAQUE TO HON SAMBA JALLOW- LEADER OF THE GAMBIAN DELEGATION



AMBASSADORS MICHAEL OQUAYE, GINA BLAY AND COL AHMED PAKIS (DA TURKIYE) WITH COMMANDANT AND PARTICIPANTS

# LECTURES



RT HON EDWARD DOE ADJAHU (CHAIRMAN, COUNCIL OF STATE) INTERACTING WITH PARTICIPANTS



HON SETH ACHEAMPONG GIVING HIS REMARKS DURING A PANEL DISCUSSION ON PARLIAMENTARY OVERSIGHT OF DEFENCE



LT COL LARRY GBEVLO-LARTEY (RTD)-ESQ DELIVERING A LECTURE ON EMERGING SECURITY TRENDS IN WEST AFRICA



BRIG GEN MOHAMMED MUSTAPHA DELIVERING A LECTURE ON CULTURAL AWARENESS AND INFLUENCE OPERATIONS IN DIPLOMATIC RELATIONS



MAJ GEN HENRY KWAMI ANYIDHOH (RTD) INTERACTING WITH PARTICIPANTS DURING A PANEL DISCUSSION ON LEADERSHIP IN MULTINATIONAL AND MULTIDIMENSIONAL PEACE OPERATIONS



HON JAMES AGALGA GIVING HIS REMARKS DURING A PANEL DISCUSSION ON PARLIAMENTARY OVERSIGHT OF DEFENCE



COP DR SAYIBU GARIBA DELIVERING A LECTURE AT THE AUDITORIUM



HON REV JOHN NTIM FORDJOUR GIVING HIS REMARKS DURING A PANEL DISCUSSION ON PARLIAMENTARY OVERSIGHT OF DEFENCE



# INDUCTION RELIGIOUS SERVICE FOR COURSE 2-2025



AIR VICE MARSHAL EDWARD APAU MARLEY (RTD)  
FORMER CHIEF OF THE AIR STAFF GIVING HIS REMARKS  
AT THE INDUCTION RELIGIOUS SERVICE



