

REPORT ON EIGHTH (8TH) CONFERENCE OF PUBLIC SERVICE CHIEF DIRECTORS, CHIEF EXECUTIVES AND CHAIRPERSONS OF GOVERNING BOARDS/COUNCILS HELD ON APRIL 23RD TO APRIL 26TH, 2015 IN KOFORIDUA

THEME: LEADING AND MANAGING THE DYNAMICS OF CHANGE THROUGH THE PROFESSIONALIZATION OF THE PUBLIC SERVICE

1. INTRODUCTION

A pro-active and responsive public service is fundamental to effective pursuit of sustainable development in Ghana. In order to keep the public service in tune with national priorities, the government's vision for achieving these and abreast with international best practice, the Public Services Commission (PSC) has in collaboration with the Office of the President organises an annual conference for the leadership. These conferences provide an opportunity for public service chief directors, chief executives and chairpersons of governing boards/councils to be apprised of the President's vision, updated on initiatives of the PSC for improving performance, exchange experiences and build consensus on national issues.

Following the outcomes of the seventh conference held in July, 2014 in Kumasi, the eighth focused on professionalization of the public service and fostering positive work ethics to improve organisational performance. The eighth conference was held from April 23rd to 26th, 2015 in Koforidua on the theme "Leading and Managing the Dynamics of Change through Professionalization of the Public Service".

The rationale was as follows: Ghana as a country in transition is confronted with a number of developmental challenges. Apart from improving the management strategies, functions, tasks, structures, procedures and skills, public sector organizations require capacities to analyse and address the problems arising from the changing socio-economic and political context. It is in this regard, that the conference sought to explore sustainable approaches to professionalization and change management as well as the interfaces between Ministers, Governing Boards/Councils, the leadership of public service organizations and Ministries, Departments and Agencies.

The meeting was attended by 154 public service chief directors, chief executives and chairpersons of governing boards/councils and was addressed by resource persons drawn from the professional associations, tertiary and research institutions and human resource practitioners. The conference was formally opened by His Excellency the President, John D. Mahama. The Opening and Closing Ceremonies were chaired by Prof. Naana Opoku-Agyeman, the Honourable Minister for Education.

Conference activities included presentations, plenary discussions and group work sessions. These approaches facilitated reflection, exchange of experiences, consensus-building and generation of inputs from participants to enhance the work of the PSC. The presentations were on the following:

- Keynote/Theme Lecture: Leading and Managing the Dynamics of Change through the Professionalization of the Public Service
- The Chartered Accountant's Role in Public Financial Management
- Professionalism of the Public Sector: Brand Orientation as a Game Changer:

- Some Key Recurrent HRM Concepts Often Misapplied in the Public Service
- Improving the Effectiveness of Your Internal Audit Function: The Role of the Chief Spending Officer
- GRATIS Contribution and Response to the Technological Changes and Economic Challenges in Ghana and in Africa as a Whole
- Complying with the Data Protection Act, 2012 (Act 842)
- The Interface between the Ministers of State and Governing Boards/Councils in the Management of MDAs

2. PROCEEDINGS OF DAY ONE

2.1 Opening Ceremony

The Opening Ceremony was chaired by the Honourable Minister for Education, Prof. Naana Jane Opoku-Agyeman. The session was facilitated by a Commissioner of PSC Mr. Robertson Akwei Allotey. Other dignitaries included the Honourable Eastern Regional Minister, Mr. Antwi Bosiako Sekyere; the Chairman of the Public Services Commission, Mrs. Bridget Katsriku; Dr. Omame Boamah, Minister for Communications; Hon. Fuseini, Minister for Roads and Highways; the Deputy Minister for Eastern Region, Mavis Ama Frimpong, and the Theme Speaker, Professor Bill Puplampu.

The opening prayer was rendered by Nana Kwasi Agyekum Dwamena (Head of the Civil Service).

2.1.1 Chairperson's Opening Remarks

Prof. Naana Opoku-Agyeman observed that the conference provided a very important gathering for leaders in the Public Services to continue to find ways to fine-tune ways for improved performance and increased results. She noted that the key drivers of change included globalization, the attendant implications and the subject of ethics in the global world. It was important to decide what our responses as a nation should be, in terms of work output, accountability, results and productivity? She solicited participants' support for an effective and successful meeting which would help to provide some of the answers.

2.1.2 Welcome Address by the Chairman of the Public Services Commission, Mrs. Bridget Katsriku

The Chairman of the Public Services Commission, Mrs. Bridget Katsriku extended a warm welcome to meeting on the part of the PSC. She was particularly grateful to His Excellency the President for finding time to be with this strategic group of national actors this year. She also welcomed Honourable Ministers of State who had accepted to join the meeting this year. She indicated that the invitation to them was borne out of observations from previous conferences and other work of the PSC suggesting that there was an urgent need to strengthen and foster legitimate relationships between Ministers on one hand and the Boards and leadership of PS organizations, on the other, for enhanced productivity. Mrs. Katsriku promised them that they would find the meeting a refreshing one.

The PSC Chairman reiterated that the purpose of the annual conferences was to provide a platform for the president to share his vision with the leaders of PS organizations and for the

participants to reflect on emerging public administration issues. Over the years, the conferences had fostered networking amongst participants. An additional dimension that was emerging was for the conferences to be used by organizations seeking to share information about their work and showcase their achievements with their other agencies; or to put out information for the larger PS. This was welcomed by PSC but the original objective of the Conference would be maintained. She said the presence of the President encouraged the PSC to sustain this initiative.

This year's theme had been chosen at an opportune time, especially with the IMF bailout requiring a radical shift in mode of doing things. In order to become more effective and efficient, PS leaders needed innovative management tools to continuously promote and manage change. While change was fundamental to efficient service delivery, involved complexities of managing people in an ethical, competent and professional manner.

Mrs. Katsriku suggested that professionalism required several attributes in an individual – including consistently high quality performance, knowledge and skills as well as adherence to codes of conduct, moral and ethical standards. Some of the desired attributes of professionalism included integrity, ethics and accountability. She said being professional at what we do should be one of the pre-requisites of delivering public services and satisfying our citizens. Mediocrity resulting from incompetence and unethical behaviour breed citizens' dissatisfaction and unprofessionalism. This had a high correlation with poor service delivery. The leadership needed to wake up to their responsibilities and change the way they led.

Public service leadership needed to build the requisite capacity, insist on compliance with codes of conduct as well as lead by example. This would change the landscape where indiscipline, unnecessary delays and poor service delivery prevailed. In order to get the opportunity to reflect and change, the truth had to be confronted. Regrettably, some leaders were failing the country in many ways. They were not committed to making sure that their organizational mandates were achieved in effective and efficient ways. They did not measure the performance of their staff and nor applied the requisite sanctions. Other lapses included not entering into performance contracts and the absence of targets for directors of their organizations. She said the PSC had advocated the implementation of the new Performance Management arrangements and the Commission would continue its efforts in this direction in order to achieve a public service we could all be proud of.

The PSC Chairman commented on the inclusion of a session on the Interface between Governing Boards and Sector Ministries in the conference programme. The session had arisen because PSC recognised that that interface was not clearly understood by some boards or sector Ministers. The working relationships between the parties had not been well discussed; and some decisions and directives that should have been made one party is sometimes made by the other, without the requisite mandate. This invariably led to administrative and operational difficulties, sometimes with legal implications. This did not augur well for public service delivery. Achieving clarity is a critical element of institutionalizing good governance within the public sector. It was therefore important this issue was discussed dispassionately to promote partnership and harmony in the public sector. She indicated that PSC had developed a manual on good corporate governance which outlines the roles of the key stakeholders, with the assistance of CEs and Board Chairs who attended the earlier conferences. She invited participants to acquaint themselves with the contents.

Mrs. Katsriku stated that the annual conferences were a source of pride to PSC since they allowed for the discussion of trends in public administration and also facilitated dissemination of information on PS rules and regulations. She said in order to assess the impact of the various interventions PSC had begun an annual survey into various aspects of the PS. The first report “The State of the Public Service” would be ready before the end of the year and provide recommendations for improvement for each MDA.

She noted that the PSC was aware of the public outcry relating to the public wage bill, payroll and the incidence of ghosts on these. In view of this, PSC would begin an exercise to audit the human resources of the MDAs comprehensively. This would also help to improve establishment controls in order to impact on the integrity of the payrolls. The Commission was also making progress on the HRMIS and would go live with the system with nine (9) pilot agencies. She hoped these interventions would help to address the challenges of the maintaining an accurate payroll and eliminate ghost names.

The PSC Chairman concluded with a thought-provoking question as follows: why do we all appear to have accepted the claim that Ghanaian policies and laws are good but are not effectively implemented nor sufficiently enforced? She suggested that finding answers to this question would greatly facilitate the desired improvements in the functioning of our PS. She said the Commission expected the full participation of members and hoped that a residential meeting outside Accra, in an invigorating environment would help participants to de-stress.

2.1.3 Statement by the Eastern Regional Minister, Mr. Antwi Bosiako Sekyere

Honourable Antwi Bosiako Sekyere said that it was a great honour to welcome all participants to such an important conference. He was particularly proud to acknowledge the presence of the President of the Republic. He observed that the region continued to provide excellent facilities for high-level conferences and meetings because of its weather and the hospitality of the people.

The Regional Minister indicated that the conference was significant in the quest to improve the PS’ standard of performance, attain levels that would stand the test of time and make it the envy of nations around Ghana. The conference offered the opportunity for PS leaders in strategic positions to exchange ideas on contemporary public administration issues, exchange ideas and reach consensus on issues.

Mr. Bosiako Sekyere stated that the public service (PS) was the surest way of extending opportunities to all, irrespective of their religious, ethnic or other background. Therefore, the need to have a competent PS could not be downplayed and the current theme of the conference was critical to this quest. The PS was indispensable in achieving national socio-economic development. Therefore, change management in PS was essential in enhancing performance in it and in managing threats. He was pleased with the agenda of the PSC and its achievements and was confident that these would help to strengthen the human resources of the PS.

There was the need to sustain and make the PS efficient to counter public criticism. Some of the charges levelled against the PS included lack of discipline, corruption, inertia, disloyalty and insufficient linkage with the socio-economic aspirations of the nation. There was the need to prove the critics wrong. There was the need to keep pace with change and not pay lip-service to development of our dear nation. The presence of the level of participants here

attested to the common resolve of the leadership to achieve excellence. Whatever decisions that would be arrived here would augur well for achieving a functioning PS, especially towards enhancing professionalism and work ethics. He urged participants to seize the opportunity to interact amongst themselves, share ideas and come up with solutions. The responsibility for an effective public service was with participants and posterity would judge them by the kinds of recommendations that would emerge from the meeting. He thanked them once again for choosing Koforidua and extended his good wishes for a productive conference.

2.2 Keynote Address by His Excellency the President, John D. Mahama

The President expressed his delight at being able to join participants and indicated that he would have been particularly interested in public service leaders' own review of their performance. He thanked the PSC for this annual conference and suggested that this year's deliberations would contribute greatly to delivering high quality services to Ghanaian people.

In view of the demands for improved productivity, the theme was a very relevant one and he hoped it would be discussed in a forthright and frank manner. He reminded participants that as strategic leaders of their organizations, the sustenance of their entities depended on the performance exhibited by themselves and their employees. Professionalism, effective skills and capacities were desired. However, in spite of the considerable amounts of training, re-tooling and interventions that had been extended, it could not be concluded that the public service was performing at optimal levels. It was critical that the myth of public service incompetence was broken.

The President posited that the public could ask public service leaders the question whether they would manage their institutions the same way, as they would, had these organizations been their own. Would they do differently or in the same way? Would there be greater supervision of staff and better time use? He stressed that it was important to oversee government institutions as if they belonged to them as individuals. His Excellency noted that key missing ingredients were supervision and accountability; and it appeared people were reluctant to exercise supervisory responsibilities because of the fear of being called autocratic.

He advised that it was important for public servants to regard public organizations as belonging to their fathers since they were the property of the citizenry. Accountability to the people was absolutely necessary. Since the public services existed to serve the public, it was wrong for public servants to see citizens who sought their services as irritants. Public servants were obliged to provide the efficient and friendly service that was rightfully due to the citizenry and set good standards. Periodically, the standards of service delivery needed to be tested to ensure their continued efficacy. As part of those arrangements, the President recommended a referral system to solve complications and problems effectively and on a timely basis. Services had to be efficient as well as measurable and therefore, mechanisms to track how long it took clients to access services were necessary. In view of the foregoing, the efforts of the PSC to position the public services to respond to the demands of the current environment were commendable and had to be embraced.

