

Final report

Training for productivity project

Understanding
innovation, ideas,
and productivity in
the Ghanaian Civil
Service

Martin Williams

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TRAINING FOR PRODUCTIVITY PROJECT: **UNDERSTANDING INNOVATION, IDEAS AND PRODUCTIVITY IN THE** **GHANAIAN CIVIL SERVICE**

Focus On: Ministry of Environment, Science, Technology and Innovation

Introduction

The Training for Productivity (TfP) project seeks to understand the state of management and productivity in Ghana's Civil Service and if there are reforms that could be introduced to improve performance.

Since October 2017 till February 2018, a researcher from the TfP team has been speaking with officers across the civil service, including the Ministry of Environment, Science, Technology and Innovation to understand how officers engage with innovation, idea generation and productivity.

The findings below include examples of innovations and ideas that have been suggested and implemented in the Ministry of Environment, Science, Technology and Innovation. The next section features innovations and ideas that have been implemented among other ministries to share the potential and progress already in place across Ghana's Civil Service.

Examples of good ideas that have been suggested in the Ministry of Environment, Science, Technology and Innovation

One officer noted the importance of the relationship between their unit and certain agencies whom they relied upon for information. The officer realised that the information being received at times was not precisely what was asked of them and decided to organise quarterly training for agency reps since the ministry relies upon the agency for information. The training would then ensure that the demands of the task were met. It also reinforced to agencies that the work is feeding into a larger sector document.

One officer realised that agency representatives at meetings with the ministry were typically not those performing the actual task. Hence, officers visited the agency to work together with the officer completing the task to ensure that they have the requisite knowledge and guidelines to perform the task.

One officer also recognised that record keeping was a challenge in the ministry. The issue arose when physical documents or files were required and it was then difficult to find. The officer then realised that if the files were scanned then there would be easy access to the required document. This would mean that the officer would be able to locate the file quickly and effectively and proceed with completing their task.

Examples of good ideas that have been implemented across Ghana's Civil Service

One officer thought of implementing a system that they had experienced using in a former workplace which manages and outlines an officer's day to day work tasks. It would allow officers to track and mark their progress on a particular work-task. Furthermore, the system also features an intra-mail system for communication and so there is no paper wastage. The officer also felt that this would be a useful way to see how productive an officer has been in reporting and completing their tasks for the week.

One officer noted that staff used to complain that they felt ill during the working day. Instead of them leaving work early to seek medical attention, this officer realised if there was a medicine box this could help officers quickly recover or know that they needed to get further assistance.

Concluding Remarks

The sections above demonstrate the range of ideas that officers have thought of in the service. The list is not exhaustive but attempts to capture the range of ideas that seek to improve the day-to-day practices officers engage with as well as the technical capacity and responsibilities they bear. We hope that this report can be used to share and inspire idea generation and innovation within Ghana's Civil Service.

Recommendations

This report captures a snapshot of the various good ideas that have been suggested and implemented in the Ministry of Environment, Science, Technology and Innovation and across Ghana's Civil Service.

Below are recommendations and general statements that hope to stimulate, support and strengthen the idea-generating and idea-sharing culture already in the Ministry of Environment, Science, Technology and Innovation and across the Civil Service:

- *Utilise the multiple channels for communication with staff.*
One important way to engage with officers about ideas that they have are through existing pathways of communication with staff. This can include, but is not limited to, management meetings, performance reviews, appraisals and staff durbars. It can also include informal conversations and weekly team meetings.
- *Ensure that ideas are not shut-down; sometimes they just need to be developed.*
Many officers who were able to successfully implement their ideas cited that the opportunity to share their idea and receive feedback from their colleagues and superiors is what made the idea feasible and implementable.
- *Maintain and foster a culture of continuous improvement.*
There is always room for improvement or ways to readdress certain work-processes or work-practices. The attitude of superiors to this sets the tone for other officers to share and generate ideas.
- *Innovative ideas do not have to cost anything!*
Whilst some ideas may require funding, it may not necessarily be the main component of an idea to start or function. An idea may use existing channels of funding in place or require other inputs aside from money.