THE GUEST OF HONOUR WITH MAJ GEN INA ARYEETAY  
FORMER COMMANDANT AT THE INDUCTION RELIGIOUS  
SERVICE



PARTICIPANTS AT THE INDUCTION RELIGIOUS SERVICE



PARTICIPANTS AT THE INDUCTION RELIGIOUS SERVICE



PARTICIPANTS AT THE INDUCTION RELIGIOUS SERVICE



ALLIED PARTICIPANTS AT THE INDUCTION RELIGIOUS  
SERVICE



PARTICIPANTS WITH THE GUEST OF HONOUR, FACULTY  
AND CLERGY AT THE INDUCTION RELIGIOUS SERVICE



FORMER COMMANDANT PRESENTING A PLAQUE TO AIR  
VICE MARSHAL EDWARD APAU MARLEY (RTD)  
FORMER CHIEF OF THE AIR STAFF



# PANEL DISCUSSIONS



SPEAKERS AT THE PANEL DISCUSSION ON TRADITIONAL LEADERSHIP



PANELISTS OF THE LEADERSHIP IN MULTINATIONAL AND MULTIDIMENSIONAL PEACE OPERATIONS WITH PARTICIPANTS AND FACULTY



AN INTERACTION WITH THE NATIONAL SECURITY COORDINATOR



PANELISTS DISCUSSING THE FORMULATION OF NATIONAL SECURITY, DEFENCE POLICY AND MILITARY STRATEGIES



PANELISTS DISCUSSING DEMOCRACY AND NATIONAL DEVELOPMENT IN GHANA



PANELISTS DISCUSSING INTRA AFRICAN FREE TRADE FOR SUSTAINABLE DEVELOPMENT: PROSPECTS AND CHALLENGES



THE ACTING COMMANDANT GIVING HIS CLOSING REMARKS AT THE SEMINAR ON POLICY, STRATEGY AND OPERATIONS NEXUS



THE ACTING COMMANDANT GIVING HIS CLOSING REMARKS AFTER THE SEMINAR ON PARLIAMENTARY OVERSIGHT OF DEFENCE



# STRATEGIC LEADERSHIP COURSE-2025



MR OFORI SARPONG DELIVERING HIS KEY NOTE ADDRESS AT THE CLOSING CEREMONY OF THE STRATEGIC LEADERSHIP COURSE-2025



ACTING COMMANDANT PRESENTING A PLAQUE TO MR JAMES ORLEANS-LINDSAY AT THE CLOSING CEREMONY



MR ENERST OFORI SARPONG WITH PARTICIPANTS OF STRATEGIC LEADERSHIP COURSE-2025



PARTICIPANTS OF STRATEGIC LEADERSHIP COURSE-2025 AT A LECTURE ON CRITICAL THINKING



PARTICIPANTS OF STRATEGIC LEADERSHIP COURSE-2025 ON EXECUTIVE LEISURE WALK



PARTICIPANTS OF STRATEGIC LEADERSHIP COURSE-2025 AFTER THE EXECUTIVE LEISURE WALK



DR FELIX NANA ABEKE SACKEY DELIVERING A LECTURE ON OVERVIEW OF LEADERSHIP AND INTRODUCTION TO STRATEGIC LEADERSHIP



MR GEORGE ISAAC AMOO DELIVERING A LECTURE ON EMOTIONAL AND COGNITIVE INTELLIGENCE AND MINDFULNESS AND SELF AWARENESS

# EXTRACT FROM EXPERIENTIAL RESEARCH STUDY REPORT - GHANA



The 2030 Sustainable Development Goals (SDGs) have become the benchmark for global development and efforts aimed at economic and social progress. At the same time concerns over the practicalities of the SDGs have become too loud to ignore, particularly as regards the challenges of governance. Deficits in governance structures that shape policies, regulations and institutions and which ultimately have direct bearings on sustainable development have emerged across varied spaces. This worrying governance challenges were considered to be responsible for the slowed pace through which the SDGs manifest. Owing to this, many concepts and approaches have emerged towards an achievable SDGs. One of such approaches is SMART governance. SMART is an acronym that represents Simplicity, Morality, Accountability, Responsiveness and Transparency as approaches to governance. In this line of thought, the National College of Defense Studies (NCDS) adopted that SMART Governance for Sustainable Development as the theme for Course 2-25. Participants of the College, accordingly embarked on an Experiential Research Study Tour (ERST) on three levels (national, regional and global) to explore best practices based on SMART governance. In Ghana, participants visited the regions of Greater Accra, Oti and Western region. At the regional or continental level Mauritius, Malawi and Zambia were the selected research hubs. India, Germany and Turkey were the research destination for participants at the global level. The selective avenues for visits at all levels included government ministries, local government institutions and private institutions. This report provides a bird's eye view of the research study tour and the operability of SMART governance in the spaces that were visited.

## **Ghana Tour; Greater Accra Region**

In the Greater Accra Region (GAR), nine institutions were visited to investigate the operability of SMART governance for sustainable development specifically as related to the ART component. An average score of 68% was recorded in affirmation to the issue of simplicity-strategies for streamlining activities, reducing bureaucracies and user-friendly public services- as a key component of service delivery

from both public and private institutions to citizens. This is indicative of an acceptable existence of strategies and policies to make bureaucracy simple. There was therefore not a dearth in simplicity in governance for sustainable development. The simplicity in the governance structure is oxygenated by the introduction of initiatives such as paperless applications payment and processes like GIFMIS, INCUMS, e-payment platforms which were adopted to increase revenue, digitisation and automation of processes, translation of some processes into local languages to make understanding easy, interactive Voice Response (IVR) fully implemented to ease feedback and complaint among several others. On the issue of morality- ethical behavior in governance- there was also an acceptable existence of policies to embolden good ethical conduct in governance systems. Morality in governance for sustainable development exists to an appreciable degree in GAR. A 70% average score was elicited from respondents across the performance of the various institutions. Some measures adopted to ensure morality and ethics included the availability of departments to ensure ethical regulation, keeping sanctions in place to deal with non-compliance, workplace code of conduct and the existence of corporate social responsibility etc. The inquiry into the accountability of institutions to citizens towards sustainable development was interesting. The study tour revealed that initiatives like the right to information bill is a leap jump towards the promotion of accountability in the country. Other such useful activities that culminated to ensuring accountability include, but not limited to frequent holding of town hall meetings to plan and disseminate information, publication of annual reports. They also included putting in place virtual platforms to track progress, establishment of desks and applications to receive complaints and feedback, ensuring that procurements and payments are made through the GIFMIS and PPA platforms and the appearance of public institutions before the Parliament Accounts Committee improves.

