

Ministry of
Public Sector Reform

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Work Program for 2006

Ministry of Public Sector Reform

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Public Sector Reform

Work Programme for 2006

1. Introduction

In May 2005, the government created the Ministry of Public Sector Reform. The creation of the Ministry was an acknowledgement that the implementation of fundamental Public Sector reforms was critical to the achievement of the Government's vision. The Ministry of Public Sector Reform has developed, with key stakeholders, a Comprehensive Work Programme with a strategy aimed at delivering the following **objectives**:

1. Delivery of efficient and cost-effective public services that will improve the living conditions of the poor;
2. Making public organisations more responsive to the needs of the private sector:
and
3. Provision of support to strengthen and implement the PSR Strategy to enable the development of a sequenced and budgeted programme as well as:
 - a. develop a detailed monitoring action plan with implementing agencies as a means to build capacity in the Public Service to provide improved, timely, transparent and productive service to the executive branch of government – particularly, advisory support to Ministers of State and the Presidency.

Lessons from the past

There are some clear lessons from the disappointing nature of what, in reality, has been achieved. Particular lessons are:

- **The importance of attention to sequencing and what needs to come first:** No matter how important some things are, there may be other more basic things that need to be done first before they can be made to work. Working out these inter-dependencies is vital.
 - **Having a clear focus and not trying to move forward on an unrealistically broad front:** Past attempts at reform appeared ambitious, but achieved little. An unrealistic level of ambition and trying to reform on too broad a front appears to have been part of their downfall.
 - **The need to have a clear change management strategy that encompasses not just technical change, but also the capacity development, organisational and motivational aspects of reform:** Reform is not just about technical process, but
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about people - the way they are organised, skilled and motivated to do their jobs and to respond to reform positively. Previous programmes have not approached reform in this balanced way.