The President stated that public servants had to present the state as friendly and accessible. To the end of making public services relevant, conferences like this one allowed for peer review and sharing best practice. A self-assessment by public organizations was very

important to sustain their performance. The Presidency's efforts to assess the performance of the political class (such as through re-shuffles) had to be extended to public servants. Public servants needed to appreciate the value of change and take advantage of it to impact positively on their work. Public servants had to become accustomed to thinking outside the box, finding different and innovative ways of doing things.

His Excellency stated that professionalization of all aspects of the public servant's work contributed considerably to doing things better. Professional values such as integrity, honesty, transparency, loyalty and accountability facilitated excellent service. While professional bodies foster professionalism, these values were essential at all levels. Sustained programming was necessary to address the developmental challenges Ghana had.

The President assured the meeting that the government would continue to employ the required numbers even in the context of the bailout by the International Monetary Fund (IMF). The government had started a staff rationalization exercise that was yielding good results and facilitating placement where it was most required. Among others, 13,000 teachers had been re-distributed to under-served areas in the education sector.

With effective decentralization, vacancies would be declared at the district level. Ministries like the Ministry of Communication would be able to redistribute staff to new community information systems. To facilitate this, there was the need to establish the true human resource needs of the Ministries, Departments and Agencies (MDAs). The over-bearing bureaucracy involved in the performance of simple tasks had to be reduced so that simple services would not take three or four years to implement and or made operational. Excessive fussiness that stalled documents and reports for long periods and non-utilization of grants and donor support were all manifestations of these delays.

The August Keynote Speaker observed that the uptake of technology in the public service would reduce delays and enhance efficiency. He noted that many societies were accessing services through technology and moving into a cashless environment. The use of e-applications and initiatives reduced human discretion, facilitated interfacing between public and private sectors and created more transparency.

President Mahama noted that though Ghana had been one of the first African countries to de-regulate telecommunication services, the nation had been overtaken by other countries in the application of mobile technology to various uses. Ghanaians still used huge amounts of cash to pay for services including those provided by government agencies. It was possible to move consciously and systematically towards electronic payments in the public sector and work towards to zero cash receipts by government agencies by end of 2017.

Other public sector reforms had to be pursued seriously. Decentralization had to be effectively carried out in public management. The districts had to take their destinies into their own hands. For instance, improvements in payroll management and eradication of leakages (ghosts) would not be achieved with a huge, centralized system. Decentralization would facilitate relevant information-tracking and reduce long processes. Therefore, the IPPD 4 should be a decentralized system implemented at the regional and district levels.

The President lamented that perceptions of corruption and misappropriation in the public services persisted. He charged that it was time to control the situation better by ensuring that the Audit Report Implementation Committees (ARICs) of MDAs worked. The ARICs should

be used to surcharge and penalize people who misapplied funds; and the actions taken, reported, filed and disseminated to the appropriate quarters to demonstrate that accountability had been exacted.

The Keynote Speech also identified the problem of people demanding fees for jobs that they are being paid to do. This, the President said, was absolutely unethical and destroyed the reputation of the country. Individual selfishness impacted negatively on the entire public sector and destroyed the moral fabric of the country. It was therefore the responsibility of the leadership to ensure that the incidence of this behaviour was reduced or eradicated.

As a practical step towards ensuring effective governance, the President urged that the confusion between the roles of the Chairs of Boards and Chief Executives had to be cleared up. He stated that the board's role was supervisory and chief executives were responsible for the day-to-day management of the organizations. Instances of complex management problems could be referred to the Board. However, Boards should not have offices in organizations. Chief executives had to show respect to their Boards.

The President concluded on the note that all of us were stakeholders in ensuring a functioning and effective public sector. He stated that he would be personally interested in the recommendations and proposals that would emerge from this conference. He urged participants to use the opportunity offered by the Conference to network, learn new skills and encourage one another to apply effective management strategies. He then declared the conference duly opened.

2.3 Closure of the Opening Ceremony

2.3.1 Chair's Closing Remarks

The Chair for the opening ceremony, Prof. Naana Jane Opoku-Agyeman, Minister for Education closed the session with a few thoughts she was leaving the meeting with. They included the following:

- The public service (PS) could not continue to operate as it was doing. The 21st Century was unfolding rapidly, but Ghana did not seem to be in a hurry. Ghana was sitting on a time bomb and needed to act now
- It was important to critically review the management styles, structures and administrative procedures and processes
- Skills sets had to be reviewed; and current forms of staff evaluation did not emphasize outputs enough; they did not sufficiently link how people get into the public service, stayed in it and got promoted to performance
- The PS did not give of its best when the staff were tenured or inherited positions; or condoned mediocrity and used re-assignment and transfers as punishment
- The practice of engaging consultants on a more-or-less constant basis is not the answer; the PS had to build internal capacity consistently into its processes for effective performance
- Participants have the responsibility for ensuring the capacity and professionalism of their staff; and ensuring that these are manifested in the services delivered to the citizenry
- The public should have less occasion to criticise the public service

- It is imperative that our PS systems are reviewed and strengthened to take advantage of the opportunities offered by technology, judiciously.

The Chair hoped that the meeting would go beyond finger-pointing and allow for a very open and critical examination of the ways in which the PS operates. She also recommended that the previous conferences be evaluated and the results and achievements assessed and integrated into the work of the PSC.

2.3.2 Vote of Thanks

The session concluded with a vote of thanks rendered by Dr. Philomena Nyarko, the Government Statistician. She expressed the deepest appreciation of participants to His Excellency the President. She indicated that the keynote address provided insights and pointed to key priorities to be considered at the conference and beyond. She stated that Chief Executives and Chairs of Boards of Public Organizations needed to strive harder to improve the performance of the sector. She assured the President and the PSC that that the concerns would be given the deepest consideration and efforts made to address them. Appropriate thanks were extended to the Regional Minister, the Chair and other actors during the opening ceremony.

3 TECHNICAL SESSIONS

3.1 First Presentation and Theme Lecture: Leading and Managing the Dynamics of Change through the Professionalization of the Public Service

The first technical session which reflected on the theme for the conference was chaired by Prof. Samuel Date-Bah. It was delivered by Prof. Bill B.Puplampu, Dean, Business School, Central University College. He began with an outline of the salient issues for consideration including

- the performance of public servants;
- improving productivity and maintaining high levels of service delivery;
- fostering professionalism and proper work ethics;
- carrying diffusion and adoption of standards of professionalism across the entire public services in the context of reforms; and
- re-positioning and developing employee competencies.

The presenter observed that public service leaders had to make a determined choice to operate differently because so much depended on their willingness to truly serve. True professionalism and professionalization in the public service required a true sense of citizenship; and the willingness to change required serious introspection.

Prof. Puplampu indicated that the failure of institutions had to be understood as failure of leadership; members of organizations defined themselves with respect to the leadership they had. Leadership was the agency for the common good. Therefore, leaders had a primary responsibility to improve the circumstances of the organizations they led so that they would leave the entity in better states at the end of their tenures. Their institutions had to be more professional than when they started.

Prof. Puplampu said that public leaders should be uncomfortable with enjoying the perks of their positions, if they had not taken account of the circumstances of their organizations and did not give some indication where they wanted to lead these entities. Public service leaders had to be ready to sacrifice their positions and possible gains on issues of principle.

Public sector leadership was accountable to the state, answerable to the public and appointing authorities and responsible to the organization. Prof. Puplampu indicated that when these primary calls were answered, leaders could be said to have engaged in professionalization.

The theme speaker used perspectives from Socrates, Plato and Aristotle to derive various foundations and principles including

- Democratized institutional processes
- Debate, rule of reason and space to ventilate contending ideas
- Might did not confer the right to behave as one willed.

The speaker questioned the extent to which Ghanaian public services allowed for contending views and differences of opinions. He said there were obvious tensions in the public services with regards to position-holders and political masters. Rent-seeking and all manner of bureaucratic processes made the people pay and made our society mean.

Prof. Puplampu stated that the business of professionalizing the public service was a slow and determined one. It required effective processes, competencies and an enabling culture. It required a forward-looking and futures-oriented mind-set. He suggested that professionalization was the consistent approach of enshrining within the group particular systems that facilitated adherence to strict codes, processes, qualifications, development of skills-sets and mechanisms of engagement with the public. It also meant that those who purported to be professional had to be different from the others. Being professional meant a willingness to be held accountable for one's actions and by the group one belongs.

Delivering appropriate and consistent services required public organizations to function in certain ways. Beyond the institutional arrangements, the governing councils/boards had their roles to play in fostering professionalization. This was reflected in the harmonious and complementary relationships between the CEO, the Board Chair and the Board Secretary.

Within the boundaries of the establishing laws of public organizations, CEOs and Boards had to consider the scope for change to promote professionalization in their organizations including

- Creating systems of competencies
- Creating systems of standard practices and
- Creating systems of accountability and checks
- The mechanisms by which the agencies function are often with the agreement of or within the purview of the Board. Therefore, the Board and management are at liberty to explore appropriate process changes.

The mechanisms by which the agencies function are often with the agreement of or within the purview of the Board. Therefore, the Board and management are at liberty to explore appropriate process changes.

The speaker identified some of the tools and initiatives that had been adopted over the past two decades to promote public sector reform such as service charters, performance contracts, organizational restructuring and rationalization of human resources and adoption of efficient human resource management practices. However, in seeking to professionalize the public

service, concepts that used to be commonly associated with the private sector such as supply chain and value chain could also provide lessons for the public sector.

Consolidating the required skills-sets would have to go beyond mere education. Requisite processes include establishing what competencies are required and the skills to be deployed on the ground; the extent to which people knew what to do and were able to do that; and how competencies were gained as staff members progressed through the organization.

Prof. Puplampu identified three different codes that were required:

- codes of conduct: how staff members related to the public;
- codes of practice: practices and how these were deployed; and
- codes of ethics: offering guidance on moral issues, matters of right and wrong.

To promote a professional culture a value system had to be created that supported effective, judicious and accountable work. This went beyond displaying core values on walls to translating these into performance assessments frameworks and systems. Personal behaviour consistent with professionalism had to be entrenched. Good performance had to be rewarded. The management of organizations had to be committed to checking what was being done in their organizations on a daily basis on the ground.

In a professional environment, the CE and Board Chair would be considered the chief ethics officers. By their words and actions, they could promote or suggest particular directions. The immediate staff took cues from them; and the rest of the staff from those in contact with the CEO and Board Chair. They needed to ask themselves how people interpreted their faces and actions – what their reactions were to ethical crises, amongst others.

The theme speaker warned that enacting change was always difficult, impeded sometimes by distances between the parties involved; perceived inabilities of leaders to apply sanctions; and the sheer size of the organization or scope for change. Prof. Puplampu warned that change battles had to be chosen carefully because only 10 to 20% of change initiatives were successful. He identified reasons for failure including the following:

- In certain instances officials attempt to do too much
- Sometimes, the changes are so continuous that people get change-weary
- Change efforts are top-down; change initiatives must be devolved downwards; when the CEO or the board chair is seen as the originator or driver, the people are not carried along. Therefore senior level officials must concede space, farm the efforts downwards and involve others in driving the process
- Using change teams whose members have other functional responsibilities
- Ineffective, conflicted and vague leadership especially where CEs are lackadaisical about the change

In the change management process, managers and CEOs must use the regulatory and legal regimes to protect the state and citizens. Mechanisms for fair exchange, feedback and adjudication must be in place and compliance to laid-down procedure must be ensured.

If successes were to be achieved in public sector and service organizations, it depended on the leadership, the organization, the capacity to adopt/adapt Machiavellian tactics (self-preservation) and God.

- In relation to the leadership, the skills of key players, including those of board members, had to be built for the envisaged change.
- The organization needed to develop a credible management system that delivers performance assessment/management and ensured competence
- It was important to recognise that there could be limitations in the public services to initiate change; there could be situations where CE may have an idea, start it but would not be able to win Board support for it; the challenge could also arise from resource constraints
- Professionalizing the PS requires integrity in Board and Management meetings: other imperatives such as clarifying what decisions would be taken at the board level; the decisions taken at the management level; the objectives of those decisions; how they are discussed and the broadness of focus, beyond self- and individual-interests; and the extent of confidentiality, trustworthiness, accountability and openness.

The theme speaker stated that to truly manage change and professionalize their organizations, CEOs and Boards in their public service had to be concerned for the plight of the ordinary person and envision the future. He provided examples of organizations set up over five hundred organizations which had survived because work ethics had been handed down as infinitely more rewarding than profit.

The leadership of public organizations should be prepared to perform diagnostics on their organizations – establish the state of their organizations and the causes of any malaise. While the Machiavellian principle of self-preservation was important, leaders should not be so schizophrenic as to pursue self-preservation to the detriment and eventual death of the organization.

Prof. Puplambu distinguished between creating an illusion of progress through constant re-organization and actual innovation and change. It was important to commit to specific initiatives and public leaders had to remain targeted and focused.