## **Oti Region**

Participants of the NCDS explored the Oti region on the SMART governance for sustainable development



theme by focusing on three Municipal District Assemblies (MDAs) and in this research tour it was the Oti Regional Coordinating Council (ORCC) that came under the microscope. As far as accountability is concerned, the ORCC has oversight responsibility to ensuring that Assemblies remain answerable to the public. Consequently, it has implemented strategies such as E-Governance and structured meetings to monitor and evaluate. The MDAs in the region like all others operate under the Public Financial Management Act, 2016 (Act 921). They also adhere to the government's financial policy frameworks and electronic interfaces such as the Ghana Digital Economy Policy and Strategy, Digital Financial Services Policy, Ghana Integrated Financial Management and Information System (GIFMIS), and Ghana Electronic Procurement System (GHANEPS). There was also evidence of functional Internal Audit Units and the subsequent publication of audited accounts on Assemblies' notice boards and websites. These were some of the existing strategies to ensuring accountable governance. The study tour revealed that the MDAs initiative to pay LEAP beneficiaries close to where they live and not beyond a 5km radius was a response to the concerns of beneficiaries for instance in the Krachi East Municipal Assembly. The Assembly's policy that led to the establishment of Client Service Units and Public Relations & Complaints Centers (PRCC) to receive and address citizen's concerns is also a responsive governance measure geared towards promoting sustainable development. On the transparency index, the Oti region also demonstrated existing actionable policies and framework on transparency that intersects accountability and morality on the SMART governance approach. Besides legislation on local governance, public financial management and public procurement, municipal assemblies are required to implement e-governance tools such as the Ghana Integrated Financial Management Information System (GIFMIS) and the Ghana Electronic Procurement System (GHANEPS) to enhance financial oversight and prevent illegal transactions.

### Western Region

In the western region of Ghana, participants visited and focused on the three districts of Mpohor-Fiase, Shama, and Tarkwa-Nsuaem and engaged with public institutions such as government ministries and agencies, Municipal Assemblies and some selected private institutions. The findings showed Shama leads in simplicity and accountability, indicating better access to services and more perceived transparency. Similarly, Tarkwa performed consistently in all three areas (simplicity, accountability and responsiveness), but slightly below Shama on accountability. Mpohor-Fiase scores lowest overall, particularly in morality, suggesting concerns around ethical governance or youth-related priorities. With similar detectable patterns of measures to ensure simplicity, participants found that district policies and procedures are generally well designed to

simplify procurement, accommodating both literate and illiterate contractors using the GIFMIS, e-Governance system, WhatsApp platforms, SMS to ease their work and enhance productivity. On morality in governance, MMDAs and the private companies' have consciously instituted processes that are digitized to reduce human contact, thus limiting corruption. There are however perceptions that these systems are deliberately sabotaged to induce human interface for unethical and unprofessional conducts. The MMDAs pursued and achieved accountability in varied ways including among others regular town hall meetings, periodic radio programmes to inform the populace on the activities of the Assembly, internal and external audits, and community visits. Reports to the Auditor General/Public Accounts Committee, the study tour found are some of the ways the MMDAs are answerable to the people.

### Challenges

The Experiential research study tour at the national level found a few challenges that are common to all the regions visited. They included the following;

1. Political interferences which affect the implementation of SMART governance approach.
2. Delays in the implementation of fiscal Decentralisation also stifles development at the grass root level. The local government institutions are conscious of their duty-bound moral roles to provide development, but the means to do that do not exist in some instances or are woefully inadequate where available.
3. Non-election of leaders at the local government level makes appointees subservient to the whims of political figures offer appointment. This hinders accountability to local citizens.
4. Sanctions for wrongdoing are not deterrent enough. Offenders are usually shielded or offered superficial punishment that has little deterrent effect on wrong doers and their actions
5. Lack of commensurate remuneration to public officials leading to corruption, especially in the public service institutions.