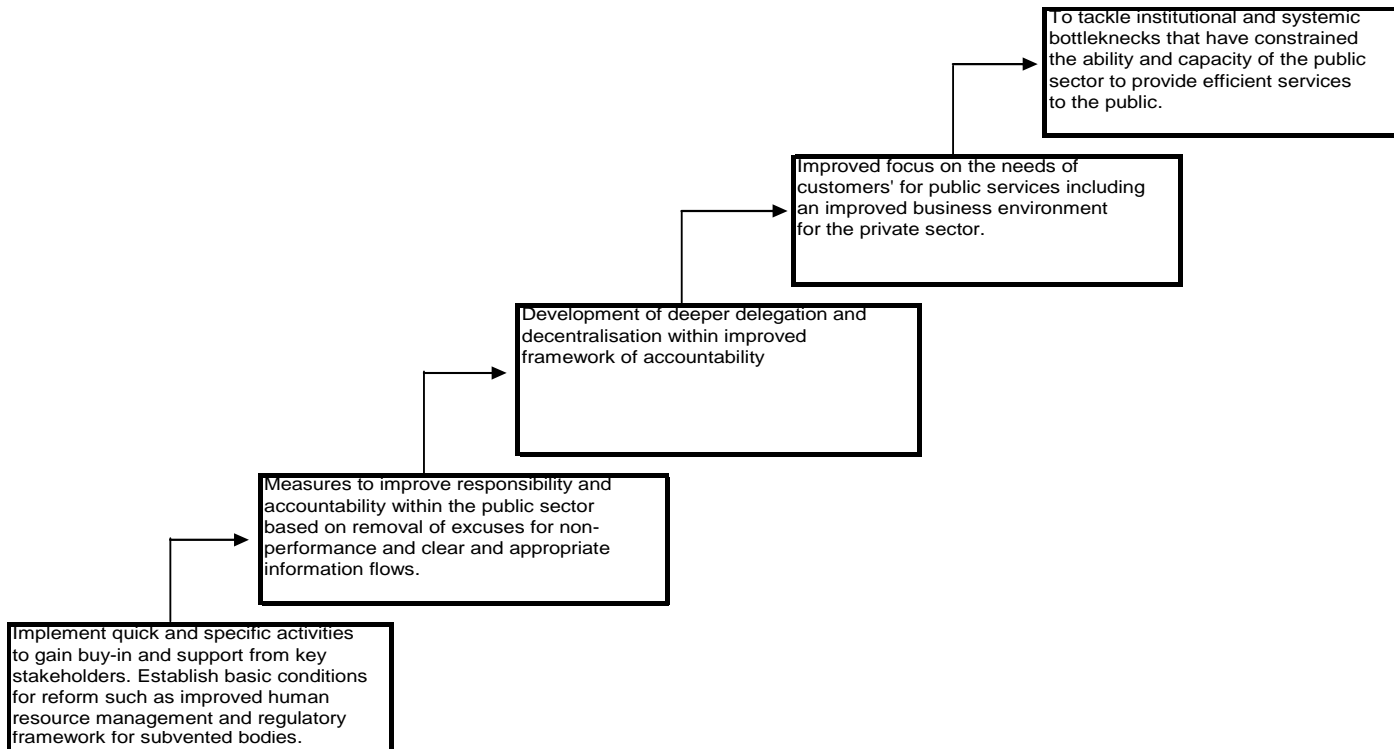
Approach Adopted

Based on lessons from the past, our approach is based on the need to create sustainable momentum that can be built upon. Our overall Comprehensive Work Programme is ambitious, but we recognise a need to break it down into a number of step changes that are realistic and will gradually build change and create a sense of positive gain with clear benefits at each step or phase.

These phases consist of elements of our programme, selected because they support each other to bring about a concrete step change in the way that public sector performs do. Those elements are drawn from different components of our programme and recognise that change requires different aspects of the programme to complement each other.

Scope

The Ministry maintains its focus on a few achievable, very publicly visible reforms to sustain the momentum and support of public and key stakeholders. Through advocacy and public education, we will **provide planning, resource management and implementation support** to (*work closely with*) sector Ministries for the implementation of reform initiatives identified in the Comprehensive Work Programme using the adopted approach of phasing. We propose five phases for implementation with the focus in 2006 on the first phase.



The five phases are not meant to be completely compartmentalised (reflected in the overlaps in the above diagram), but to guide the process of sequencing activity. For example, it encourages us to recognise that achieving examples of successful reform and visible momentum for reform is likely to be a prerequisite for holding public servants accountable since there is a need to demonstrate that change is possible and, therefore, responsibility cannot be avoided.

Similarly, getting systems of accountability in place is likely to be a pre-requisite for across the board improvements in service, since the common experience is that establishing responsibility is usually essential to those service improvements. Tackling administrative and process bottlenecks requires strong pressure from service providers who are motivated to identify and tackle those bottlenecks.

In our work planning we also recognise that there are some things that are needed as outputs for later phases that nevertheless need to be commenced now in order that they are available later since they will take some time to achieve. This is likely to arise with regards to:

- Building infrastructure and IT facilities.
- Capacity development and training; and
- The development of talent in key skill areas.

The intention is that each phase will also include a communication strategy designed to influence and attract the support of key stakeholders.

Implementation Focus: Phase 1 - 2006

Our view is that while we need to have a clear vision of the programme as a whole, our detailed work planning needs to focus on the first phase. Based on this analysis we have formed the view that the first phase of implementation should be to:

To implement quick and specific activities to gain buy-in and support from key stakeholders. Establish basic conditions for reform such as improved human resource management and regulatory framework for subvented

Specifically, the targeted interventions are:

- Organize, publicize more outreach/consultative programmes
- Service Delivery Improvement in identified public sector agencies
- Organizational restructuring of the Civil Service and developing training programmes
- Public Sector Pay Policy and Pension Reform
- Monitor reform implementation in selected Sub-vented Agencies (SAs), and Central Management Agencies (CMAs)
- Facilitate the deployment of ICT infrastructure (backbone) and skill within the Civil Service, in order to facilitate the efficient execution of government programmes

2. Office Structure

Location

The Ministry of Public Sector Reform is located in the Public Services Commission Building in the central ministries area.