He indicated that change management would require more effective performance management, recognition of the limitations of change in the public sector and a reduction of opaqueness and elasticity in organizational cultures, in other words, enhancing transparency and adherence to rules and procedures.

3.2 Plenary Discussion on the Theme Speech

The presentation generated considerable discussion. Some of the key issues that emerged were as follows:

- Several CEOs had inherited over-bloated establishments with de-motivated staff. Boards had the necessary authority and critical roles to play in addressing low levels of productivity. Their efforts to improve productivity and motivation issues would be facilitated by the PSC's Human Resource Management Framework
- Sanctions have to be applied in the question to introduce more professional performance. It was important for CEOs and Boards to explore and adopt different mechanisms for applying sanctions. The establishing legislations of organizations do provide some flexibility and the leadership must be innovative in order to change the status quo and change attitudes to work.

- The idea of “jobs for life” was a dead concept in other parts of the world but had been difficult to eradicate in this part of the world. This posed a challenge to the emphasis on performance management that the PSC was trying to promote. With the prevailing structures and processes, only people who were demonstrably not performing or whose attitudes were inimical to productivity could be dismissed. Hard, objective evidence was required to support charges of non-performance. However, critical advocacy was required to change the “jobs for life” approach to public service.
- The role of political interference in constraining professionalization in the public service cannot be underestimated. Political considerations imposed limitations that public service leaders had to deal with, especially as many CEOs and Board Chairs were appointed through political nomination or with political approval. This concern could be related to the need for CEOs’ preparedness to give up their jobs on points of principle. Perhaps, as part of their self-introspection, CEOs could come to a point where they would decide within themselves that beyond a certain level of interference, they would decide to walk away from a job.

3.3 Closing Remarks of the Chair of the Session

The Chair for the session, Prof. Samuel Date-Bah closed the session, remarking that the low levels of success of change initiatives should encourage public service leaders to be more strategic in the types and scope of change they adopted. It was important to focus energies on the things that would have the most important effects.

3.3 Second Presentation: The Chartered Accountant’s Role in Public Financial Management

The second presentation provided a background on the Institute of Chartered Accountants, Ghana and its efforts in professional development for public financial management. It was delivered by Mr. Fred Moore, the Chief Executive Officer (CEO) of the Institute.

Mr. Moore observed that the “chartered accountant” designation was widely recognised globally and in Ghana, there were about 4,000 members. This number, in view of the estimated 20,000 that the World Bank considered requisite for Ghana’s public financial management, was low. Therefore, the Institute was doing all it could to ensure professionalization and professional development of chartered accountants. The presentation focused on four (4) types of interventions:

- Capacity building
- Providing reference checks;
- Internship; and
- Scholarship support

The capacity building support the Institute provided it was provided at the institutional as well as the individual level. An organization could sign a memorandum of understanding (MOU) with the Institute for ICA Ghana to provide training and the mentoring for staff members.

Other institutional services the Institute could provide towards ensuring organizational capacity included reviewing the internal systems and controls; providing tailor-made training

for staff; sitting on interview/recruitment panels; and generally, facilitating efficient recruitment. ICA Ghana could support public organizations to identify areas requiring strengthening in their internal controls and take the pressure off Boards and CEOs by providing an external opinion on issues.

Mr. Moore observed that internships as a strategy for professional development were underutilised in Ghana. Internships were opportunities to provide experience and exposure to young professionals. He said the average age of the qualified accountant presently, was under 30. However, several required real workplace experience in order to be equipped to contribute successfully to the organization – and not be underutilised. The Institute was therefore dialoguing with organizations to provide internship opportunities and encouraging the students to take these up and not expect to be paid.

In the third area of support, scholarships, Mr. Moore indicated that a few years ago, the Institute decided to offer first class students a scholarship that would free them for three years from such expenses as subscription, registration and examination fees. This facility could be extended to staff in PS organizations.

Finally, the Institute conducted free reference checks for organizations on anybody they employed because ICA Ghana had a register of 14,500 students as well as all the members. This was to give employers the assurance that the people they hired were who they said they were. The envisaged results included a pool of well-motivated, well capacitated staff. On the other hand, organizations were encouraged to provide feedback on these employees or reported to the Institute. This would augment the information available to the Institute and helps ICA Ghana in its efforts to give appropriate feedback to subsequent employers.

In conclusion, Mr. Moore said that the Institute was willing to work with the PS to ensure that the accountants in the system were professional and worked well. A good chartered accountant in an organization would challenge the other employees to think differently and work towards achieving sustainable results. The Institute was hoping to help all accountants in the PS to professionalize their qualifications by next year and was positioning itself to support the PS to do business with confidence.

3.5 Plenary Discussion on Second Presentation

Some of the key issues that emerged after the presentation were the following:

- What would a chartered accountant do differently within the PS to foster Public Financial Management (PFM) and the Institute's role in this regard? The Institute is supporting the Controller and Accountant General's Office in the implementation of new PFM-related interventions and particularly, the IPSAS. This involved ensuring that the rules around the standards are adhered to. However, in relation to individual institutions, the Institute has focused on capacity-building.
- The 4,000 chartered accountants registered by the Institute include some ACCA members (about 1,500) who have taken on ICA Ghana membership. Membership of all accountants in the Institute will facilitate regulation of the profession in Ghana. Therefore, PS organizations must encourage their staff to join the Institute to ensure effective oversight in Ghana.

3.6 Presentation Three: Professionalism in the Public Sector: Brand Orientation As A Game Changer

The third presentation was on “Professionalism of the Public Sector: Brand Orientation as a Game Changer” and presented by Dr. Mrs. Shola Safo-Doudu, President of the Chartered Institute of Marketing, Ghana.

The session was chaired by Prof. Paul Buachie. Dr. Safo-Duodu indicated the gratitude of the Institute for the opportunity to share views on emerging issues in national development. She began the presentation with a joke that concluded with the lesson that a lot of Ghanaians leave their hearts and values at home when they go to work, in spite of their expressed beliefs.

Dr. Safo-Duodu indicated that Ghana could not afford to lag behind the rest of the world. The country had to grow and be successful. She identified the subject terms and key words; introduced the abstract; reviewed the status quo as regards public service marketing; the debate (the role and value of marketing practice in public service management) and the new dispensation.

She introduced the issues by saying that adopting a marketing orientation was not as broad as a brand orientation and could end up making the organization myopic in its focus. Marketing relied on customer orientation and did not focus sufficiently on the relationship between the producers and customers.

She observed that to a large extent the PS had not employed either market or brand orientation in their approaches. However, there was the need to embed strategic marketing principles into the public sector reforms. The assumption had been that marketing could only thrive or be adopted in a de-regulated or competitive environment. However, MDAs do compete for money from the public purse and each of them must position themselves to attract the requisite funds.

A market orientation involved the whole organization recognising and focusing on its markets. Brands focus on services, products and brands being marketed. The two approaches had to be combined for effective delivery of public services and the inculcation of professionalism. Dr. Safo-Duodu contended that the limited efforts that had been made in the PS at marketing had focused largely on customer services and public relations. This has been due to

- perceptions that MDAs are not competitive;
- research costs money even though it is required for customer insights;
- there is little use of marketing campaigns;
- integrating marketing principles into public business has not brought about attitudinal change;
- it is difficult to package policies to provide unique appeal to the citizenry;
- a large number of decision-makers are involved in public sector decisions; and
- the absence of marketing departments resulting in the inability of PS to use these strategies.

The presenter reflected on what marketing was, indicating that people considered marketing as various things including advertising, products, logos, brands or points of sales. She stated that the Chartered Institute of Marketing (CIM) defined it as the management process

responsible for identifying, anticipating and satisfying customer requirements profitably. It involves finding a need; meeting that need; and doing it profitably. An overlooked effect of marketing is its ability to change attitudes and behaviours.

Dr. Safo-Duodu outlined the marketing process as follows: market research, product development, pricing and distribution, promotion and tracking and measurement. She also shared the seven P's in the marketing mix: promotion, process, place, physical evidence, price, people and product. The presenter used instances from health campaigns by the United Kingdom government intended to change health behaviours.

A market orientation focuses on the customer, competitors, inter-functionality and on the long-term. To facilitate PS marketing, each agency and ministry should come out with a brand position for itself in order to market itself to other MDAs and to the public. The presenter identified reasons why marketing and market research are important to PS:

- There is the need for market research before new product development or public service projects are embarked upon; and PS is about fulfilling the citizens' needs
- Citizens' insights change over the years; as well as the context, available resources and realities; these perspectives must be tracked to ensure PS responsiveness to citizens' needs
- Market research is critical in considering the pricing of PS products
- Tracking, monitoring and evaluation must take place.

The presenter told the meeting that there has been an increasing interest in brands and branding for cities, nations, organizations and political parties. It was therefore necessary to brand Ghanaian public services. She distinguished between brand orientation and market orientation. She stated that brand orientation involved market analysis, visual identity and brand hierarchy creation, market testing, final visual expression and brand book development, sustenance and programme planning and brand management, review and adjustment or re-definition.

Dr. Safo-Duodu said there was the need to develop a conceptual framework that reflected the breadth and diversity of the public sector. She observed that values were often common to a generation. These values could be expressed differently depending on the person's age. Therefore, understanding the values of the different stakeholders and communicating to these, had to come first. Increasing individualism also required that account be taken of how various public products would affect different actors, differently. An organization that branded effectively had the advantage of becoming more visible, more distinct and more awareness created about it. Its enhanced value could be clearly discerned in financial performance. The value of being well-known and liked gave such organizations stronger negotiating positions.

Dr. Safo-Duodu noted that the need for strong internal development was often a motivation for brand building. Brand building resulted in deep engagement of staff. It was important that PS organizations did away with the perception that investing in government agencies was either a fad that would pass or a waste of time.

While PS organizations could continue to exist based on their legislative basis, their continued legitimacy relied on attraction and trust with the citizenry. For non-competitive

service providers, market and brand orientation was still a necessity in their management processes.

The presenter concluded on the note that PS organizations have often been accused of blurred objectives and not enough attention to the consumer/or the citizenry. Therefore, distinct missions and visions conveying clarity were important in this regard. In order to evolve a new public service management system, it was important to initiate an era that combined market and brand orientations and integrate these in PS organizations' engagement with the public.

3.7 Plenary Discussion on Third Presentation

Some of the key issues that emerged after the presentation were the following:

- A few practical steps to apply brand-orientation to and in PS organizations would include the following:
 - Undertake research to find out what people who use their services think about these; what the most beneficial, unique selling propositions are; and the one thing they want; the research is also critical for establishing the negatives to be minimised
 - Develop a name/slogan/theme from the insights of the customers/citizens/consumers of their services: what comes quickly to mind; something that could be easily remembered and appealed to the heart; and
 - Consider how this could be effectively communicated and channelled to their publics;
 - Undertake a launch or an activity for people to talk about this new product.
- Branding the PS organization: it was important that PS organization staff knew their missions and visions; as well as present a brief to an advertising agency to assist the PS in communicating with the end-users. If there are several “end-users”, there had to be a master/umbrella/central brand with sub-brands for the various categories.
- It was important that branding efforts also be applied to a “national brand”. Recent efforts to develop and promote a logo for made-in-Ghana goods alluded to the premium quality of Ghanaian goods. In order to achieve this and to live up to the message of the logo, the behaviour of Ghanaians has to match “premium quality” so as to avoid dissatisfied “customers”. It was critical that quality assurance measures were applied to ensure that Ghanaian products lived up to the image.
- How would Ghana brand “health care” ethically as a service? What does health care in Ghana stand for including quality of service? The Health Service is a professional public service with no competition however strategic marketing principles could be adopted for promoting it.
- How do you assess the impact of brand orientation as a game changer on a public service? Could key performance indicators be developed and applied for Board Chairs and CEOs to hold them accountable for the desired transformation? In relation to impact assessment, there were various measurement tools and matrices in existence that could be adapted for use in the Ghanaian PS. However, it was important to establish baseline situations – the

current perceptions of the public towards public services – against which the results and effects of innovations and reforms could be measured in the future.

3.8 Closing Remarks of the Chair of the Session

The Chair for the session, Prof. Paul Buachie closed the session, commenting that the PS had to develop competencies to understand the complexities of branding. Branding in the PS had to have life-cycles of their own so that their performance could be tracked over time. There was more to be discussed in this regard.

4 PROCEEDINGS OF DAY TWO

4.1 Opening

An opening prayer for the day was said by Mrs. Adelaide Annor-Kumi, Chief Director of the Ministry of Interior (and Secretary to the Security Council of Ghana).