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TRAINING FOR PRODUCTIVITY PROJECT: **UNDERSTANDING INNOVATION, IDEAS AND PRODUCTIVITY IN THE** **GHANAIAN CIVIL SERVICE**

Focus On: Ministry of Youth and Sport

Introduction

The Training for Productivity (TfP) project seeks to understand the state of management and productivity in Ghana's Civil Service and if there are reforms that could be introduced to improve performance.

Since October 2017 till February 2018, a researcher from the TfP team has been speaking with officers across the civil service, including the Ministry of Youth and Sport to understand how officers engage with innovation, idea generation and productivity.

The findings below include examples of innovations and ideas that have been suggested and implemented in the Ministry of Youth and Sport. The next section features innovations and ideas that have been implemented among other ministries to share the potential and progress already in place across Ghana's Civil Service.

Examples of good ideas that have been suggested in the Ministry of Youth and Sport

One officer thought of implementing a system that they had experienced using in a former workplace which manages and outlines an officer's day to day work tasks. It would allow officers to track and mark their progress on a particular work-task. Furthermore, the system also features an intra-mail system for communication and so there is no paper wastage. The officer also felt that this would be a useful way to see how productive an officer has been in reporting and completing their tasks for the week.

Another officer noted the importance of identifying staff and visitors to the ministry. Hence, their idea featured staff having ID cards and visitors being made identifiable by wearing visitor stickers. The officer felt that this would overcome the confusion in the ministry in distinguishing between staff and visitors.

After an officer experienced their printer breaking down, they thought of having a network printer which could be communally owned across the ministry. The officer said that this would eradicate the time and energy they spent asking and seeing if there were printers available or that they could use. Inevitably, the time it would take to complete a particular work task would quicken as a result.

One officer realised that there are delays in receiving inputs from agencies particularly toward the end of the year. The officer thought that collecting the inputs throughout the year by sending memos out earlier would overcome this issue. Hence, the information could be aggregated and compared to check for any inconsistencies.

Examples of good ideas that have been implemented across Ghana's Civil Service

One officer noted that staff used to complain that they felt ill during the working day. Instead of them leaving work early to seek medical attention, this officer realised if there was a medicine box this could help officers quickly recover or know that they needed to get further assistance.

One officer had an idea concerning the importance of motivating staff which in turn would stimulate productivity. This could be achieved through department awards on a monthly or quarterly basis. The officer felt that this would also stimulate enthusiasm and morale toward work tasks and meeting deadlines. The officer felt that colleagues having the chance to be named "best worker" carried importance and recognition than monetary rewards.

Concluding Remarks

The sections above demonstrate the range of ideas that officers have thought of in the service. The list is not exhaustive but attempts to capture the range of ideas that seek to improve the day-to-day practices officers engage with as well as the technical capacity and responsibilities they bear. We hope that this report

can be used to share and inspire idea generation and innovation within Ghana's Civil Service.

Recommendations

This report captures a snapshot of the various good ideas that have been suggested and implemented in the Ministry of Youth and Sport and across Ghana's Civil Service.

Below are recommendations and general statements that hope to stimulate, support and strengthen the idea-generating and idea-sharing culture already in the Ministry of Youth and Sport and across the Civil Service:

- *Utilise the multiple channels for communication with staff.*
One important way to engage with officers about ideas that they have are through existing pathways of communication with staff. This can include, but is not limited to, management meetings, performance reviews, appraisals and staff durbars. It can also include informal conversations and weekly team meetings.
- *Ensure that ideas are not shut-down; sometimes they just need to be developed.*
Many officers who were able to successfully implement their ideas cited that the opportunity to share their idea and receive feedback from their colleagues and superiors is what made the idea feasible and implementable.
- *Maintain and foster a culture of continuous improvement.*
There is always room for improvement or ways to readdress certain work-processes or work-practices. The attitude of superiors to this sets the tone for other officers to share and generate ideas.
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TRAINING FOR PRODUCTIVITY PROJECT: UNDERSTANDING INNOVATION, IDEAS AND PRODUCTIVITY IN THE GHANAIAN CIVIL SERVICE

Focus On: Ministry of Transport

Introduction

The Training for Productivity (TfP) project seeks to understand the state of management and productivity in Ghana's Civil Service and if there are reforms that could be introduced to improve performance.

Since October 2017 till February 2018, a researcher from the TfP team has been speaking with officers across the civil service, including the Ministry of Transport to understand how officers engage with innovation, idea generation and productivity.