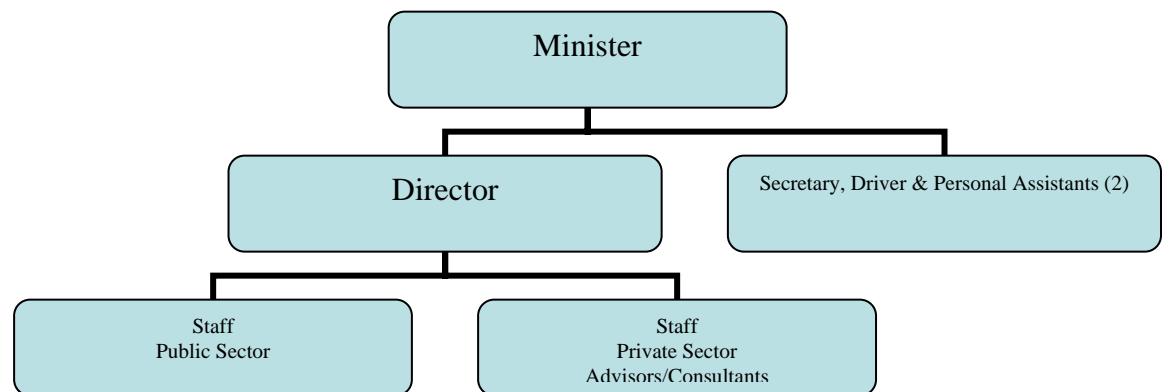
Office Structure & Organization

The team composition comprises a Public Sector Unit and a Private Sector Unit. The Public Sector Unit has been filled **partially** with staff from the public and civil service in order to ensure continuity and sustainability of implementation. Five key departments are envisaged to operate under the public sector directorate. These are Education & Communication, Human Resource Development/Training, Methods & Procedures, Monitoring & Evaluation, and Reform Initiatives/Projects.

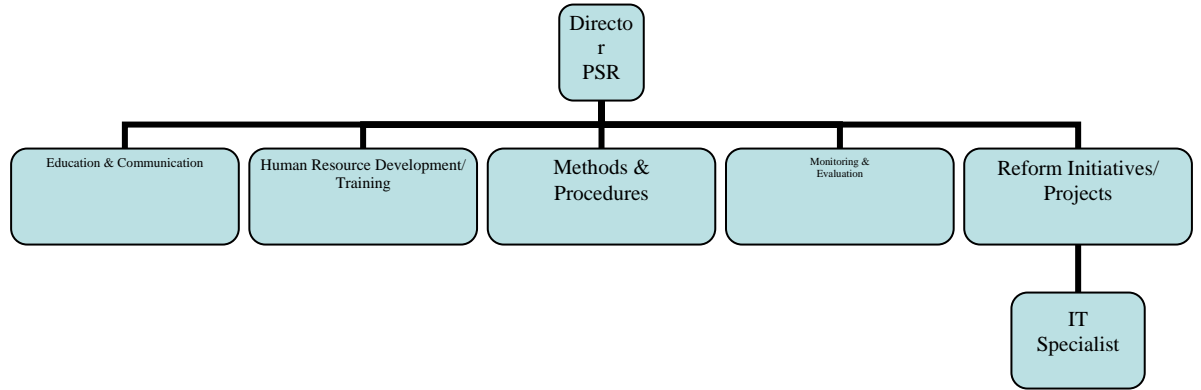
The Private Sector Unit constitutes consultants who worked on re-tooling the Government's reform agenda in 2003 and 2004. Additional consultants and advisors will be recruited (locally and internationally) to support the changing requirements of the reform program.

The office structure is set out in three diagrams – Organizations 1, 2 & 3. Organization 1 reflects the big picture while 2 & 3 show details of the team composition in both Public and Private Sector Units.

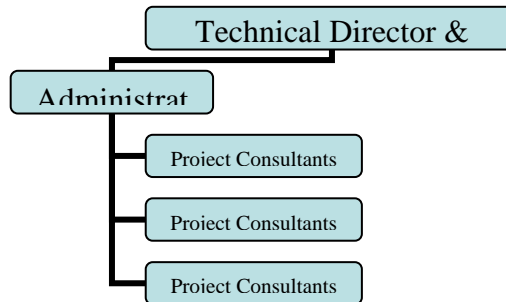
Office Structure - Organization 1



Office Structure – Organization 2 – Staff Public Sector



Office Structure – Organization 3 – Staff Private Sector



3. Service Delivery Improvement & Business Process Review

Introduction

In 2005, the Ministry of Public Sector Reform revitalized 23 Client Service Units (CSUs) whose stated objective on Service Delivery Improvement was to simplify processes, clarify rules and procedures and make them transparent to the public.