Announcement of Capacity Building Initiative:

Participants were informed that in recognition of the need to strengthen the capacities of CEs in certain core disciplines, PSC had conducted a needs assessment. Based on the findings, the following areas had been prioritised and a collaborative programme had been designed by the Commission in collaboration with GIMPA:

- Leadership and governance
- Public financial management and accountability
- Compliance with public service rules and management
- Risk management

The first of the programmes was going to be conducted from May 23rd to 26th, 2015; and would be delivered in cohorts of 50 participants, each. Each course would cost two thousand Ghana cedis (GHC2,000.00) per participant.

Participants were also invited to complete an evaluation questionnaire on the conduct of the conference to provide feedback for improving the delivery of future events.

4.2 Day Two: Chairman's Opening Remarks

The chairman for the second day's sessions was Alhaji Inusah Fuseini, MP for Tamale Central Constituency and the Honourable Minister for Roads and Highways. The Chairman thanked the meeting for the confidence reposed in him. The Chairman indicated that human resource management (HRM) was a very important aspect of the proposed public sector reform and was critical to improving performance and effective service delivery. Therefore, it was important that some time was devoted to reflecting on the efforts of the PSC to facilitate these improvements and to strategise how PS organizations would take these forward.

4.3 Presentation Four: Some Key Recurrent HRM Concepts Often Misapplied in the Public Service

The presentation on “Some Key Recurrent HRM Concepts Often Misapplied in the Public Service” was made by Mr. Mike Gabah, Commissioner of the Public Services Commission. The presentation discussed five (5) main concepts:

1. Acting appointments namely (a) acting assignment; and (b) formal acting appointment
2. Secondment
3. Interdiction
4. Postings and Transfers
5. Probation

4.3.1 Acting Appointments

Acting Assignment

Mr. Gabah defined acting assignments as temporary administrative arrangements that ensured that the duties and responsibilities attached to a position continue to be performed when the substantive holder of the position is not immediately available to perform those duties and responsibilities.

Acting assignments arise when the substantive office-holder has been interdicted, dismissed, has had their appointment terminated or removed from office; or is on leave, indisposed, on a short residential course internally or externally, on a short-term attachment to an organization or dies.

Acting assignments must be approved by the head of the organization or the governing council, depending on the category of the officer involved. They should not go beyond six months. Where the substantive holder is not likely or expected to resume duty, the vacancy must be substantively filled within three months, ideally; but not go on beyond six months. When the substantive holder of the position may resume work, the acting assignment of six months could be extended but not beyond one year.

The acting assignment would be given to the most senior, available senior officer, one step below that of the position to be acted, unless the efficiency and effectiveness of that officer are in serious doubt. In such a case, the acting assignment could be given to an officer two steps below the acting position.

Mr. Gabah said that acting assignments were not subject to confirmation nor did they confer advantages for purposes of promotion. Compensation should be paid in the form of an allowance equivalent to the difference between the minimum salary point of the salary scale attached to the acting position and the acting officer’s position

Formal Acting Appointment

The presenter stated that formal acting appointments arose when vacancies occurred when adequate succession planning/arrangements had not been drawn up or made for a qualified, competent person to assume a position. For categories A and B staff in the public service, in

accordance with Article 195 of Constitution, the consent of the appointing authority had to be sought.

Acting appointments for Deputy Director and below had to be approved by the Board. Acting appointments should not exceed one year; and unless the work and conduct of the acting officer were unsatisfactory, steps should be taken to confirm that person in the position. Eligible persons would be the most senior officer available, based on their competence and satisfactory performance. Compensation would be paid with effect from the date of assumption of office. For persons coming from outside the organization/service, that person would enjoy the full benefits attached to the position.

The Recurrent Issues in Relation to Acting Assignments and Appointments

- There was considerable non-adherence to the above-indicated procedures: for instance, a lot of people have been in acting positions for years without governing Boards taking the required actions
- The requirement for formal approval particularly in relation to formal acting appointments have not been followed
- Some people are acting without approval, nor have they been paid correct allowances
- Many PS organizations have not adhered to procedures for confirmation, especially with respect to conducting appraisals.

4.3.2 Secondment

Mr. Gabah described secondment as an administrative arrangement between two organizations – a foster organization or the receiving organization - where an organization needs certain skilled personnel to enable it to function optimally. That organization would make a formal request to another organization (the parent) with such skilled personnel to loan the requesting organization (recipient) the required personnel.

Secondment could also take place on a government directive. Seconded officers did not sever relationships with the parent organization and retained the service rights and privileges as if they were in the substantive position. The person would be expected to carry out the instructions of the superior officer/authority in the organization to which they have been seconded. However, where disciplinary action was required that may lead to a major penalty imposed on the seconded officer, the action would be taken in consultation with the head of the officer's parent organization.

The parent organization would continue to pay the salary and other allowances of the seconded officer and the person would be entitled to any other allowances and benefits; but these were not to duplicate any facility the foster organization would be providing. The officer could not seek promotion within the foster organization because his or her promotion prospects would be intact in the parent organization.

Ordinarily, secondment should not exceed two years in the first instance; and a further extension of one more year could be requested and granted in consultation with the parent organization and seconded officer. Three months to the expiration of the secondment period, the officer would be reminded to return to the parent organization.

If the person wished to stay with the foster organization, steps should be taken to transfer the person. Three months after the expiration of the secondment, the parent organization could serve notice to that person and dismissal from the organization considered.

The Recurrent Issues in Relation to Secondment

- Secondment letters often did not specify fully and clearly, the conditions for the secondment
- Secondment periods have been generally over-stayed
- Heads of organizations tended not to monitor the performance of their officers on secondment
- Some receiving organizations flouted the conditions of the secondment (promoting the officers, offering them appointment letters or dismissing them, without recourse to the officers' parent organization).

4.3.3. Interdiction

Mr. Gabah defined interdiction as an administrative measure taken by a disciplinary authority meant to get a public servant under investigation/disciplinary enquiry to cease exercising the powers and functions of his office. Interdiction is resorted to either before an enquiry takes place or during the course of the enquiry or disciplinary proceedings. He said that under normal circumstances interdiction should not last more than three months. However, should it be necessary to extend an interdiction, the disciplinary committee would inform the Disciplinary Authority who would gain approval from the PSC. This way, the Disciplinary Authority would not delay the process and cause undue hardship.

The interdiction process would involve the issuance of a written notice to the particular office/officer, stating the date of commencement and the reasons and conditions for the interdiction. The interdicted officer would hand over all properties belonging to the organization including value books but excluding accommodation and official vehicles in their possession to an officer designated by the Disciplinary Authority/Head of the Organization. The officer would not be permitted to resign until the case is determined. The officer would be entitled to 50% of salary. If the outcome of the enquiry did not result in dismissal, the other 50% would be restored on resolution of the issue.

During the period of interdiction, the affected officer could only visit the premises of the organization with the express permission of the Disciplinary Authority. They would not be able to travel outside the country without the express permission of the Authority.

The Recurrent Issues in Relation to Interdiction

- There is a common misconception that interdiction is a penalty/sanction; (though the imposition of interdiction can impose suffering through the loss of social regard and loss of portions of salary)
- Often, letters by Disciplinary Authorities conveying interdiction fail to specify the conditions and terms of interdiction
- The inability of disciplinary committees and authorities to complete disciplinary proceedings early may compel accused officers to remain on interdiction for long periods of time

- Some Disciplinary Authorities fail to reinstate accused officers who have been cleared even by the courts
- The instruction to “Proceed on Leave” is often confused with interdiction. Leave is an entitlement, so the correct term must be used.

4.3.4 Postings and Transfers

Postings

Mr. Gabah described postings as the movement of an officer from one geographical area or location to another within the same organization or service to perform duties relating to the class of posts that he or she belongs. It may not imply increases in responsibilities.

He said that postings should not be used as punitive measures. It was essential to give reasonable notice consistent with the service to the officer before they move. Mr. Gabah recommended that as much as possible, officers should be rotated at least once every five years. Postings should be made to coincide with academic calendars to enable officers to place their children in suitable schools. He said that every form of assistance should be given to the officer in their relocation, including accommodation. Where the service allowed it, a married officer could be posted close to or in the same geographical area as their spouse.

Transfers

Mr. Gabah presented “transfers” as the movement of an officer from one service within the Public Services to another service; or from one class of posts to another within the same or a different Service. This may involve a change of designation and duties.

Transfer is dependent on availability of vacancy in the position into which the officer is seeking the transfer; there should be agreements between the parent organization and the receiving organization; as well as compliance with all the requirements and procedures for recruitment. The officer severs relationship with his/her parent organization and as such the officer’s appointing authority changes.

The Recurrent Issues in Postings and Transfers

- The confusion between postings and transfers in the minds of many public servants may lead to various consequences
- Postings have been used as a punitive rather than administrative measure
- The guidelines are not adhered to
- Authorisation and purposed authorization of posting and transfer is being done by persons not mandated to do so

4.3.5 Probation

The presenter defined probation as a period of review and appraisal of the work and conduct of a newly employed officer to determine whether or not the person is capable of the desired performance. It should be six months for junior officers and nine months for senior officers. Management may extend the period upon performance appraisal for a further three months.

In the event that probation is going to be extended, the conditions include that the head of organization informs the officer in writing. Unless the employee receives a letter to the contrary (one month after the expiry of the probationary period), the officer shall be deemed have been confirmed in that post.

The Recurrent Issues in Relation to Probation

- Officers on probation are not being given targets on which they shall be appraised for purposes of confirmation
- The requirement for confirmation in appointments is generally not being followed in the services.

4.3.6 Conclusion

Mr. Gabah encouraged participants to familiarise themselves with the provisions of the HRM Manual and apply them appropriately. He observed that it did not appear that human resource management was a priority for many organizations and their top management. However, if the PS was to be professionalized, a professional approach had to be adopted towards the management of the human capital. The PSC HRM manual, the prescribed training programmes and the establishment of the HRM Practitioners' Network provided valuable resources to support PS organizations in this regard.

4.4 Plenary Discussion on Fourth Presentation

- The terminology “proceed on leave” had been popularised by politicians, though implemented with the support of public servants. There was the need to sensitize political bosses through both informal and formal channels on the misuse of this concept. A critical role was envisaged for the PSC in drawing the attention of political leaders to the potential legal, financial and social implications of asking people to “proceed on leave” and the prospects for embarrassment. One channel could be the use of interaction visits to discuss some of these critical issues.
- The issue of “accumulating leave” should be tackled consistently. Pages 47 and 48 of the HRM manual document provides guidelines on taking leave and CEOs should ensure that PS organizations adhere to these as far as possible.
- The centrality of HRM to organizational effectiveness needs to be emphasized with CEOs and Boards. PSC has undertaken sensitization of CEOs with the HRM manual and the Commission's attention has been drawn to the relative under-valuation of the HRM role in organizations. This message will continue to be stressed in the PSC's activities including through the HRM network.
- The ramifications of political directives transferring people from the public service to the civil service and not necessarily at the instance of the individual. For instance, a person in senior management in a public sector organization could be required/ appointed to provide technical support in a Ministry. This could complicate issues such as remuneration. As far as possible, the proper procedures have to be followed and in line with the provisions of the PSC and the legal instrument establishing the public organization or service. To this end, the PSC must be consulted for guidance.

- The difference between a duty tour and transfer must be clarified. Duty tours are for foreign -service officers or those who serve in missions outside their stations for a specified period at the end of which they returned to their stations and continued their work. It is similar to the notion of a posting. Transfers are a completely different arrangement.
- There are situations in which substantive officers have had their positions revoked and indications that they would be re-assigned announced on radio. For long periods (in some instances, up to three years), there would be no follow-up information on their re-assignments and their re-placements would still be in acting positions, without confirmation. Ideally, in all appointments, the outlined/approved channels should be followed. Under normal circumstances, the PSC works with the Boards of entities not Ministers on recruitment. However, radio announcements of re-assignments and revocation of appointments may be more political than administrative. The Constitution provides the President with the power to appoint people to act or serve in particular capacities. The PSC in its interactions with the political leadership must encourage the use of the laid down procedures for appointment to reduce the incidence of potential embarrassments.
- What should be the duration of formal assignments in acting positions especially when the Board did not make those assignments? What can the board do especially when that acting position has been held for more than one year? It is for the Board to take steps to start the process for confirmation after appraisal and satisfactory performance. Where the person is appointed by the President, it is for the Board to draw the Presidency's attention to the situation. For category A, the appointment is by the President on the advice of the Board. If the person is not performing, then the Board must initiate steps for recruitment.
- What are the implications of a senior staff member taking the organization to court, what would be the person's locus? If the matter has to do with something the person is not satisfied with, the proper channels for grievance and re-dress must be exhausted. When the person is still not satisfied, the person may complain to PSC or CHRAJ. The organization must take urgent steps to address the concern before it reaches the court level.