The findings below include examples of innovations and ideas that have been suggested and implemented in the Ministry of Transport. The next section features innovations and ideas that have been implemented among other ministries to share the potential and progress already in place across Ghana's Civil Service.

Examples of good ideas that have been suggested in the Ministry of Transport

An officer realised that communication with agency counterparts was particularly difficult as there was delay in receiving feedback and inputs which the officer relied upon in order to deliver their task promptly. The frequent reasons given for this tardiness was that they were not made aware of the deadlines or had not received the official letter in time requesting this information. The officer then suggested to their former superior if a letter could be sent at the beginning of the year to the agency outlining all the deadlines and information that would be required of them for the rest of the year. This would ensure that the agency could be directed to look at the letter if they were unsure of the deadlines. The officer also noted that this solved another frequent issue as

their former superior may not always be available to sign the letter to agencies. This innovation overcame two obstacles that the officer faced.

One officer thought that there could be an auditing process of agencies as the data at times was inconsistent and not effectively delivering what was asked of them. The officer felt that auditing and monitoring their activities would gauge how the agencies were work to provide the officer's unit with data and information. Overall such a progress would ensure that there is a smooth work flow and sound data.

One officer thought that there could be a database system which would aid in generating reports more quickly as the data was readily available. The database would be web-based which would be better in terms of accessibility.

Examples of good ideas that have been implemented across Ghana's Civil Service

One officer had an idea concerning the importance of motivating staff which in turn would stimulate productivity. This could be achieved through department awards on a monthly or quarterly basis. The officer felt that this would also stimulate enthusiasm and morale toward work tasks and meeting deadlines. The officer felt that colleagues having the chance to be named "best worker" carried importance and recognition than monetary rewards.

One officer thought of implementing a system that they had experienced using in a former workplace which manages and outlines an officer's day to day work tasks. It would allow officers to track and mark their progress on a particular work-task. Furthermore, the system also features an intra-mail system for communication and so there is no paper wastage. The officer also felt that this would be a useful way to see how productive an officer has been in reporting and completing their tasks for the week.

Concluding Remarks

The sections above demonstrate the range of ideas that officers have thought of in the service. The list is not exhaustive but attempts to capture the range of ideas that seek to improve the day-to-day practices officers engage with as well as the technical capacity and responsibilities they bear. We hope that this report

can be used to share and inspire idea generation and innovation within Ghana's Civil Service.

Recommendations

This report captures a snapshot of the various good ideas that have been suggested and implemented in the Ministry of Transport and across Ghana's Civil Service.

Below are recommendations and general statements that hope to stimulate, support and strengthen the idea-generating and idea-sharing culture already in the Ministry of Transport and across the Civil Service:

- *Utilise the multiple channels for communication with staff.*
One important way to engage with officers about ideas that they have are through existing pathways of communication with staff. This can include, but is not limited to, management meetings, performance reviews, appraisals and staff durbars. It can also include informal conversations and weekly team meetings.
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Many officers who were able to successfully implement their ideas cited that the opportunity to share their idea and receive feedback from their colleagues and superiors is what made the idea feasible and implementable.
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TRAINING FOR PRODUCTIVITY PROJECT: **UNDERSTANDING INNOVATION, IDEAS AND PRODUCTIVITY IN THE** **GHANAIAN CIVIL SERVICE**

Focus On: Ministry of Local Government and Rural Development

Introduction

The Training for Productivity (TfP) project seeks to understand the state of management and productivity in Ghana's Civil Service and if there are reforms that could be introduced to improve performance.

Since October 2017 till February 2018, a researcher from the TfP team has been speaking with officers across the civil service, including the Ministry of Local Government and Rural Development to understand how officers engage with innovation, idea generation and productivity.

The findings below include examples of innovations and ideas that have been suggested and implemented in the Ministry of Local Government and Rural Development. The next section features innovations and ideas that have been implemented among other ministries to share the potential and progress already in place across Ghana's Civil Service.

Examples of good ideas that have been suggested in the Ministry of Local Government and Rural Development

One officer thought of having an "Ideas Directorate", like the other directorates we have in the Ministry. There could be two people who are there who you can express your idea to. They would then compile and collate the ideas and select the ones that could be presented to management to be discussed.