Implementation Focus

In 2006, our focus will aim at implementing service improvements in 30 Metropolitan/Municipal/District Assemblies (MMDAs).

In order to address business process deficiencies that have combined to create obstacles to the provision of quality service, we intend to undertake Business Process Reviews in all the 23 MDAs at which CSUs were established in 2005, excluding those which will undergo a similar exercise under the Medium-Term Private Sector Development (PSD) Project. Our collaboration with the Ministry of Private Sector Development & PSI will target the establishment of Customer Care Centers with Client Service Units (CSUs) at 20 PSD-related MDAs.

Our detailed work plan for **Phase 1** elements under **Service Delivery & Business Process Review** is:

Activity	Timing	Responsibility (PSR Team)	Type of Resource
Technical Activities <ul style="list-style-type: none"> Select pilots Establish service charters to set expected standards Re-engineer processes in pilots Design & implement customer interface processes 	Jan Feb – April Jan – March May - July	Communications Specialist & Counterpart Public Service Colleague	Staff Time & Consultants
Organizational Activities <ul style="list-style-type: none"> Develop office space & equipment Establish reporting Structures regarding performance Develop agreements between CSU & the rest of the organization 	May – July Feb – March Nov-December	Communications Specialist & Counterpart Public Service Colleague	Staff Time & Consultants
Capacity Development Activities <ul style="list-style-type: none"> Upskill for new ways of working through job related training, etc. External recruitment in key areas 	July – Aug Aug –	Communications Specialist & Counterpart	Staff Time & Consultants

<ul style="list-style-type: none"> • Review job descriptions and recognize broader skills required • Use good experience to provide support and lessons to other units 	September June – July Feb - March	Public Service Colleague	
Motivational Activities <ul style="list-style-type: none"> • Advocacy programme to raise awareness and expectations • Require annual (public) reports on performance actually achieved • Give pilots access to extra budgetary funds where successful • Link performance achievement to Chief Directors • Improved work environment • Develop staff suggestion scheme regarding process re-engineering • Bonus schemes (pilot pay scale revision) including key counterparts • Overtime allowances in relation to change activity • Agree on on-going operational funding level with regard to service 	Jan – December Nov. – December March – April January January March – May October – December January – December October - December	Communications Specialist & Counterpart Public Service Colleague	Staff Time & Consultants
Estimated Cost: US\$1,470,000 for Service delivery in 30 MMDAs and 23 MDAs; US\$2,300,000 for Business Process Review (MPSD & PSI) Source of Funding: Pooled Funding			
Interdependency with other elements: There are major inter-dependencies with the reform plan component dealing with the development of improved HR Systems and pay processes - particularly with regard to performance related pay and recruitment of fresh talent. Active co-operation from MLGRD in selecting pilots is vital. Cooperation from MOFEP is vital to ensure appropriate budget levels for reformed services. Procurement bottlenecks (refurbishing offices) need to be tackled.			

4. Communication & National Partnership

Introduction

We have stated that the intention for each phase of implementation will include a communication strategy designed to influence and attract the support of key stakeholders.

Our strategy for communicating our reform initiatives remains the same. Communication for reform will operate through the three main strategies identified in 2005:

- **Advocacy** for the purpose of soliciting the commitment of the political and social leadership.
- **Social Mobilization** for wider participation and increased ownership among stakeholders.
- **Programme Communication** in order to bring about changes in knowledge, attitudes and practices among specific participants in the Public Sector Reform Programme

Objective

Communication for reform seeks not only to transfer messages, but also to promote interaction around the messages for target audiences to understand them better, accept them and practice the reforms proposed, not once, but long enough to reap the benefits that such behaviours bring. The ultimate goal therefore is a mind-set change.

Implementation Focus

Our focus will still be targeted at the media who, in 2005, became active partners in our work; key Public Service stakeholders and the Civil Servants Association (CSA).