4.5 Presentation Five: Improving the Effectiveness of the Internal Audit Function: The Role of the Chief Spending Officer

Mr. Kwabena T. Obese-Jecty, Director-General of the Internal Audit Agency made the fifth presentation on "Improving the Effectiveness of the Internal Audit Function: The Role of the Chief Spending Officer".

He identified the chief spending officer as the CEO of the public organization or the Chief Director in the Ministry. He stated that the duties of that person are clearly spelt out in the FAR (in Regulation 2). He observed that it was important for CEOs to use the human resources at their disposal to good effect to establish weaknesses and correct them; make sure that the organization and CEO had not exceeded their authority; and ensured that they were in consonance with contractual provisions.

In view of the above, a good internal auditor would highlight the weaknesses in the internal controls of the organization. As necessary, the internal auditor could carry out a special investigation at the request of the CEO. Reporting relationships are such that the internal auditor reports administratively to the Head of the Organization and functionally to the Audit Report Implementation Committee (ARIC)/the Board. So there was a dotted line relationship to the ARIC. The CEO would assign work to the internal auditor; but the scope of the internal auditor's work would be determined by the ARIC (of which the CEO is a member). These arrangements ensured the independence of the internal auditor in setting out and implementing their work programme. The CEO evaluates the performance of the internal auditor.

The speaker identified three lines of defence in effective risk management and control in the organization that the internal auditor could be involved in.

In the public service, the first line of defence would be pre-examination of payment vouchers. However, excessive focus on this area was not the optimal use of the internal auditor's time. It was often a function performed by the accountant as well.

The second line of defence was ensuring compliance with legislation. In the effort to think outside the box, CEOs needed to ensure that they also acted within the box.

The third line of defence is the work of internal audit in the organization's risk management and control framework. Mr. Obese-Jecty summed up the internal auditor's function as providing assurance to the CEO and the Board. If the internal auditor works effectively and the issues are brought up at management meetings, there would not be much difficulty with external audits.

The speaker identified the challenges internal auditors face particularly inadequate resources for internal audit units (IAU). These included poorly manned units; inadequate equipment; insufficient operational budgets; lack of training and capacity building for staff; poor conditions of service (when they compare themselves to other professionals of similar qualification and standing; often there are disparities between them and finance manager); and conflicts of interests. Other challenges included ineffective/non-functioning ARICs; lack of management support; intimidation and victimization; and using transfers and postings as punishment.

Mr. Obese-Jecty identified interventions that CEOs and Boards could undertake to strengthen the delivery of internal audit functions in PS organizations. He said CEOs could

- Provide a budget line to ensure that IAUs are well equipped
- Conduct needs assessment of the units to determine if there was adequate staffing; Include their training and capacity building needs in the annual organizational capacity building programme
- Reduce the inconsistencies between them and their counterparts in other functions; for instance with finance managers. The internal auditor should be seen as part of the Revenue and Accounting Class especially with the Ghana Audit Service, Controller and Revenue Authority
- Desist from asking internal auditors to chair committees looking into procurement issues and treasury functions, in order to avoid conflicts of interest
- Insist on adherence to codes of conduct and guidelines on conflicts of interest

- Involve the IAA in resolving conflict of interest situations, since the Agency is responsible for the disciplining of internal auditors
- Attend ARIC Meetings
- Ensure the implementation of audit recommendations
- Prepare annual statements of the status of implementation of audit recommendations for ARIC and the sector ministries
- Develop an Internal Audit Charter for the Internal Audit Unit – indicating how management would support the internal audit function; what they understood the internal audit function is in the context of the work of the organization
- Ensure that the internal auditor attends the management meetings and discusses internal audit work and the status of implementation of audit recommendations at these meetings
- Ensure that the management provides inputs into the internal audit annual plan
- Ensure that the management reviews the scope of pre-auditing requirements
- Address issues of intimidation and victimization; the CEOs should follow disciplinary procedures for the organization and where the internal auditor is to be disciplined, involve the IAA
- Develop a policy for transfers and postings to be applied fairly throughout the organization.

The presenter identified roles for Boards including

- Ensuring that the ARIC meets regularly
- Reviewing the status report for recommendations not implemented and ensuring prompt implementation and
- Reviewing disciplinary action against internal auditor.

4.6 Plenary Discussion on Fifth Presentation

- Have ARICs taken over the function of the Audit Sub-Committees of the Board? The situation may be one akin to “Siamese Twins” and efforts may be required to merge the two entities and their functions. Given the legal provisions for the functions of ARICs, what may be left for the traditional Sub-Committees may be largely residual and concerned largely with external audit-related issues.
- Why must it be ensured that internal auditors attend management meetings rather than just invited? The ARIC guidelines require that the head of finance and administration and the internal auditor be in attendance at the ARIC meetings. This is for them to provide clarifications to ARIC, should the need arise. In relation to management meetings, since the internal auditor reports to the CE and helps the organization’s management to deal with internal controls, his/her attendance better enables the internal auditor to understand the factors and circumstances that have influenced management thinking.
- Pre-auditing of vouchers may not be for arithmetic accuracy alone but compliance as well. So if external auditors raise issues with documents that the internal auditor has certified and stamped, there are implications for the internal auditor’s capacity, confidence and objectivity. This is a good reason for internal auditors to move away from pre-auditing. Sometimes, internal auditors find themselves in situations where

they approve vouchers under pressure and may be even the source of information for the query by the external auditors.

4.7 Presentation Six: GRATIS Foundation’s Contribution and Response to the Technological Changes and Economic Challenges in Ghana

Mr. Emmanuel Asiedu, the Chief Executive Officer of the GRATIS Foundation made a case-study presentation on the organization to share some of its achievements and orientation towards innovation, supporting industry, promoting public-private partnerships and promoting economic and indigenous technological growth.

The presenter informed the conference that GRATIS Foundation, which was incorporated in December 1999, evolved from the Ghana Regional Appropriate Technology Industrial Service (GRATIS) Project. The GRATIS project was established in 1987 by the Government of Ghana with support from the European Union and the Canadian International Development Agency to promote small-scale industrialization in Ghana. The organization had a presence all over Ghana. The organization has nine regional centres, each providing specialised programmes and services.

Mr. Asiedu shared the mission of the organization as to develop, promote and disseminate marketable technologies and skills for the growth of industry, particularly micro, small and medium scale enterprises in Ghana and West Africa. The main activities of GRATIS have been (a) manufacturing with a focus on agriculture/agro-processing, environmental, sanitation, textile and industrial equipment (b) technology-based training. GRATIS also undertook equipment installation, repair and maintenance services. The types of equipment have been indicated in Table 1 below.

Table 1: Types of Equipment Produced by GRATIS

Agriculture, Agro and Food Processing Equipment	Environment and Sanitation
<ul style="list-style-type: none"> • Plant and Equipment for Cassava, Palm Oil, Palm Kernel Oil, Shea Butter, Groundnuts, Fruit Juice, Honey, Cereal and Grain Processing • Driers, Ovens and Stoves • Farming Implements and Tools • Animal Traction Equipment 	<ul style="list-style-type: none"> • Open and Closed Solid Waste Containers • Garbage Push Trucks • Hospital Equipment • Steel well and Concrete Moulds

Mr. Asiedu indicated that GRATIS training programmes were aimed at equipping men and women with technical, vocational and entrepreneurial skills for self-employment. These programmes were offered in GRATIS facilities, at the Head Office as well as the nine Regional Centres.

However, the organization also provided extension training services to support rural industries and communities to enhance productivity and improve local incomes. Apart from classroom-based training, GRATIS encourages hands-on training, industrial attachments and

practical experiences as part of its methodology. The organization had also produced a range of training materials, manuals and video documentaries. GRATIS also conducted studies related to investment opportunities, technology profiles, baseline studies and rural infrastructure for public, private and non-governmental clients seeking to assist formal and informal small and micro-enterprise initiatives.

Mr. Asiedu said GRATIS had provided technical assistance and entrepreneurial training in such areas as food processing, beekeeping and textiles production, batik, tie and dye/screen printing and blacksmithing. Several of the beneficiaries had established their own businesses and upgraded their skills. GRATIS also offered business development services, grouping beneficiaries into GRATIS Client Associations and assisted to improve and expand their businesses. Through these services, beneficiaries had had access to working capital and been assisted with equipment on hire-purchase basis.

GRATIS was driven by the ethos that powerful technological forces were driving the world towards convergence and Ghana could not be left behind. Ghana's inability to move and address its technological challenges impeded its capacity to resolve its economic concerns. This was evident in the country's inability to produce its own equipment to mine its extensive mineral resources, process raw materials and process perishable crops.

This was the situation GRATIS was trying to respond to through research, design of prototypes and manufacture of relevant equipment, mainly agro-oriented, and provide skills training. In this effort, collaboration with local initiatives was important, such as with the Kristo Asafo Mission on the Kantanka Project. GRATIS was collaborating with the Council for Technical and Vocational Education and Training (COTVET) and the National Coordinating Committee for Technical and Vocational Training (NACVET) to certify and validate its skills building efforts.

The speaker said that GRATIS was seeking to strengthen its development and delivery of employable skills in collaboration with the Council for Scientific and Industrial Research (CSIR). To upgrade its engineering skills training, GRATIS was envisioning a practical hands-on, minds-on, hearts-on University with an emphasis on applied technology. To this end, the GRATIS Practical University in Koforidua was being established with various collaborators. There was a partnership with Plan Ghana to construct a three-storey building. Vehicles were being secured with support of Hyundai.

Gratis' response to the economic and technological challenges are aimed at achieving job creation, reduction of post harvest losses, income generation, reduction of drudgery and increase productivity and exports. Apart from its traditional range of equipment indicated in Table 2 above, GRATIS had gone into developing packaging and sealing machines, mechanical harvesters, fruity extractors, twin waste bins for street factories, computer imaging machines for precision-cutting for industry and cocoa pod breakers. As an aspiration, GRATIS was going to set up a tractor manufacturing facility.

Mr. Asiedu concluded on the note that GRATIS could make spare parts to help grow the economy and add value to local content. Made-in-Ghana initiatives would reduce importation of critical technology. It would also demonstrate what could be achieved with local talent and will.

4.8 Plenary Discussion on Sixth Presentation

- There are challenges for the prospects for expansion and funding of GRATIS. Approved funds from MOF do not transferred on time; and while funding for institutions that provide similar services as GRATIS is prioritized in other countries, this is not necessarily the case in Ghana.
- It would appear that GRATIS is not publicising its efforts and achievements over more than two and half decades enough. The lessons on branding and brand orientation from this conference must be applied vigorously.
- The potential that GRATIS offers for leveraging and quickening Ghana's economic development, has to be emphasized as part of its advocacy effort. Other country experiences indicate that this is how the South-East Asian countries developed.
- GRATIS must widen its collaborative efforts within industry and the manufacturing sector beyond the Kantanka Group. This could be part of a larger, consistent, conscious outreach effort.
- There may be lessons to be learned from previous experiences in Ghana in establishing assembly plants for buses. Presently with the transport pressures and employment situation we need bus assembly plants even more urgently. The experience of TATA in India suggests that this need can be met; GRATIS' involvement in this area is critical and overdue. Beyond envisaging the tractor assembly plant, it must also consider making spare parts available locally.
- GRATIS has problems involving behavioural change. People do not want to pick the prototypes developed in the country preferring other (foreign) country products. Other country governments support technology development organizations. GRATIS has no funding for publicity.
- GRATIS' work in developing precision tools should help to facilitate standardization of machinery.
- The development of food processing equipment must meet the standards for food safety. There is the need to collaborate with the Food and Drugs Authority (FDA) to improve on the finishing for Ghanaians to use. The quality of metals used, paints and other materials must be guaranteed against leaching, rusting and other contaminants. There must be hygienic engineering of the joints so that they can be accessed and cleaned. On the other hand, GRATIS' efforts to use only stainless steel has implications for the cost of its machines and affordability.

4.9 Presentation Seven: Complying With the Data Protection Act, 2012 (Act 843)

Mrs. Teki Akuetteh Falconer enlightened participants on the Data Protection Commission established in 2012 and its activities. Mrs. Falconer, the Executive Director of the Commission stated that it was an independent statutory body set up in May 2012 under Act 843. The governing board was inaugurated in November, 2012 under the chairmanship of Prof. S. Date Bah. She said the law set out processes and procedures on the collection and use of personal data.

Anybody using personal information was required to go through certain principles and procedures in compliance. Personal information referred to any information through and from which an individual could be identified – name, address, internet protocols (IP) address, closed circuit television (CCTV), pictures, videos, financial statements, health records or academic records.