### Recommendations

The study tour made the following recommendations:

1. The President of the republic should impress on Politicians to desist from interfering in the enforcement of bye-laws by MMDAs.
2. The Ministry of Communication, Digital Technology and Innovation (MoCDTI) should ensure nationwide coverage of mobile network services.
3. The Minister of Finance should liaise with the Ministry of Transport/GPHA to remove nuisance port charges.
4. The Central Government should ensure full Fiscal Decentralisation (Funds follow functions).
5. The Ministry of Local Government, Chieftaincy and Religious Affairs (MoLGCRA) should initiate a bill to amend the Local Governance Act (936) of 2016 to ensure the election of MMDCEs.



# EXTRACT FROM EXPERIENTIAL RESEARCH STUDY REPORT - AFRICA



The experiential research study tour was conducted beyond Ghana to the regional or continental level by the National College of Defense Studies. The Participants of Course 2-2025 visited three African countries exploring the nexus between SMART governance and sustainable development. The tour was envisaged to offer a comparative perspective of best practices in governance between these three selected African countries and Ghana. The three countries in this regard are Mauritius, Malawi and Zambia.

Within the SMART governance approach to sustainable development, the study tour to Mauritius made some revealing insights. In the first instance, the study found that while Ghana is noted for its democratic decentralisation reform efforts, Mauritius had durable and robust digital governance arrangements, including the existence of a working transparency culture. Mauritius utilizes advanced digital platforms, such as MoKloud and the Government Online Centre, which enhance efficiencies, transparency, and citizens' trust. While Ghana has a strong legal framework and decentralization in the pursuit of accountable, responsive and transparent (ART) governance, the practical enforcement of accountability appears to be weak. This is coupled with poor accessibility to crucial public information, and a poor timely service delivery. Ghana's accountability mechanisms are undermined by political interference in the appointment of Metropolitan, Municipal and District Chief Executives (MMDCEs) and delays in following up on audit recommendations. In comparison, Mauritius has compulsory performance reports and accountability mechanisms prescribed by independent institutions or bodies, such as the National Audit Office and the Independent Commission Against Corruption. Again while Ghana has made positive strides towards citizen engagement through platforms such as Ghana.gov; the responsiveness of the latter pales in comparison to the digital governance platforms in Mauritius.

The investigation found that the deeper extent of institutionalized digital governance contributes

significantly to Mauritius's successes in the ART governance, and ultimately to the country's development while Ghana's partial performance in the same field limits the latter's developmental benefits. However, there is a scope for considerable mutual learning between the two nations. Ghana could benefit from adopting Mauritius's institutional and technical digital solutions, while Mauritius could benefit by learning about Ghana's citizen participation in local governance through decentralisation arrangements.

The findings suggest that effective ART governance is a requirement for sustainable development outcomes. Nations with integrated digital platforms and strong accountability mechanisms are best placed to provide effective, efficient and trustworthy services. For Ghana, the lesson is addressing the weaknesses in enforcement and accountability in service delivery, as well as, enhancing the digitisation of service demands thorough proactive disclosure practices. The findings highlight the need for African nations to undertake context-appropriate reforms integrating technology with participatory governance and governance collaboration between governments. The study also highlighted opportunities for a bilateral transnational cooperation partnership between Ghana and Mauritius, as well as a model of governance cooperation with other African states

In the case of comparative governance within the framework of ART a study tour at the national level, Ghana and at the continental level of Malawi shared some useful indicators. Both countries have established basic accountability structures like internal audit units and codes of conduct in government institutions. The Malawi Defence Force (MDF) however, introduces some fitful dynamics. The MDF has implemented a National Service Scheme to integrate professionals into addressing food insecurity and disaster response. Additionally, Malawi's Defence Force's efforts to publish lists of qualified recruits for public service positions enhance transparency. The Ghana Armed Forces could adopt similar practices by exploring similar