Our outreach program for 2006 is detailed below:

Implementation Activity	Estimated Cost
Advocacy	
● Round Table Conferences	● US\$ 12,000
● Position Papers	● US\$ 6,000
● Consultations/Briefings	● US\$ 6,000
● Total	● US\$ 24,000
Social Mobilization	

<ul style="list-style-type: none"> ● Workshops ● Media Encounters ● Information packages/Flyers/Posters ● Publicity and Media relations 	<ul style="list-style-type: none"> ● US\$ 35,000 ● US\$ 25,000 ● US\$ 20,000 ● US\$ 50,000 ● US\$130,000
<p>Programme Communication</p> <ul style="list-style-type: none"> ● Durbars ● Communication Meetings ● House Journal/Annual Report ● Audio-visuals/Interviews/ Documentaries 	<ul style="list-style-type: none"> ● US\$120,000 ● US\$ 55,000 ● US\$ 90,000 ● US\$120,000 ● US\$385,000
Total Communication	US\$539,000

5 Subvented Agencies

Introduction

The reform of subvented agencies has been a component of the Public Sector Reform for several years. This component aims at making the sector cost-effective and at reducing the financial burden on the government budget, by critically reviewing the mandates of the over 200 SAs, closing down those without a clear mandate and restructuring those with a viable mandate.

In November 2005, the Ministry, with support from the Attorney General's Office, laid the redrafted Subvented Agencies Bill in Parliament. In 2005, the Ministry's implementation support to agencies such as GRATIS, Du Bois Centre, Ghana Universities Press (GUP), Wildlife Division-Forestry Commission and GBC has set the pace for further work in 2006.

Objectives

The object of the Bill is to establish a legislative mechanism by which institutions and agencies in the public sector dependent on Government subvention can be reduced and specifically to achieve the following:

- (a) reduce the financial burden of Government;
- (b) minimize the role of government in activities that can be undertaken efficiently by the Private Sector;
- (c) enhance service orientation and delivery, productivity and accountability of the Public Service; and
- (d) improve the methods for monitoring and evaluation of the performance of government Subvented Agencies.

Implementation Focus

Our implementation focus for Subvented Agencies will be to provide technical assistance in implementing provisions of the regulatory framework which seeks to facilitate restructuring of selected Subvented Agencies. Specifically, we will support key agencies (Ministries) responsible for *the* selected agencies in order to commence implementation of recommendations and agreed actions from previously conducted studies. Support will continue to these agencies which were selected in 2005:

- GRATIS
- du Bois Centre
- Forestry Commission/Wildlife Division

- Ghana News Agency (GNA)
- Management Development Productivity Institute (MDPI)
- Ghana Broadcasting Corporation (GBC)
- Ghana Institute of Management & Public Administration (GIMPA)
- Ghana Universities Press (GUP)

Our detailed work plan for **Phase 1** elements under **Subvented Agencies** is:

Activity	Timing/Status	Responsibility (PSR Team)	Type of Resource
<p>Technical Activities</p> <ul style="list-style-type: none"> • Identify target agencies for improvement • Update performance agreements / re-engineering plans in selected agencies • New law to provide stronger mandate for reform • Bring subvented agencies payroll under consolidated control • Change basis of subvention to be more close ended and time bound 	<p>Done</p> <p>Jan - February</p> <p>January</p> <p>January – June</p> <p>June - August</p>	<p>Implementation Support Specialist & Counterpart Public Service Colleague</p>	<p>Staff Time & Consultants</p>
<p>Organizational Activities</p> <ul style="list-style-type: none"> • Identify change management teams in selected agencies/establish technical teams • Provide support in development of re-trenchment plans • Take measures to ensure Board composition is reform oriented • Provide access, where justified by plans and performance, to investment 	<p>January</p> <p>Jan – March</p> <p>January – April</p> <p>July - December</p>	<p>Implementation Support Specialist & Counterpart Public Service Colleague</p>	<p>Staff Time & Consultants</p>
<p>Capacity Development Activities</p> <ul style="list-style-type: none"> • Conduct change management skill audits in target agencies • Provide access to re-skilling for staff to be re-trenched or re-deployed • Bring in talent from outside where necessary as change agents • Provide access to training for staff affected by process re-engineering 	<p>January – March</p> <p>March – October</p> <p>July - December</p> <p>June – December</p>	<p>Implementation Support Specialist & Counterpart Public Service Colleague</p>	<p>Staff Time & Consultants</p>
<p>Motivational Activities</p> <ul style="list-style-type: none"> • Fund re-trenchment plans where 	<p>Jan – December</p>	<p>Implementation</p>	<p>Staff Time &</p>