Mrs. Falconer observed that personal information was routinely collected but the ways in which the information was used and who had access to it was seldom questioned. People did not read the privacy rules accompanying electronic technology. With the help of a documentary, the presenter highlighted provisions under the law, demonstrated the importance of data and the need to protect personal data. Amongst others, the following issues came up:

- Anyone who had the personal information of another had to take steps to protect the integrity of that data
- Appropriate technical and organizational measures must be taken against unauthorised use of such information
- A data controller should not provide, use, obtain or process personal information for direct marketing
- Anyone processing data had to ensure that the data was complete and appropriately stored
- Social media site users had to be mindful of the privacy and information sharing settings on such platforms.

Mrs. Falconer stated that it was important to pay attention to and re-orient how personal data was treated in PS organizations. She referred the house to Section 45 that indicated that the laws' provisions were applicable to data controllers – including organizations holding records as well as the employees handling the information.

She indicated that data controllers included those not necessarily in the country but were using facilities, staff or information located partly or wholly in Ghana. These foreign operators were also subject to this law. The presenter said that Section 91 showed that the Act bound the Republic of Ghana; and each government department was to be treated as a data controller.

Mrs. Falconer outlined the eight (8) data principles that were provided for under Section 17 as accountability, lawfulness of processing, specification of purpose, compatibility of further processing with purpose of collection, quality of information, openness, data security safeguards and data subject participation.

Some of the issues raised in relation to accountability included that processing of personal data should be done in a lawful and reasonable matter without infringing the privacy rights of the data subject. The processing should be done in compliance with legal requirements.

Lawfulness of processing included such issues as minimality – whereby data would be processed only for the intended purpose; and with provisions for the consent, justification and the opportunity of objection by the data subject. Other provisions related to collection of data, adequate protection of retained records and processing by only authorised persons.

Under specification of purpose, the law indicated that data should be collected for specific, explicitly defined and lawful purposes and related to the functions that the data controller is engaged in.

Compatibility of further processing with purpose of collection referred to the need to ensure that any further action or processing would still be in line with the original purpose of collection and had the consent of the data subject and that processing was necessary, did not reveal the identity of the subject and was in accordance with the Act.

Quality of information related to the need for data controllers to ensure that the information they were dealing with was complete, accurate, up-to-date and not misleading in the purpose for collection or processing.

The need for openness involved the registration of the data controller with the Commission and ensuring that the data subject was fully aware of the nature and purpose of the data to be collected and the name and address of the persons responsible for collection. However, the provisions did not apply where there would be compromises of the law, there were pecuniary penalties, revenue collection or the data was required for the conduct of court proceedings. Also, they did not apply where national security was being protected, amongst other provisions.

Data security safeguards included ensuring security measures to ensure the integrity of the personal data through the adoption of appropriate, reasonable, technical and organizational measures to prevent, loss or damage or unlawful access. Data processors were expected to comply with security measures indicated under the Act, including written contracts, maintenance of confidentiality and notification of security compromises.

The last principle was of data subject participation. This included access to personal information by the data subject within reasonable conditions, the right to correction of personal data and feedback on actions taken on the request.

The presentation was concluded with a summary that anybody processing data had to do it in an accountable, responsible and transparent manner with the consent of the data subject, subject to the exceptions indicated in the law. Provisions for security safeguards, physical and electronic, issues of access and the data processing obligations under the law had to be understood and complied with PS organizations. Mrs. Falconer reiterated that the rights of individuals had to be observed and every data controller was obliged by law to register with the Data Protection Commission. Other information about the Commission can be found at (www.dataprotection.org.gh)

4.10 Plenary Discussion on Seventh Presentation

- Individuals must take first responsibility for protection of their own information and how they share this on various platforms. Even information that is provided on complimentary card is valuable and can be appropriated by the wrong people. Individuals must pay attention to the type of information they share on which types of platform. The law makes provision for criminal sanctions where data subjects' privacy has been infringed upon. The Commission can take first step of education; and can assist with prosecution if culprit can be identified.

- The law makes registration of MDAs mandatory because there is a public register. Anybody at all should be able to establish that a personal data collector is properly registered and therefore, the information they are giving out will be secure. This gives both parties some guarantee of safety. Annually, the Commission will require auditing of data protection of registered data collectors to ensure that they are compliant. The commission will also support MDAs to comply with policies, procedures and protocols.

4.11 Presentation Eight: The Interface between Ministers of State and Governing Boards/Councils in the Management of Ministries, Departments and Agencies (MDAs)

The final presentation for the conference was on “The Interface between the Ministers of State and Governing Boards/Councils in the Management of MDAs”. It was made by Mr. Kwaku Oforu-Adarkwa, Managing Director of the 25th Century Tech Limited, and former Chief Director of the Ministry of Communication (MOC).

Mr. Oforu-Adarkwa observed that the preceding presentations had pointed to the issue of partnerships between the various authorities in the public service agencies. The emphasis of this presentation was to see where the gaps were between Ministers of State and Boards and strategize as to how to fill them. To this end, good governance lenses would be applied and the enabling legal framework and players examined; the interface would be presented in a sketch; and the ten (10) principles of board effectiveness, reflected on.

The presenter indicated that governance was about how government dealt with the governed. This included the capacity to build public sector institutions and deliver services. In the present circumstances, the citizenry still saw the government as far away from them and there was the absence of trust. He said that the partnership that should exist between the parties had to be innovative, results-oriented and one that promoted participation and trust.

The partnership could be accomplished through the appointment of governing boards and councils of institutions that would enhance collective responsiveness to the needs of the citizenry. If an institution was successful, it would have policies that would enable government to act as shareholders and investors; and be in a position to appreciate the outcomes of policies and how they impact on the citizens and communities. The Boards would aim at this and support the government in this quest.

Mr. Oforu-Adarkwa outlined the legal framework and institutional players including the Constitutional provisions, enabling acts of incorporation, the companies’ code, and other provisions. He provided a sketch of the interface, demonstrating flows of authority and consultative lines.

The speaker set out ten (10) ten principles of governance that could facilitate the interface between Ministers of state and governing boards/councils in the management of MDAs. These related to

- a. Board Composition
- b. Roles and Responsibilities
- c. Purpose and Strategy
- d. Risk Recognition and Management
- e. Organizational performance

- f. Board Effectiveness
- g. Integrity and Accountability
- h. Organization Building
- i. Culture and Ethics
- j. Broad Engagement

Some of the issues raised were as follows.

Board Composition

The board composition should be such that there is the right mix of skills, experience and knowledge on the board. It was important to take this into account when recommendations are being made to the authorities for board membership. Due diligence should be conducted on recommended persons, especially for competency by the Ministry. The Presidency would conduct due diligence for integrity.

As far as possible, formal and transparent procedures must be employed; and adherence must be to the provisions of the establishing Act of the entity, which would respond to the particular needs and requirements of the organization.

The Roles and Responsibilities

While there are general provisions for the roles and responsibilities of the Boards in the establishing acts of PS organizations, it behoves the sector/supervising ministry to research the current issues and challenges of the organization at the point in time so that in the inaugural ceremony these will be outlined in the charge.

Orientation programmes are necessary, familiarising members with the issues and policy guidelines from the sector ministry. As far as possible, the sector ministry must make these guidelines clear and unambiguous. It was also important that the tenure, dissolution and reconstitution of Boards must be carefully done. Six (6) months to the end of their tenure, notice should be served to all the parties concerned to allow for smooth transition. This required that Chief Directors prepared advice papers carefully, did their research well and ensured that they advised accordingly.

Purpose and Strategy

Boards had a responsibility to set appropriate visions, purposes and sets of strategies. Other responsibilities include reviewing and approving annual work and business plans. The chairman has a responsibility to ensure a strategic interface with the sector Minister. The Minister is the person to work with and Chairpersons had to avoid going above him/her to engage the Presidency – only to be sent back to the sector Minister. The Chief Director could facilitate the interface by planning quarterly engagements between the Minister and the Board Chair.

Succession planning was needed to refresh the leadership, retain institutional memory while providing the required impetus to meet the challenges of the constantly changing socio-economic environment.

Risk Recognition and Management

Boards have a responsibility to recognise and manage risk and provide appropriate oversight, including members' liability. They are responsible for preparing the organization to be mindful of threats while taking advantage of potential opportunities and managing potential adverse effects. The speaker said that risk oversight began with understanding the risks in the industry including the source of funds and industry trends.

Organizational Performance

The organization's performance must be ensured by the Board through their strategic planning, target-setting and performance measurements. The Board's own direction would be based on the sector Minister's policy advice and would be important to focus on effective resource mobilization and use. The Minister would have to be kept informed about developments and progress on the Board and organizational targets.

The Board could have a role in the appointment of management staff, even if the Act indicates that the appointment is by the President's Office. The appointment would be done in consultation with PSC. The Board could, in an advice paper signed by the Board Chair, propose three potential candidates to PSC. This could be transmitted onward in an advice paper signed by the Board Chair and the PSC.

In the assessment of the CEO, which is a Board function, it is important to have clear targets. The absence of targets could bring about frictions. The CEO may propose targets to the Board if there are none. Management effectiveness can be ascertained from the CEO's feedback to the board as well as to other relevant parties.

In the overall assessment of the organization, there are mechanisms for measurement such as the performance contracting arrangements with the State Enterprises Commission (SEC) and OHCS. However, these instruments are only useful in relation to what happens after the signing - when they are used effectively for assessment, review, lessons learned and further capacity-building.

There was the need for periodic evaluation of performance within the sector, to which the organizations must contribute. The submission of quarterly board and institutional reports to the sector Ministry could help to facilitate assessment. It was critical for the Chief Director to critically evaluate the agency reports and take action on them towards the total achievement of the sector. Mr. Ofosu-Adarkwah reminded the house that Ministers signed performance agreements with the President's Office. At the end of the year, each agency was expected to submit a report to Parliament through the Minister to assure the citizenry that the public sector is working.

Board Effectiveness

The Board's effectiveness and capacity to perform has to be ensured. To this end, performance monitoring and the need for benchmarks for the Board's delivery were emphasized in the presentation. Indeed, an orientation of life-long learning was helpful in enabling board members to keep up with the relentless dynamism of change and movements in their particular industries. Every effort must be made to constitute an effective board that would have the right mix of skills and knowledge to work effectively.

Integrity and Accountability

To ensure integrity and accountability, certain imperatives were outlined. Skills for financial management and information management were indicated as critical. The right information should be available at the right time. With increased media scrutiny, transparency was critical. The board procurement and audit committees were important for ensuring accountability and had to be enabled to function.

Also, ARICs were to be demystified so that the right pre-checks and balances were in place and operational. The advances in information technology were key resources and staff had to be equipped to utilise this opportunity effectively. Finally, organizations had to guard against unilateral and arbitrary increases in Directors' fees. These could have repercussions including the ability to pay. The last, had to some extent been addressed by the MoF guidelines on remuneration for Board Members of PS organizations.

Organization Building

The board and management must work hard to achieve the same vision and build the organization towards its realization. The board must recognise its role in this regard, as well as the support to be derived from the PSC, the Presidency and the Ministry in this effort. Positions within management as well as the board have to be filled appropriately.

Culture and Ethics

The organization will thrive if there is a healthy culture in the board room. Management and board collaboration will permeate throughout the organization. To this end the principle should be constructive partnerships and not the feeling that something is being imposed on one party or another. Affirmative action as a strategy to optimize the capacities of all staff members, mentoring programmes to facilitate the growth of young ones in the organization and fostering a culture of critical enquiry all help in creating the ethical and cultural environment that promotes productivity and responsiveness.

Broad Engagement

Mr. Oforu-Adarkwa emphasized that effective stakeholder management is important if the organization is going to be responsive to its mandate. Therefore, the relationships and interactions between management and staff; the management and the board; as well as the sector ministry and the organization are critical. Regular communication must be maintained with the Parliamentary Select Committee, especially in relation to regulations, legislation and budgets for the sector. The organization's relationship with the public will be facilitated by engaging the media pro-actively.

The CEO as the chief communicator and the face of the organization has to interact with his/her peers to share lessons, strategies and ideas. The organization also has to use its corporate social responsibility efforts effectively to ensure that citizens benefit socially from the organization's existence.

Conclusion

In conclusion, Mr. Oforu-Adarkwa summarized some key elements of the presentation. He said it was important to attract competent persons onto the board and into the organization

who would work collaboratively and encourage innovative delivery. It was critical to encourage interaction and engagement both internally and externally. The board's strategic decisions had to be analysed, acted upon and monitored for corrective action. The organization had to be marketed properly and knowledge-sharing encouraged.

He ended on the note that government institutions had a challenge of earning a relationship of trust both with the citizenry and the government. Successful institutions were those with policies that impacted positively on the citizenry. Boards and Ministers must foster a positive relationship of partnership.