Examples of good ideas that have been implemented across Ghana's Civil Service

One officer thought of implementing a system that they had experienced using in a former workplace which manages and outlines an officer's day to day work tasks. It would allow officers to track and mark their progress on a particular work-task. Furthermore, the system also features an intra-mail system and so there is no paper wastage. The officer also felt that this would be a useful way to see how productive an officer has been in reporting and completing their tasks for the week.

An officer realised that communication with agency counterparts was particularly difficult as there was delay in receiving feedback and inputs which the officer relied upon in order to deliver their task promptly. The frequent reasons given for this tardiness was that they were not made aware of the deadlines or had not received the official letter in time requesting this information. The officer then suggested to their former superior if a letter could be sent at the beginning of the year to the agency outlining all the deadlines and information that would be required of them for the rest of the year. This would ensure that the agency could be directed to look at the letter if they were unsure of the deadlines. The officer also noted that this solved another frequent issue as their former superior may not always be available to sign the letter to agencies. This innovation overcame two obstacles that the officer faced.

One senior officer coaches and supports their junior colleagues by giving them some of the tasks they had and mentor the officer which has allowed the officer to entrust some of the work they have to colleagues relieving some of the pressure. For instance, when the officer has been asked to prepare a memo, they will ask the junior colleague to draft it. The officer will then go through this with the junior colleague to address and finalise it. The officer also ensures that the colleague receives a copy of the final report to see how their input was used.

Concluding Remarks

The sections above demonstrate the range of ideas that officers have thought of in the service. The list is not exhaustive but attempts to capture the range of ideas that seek to improve the day-to-day practices officers engage with as well as the technical capacity and responsibilities they bear. We hope that this report can be used to share and inspire idea generation and innovation within Ghana's Civil Service.

Recommendations

This report captures a snapshot of the various good ideas that have been suggested and implemented in the Ministry of Local Government and Rural Development and across Ghana's Civil Service.

Below are recommendations and general statements that hope to stimulate, support and strengthen the idea-generating and idea-sharing culture already in the Ministry of Local Government and Rural Development and across the Civil Service:

- *Utilise the multiple channels for communication with staff.*
One important way to engage with officers about ideas that they have are through existing pathways of communication with staff. This can include, but is not limited to, management meetings, performance reviews, appraisals and staff durbars. It can also include informal conversations and weekly team meetings.
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TRAINING FOR PRODUCTIVITY PROJECT: **UNDERSTANDING INNOVATION, IDEAS AND PRODUCTIVITY IN THE** **GHANAIAN CIVIL SERVICE**

Focus On: Ministry of Gender, Children and Social Protection

Introduction

The Training for Productivity (TfP) project seeks to understand the state of management and productivity in Ghana's Civil Service and if there are reforms that could be introduced to improve performance.

Since October 2017 till February 2018, a researcher from the TfP team has been speaking with officers across the civil service, including the Ministry of Gender, Children and Social Protection to understand how officers engage with innovation, idea generation and productivity.

The findings below include examples of innovations and ideas that have been suggested and implemented in the Ministry of Gender, Children and Social Protection. The next section features innovations and ideas that have been implemented among other ministries to share the potential and progress already in place across Ghana's Civil Service.

Examples of good ideas that have been suggested in the Ministry of Gender, Children and Social Protection

One officer realised that they could expand their role of collating reports by revising and suggesting corrections that could be made and presenting this to their superior alongside the original. This allowed the officer to suggest ways of refining the report.

One senior officer coaches and supports their junior colleagues by giving them some of the tasks they had and mentor the officer which has allowed the officer to entrust some of the work they have to colleagues relieving some of the pressure. For instance, when the officer has been asked to prepare a memo, they

will ask the junior colleague to draft it. The officer will then go through this with the junior colleague to address and finalise it. The officer also ensures that the colleague receives a copy of the final report to see how their input was used.

One officer spoke of their unit who usually meet with various departments in the ministry to agree on objectives being set for the department. These discussions and negotiations with each department usually lasted a week. As this process was quite time consuming, this officer and their unit now tease out the core objectives they believe are relevant to the department. When the unit meets with the departments, they present this revised and tailored list. The departments are then able to respond to this revised objectives list and it has reduced the negotiation time down to one to two days from one week.