<p>confident in plans of selected agencies</p> <ul style="list-style-type: none"> • Create revolving fund for investment based on performance • Develop scheme that allows bodies to redeploy savings/additional revenue • Develop charter mark type system to give recognition to good reformers • Give publicity to success stories 	<p>June. December</p> <p>–</p> <p>June December</p> <p>–</p> <p>June</p> <p>October December</p> <p>–</p>	<p>Support Specialist & Counterpart Public Service Colleague</p>	<p>Consultants</p>
<p>Estimated Cost: US\$5.4 million for selected Subvented Agencies Source of Funding: Pooled Funding</p>			
<p>Interdependency with other elements: There are major inter-dependencies with the reforms in service delivery improvement. Close collaboration with the SEC, PSC as Strategic/Monitoring Central Agencies as well as the Sector Ministries responsible for various Subvented Agencies (SAs). The Ministry of Manpower, Youth & Employment; The Ministry of Finance will play a key role in the determination of ceilings for Subvented Agencies.</p>			

6. Central Management Agencies

Introduction

Central Management Agencies have been selected under the Reform Programme to address particular sector issues. The key issues identified remain the same:

- An analysis and a definition of the role and functions of state, in particular, the differentiation of responsibilities among the various levels of Government and the private sector;
- Designing appropriate institutions and systems to implement this role; and
- Rationalizing the existing structure and functions to meet the new design

Objectives

The objective of the reform agenda for these agencies is to differentiate the responsibilities among the various organizations, in order to eliminate overlaps and duplications of authority, and make the necessary institutional adjustments to improve public service delivery. The Central Management Agencies are:

- The Office of the Head of Civil Service (OHCS)
- Public Services Commission (PSC)
- State Enterprises Commission (SEC)
- Ministry of Finance & Economic Planning (MoFEP)

Implementation Focus

The Ministry of Public Sector Reform will support these agencies to achieve their implementation targets. In 2005, the Ministry updated, with support from the selected agencies, restructuring plans. Our focus in 2006 will commence with validation and update of these plans, in close collaboration with the Ministry of Finance.

Our detailed work plan for **Phase 1** elements under **Strategic /Central Management Agencies** is:

Activity	Timing/Status	Responsibility (PSR Team)	Type of Resource
Technical Activities <ul style="list-style-type: none">• Identify target agencies for improvement• Update performance agreements / re-engineering plans/ legal framework in selected agencies	Done January - March	Implementation Support Specialist & Counterpart	Staff Time & Consultants

<ul style="list-style-type: none"> • Validate plans 	January	Public Service Colleague	
Organizational Activities <ul style="list-style-type: none"> • Identify change management teams in selected agencies • Review staff size appropriate to new roles & functions • Realign functions and structures to reduce overlaps and inconsistencies 	January Jan – March January – April	Implementation Support Specialist & Counterpart Public Service Colleague	Staff Time & Consultants
Capacity Development Activities <ul style="list-style-type: none"> • Conduct change management audits in target agencies • Institute schemes of service • Provide access to training for staff affected by re-engineering process 	January – March March – October	Implementation Support Specialist & Counterpart Public Service Colleague	Staff Time & Consultants
Motivational Activities <ul style="list-style-type: none"> • Fund re-trenchment plans where confident in plans of selected agencies • Institute Public Sector Excellence Awards to recognize and reward outstanding achievement, promote high standards and inspire best management practices • Give publicity to success stories 	Jan – December June. – December October – December	Implementation Support Specialist & Counterpart Public Service Colleague	Staff Time & Consultants
Estimated Cost: US\$2 million for selected Central Management Agencies			
Source of Funding: Pooled Funding			
Interdependency with other elements: There are major inter-dependencies with the reforms in service delivery improvement. Close collaboration with the OHCS, PSC, SEC, and MoFEP. The Ministry of Finance will play a key role in validating the plans for the selected Central Management Agencies.			