national service programmes to support other areas of need in times of national disasters, channeling efforts into other national development plans and also publishing recruitment processes till the final applicants are selected in the electronic and print media platforms. Both Malawi and Ghana face challenges in implementing accountability measures. However, Malawi's performance contracts and Key Performance Indicators (KPIs) for ministries and agencies provide a more structured accountability framework. A similar system of performance contracts, adapted in Ghana's local government context, could strengthen accountability in MMDAs by linking funding to measurable results and regular reviews. Conversely, Ghana's more advanced digital governance tools, such as GIFMIS and e-procurement systems, offer stronger platforms for financial accountability and tracking. Malawi could learn from Ghana's experience in implementing these technologies to improve transparency and reduce corruption risks. Both studies identified responsiveness as the weakest aspect of governance among the three principles of accountability, responsiveness and transparency. However, Ghana's more developed decentralisation policies and local government structures appear to provide a better framework for addressing citizen needs at the district level. Malawi's NPC seems to play a stronger role in incorporating public feedback into government planning programmes. Ghana could consider establishing a similar body or enhancing the National Development Planning Commission to be more responsive to citizen input in national development strategies. Establishing a stronger mechanism to align MMDA's development plans with national objectives, similar to Malawi's NPC vetting process, could improve coherence between local actions and Ghana's broader development agenda.

Transparency emerged as the strongest governance principle in both countries. Citizen engagement mechanisms like town hall meetings and public forums exist in both countries. Both countries have enacted Right to Information laws and are making efforts to improve transparency. Ghana's implementation of digital governance tools, especially in urban areas, has contributed to improved transparency in financial management and procurement processes. Malawi could accelerate its adoption of similar technologies to enhance transparency. Conversely, Malawi's efforts to align governance practices with long-term national development visions (MW2063) provide a model for transparent strategic planning that Ghana could emulate. Ghana's MMDAs could strengthen participatory project prioritisation by adopting Malawi's structured approach of progressing community priorities through district, regional, and national levels for final approval. Similarly,

both countries could benefit from strengthening anti-corruption measures and reducing political interference to further improve transparency in governance. Notably, Ghana has made more progress in implementing digital governance tools like GIFMIS, GHANEPS, and E-SPV, especially in urban areas. Furthermore, Malawi's practice of publishing military recruitment outcomes could enhance transparency in Ghana's public sector hiring.

The ERST to Zambia, conducted under the theme SMART Governance for Sustainable Development, provided rich insights into how accountability, responsiveness, and transparency can be practically operationalised to improve public service delivery and foster institutional trust. Zambia's governance reforms, particularly in the extractive border management, Defense and agriculture sectors offer strategic models for Ghana and other African countries pursuing sustainable development. One unique observation was the operationalisation of the OSBP at Kazungula, which exemplifies regional cooperation, efficiency, and mutual accountability. Ghana, which still struggles with underperforming Joint Border Posts, should lobby ECOWAS and neighbouring countries to adopt a similar programme like the Kazungula One Stop Border Post (OSBP) along key trade corridors jointly operated by Zambia and Botswana, as a key regional trade gateway along the North-South Corridor. The OSBP is an Integrated Border Management (IBM) System which unifies customs, immigration, and health checks into a single framework. This approach encourages joint processing by Zambian and Botswana agencies to reduce duplication and prevent corruption. This will facilitate the smooth movement of goods and people, reduce revenue leakages, and enhance national security. Equally commendable is Zambia's implementation of the Citizen Support Portal (CSP), a centralised digital platform that enables citizens to file complaints, track progress and receive feedback. Ghana's feedback mechanisms remain fragmented and lack transparency. Establishing a centralised platform with institutional oversight will improve responsiveness, allow public scrutiny and enhance governance outcomes. In the area of food security, Zambia's strategic use of the Zambia National Service for national food production presents a viable model for Ghana. Restructuring Ghana's National Service Authority under the Ghana Armed Forces to support agriculture and other strategic initiatives can yield national benefits, especially in reducing food insecurity. In summary, Zambia's SMART governance initiatives offer practical pathways for Ghana to enhance its institutional effectiveness. Adopting these contextually relevant strategies can improve accountability, responsiveness and transparency which are key enablers of sustainable development and inclusive governance.





# EXTRACT FROM EXPERIENTIAL RESEARCH STUDY REPORT - WORLD

The Experiential Research Study Tour was embarked across the continent into outer global spaces and three carefully considered states were selected. These states included India, Germany and Turkey. The primary objective was for participants of the NCDS Course 2-25 to analyze the relationship between SMART governance dimensions and sustainable development outcomes between Ghana, the selected African countries, and in this report India, Turkey and Germany

The principal focus for participants in India was to explore the principles of Simplicity, Morality and Accountability (SMA), and sustainable development with the goal of identifying policy lessons to strengthen Ghana's governance system. The study tour covered institutions such as the Ministry of Electronics and Information Technology (MeitY), Ministry of Housing and Urban Affairs (MoHUA), Synergy Waste Management Private Limited, Municipal Corporation of Delhi, Maruti Suzuki India Limited and Delhi Jal Boar.