Examples of good ideas that have been implemented across Ghana's Civil Service

One officer thought of implementing a system that they had experienced using in a former workplace which manages and outlines an officer's day to day work tasks. It would allow officers to track and mark their progress on a particular work-task. Furthermore, the system also features an intra-mail system for communication and so there is no paper wastage. The officer also felt that this would be a useful way to see how productive an officer has been in reporting and completing their tasks for the week.

One officer noted that staff used to complain that they felt ill during the working day. Instead of them leaving work early to seek medical attention, this officer realised if there was a medicine box this could help officers quickly recover or know that they needed to get further assistance.

Concluding Remarks

The sections above demonstrate the range of ideas that officers have thought of in the service. The list is not exhaustive but attempts to capture the range of ideas that seek to improve the day-to-day practices officers engage with as well as the technical capacity and responsibilities they bear. We hope that this report can be used to share and inspire idea generation and innovation within Ghana's Civil Service.

Recommendations

This report captures a snapshot of the various good ideas that have been suggested and implemented in the Ministry of Gender, Children and Social Protection and across Ghana's Civil Service.

Below are recommendations and general statements that hope to stimulate, support and strengthen the idea-generating and idea-sharing culture already in the Ministry of Gender, Children and Social Protection and across the Civil Service:

- *Utilise the multiple channels for communication with staff.*
One important way to engage with officers about ideas that they have are through existing pathways of communication with staff. This can include, but is not limited to, management meetings, performance reviews, appraisals and staff durbars. It can also include informal conversations and weekly team meetings.
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TRAINING FOR PRODUCTIVITY PROJECT: **UNDERSTANDING INNOVATION, IDEAS AND PRODUCTIVITY IN THE** **GHANAIAN CIVIL SERVICE**

Focus On: Ministry of Foreign Affairs and Regional Integration

Introduction

The Training for Productivity (TFP) project seeks to understand the state of management and productivity in Ghana's Civil Service and if there are reforms that could be introduced to improve performance.

Since October 2017 till February 2018, a researcher from the TFP team has been speaking with officers across the civil service, including the Ministry of Foreign Affairs and Regional Integration to understand how officers engage with innovation, idea generation and productivity.

The findings below include examples of innovations and ideas that have been suggested and implemented in the Ministry of Foreign Affairs and Regional Integration. The next section features innovations and ideas that have been implemented among other ministries to share the potential and progress already in place across Ghana's Civil Service.

Examples of good ideas that have been suggested in the Ministry of Foreign Affairs and Regional Integration

One innovative idea which has formed as part of the Ministry's capacity building strategy are lectures on pertinent issues relevant to the work of the Ministry. These lectures have been held periodically held to enrich the knowledge base and skills of its officers.

One senior officer realised the importance of involving and sharing work amongst colleagues, such as reports which all colleagues are involved in contributing towards. This would give officers the opportunity to collectively work on an output.

Another innovative idea pertains to a proposal an officer had which concerned introducing a Tier Three pension system. The Ministry welcomed the proposal and it has been introduced since January 2018. As a result of the system, the officer believes that this will boost the morale of officers' as they can be assured that they have an improved pension benefit awaiting them when they retire.

Examples of good ideas that have been implemented across Ghana's Civil Service

One officer thought of implementing a system that they had experienced using in a former workplace which manages and outlines an officer's day to day work tasks. It would allow officers to track and mark their progress on a particular work-task. Furthermore, the system also features an intra-mail system and so there is no paper wastage. The officer also felt that this would be a useful way to see how productive an officer has been in reporting and completing their tasks for the week.

Another officer noted the importance of identifying staff and visitors to the ministry. Hence, their idea featured staff having ID cards and visitors being made identifiable by wearing visitor stickers. The officer felt that this would overcome the confusion in the ministry in distinguishing between staff and visitors.

After an officer experienced their printer breaking down, they thought of having a network printer which could be communally owned across the ministry. The officer said that this would eradicate the time and energy they spent asking and seeing if there were printers available or that they could use. Inevitably, the time it would take to complete a particular work task would quicken as a result.

One officer noted that staff used to complain that they felt ill during the working day. Instead of them leaving work early to seek medical attention, this officer realised if there was a medicine box this could help officers quickly recover or know that they needed to get further assistance.