7. Public Sector Pay & Pensions

Introduction

Studies have repeatedly shown that the remuneration of public officers is low, resulting in lack of commitment and professionalism and susceptibility to corruption. In addition, it affects the ability to attract and retain highly qualified and skilled personnel.

Most Public Sector studies on pay have consistently recommended and urged the Government to undertake a comprehensive review of the wage and salary structure of the Public Services taking into account detailed job classification and grading. It is only when such a comprehensive review has been undertaken and a rational basis established for the determination of wages in the Public Services that the distortions and agitations that have characterized wage administration in the country over the past half century can be eliminated.

Pensions Reform

Public Servants have, in the recent past, been dissatisfied with pension benefits because it negatively affects their living conditions **after** retirement. In order to kick start the reform in this area, we are pursuing to implement a series of actions, including improving on existing pension schemes, component remuneration, and legal and regulatory framework, ensuring effective administration of pensions and retirement age. The proposed consolidation of benefits is a start in the right direction – ensuring an enhanced sustainable livelihood and dignity of office during the officer's tenure and **retirement** from office.

Objectives

The overall thrust of the implementation of this pay reform seeks to achieve consolidation and monetization of salary components and elimination of assortment of all non-monetary benefits and allowances, in a sustainable manner; some of the identified outcomes being:

- the provision of the necessary incentive to enable Public Sector employees perform work that is required;
- enable the Public Sector to employ people with the right qualifications; and
- enable the Public Sector to implement a robust performance management system that seeks to build an effective and purposeful appraisal culture that sets objectives which support organizational goals.

Implementation Focus

The comprehensive studies conducted and supervised by several commissions over the last decade have been reviewed and updated with a proposed programme of phasing the implementation of a Pay Reform under the Public Sector Reform programme over a three year period. The proposed programme of monetization is based on recommendations from the Ghana Universal Salary Structure (GUSS) with a progressive monetization of non-cash benefits to be implemented in three phases with 2006 as the target year of commencement. This is being done in close collaboration with the Ministry of Manpower & Employment and the Ministry of Finance & Economic Planning. The proposed phases are:

- Year 1 (**Phase 1**)– consolidate all cash allowances, monetize and consolidate such benefits as fuel, house staff, driver, and utilities (phone, electricity, water)
- Year 3 – (**Phase 2**) monetize and consolidate benefits such as vehicles
- Year 5 – (**Phase 3**) monetize and consolidate housing

Our detailed work plan for **Phase 1** elements under **Public Sector Pay & Pensions** is:

Activity	Timing/Status	Responsibility (PSR Team)	Type of Resource
<p>Technical Activities</p> <ul style="list-style-type: none"> • Identify benefits to be consolidated/ monetized • Cost those benefits and assess impact at individual level • Plan phasing of transition • Prepare budgeting and accounting changes. Identify cost of safety nets • Implement first phase of consolidation/ monetization • Identify scope for performance related pay experiments within existing legislation • Develop experiments for performance related pay elements • Implement those experiments 	<p>January - February</p> <p>January – February</p> <p>March February – April</p> <p>April</p> <p>May – June</p> <p>June – August</p> <p>August – December</p>	<p>Technical Director & Counterpart</p> <p>Public Service Colleagues</p>	<p>Staff Time & Pay & Operations Consultants</p>
<p>Organizational Activities</p> <ul style="list-style-type: none"> • Introduce new body to coordinate pay 			