In this regard the study tour revealed that there was the imperative need to Institutionalize Digitization as a propellant to simplicity and transparency in service delivery. India demonstrated that when digital governance is built into the structure of administration through automated approval systems, real-time dashboards and centralized service portals, it enhances transparency and efficiency, curbs corruption and accelerates sustainable development. Ghana's fragmented e-governance efforts lack such coherence, resulting in delays and weak accountability. Ghana should therefore establish a Unified Digital Governance Framework (UDGF) that integrates all ministries, departments and local governments onto one interoperable platform such as Indian' CAG-mandated systems. This framework should include a Digital Accountability Code mandating time-bound processing, audit trails and public performance visibility for every transaction. To this end, the Central Government through MoCDTI could mandate digital transformation compliance across public institutions. Meanwhile for Ghana to achieve this, it could raise its digital coverage from the current 18 million people (51%) to 25 million people representing 70% of the population by December 2028.

Also the Private Sector and Citizen Inclusion in Government Initiatives are key to Sustainable Development. Mauritius and India have shown that when governance is both people-centred and partnership driven, institutions become more transparent and responsive. Ghana's limited citizen engagement tools and unstructured CSR-based private collaborations restrict innovation and co-ownership of governance outcomes. Ghana can launch a National Civic-Tech and Partnership Initiative (NCPI), to be a policy mechanism that encourages co-creation between the government, citizens and



private businesses on civic solutions such as waste management, security and safety, as well as feedback systems. This would foster collective accountability and accelerate progress towards SDG 16 (effective institutions) and SDG 11 (sustainable cities).

India demonstrated that moral governance thrives where integrity is enforced through concrete systems mandatory asset disclosures, active prosecution of corruption, and conflict-of interest recusals. Ghana's weak enforcement and opaque asset declarations erode public confidence and institutional legitimacy. Ghana could strengthen the Commission on Human Rights and Administrative Justice (CHRAJ) with powers to digitally verify and publicly disclose asset declarations, monitor recusals and enforce sanctions. Embedding these tools in e-governance systems will strengthen institutional integrity and advance SDG 16.5 and 16.6. Therefore, the Parliament could amend Act 550 of 1998/Art 286 of the 1992 Constitution (declaration of assets and liabilities) to mandate public office holders to declare and publish their assets within 30-days after assumption and exit of office.

Participants of Course 2-25 also visited Turkey with the purpose of investigating how the principles of Accountability, Responsiveness and Transparency as part of the broader themes of SMART governance portends well for sustainable development. Consequently, public institutions and agencies involved in governance and service delivery in Istanbul were visited. These included the IMM and its affiliates such as İSKİ, İSTAÇ, İETT, and Metro İstanbul as well as AKOM. Other oversight institutions and industrial actor including the Turkish Court of Accounts, DEARSAN Shipyard, and Baykar Defence Industries were also visited.

The study tour in Turkey demonstrated that the principles of Accountability, Responsiveness, and Transparency (ART) are not abstract ideals, but operational mechanisms that determine the quality and sustainability of governance. By examining Istanbul's municipal institutions, the study found that legal frameworks, leadership discipline, and digital innovations work in tandem to ensure that public resources and services are managed efficiently and equitably. The findings confirm that when accountability is enforced through independent audits, responsiveness is supported by technology-enabled citizen feedback systems, and transparency is institutionalized through open data and information laws, governance outcomes become both measurable and transformative.

Istanbul's experience stands in marked contrast to



the governance realities observed in Ghana. While the latter has adopted legal instruments that emphasise transparency and fiscal discipline, enforcement and operational coherence remain limited. The Turkish case shows that accountability becomes meaningful when reinforced by the constitutional authority of institutions such as the Turkish Court of Accounts (Sayıştay), whose findings compel compliance and institutional reform.