Concluding Remarks

The sections above demonstrate the range of ideas that officers have thought of in the service. The list is not exhaustive but attempts to capture the range of ideas that seek to improve the day-to-day practices officers engage with as well as the technical capacity and responsibilities they bear. We hope that this report

can be used to share and inspire idea generation and innovation within Ghana's Civil Service.

Recommendations

This report captures a snapshot of the various good ideas that have been suggested and implemented in the Ministry of Foreign Affairs and Regional Integration and across Ghana's Civil Service.

Below are recommendations and general statements that hope to stimulate, support and strengthen the idea-generating and idea-sharing culture already in the Ministry of Foreign Affairs and Regional Integration and across the Civil Service:

- *Utilise the multiple channels for communication with staff.*
One important way to engage with officers about ideas that they have are through existing pathways of communication with staff. This can include, but is not limited to, management meetings, performance reviews, appraisals and staff durbars. It can also include informal conversations and weekly team meetings.
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TRAINING FOR PRODUCTIVITY PROJECT: **UNDERSTANDING INNOVATION, IDEAS AND PRODUCTIVITY IN THE** **GHANAIAN CIVIL SERVICE**

Focus On: Ministry of Food and Agriculture

Introduction

The Training for Productivity (TfP) project seeks to understand the state of management and productivity in Ghana's Civil Service and if there are reforms that could be introduced to improve performance.

Since October 2017 till February 2018, a researcher from the TfP team has been speaking with officers across the civil service, including the Ministry of Food and Agriculture, to understand how officers engage with innovation, idea generation and productivity.

The findings below include examples of innovations and ideas that have been suggested and implemented in the Ministry of Food and Agriculture. The next section features innovations and ideas that have been implemented among other ministries to share the potential and progress already in place across Ghana's Civil Service.

Examples of good ideas that have been suggested in the Ministry of Food and Agriculture

One officer highlighted an idea which concerned enhancing communication between officers by the use of a WhatsApp platform for the officers to relay information and communicate certain work notices.

An officer realised that the format and style of minute writing could improve to be made simpler and clearer for the reader. When the opportunity presented itself to the officer to write the minutes, the officer wrote it in this new style and it was appreciated by their colleagues and superiors. The officer was then asked

to train other members of the unit in using this format which is now being used by seven other officers.

One improvement an officer realised would make work processes more effective and less time-consuming would be a database system to assist in writing up quarter and annual reports. The key data would be in numerous different reports which could make it quite difficult and tedious to filter through and extract the necessary inputs for the task. Having such a database which featured this information would provide the data more readily and accessibly.

Examples of good ideas that have been implemented across Ghana's Civil Service

An officer realised that communication with agency counterparts was particularly difficult as there was delay in receiving feedback and inputs which the officer relied upon in order to deliver their task promptly. The frequent reasons given for this tardiness was that they were not made aware of the deadlines or had not received the official letter in time requesting this information. The officer then suggested to their former superior if a letter could be sent at the beginning of the year to the agency outlining all the deadlines and information that would be required of them for the rest of the year. This would ensure that the agency could be directed to look at the letter if they were unsure of the deadlines. The officer also noted that this solved another frequent issue as their former superior may not always be available to sign the letter to agencies. This innovation overcame two obstacles that the officer faced.

One officer noted that staff used to complain that they felt ill during the working day. Instead of them leaving work early to seek medical attention, this officer realised if there was a medicine box this could help officers quickly recover or know that they needed to get further assistance.

Concluding Remarks

The sections above demonstrate the range of ideas that officers have thought of in the service. The list is not exhaustive but attempts to capture the range of ideas that seek to improve the day-to-day practices officers engage with as well as the technical capacity and responsibilities they bear. We hope that this report

can be used to share and inspire idea generation and innovation within Ghana's Civil Service.

Recommendations

This report captures a snapshot of the various good ideas that have been suggested and implemented in the Ministry of Food and Agriculture and across Ghana's Civil Service.