reforms <ul style="list-style-type: none"> • Develop plan for managing assets as a result of monetization • Re-structure payroll units to streamline and release resources 	January October – December October – December	Technical Director & Counterpart Public Service Colleagues	Staff Time & Pay & Operations Consultants
Capacity Development Activities <ul style="list-style-type: none"> • Re-skilling and re-deployment of payroll staff • Offer support and training to staff in personal cash management 	October – December March – May	Technical Director & Counterpart Public Service Colleagues	Staff Time & Pay & Operations Consultants
Motivational Activities <ul style="list-style-type: none"> • Develop safety nets to protect potential losers from monetization • Develop arrangements for mitigating higher personal taxes • Prepare finance industry to provide mortgages, credit, pensions, etc. • Develop advocacy arrangements and to prepare public servants • Publicize the performance related pay experiments 	Jan – March February – April May – August January – June Nov. – December	Technical Director & Counterpart Public Service Colleagues	Staff Time & Pay & Operations Consultants
Estimated Cost: US\$ - On-going reviews being conducted to determine impact on Government's budget in 2006			
Source of Funding: Pooled Funding			
Interdependency with other elements: Major link to budgetary and accounting reform (Component 8). Needs agreement of Ministry of Finance & Economic Planning to switch budget provision. Pump priming performance related pay experiments likely to require additional resources (Donor support (?)). Needs to link to revisions in payroll system (Component 8). Possibly link pay experiments to Service Delivery Improvement pilots.			

8. Decentralization & Governance

Implementation Focus

The focus in these two areas is still collaboration. The Public Sector Reform team will continue to provide the requisite support in ensuring that harmonization of agreed activities for implementation is achieved.

Decentralization has been made an important national agenda item for several years. However, key components of that item remain not implemented. These include:

- Fiscal administration; and
- Human Resource Management.

Key decision-making regarding program and projects remain centralized in Accra for major sectors such as Education, Health, Food & Agriculture, Road Transport and others. It is now necessary to merge the decentralization activities into the main Public Sector Reform Programme to achieve the broader objectives of government.

The priorities for the Decentralization Program are:

- Mainstreaming of decentralization in the overall Public Sector Reform process
- Review of the sub-district level of Government
- Implementation of the Local Government Service Act 656
- Harmonization of the Legal framework for decentralization
- Strengthening of the Regional Planning Coordinating Units
- Design of the District Development Fund
- Design of the National Capacity Building Program.

9. Conclusion

The current reform initiatives provide challenges but also opportunities for making progress in reforms, which are necessary if the government is to meet its governance and development objectives, including creating an enabling environment for private sector development and improved service delivery.

It is not helpful to try and fix a timescale for the reform programme as a whole at this stage. All the experience in Ghana and abroad is that it is a long term task. While phase 1 is expected to take 9-12 months, a key lesson from the past is that it should be substantially completed before trying to move on. Otherwise, experience also suggests that there is a real risk of dissipating gains made.

By moving through a series of phases, each of which builds on the last, the intention is to achieve sustainable reform while making real step changes in performance in the public sector as each phase is completed. In this way, the overall duration of the programme is determined by the robustness of each phase and the time that it takes rather than an arbitrary timeline.

10. 2006 Funding Requirements

Funding requirements essential for the implementation of Phase 1 elements are captured below:

Programmed Activity	Budget
Service Delivery Improvement	\$1,470,000
Business Process Review	\$2,300,000
Communications & National Partnership	\$539,000
Subvented Agencies – Implementation of agreed actions for 8 Agencies - GBC, GNA, GRATIS, MDPI, Forestry Commission, Du Bois Centre, GUP & GIMPA	\$5,400,000
Central Management Agencies – OHCS, PSC, SEC, MoFEP	\$2,000,000
Public Sector Pay & Pensions¹	
Civil Service Training & Education	
Training for the Senior Civil Service (Chief Directors & Directors)	\$1,000,000
Government Secretarial Schools	\$500,000
Civil Service Training Centers	\$500,000
General Technical Assistance²	\$500,000
Operational Costs & Office Administration	\$100,000
Total³	\$14,309,000
Commitments	
• Business Process Review (MPSD)	\$1,100,000
• Government of Ghana 2006 Budget (¢9.1 Billion)	\$1,000,000
• IDA Economic Management Capacity Building Project	\$5,000,000
GAP/Shortfall	\$7,209,000

¹ On-going reviews being conducted to determine impact on Government's budget in 2006

² Consultants –MPSR; Consultants – Policy Coordination, Monitoring & Evaluation Unit

³ Does not include Public Sector Pay & Pensions