4.12 Plenary Discussion on Eighth Presentation

- The issue of Ministers sitting on boards, their influence on the outcomes; and the implications for and potential conflicts with their roles as the operators/decision-makers above the levels of public entities had come up in earlier conferences. The proposal remains that Ministers and Parliamentarians should be kept off boards to ensure the independence of these governance entities and later given briefings on their deliberations and conclusions. The provisions for separation of powers should encourage the absence of Ministers and Parliamentarians from boards.
- It has emerged that Boards could be fully functional without Ministers. However, the practice could evolve where the Minister may not necessarily be the chair (even though this would be a tempting proposition). A practice with the Board constituted as an external entity may be a good idea for independence.
 - The laws that govern some agencies have provisions for their independence, including the absence of Ministers/ministerial representation on their boards. This has the downside of having no supervisory agency to undertake advocacy for them on their finances and other resources. Some of the provisions for these organizations emanate from the Constitution. However, the Attorney-General's attention should be brought to the effects of some of these arrangements.
 - If the establishing act of the organization specifies the Minister as the chair of a board or an entity, the provisions should not be flouted. However, for effective governance, a legislative amendment may be required.
 - The practice of printing call/complimentary-cards to Board Chairs and Members has attracted quite some discussion as to its appropriateness. It was concluded that the use of these cards was a matter related to the integrity of the individual. The cards were to be used in the context of the work of the organization, and not beyond that.
 - The ethics of paying board members sitting allowances when they are working in the public service as public servants: A retention fee may be paid to compensate members for the skills and knowledge they bring on board. The establishing acts of entities indicate this remuneration and there are efforts to regulate this with the support of PSC and the introduction of guidelines by the MOF.
- Board chairs have been told that they must collaborate with Ministers. There would be some value in bringing board chairs and ministers together in one forum to promote

this engagement and PSC must facilitate the process. Again, the sector Chief Director must put quarterly meetings between the two parties on the Minister's agenda.

- The parties concerned must avoid “backtracking” by ensuring communication flow within the authority arrangements and sufficient time and opportunities for consultation. This way, Ministers would be kept informed and have an adequate grasp of what is happening in the different organizations in sector. This way, situations where issues are reported above them to the President's Office would be avoided.
- It may also be necessary to make some provision regarding Ministers issuing directives to organizations in their sectors. While Ministers have ministerial responsibility of the agency and may issue directives, there may come a time when these arrangements are abused, putting undue pressure on the organizations and their boards.
- Ministries have policy functions and some commissions also have policy functions. While this may result in some sectoral confusion, there is sufficient scope for resolution and harmonization if the policies are consistent with the government's position. As a rule-of-thumb, Ministries must not interfere with policy implementation or the day-to-day management of commissions.
- The PSC Manual on corporate governance is a good reference for Ministers, Boards and Management on their relationships. The Ministers at the beginning of the year should call their agencies together to share their strategic plans and seek quarterly updates. The Ministry, under the leadership of the Chief Director, should make an effort to read the reports that are submitted by the agencies. A small committee within the Ministry can be charged with this function and come out with recommendations.
- The performance management policy for the public service and the training for the HR practitioners in its application should be utilised effectively. The CEOs should be interested in following these up and Board Chairs holding their CEOs accountable through performance contracting. Again, the Board should give the CEOs feedback on their performance.
- The efforts by the Head of Civil Service's Office to assess the performance of Chief Directors are to be commended and the report on their performance will soon be presented.

GROUP WORK AND RECOMMENDATIONS

5.1 Group Discussions

The issues for group discussion were introduced in the afternoon of the first day as follows in Table 2 below. The groups were formed to address these concerns emanating from the theme, the presentations and participants' experiences.

Table 2**Group 1**

How do we as Heads of Public Service Organizations carry out the peer review among ourselves as suggested by His Excellency the President?

Group 2

How can we as public servants make government more visible to the public?

Group 3

Identify relevant transformational changes towards professionalization that could minimize the failure of change

Group 4

How can marketing and branding principles change the fortunes of public service organizations?

5.2 Group Work Results

5.2.1: *How do we as Heads of Public Service Organizations carry out the peer review among ourselves as suggested by His Excellency the President?*

The group agreed with His Excellency the President that peer review was important to ensure effectiveness in the PS. Members proposed the following principles, processes and modes of analysis and utilization of the results.

Principles

- It should be a sustained process not a one-off event
- It should be wholistic by being concerned with the view from within, as well as externally and from above
- Therefore, it should be a multi-tiered process – undertaking horizontal and vertical assessments
- It should be objective, transparent and evidence-based and assure participants of full confidentiality
- The exercise should not be about sanctions; it should rather emphasize frank support and establish credibility as a learning process
- PSC should play a co-ordinating role in the conduct of this exercise and ensure that it leads to effective public policy-making

Processes

The exercise should be conducted on/at three levels:

- Internal peer review processes: CEOs/Heads and Board Chairs should encourage internal peer review processes amongst management
- Intra-sectoral peer review and comparison of experiences
- Inter-sectoral peer review and comparison of experiences

- PSC and MDAs must work together to agree on the groupings
- PSC and MDAs must agree on the criteria for assessment, namely:
 - Generic (including indicators from PSC resources and from practices from national and international peer review processes)
 - Sector-specific
- PSC and MDAs agree on third parties whose involvement may be required
- Frequency of peer review process must be established

- Critical values and cut-offs, what do we measure and what are the benchmarks

Modes of Analysis and Utilization

After all the comparative data has been collected, analysis and utilization of findings could include the following:

- The status quo has to be determined as a basis for building on; so as to establish successes, achievements etc
- Colour coding of organizational performance
- The analysis should focus on relativity and not absolutes
- Heads of MDAs conduct peer review internally based on feedback from data from PSC and from third party perspectives
- A meeting may be held to bring together all the Heads and Board Chairs to debate everything and learn from the findings
- There should be a commitment to measuring progress.

<i>Food for thought and further consideration on the conduct of peer reviews</i>

- | |
|--|
| <ul style="list-style-type: none"> • <i>There is the need to clearly define who the “peers” of chief executives/board chairs/organizations are in order to facilitate effective reviews</i> |
|--|

5.2.2: How can we as public servants make government more visible to the public?

Premises

The group indicated the following premises for their submission:

- In this context, government is regarded as the top of the hierarchy responsible for all staff employed in PS organizations and paid by the tax payer.
- Public sector leadership must work such that their managements would be seen in the right light
- There are a lot of policies, changes and ongoing reforms but there is little dissemination to the public; and the situation is further aggravated by negative media reportage.

Recommendations

In the light of the above, the group made the following recommendations:

- PS organizations and leadership must work to de-link communication from political communicators and place public communication in the hands of the requisite entities
- Public communication channels must be intensified and strengthened
- The age-old Information Services Department (ISD) must set up a communications agenda for the state
- ISD must take up information dissemination at the grassroots and in communities and be strengthened to do so
- The communications machinery of all public institutions must be strengthened by
 - Employing professionals to work in these entities who would be responsible for speaking to the public on issues concerning the institution rather than the Ministers, their deputies or special assistants
 - Resourcing these units and charging them with drawing up communication strategies and time-bound annual communication plans

- Tools of communication must be produced to address the needs of all sections of the Ghanaian population: such instruments as journals, brochures, town hall meetings and radio programmes must be considered
- MDAs must be held accountable for activities to highlight the government’s agenda in their sectors or within their mandates; and this must be backed by proper budgets
- The national level communication agenda and initiatives must be decentralized. For instance, meet-the-press events should be held at the sub-national levels
- MMDAs must endeavour to have assembly sittings covered and disseminated through televised means, if possible
- Minor problems that have the potential to cast the government in a bad light must be addressed as early as possible
- Concerted efforts to engage communities on proposed projects must begin right from design stage to help to foster community ownership.

Food for thought and further consideration on making government more visible to the public

These proposals are a radical change from the current practices that requires further debate. In particular, they put the CEO/Chief Director in the direct view of the public with the responsibility of defending policy. In the current environment which is quite politically polarised, a lot of PS organizations have “put on blinkers” which does not encourage frankness. However in line with trends all over the world (for instance South Africa), it is time for CEOs to become more visible and Ministers take a back seat so that the information is viewed as public service and technical.

An important concern is the credibility gap that is caused when two different views emanate on the same issue from the same sector or the government. In some jurisdictions there are dedicated people within each Ministry who review media issues relating to their sectors to get the political head to give a response, which is the single, authorised government response.

Apart from communication on emerging issues, PS organizations must think about how to make their services more visible to the public; and use information technology more boldly to make their services more accessible and reduce human intervention and discretion.

5.2.3. Identify relevant transformational changes towards professionalization that could minimize the failure of change

The group introduced the discussion by observing that transformational change as defined by theme speech could be achieved through high quality service delivery, work ethic and developing employee competencies. However, present public service systems and procedures do not favour transformational changes and there are cumbersome systems that must be reformed through changes in laws and procedures. Another priority is to de-politicise the public service, thereby discouraging the characterisation of some public servants as being for or against a particular partisan political tradition.

The group identified the following transformational changes that were required to promote professionalization of the PS and minimise the failure of change:

- Leadership is the key element in the change:
 - The leader as the change agent should foster trust, integrity, pursue buy-in and

- shared vision and minimise risk of failure of change
 - Leaders should be selective in the things they want to change; too many changes reduces credibility
 - Leaders should enhance staff capacity
 - Improve human resource management through sanctions and rewards
- Professionalism itself as a tool for change and it means going beyond ensuring that public servants belong to a professional body
 - Rewards and sanctions must be properly applied to encourage professional conduct and professional development
 - PSC supports the implementation of the New Performance Management System and the HRMIS throughout the system to improve professionalism
- Administrators as professionals must demonstrate the standards they adhere to in their day-to-day work: for instance
 - Do they hold efficient meetings
 - Do they call too many meetings
- Institute meritocracy in the PS through the rigorous application of the performance management framework

Strengthen the supporting environment of PS by

- Clarifying/streamlining the lines of responsibility and accountability for PSC and OHCS
- Fostering good board/management relationships through the state of PS surveys and capacity-building
- Addressing inadequate budget releases which affect effective participation of MDAs in capacity building conferences and workshops
- Regular conduct of programmes to carry everybody/all stakeholders along in the same direction of reform in the public service
- Promoting and pursuing effective monitoring and evaluation of strategic plans of PS organizations
- Rejecting or at least reviewing inappropriate conditions attached to loans and grants by DPs that affect PS organizations.

Other Issues

The group identified other issues they considered as impinging on effective transformation of the public services including the following:

- As much as possible, political appointees should be encouraged to listen to technocrats
- Political appointees should be encouraged to adhere to civil service practices and utilise the human resources in the bureaucracy; for instance, they should not by-pass their civil/public servants in the development of cabinet papers
- Sometimes, the personal interests of public servants conflict with and undermine GOG objectives in DP-sponsored programmes. This should be discouraged
- A manual of best practice in the public service must be developed by the PSC;
- Every MDA must have public relations (PR) professionals and well-trained communication experts to reduce the incidence of “politically-oriented communication experts”.

Food for thought and further consideration on relevant transformational changes towards

professionalization and minimizing the failure of change

- *The Constitution provides a distinct role for the PSC, making it responsible for overall regulation. The CS is part of the PS of Ghana and is responsible for standardising procedures and processes within its service. It is important that PS leaders familiarize themselves with the different roles and responsibilities of regulatory bodies.*
- *Some services have worked without recourse to the PSC in the past. These conflicts are being streamlined and addressed; and as part of that process, the PSC manuals that have been developed will support corrections and synchronise provisions in the public service.*
- *The word professionalism must be distinguished from belonging to a professional body. Being professional means demonstrating some desired attributes, particularly discipline and integrity.*
- *Every PS organization must not only insist on the required background, technical training but also that staff should know the rules and regulations of their respective professions and codes of ethics; as well as the internal standards of behaviour and public service codes of conduct.*
- *It is the lack of coordination and communication between politicians and technocrats that fosters gaps in credibility and lack of trust. Regular interaction and opportunities to appreciate the different points of view should help to mend such breaches.*

5.2.4. How can marketing and branding principles change the fortunes of public service organizations?

The group proposed that marketing and branding principles could be adapted to PS circumstances and applied in the following ways:

- The adaptation of the “seven P’s” as follows:
 - Product: citizens’ satisfaction
 - Price: cost and cost saving
 - Promotion: communications
 - Place: channels and convenience of delivery
 - People-care; internal ambassadors delivery and the external being customers and the orientation of services
 - Processes: competences and turn-around time
 - Physical evidence: consistency in our stance

Other strategies that the group proposed related to:

- Adhering to the principles of marketing and branding shared at the conference
- Fostering public attraction to PS by building trust and confidence in what the PS delivers
- Making a distinction between corporate branding dimension and the product branding requirements
- Employment of market research to set the baseline and enhance prospects for pursuing the 7 Ps
- Identifying and innovatively resolving such obstacles to marketing and branding such as financial resource constraints
- Prioritization of issues identified for systematic and systemic attention and implementation
- Clearly setting out timelines for implementation for both internal and external actions/commitments; and incorporating these in performance appraisal and management

arrangements

- Adoption of the generic, umbrella values of the PS; and using these as a basis for generating the peculiar values of individual organizations
- Telling the success stories to demonstrate brand achievements and
- Using internal marketing as a key tool

The group also recommended that

- A key organization can be used by the PSC as a model for branding for the lessons to be learned from
- PS organizations must see communication (internal and external) as key to changing and re-orienting stakeholders

Food for thought and further consideration on marketing and branding principles to change the fortunes of public service organizations

- *Advertising by PS must be carefully crafted to take into consideration, cultural sensibilities*
- *Transformational change should be implemented gradually for acceptance in order to be feasible and not de-railed*

6. ISSUES FOR PLENARY DISCUSSION

Following the group presentations and recommendations, two critical questions came up for further discussion in plenary:

- How can we improve on the collaboration between the Ministers and the Governing Boards/Councils?
- What challenges do we face as CEOs in enforcing the laws, rules and regulations in Ghana in the performance of our functions?