Below are recommendations and general statements that hope to stimulate, support and strengthen the idea-generating and idea-sharing culture already in the Ministry of Food and Agriculture and across the Civil Service:

- *Utilise the multiple channels for communication with staff.*
One important way to engage with officers about ideas that they have are through existing pathways of communication with staff. This can include, but is not limited to, management meetings, performance reviews, appraisals and staff durbars. It can also include informal conversations and weekly team meetings.
- *Ensure that ideas are not shut-down; sometimes they just need to be developed.*
Many officers who were able to successfully implement their ideas cited that the opportunity to share their idea and receive feedback from their colleagues and superiors is what made the idea feasible and implementable.
- *Maintain and foster a culture of continuous improvement.*
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TRAINING FOR PRODUCTIVITY PROJECT: **UNDERSTANDING INNOVATION, IDEAS AND PRODUCTIVITY IN THE** **GHANAIAN CIVIL SERVICE**

Focus On: Ministry of the Interior

Introduction

The Training for Productivity (TfP) project seeks to understand the state of management and productivity in Ghana's Civil Service and if there are reforms that could be introduced to improve performance.

Since October 2017 till February 2018, a researcher from the TfP team has been speaking with officers across the civil service, including the Ministry of the Interior to understand how officers engage with innovation, idea generation and productivity.

The findings below include examples of innovations and ideas that have been suggested and implemented in the Ministry of the Interior. The next section features innovations and ideas that have been implemented among other ministries to share the potential and progress already in place across Ghana's Civil Service.

Examples of good ideas that have been suggested in the Ministry of the Interior

One officer noted that in their ministry to save time and be more efficient in communicating with agencies they would scan letters to the agencies which would reach the agencies faster.

One officer realised that there tended to be meeting clashes and realised that a notice board outside the conference room would be a useful tool to avoid these clashes.

One officer noted that staff used to complain that they felt ill during the working day. Instead of them leaving work early to seek medical attention, this officer realised if there was a medicine box this could help officers quickly recover or know that they needed to get further assistance.

One officer had an idea concerning the importance of motivating staff which in turn would stimulate productivity. This could be achieved through department awards on a monthly or quarterly basis. The officer felt that this would also stimulate enthusiasm and morale toward work tasks and meeting deadlines. The officer felt that colleagues having the chance to be named “best worker” carried importance and recognition than monetary rewards.

Examples of good ideas that have been implemented across Ghana’s Civil Service

One officer thought of implementing a system that they had experienced using in a former workplace which manages and outlines an officer’s day to day work tasks. It would allow officers to track and mark their progress on a particular work-task. Furthermore, the system also features an intra-mail system for communication and so there is no paper wastage. The officer also felt that this would be a useful way to see how productive an officer has been in reporting and completing their tasks for the week.

Another officer noted the importance of identifying staff and visitors to the ministry. Hence, their idea featured staff having ID cards and visitors being made identifiable by wearing visitor stickers. The officer felt that this would overcome the confusion in the ministry in distinguishing between staff and visitors.

After an officer experienced their printer breaking down, they thought of having a network printer which could be communally owned across the ministry. The officer said that this would eradicate the time and energy they spent asking and seeing if there were printers available or that they could use. Inevitably, the time it would take to complete a particular work task would quicken as a result.

Concluding Remarks

The sections above demonstrate the range of ideas that officers have thought of in the service. The list is not exhaustive but attempts to capture the range of ideas that seek to improve the day-to-day practices officers engage with as well

as the technical capacity and responsibilities they bear. We hope that this report can be used to share and inspire idea generation and innovation within Ghana's Civil Service.

Recommendations

This report captures a snapshot of the various good ideas that have been suggested and implemented in the Ministry of the Interior and across Ghana's Civil Service.

Below are recommendations and general statements that hope to stimulate, support and strengthen the idea-generating and idea-sharing culture already in the Ministry of the Interior and across the Civil Service:

- *Utilise the multiple channels for communication with staff.*
One important way to engage with officers about ideas that they have are through existing pathways of communication with staff. This can include, but is not limited to, management meetings, performance reviews, appraisals and staff durbars. It can also include informal conversations and weekly team meetings.
- *Ensure that ideas are not shut-down; sometimes they just need to be developed.*
Many officers who were able to successfully implement their ideas cited that the opportunity to share their idea and receive feedback from their colleagues and superiors is what made the idea feasible and implementable.
- *Maintain and foster a culture of continuous improvement.*
There is always room for improvement or ways to readdress certain work-processes or work-practices. The attitude of superiors to this sets the tone for other officers to share and generate ideas.
- *Innovative ideas do not have to cost anything!*
Whilst some ideas may require funding, it may not necessarily be the main component of an idea to start or function. An idea may use existing channels of funding in place or require other inputs aside from money.