Responsiveness is operationalised through platforms like the 153 White Desk, which provides real-time channels for citizen feedback and performance tracking. Transparency, on the other hand, is enhanced through open data portals and e-procurement systems that make information on municipal spending and service performance publicly accessible. Additionally, under Turkish law, asset declarations are done annually. This allows for comparison and continuous monitoring of assets of public officials and that of their families. On the other hand, in Ghanaian law, public officers must declare their assets before taking office, every four years, and at the end of their tenure. The 4-year interval which is unjustifiably long becomes counter-productive as the frequency of filing asset declarations is crucial to monitoring and recovering ill-gotten wealth by public officers, as seen from the Turkish experience. Adopting a relatively short period (annually) of asset declaration offers a better chance of detecting corruption and unjust enrichment of public officers.

These outcomes demonstrate that ART principles achieve their full impact when legal mandates are supported by technological infrastructure, institutional capacity, and civic participation. Istanbul's provides an integrated governance model that proves that transparency can build trust, responsiveness can strengthen legitimacy, and accountability can sustain performance. For Ghana to improve its local governance systems, there are lessons that could be learnt from Istanbul, Türkiye. Strengthening the enforcement powers of the Auditor-General, linking audit results to local performance metrics, and developing digital feedback and open-data systems can transform local governance from procedural compliance to tangible results. Adopting these measures within the decentralised framework of Metropolitan, Municipal, and District Assemblies (MMDAs) would enhance fiscal discipline, citizen engagement, and service delivery outcomes.

Germany was another research hub for the study tour in exploring the nexus between ART principles in SMART governance for a sustained development experience. The research sites included selected governance institutions at the federal and state levels such as the Federal Parliament, Federal Council and key ministries as well as private institutions. For one thing Germany's political system embeds accountability within its constitutional and parliamentary frameworks. The Basic Law declares in Article 20 that "all state authority emanates from the people," thereby establishing accountability to citizens as a constitutional principle. Parliamentary oversight mechanisms further reinforce this principle. The Bundestag, through its committees, public hearings, and petitions process, provides a direct channel for citizens to hold the government accountable. More than 11,000 petitions are received annually, demonstrating participatory accountability.

While Fiscal accountability in Germany is sustained through an elaborate system of legal, institutional, and procedural safeguards, the country's membership in the European Union (EU) adds another layer of fiscal accountability through compliance with the Stability and Growth Pact and supervision by the European Court of Auditors. The media and civil society play a vital role in ensuring that accountability in Germany is not limited to institutions or corporations but extends to the society at large. Civil society organisations such as Transparency International Deutschland, Lobby Control, and FragDenStaat actively monitor lobbying, public procurement, and campaign financing. Germany exemplifies the Accountable pillar of SMART governance through a combination of legal oversight, participatory engagement, and shared moral responsibility across state and non-state actors. For Ghana, the key lessons include strengthening parliamentary committee oversight, ensuring the Auditor-General's autonomy, promoting open data and digital accountability platforms, safeguarding media independence and the burden of proof should be on the accused in corruption cases and not for the prosecution to prove as it is currently.

As far as responsiveness is concerned, Germany demonstrates a benchmark model where participatory budgeting generates continuous feedback loops; digital platforms professionalize routine services; and crisis-management apps translate data into actionable public guidance. The ecosystem effect, policy, service, crisis, and participation, produces responsiveness that is predictable and measurable. This a key lesson that could portend well for Ghana. Germany's Freedom of Information (FOI) Act (2006) provides citizens access to government records upon request. This is complemented by sectoral laws like the Environmental Information Act (2005) and State amendments, notably Berlin in 2010 and Hamburg in 2012, who have gone further by mandating proactive publication of administrative documents, making information accessible by default.

Germany also offers a rich and mature model of transparency embedded in strong institutions. Freedom of Information (FOI) Act (2006) provides citizens access to government records upon request. This is complemented by sectoral laws like the Environmental Information Act (2005) and State amendments, notably Berlin in 2010 and Hamburg in 2012, who have gone further by mandating proactive publication of administrative documents, making information accessible by default. The Open Data Strategy (2021) further institutionalized the principle of "open by default," strengthening transparency and innovation in governance. Ghana's passage of the Right to Information Act (2019) marked a breakthrough after decades of civil society advocacy. However, its implementation has been hampered by resource constraints, limited digitization, and inadequate training of public officials. Unlike Germany, where FOI is increasingly embedded in digital governance, Ghana's FOI regime is still manual and heavily reliant on central government commitment. This undermines citizen access and weakens the link between law and practice.