The final plenary discussion session was facilitated by the Hon. Alhaji Fuseini and contributed to by the Hon. Baba Jamal, Deputy Minister for Employment and Labour Relations and Member of Parliament for Akwatia. The issues that emerged are presented below.

6.1 Improving on the collaboration between the Ministers and the Governing Boards/Councils

- The roles of the two parties have been clarified in the PSC Corporate Governance Manual. That role clarity must be actualized. The key focus of PS organizations should be on improving cooperation and consensus between the two parties.
- Where the Ministry's leadership is consulted on the selection of Board Members particularly the Chairs of the Board, it augurs well for good relations. The Minister signs the appointment letters of the Board members (on behalf of the President).
- Possibly, meetings between the two parties must be formalized into periodic, scheduled events to discuss progress on the assignments given at the inauguration of the Board

- The basis of the collaboration must be the fact that the two parties are working towards common objectives and in the common interest of the sector. The Ministry must be encouraged to leave the technical aspects of the sector to the agencies including procurement
- The difference between independence and autonomy for institutions must be clarified especially if the agency is put under the supervision of a Ministry. No entity can say they are autonomous since they function on resources from the public purse but organizations have independence in the day-to-day running; but not autonomous of government.

6.2 Challenges CEOs face in enforcement of laws, rules and regulations in the performance of functions

Participants indicated that the challenge was not in the formulation of the laws, rules and regulations but in the implementation and enforcement of these instruments. The main concern appeared to be the overweening priority given to political considerations even by the technocrats employed in PS organizations. Some participants' positions were:

- The nature and evolution of Ghanaian politics has been a critical factor in the management and delivery of PS organizations. Political considerations can make it difficult to enforce legislation.
- Technocrats have become overly political and are not as technical as they should be in their analysis. Therefore, they are not offering technical solutions to politicians. Technocrats must be encouraged to be pro-active, consider the bigger picture and articulate the options for the political leaders, presenting the different sides of issues. Any idea can be articulated; it is about effective presentation.
- There must be mutual respect between political leaders and CEOs. They must consider themselves as having a common objective that they must collaborate on. Technocrats tend to regard politicians as passing clouds; and as people brought in on political tides. The result is that it would appear that technocrats and public servants compete with politicians for space and the attention of the public. PS employees must focus on facts and defend these to their ministers, CEOs and the public.
- The Chief Directors and CEOs may not be enforcing legislation fully because they lack the supporting capacity especially in their subordinates.
- Rewards and punishment of employees play a critical role in achieving performance and reaching organizational objectives. The basis for applying the rewards and punishments must be known, transparent and equitable.
- Performance appraisals are critical in the assessment of employees and must be taken seriously. They provide an objective basis for the application of sanctions. The PSC manual provides a valuable reference source.
- CEOs must themselves abide by the laws in order to be able to sanction and discipline those under them. CEOs must also know what the standards of performance are and

the conditions of service are in order to apply them.

- CEOs must be receptive to criticism in order to appreciate the situation.

7. ISSUES EMERGING FOR THE WAY FORWARD

Based on the proceedings and the results of the group discussions, the following critical issues were identified for the way forward.

1. Ghana is a country in transition:
 - It is confronted with a number of developmental challenges arising from the changing socio-economic and political context
 - This requires sustainable approaches to dealing with change, fostering professionalization and managing the different authority interfaces
2. Therefore the recommendations made in this meeting must be followed up by the participating organizations represented here
3. Each organization should commit to operationalizing the lessons learned at this conference and present reports of their achievements and experiences to the PSC for sharing in subsequent conferences and meetings
4. Heads of Public Service Organizations and Board Chairs should commit to carrying out peer review with the support of the PSC
5. Public organizations and their leadership should make efforts to make the government more visible to the public through the mechanisms proposed in the presentations and group recommendations
6. Transformational changes towards enhanced professionalization in the PS should be given every support to succeed including provision of
 - Relevant capacity building and technical skills development
 - Public education throughout the organization about professional attributes
 - Adoption of information technology and computerization of records and process to reduce arbitrary actions and human discretion
7. Public service organizations should commit to using the PSC resources, setting timelines and tracking their experiences with them in order to minimize the chance of failure
8. Public service organizations should commit to initiating steps to adopt marketing and branding principles to change their presentation to the public in line with government's efforts to brand Ghana
9. Leaders should lead in the professionalization drive by being professional themselves: they must build their own capacities, demonstrate integrity and a clear sense of conviction
10. The lessons and issues raised from the inter-facing between Ministers and Boards should be presented in another forum to be held under the auspices of the Office of

HE the President

11. The next conference should (a) provide the results of an evaluation of the CEO and Board Chairs' Conferences held over the years; and (b) provide space for selected organisations to present reports on the extent of adoption of the lessons provided by this conference on improving the use of the internal audit function; interfacing between Ministers, Boards and Management of PS organizations; data management and protection; and branding.

8. CLOSING

8.1 Chairman's Concluding Remarks

Alhaji Innusah Fuseini (MP), Chairman for the day's proceedings reflected on the issues that been raised in various sessions. He observed that it was important the PSC helps to guide politicians in public sector human resource management issues including public appointments and performance management so as to avoid embarrassing situations. The importance of functioning internal audit sections could not be underestimated in the quest for effective service delivery provided with value-for-money. He indicated that the insights into the work done by GRATIS Foundation had been very informative; and he encouraged the organization to explore ways to raise further awareness about its work.

Honourable Fuseini noted that it was important that people protected their personal information. He said in current times the danger of data being intercepted by unauthorised persons, including the media, was always present. The first responsibility lay with the individual. The chair stated that governments were faced with resource challenges and the pursuit of public excellence had been dogged by funding shortfalls. But this should not deter PS organisations in their efforts to be competitive and marketable.

The twenty-first century required a mind-change and PS organizations had to be re-oriented if they were to survive. They could not continue on the trajectory of making losses. It was important for public institutions to develop a long-term view and use the market effectively. This would require them to identify the strengths they could compete with.

Alhaji Fuseini said that the idea that newly appointed Board Members should attend an orientation together was an important one so that they were all on the same page and carried a shared vision of where they wanted to take the organization. The introduction of internal accountability mechanisms, particularly performance agreements, would clarify for CEOs and their staff what the authorities expected of them. The chairman reiterated the importance of benchmarks at the individual and organizational levels; and emphasized the need for life-long learning as well as effective stakeholder engagement and management in enhancing organizational productivity and managing the dynamics of change.

Other priorities for the way forward that the Chairman noted included the need to foster a culture of pro-activity as against the current tendency of being re-active in the PS. He said while it was important to accord visibility and attention to corporate social responsibility, it was important to separate it from the core mandate of the organization.

Finally, the Chairman commented on the 2009 government decision that stated that MPs and Ministers should not be made members of boards, except in exceptional circumstances. He

observed that this provision had its merits and could promote good governance because it assured some independence for Boards. This was especially important if that body is intended to advice to the Minister.

8.2 Closing Remarks by the Chairman of the PSC

The Chairman of the PSC observed that the Conference had been informative and met the objectives set for the event. She indicated that a range of recommendations had been made, some of which could be easily and readily implemented by PS Organizations. Others need to be discussed further with stakeholders. In particular, CEOs and Board Chairs should ensure that some action would be taken on the interfaces.

Mrs. Katsriku said that CEOs must endeavour to leave a mark or a legacy and needed to do things differently to achieve this objective. She stated that it was the Commission's wish to organize the CEOs/Board Chairpersons' conferences on an annual basis. However, the conduct of next year's conference would depend on the country's circumstances, particularly in relation to political elections. She thanked the Honourable Minister Alhaji Inusah Fuseini for the important role he had played in the success of the programme. She also expressed gratitude to all the Ministers of State, presenters, chairs of sessions and participants for their contributions.

The Chairman of the PSC advised that the leadership and management of organizations, Board members and chairs and political appointees could not work in silos and had to work in partnership. A critical message from the conference should be that public servants are not enemies of Ministers but are collaborators in the joint venture of developing Ghana. The conference closed with a prayer by Mrs. Ernestina Nartey of the Book Development Trust.

APPENDIX ONE: PROGRAMME

DAY TWO: FRIDAY APRIL 24, 2015

FIRST SESSION

10.00am

OPENING PRAYER

INTRODUCTION OF CHAIRMAN AND DIGNITARIES

Mr. Robertson Akwei Allotey, Commissioner, Public Services Commission (PSC)

CHAIRMAN'S OPENING REMARKS

WELCOME STATEMENT

Mrs. Bridget Katsriku, Chairman, Public Services Commission

STATEMENT

Hon. Mr. Antwi Bosiako Sekyere, Eastern Regional Minister

KEYNOTE ADDRESS: H.E. John D. Mahama, President of the Republic of Ghana

CHAIRMAN'S CLOSING REMARKS

VOTE OF THANKS

GROUP PHOTOGRAPH

12.05pm-12.30pm COCOA/TEA/COFFEE BREAK

SECOND SESSION

12.35pm-1.30pm KEYNOTE LECTURE

Leading and Managing the Dynamics of Change through the Professionalization of the Public Service: **Prof. Bill B.Puplampu, Dean, Business School, Central University College**

PRESENTATIONS

1.40pm-2.15pm The Chartered Accountant's Role in Public Financial Management
President of the Institute of Chartered Accountants, Ghana

2.20pm-3.15pm LUNCH BREAK

3.20pm-4.00pm Professionalism of the Public Sector: Brand Orientation as a Game Changer: **President, Chartered Institute of Marketing, Ghana**

4.05pm-4.30pm PLENARY DISCUSSIONS

4.40pm-5.00pm COCOA/TEA/COFFEE BREAK

5.00pm-6.30pm GROUP WORK

7.00pm-10.00pm DINNER

DAY THREE: SATURDAY APRIL 25, 2015

07.30am-8.45am BREAKFAST

THIRD SESSION

09.00am-09.45am Some Key Recurrent HRM Concepts Often Misapplied in the Public Service **Mr. Mike Gabah, Commissioner, Public Services Commission**

09.55am-10.30am Improving the Effectiveness of Your Internal Audit Function: The Role of the Chief Spending Officer **Mr. Kwabena T. Obese-Jectey, Director-General, Internal Audit Agency**

10.35am-10.50am GRATIS Contribution and Response to the Technological Changes and Economic Challenges in Ghana and in Africa as a Whole **Mr. Emmanuel Asiedu, Chief Executive Officer, GRATIS Foundation**

10.55am-11.15am Complying with the Data Protection Act, 2012 (Act 842) **Mrs. Teki Akuetteh Falconer, Executive Director, Data Protection Commission**

11.15am-11.30am COCOA/TEA/COFFEE BREAK

11.35am-12.15pm The Interface between the Ministers of State and Governing Boards/Councils in the Management of MDAs **Mr. Kwaku Ofose-Adarkwa, MD, 25th Century Tech, Limited, and Former Chief Director, MoC**

12.30pm-1.00pm PLENARY DISCUSSIONS

1.05pm-2.00pm GROUP WORK

2.05pm-2.55pm LUNCH BREAK

FOURTH SESSION

3.00pm-4.45pm GROUP WORK

4.50pm-5.00pm COCOA/TEA/COFFEE BREAK

5.00pm-5.15pm PRESENTATION OF GROUP REPORTS

5.15pm-6.15pm CONFERENCE PROCEEDINGS AND RECOMMENDATIONS

6.15pm-6.30pm CHAIRMAN'S CLOSING REMARKS

6.35pm-6.45pm VOTE OF THANKS

7.00pm-10.00pm DINNER

APPENDIX TWO: LIST OF PARTICIPANTS