UNIVERSITY OF OXFORD

TRAINING FOR PRODUCTIVITY PROJECT: **UNDERSTANDING INNOVATION, IDEAS AND PRODUCTIVITY IN THE** **GHANAIAN CIVIL SERVICE**

Focus On: Ministry of Tourism, Culture and Creative Arts

Introduction

The Training for Productivity (TfP) project seeks to understand the state of management and productivity in Ghana's Civil Service and if there are reforms that could be introduced to improve performance.

Since October 2017 till February 2018, a researcher from the TfP team has been speaking with officers across the civil service, including the Ministry of Tourism, Culture and Creative Arts to understand how officers engage with innovation, idea generation and productivity.

The findings below include examples of innovations and ideas that have been suggested and implemented in the Ministry of Tourism, Culture and Creative Arts. The next section features innovations and ideas that have been implemented among other ministries to share the potential and progress already in place across Ghana's Civil Service.

Examples of good ideas that have been suggested in the Ministry of Tourism, Culture and Creative Arts

One officer thought of an awards system for staff to spur morale and competitive spirit. The officer imagined that this could take the form of quizzes and various competitions which would attract and engage staff.

Examples of good ideas that have been implemented across Ghana's Civil Service

One officer thought of implementing a system that they had experienced using in a former workplace which manages and outlines an officer's day to day work

tasks. It would allow officers to track and mark their progress on a particular work-task. Furthermore, the system also features an intra-mail system and so there is no paper wastage. The officer also felt that this would be a useful way to see how productive an officer has been in reporting and completing their tasks for the week.

An officer realised that communication with agency counterparts was particularly difficult as there was delay in receiving feedback and inputs which the officer relied upon in order to deliver their task promptly. The frequent reasons given for this tardiness was that they were not made aware of the deadlines or had not received the official letter in time requesting this information. The officer then suggested to their former superior if a letter could be sent at the beginning of the year to the agency outlining all the deadlines and information that would be required of them for the rest of the year. This would ensure that the agency could be directed to look at the letter if they were unsure of the deadlines. The officer also noted that this solved another frequent issue as their former superior may not always be available to sign the letter to agencies. This innovation overcame two obstacles that the officer faced.

One senior officer coaches and supports their junior colleagues by giving them some of the tasks they had and mentor the officer which has allowed the officer to entrust some of the work they have to colleagues relieving some of the pressure. For instance, when the officer has been asked to prepare a memo, they will ask the junior colleague to draft it. The officer will then go through this with the junior colleague to address and finalise it. The officer also ensures that the colleague receives a copy of the final report to see how their input was used.

Concluding Remarks

The sections above demonstrate the range of ideas that officers have thought of in the service. The list is not exhaustive but attempts to capture the range of ideas that seek to improve the day-to-day practices officers engage with as well as the technical capacity and responsibilities they bear. We hope that this report can be used to share and inspire idea generation and innovation within Ghana's Civil Service.

Recommendations

This report captures a snapshot of the various good ideas that have been suggested and implemented in the Ministry of Tourism, Culture and Creative Arts and across Ghana's Civil Service.

Below are recommendations and general statements that hope to stimulate, support and strengthen the idea-generating and idea-sharing culture already in the Ministry of Tourism and across the Civil Service:

- *Utilise the multiple channels for communication with staff.*
One important way to engage with officers about ideas that they have are through existing pathways of communication with staff. This can include, but is not limited to, management meetings, performance reviews, appraisals and staff durbars. It can also include informal conversations and weekly team meetings.
- *Ensure that ideas are not shut-down; sometimes they just need to be developed.*
Many officers who were able to successfully implement their ideas cited that the opportunity to share their idea and receive feedback from their colleagues and superiors is what made the idea feasible and implementable.
- *Maintain and foster a culture of continuous improvement.*
There is always room for improvement or ways to readdress certain work-processes or work-practices. The attitude of superiors to this sets the tone for other officers to share and generate ideas.
- *Innovative ideas do not have to cost anything!*
Whilst some ideas may require funding, it may not necessarily be the main component of an idea to start or function. An idea may use existing channels of funding in place or require other inputs aside from money.

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