# KEY ACTIVITIES

## PARTICIPANTS OF COURSE 2-2025 VISIT TO PARLIAMENT HOUSE



## PARTICIPANTS OF COURSE 2-2025 VISIT TO JUBILEE HOUSE







MR AKWASI BOAKYE  
LIBRARIAN

The competence to navigate information in this era of complex security environment has become indispensable for defence professionals. Information literacy (IL), the ability to locate, evaluate and responsibly use information pivots effective decision-making in both academic and operational context. Defence practitioners often find themselves making decisions with far-reaching implications for national security, peace and development. This paper argues that national security outcomes can be enhanced if IL is embedded within the defence educational system as a catalyst to strengthening critical thinking, digital competence and informed decision-making ability. Knowledge is power and information is a determinant of knowledge which helps in influencing diplomacy and defining the fate of nations. Defence leaders today are confronted with an overflow of information from classified reports to open-source intelligence (OSINT). Information security is less of a strategic challenge than information discrimination (unequal access to information). The big issue today is the ability to distinguish between credible and false data. The question is, can leaders distinguish between credible and misinformed fact? How do they transform these facts into knowledge that informs action?

In the space of defence and security, IL strengthens decision-making. Leaders must be able to

# INFORMATION LITERACY AS A STRATEGIC TOOL FOR DEFENCE LEADERS

authenticate, weigh and objectively interpret data. As disinformation is on the rise, the need for one to be information literate has become a matter of urgency. An officer who is not able to detect disinformation from authentic information risks contributing to undermining national security. In mission planning, information literacy enhances operational efficiency. The ability to access the right data in the shortest possible time, filter out distractions can save crucial time. Beyond operations, officers develop research reports, policy briefs, etc and need to rely on credible scholarly information sources

A central focus of IL is to foster critical thinking. No Information-literate leader accepts data on the face value. There is a measure of interrogation for deeper meaning, context and long-term implication. Qualities expected from a leader such as foresight, planning and adaptability are strengthened in this regard. IL literate leaders are able to bridge the gap between policymakers and the public. This fosters government and citizens cooperation in safeguarding national security.

The digital age has brought to bare both opportunities and risks. For example, Open-source Intelligence (OSINT), social media and academic databases provide vast amount of content for research but these same platforms remain vulnerable to manipulation such as fabricated intelligence reports and deepfake imageries. IL and cybersecurity are now intertwined in this regard as it is almost impossible to verify data and protect information systems without being IL skilled. This makes digital literacy a professional competence for today's defense leader.

Information Literacy must be treated as a pillar of academic and strategic training success in Professional Military Education (PME). The

ability for participants to comfortably produce content (Dissertations, strategic papers, policy recommendations) depend on their ability to access reliable sources. They should also be able to interpret findings and apply knowledge to real world context. If PME embeds IL across its curriculum and not limit it to just library orientation, it will ensure that its participants are equipped with reflective thinking for lifelong learning.

To strengthen IL, there should be a deliberate and sustained action. Participants and faculty can be empowered with training modules on how to evaluate sources, use academic databases and employ reference management tools.

For this to stand the test of time, training modules must be aided by deliberately establishing a continuous professional development programme. This will ensure that officers receive regular self attended refresher courses to remain updated with the latest tools, techniques and threats. Peer learning workshops among officers can also be encouraged. This is done by the creation of a learning space where officers can share their lived experiences and best practices. It is also very important to integrate case studies of disinformation and

intelligence failures into the academic curricula. Participants who get the opportunity to see practical consequences of poor information practices can be well prepared to anticipate and counter similar threats in the future. Case studies may span from peacekeeping operations, counterterrorism efforts, and international conflicts

Partnering with civilian universities and think tanks can be leveraged to strengthen defence IL. With such collaborations, officers are exposed to diverse views, academic research methods and policy debates which are usually beyond the military domain.

In current times, information is power. It is only when we understand and apply IL skill can we harness this power. For defence leaders, mastering IL is more about securing the nation in an era of information weaponization than just an academic achievement. As the National College of Defence Studies prepares future Defence Leaders, it is important to support the infusion of IL not just to raise academic standards but to strengthen their ability to safeguard the resilience of Ghana against threats of current complex security landscape.





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