Governance

Participatory, consensus-oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive, and follows the rule of law, are characteristics of good governance. State and non-state actors can participate effectively in the development process under good governance.

PROJECT STORY

Enhancing Institutional Capacity Development of Government Administration in Ghana

Capacity development has been identified as one of the biggest challenges facing developing countries all over the world. There is broad consensus among key development actors including governments and development partners (DPs) that adequate and effective capacity are vital for efficient utilization of local resources and aid effectiveness to propel accelerated socio-economic transformation.

JICA’s approach to capacity development through technical cooperation is demand-driven and tailored to meet the needs of recipient beneficiaries, and JICA Ghana implements capacity development projects for civil servants at two levels i.e. the individual level and the organizational level.

The Government of Japan supports Ghana to achieve good governance for continuous economic growth and basic social service expansion to the people. JICA Ghana, as an implementation agency of Japanese Official Development Assistance (ODA), is implementing projects in the area of civil service training, monitoring and evaluation capacity development, and public financial management.

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Project for Institutional Capacity Development of the Civil Service Training Centre (CSTC)

In March, 2011, the “Project for Institutional Capacity Development of the Civil Service Training Center (CSTC)” was launched. The project is made up of two components co-funded by JICA technical cooperation scheme (for training of personnel) and GoG/Japan Counter Value Fund scheme. This is a follow-up to the successful implementation of the previous project titled; “Capacity Development of Government Administration Project (2007-2010)” which focused on CSTC’s capacity to provide effective training sessions, increasing the number of training facilitators and improving the training environment. Following this intervention, the number of training courses at CSTC rose from 14 in 2007 to over 68 courses presently. Likewise, the numbers of facilitators/trainers also increased from 2 to 26. During the implementation, 12 civil servants from Liberia and Sierra Leone benefited from the training. As a result of this, the governments of both countries requested JICA Ghana and the Office of the Head of Civil Service (OHCS) to provide more training opportunities to their civil servants.

As a ‘Centre of Excellence’- Strengthen the Institutional Capacity of CSTC

The project is aimed at strengthening the institutional capacity of CSTC to improve its functions as it aspires to become a “Centre of Excellence” in civil service training in the West African sub-region. The Project Framework is as follows:

**OVERALL GOAL (to be achieved by 2018)**
Civil servants and Institutions in the Anglophone countries of West African sub-region benefit from the services of CSTC as ‘Centre of Excellence’ in civil service training.

**PROJECT PURPOSE (to be achieved by 2013)**
Institutional capacity of CSTC strengthened towards ‘Centre of Excellence’ in civil service training in the Anglophone countries within the sub-region.

**OUTPUT 1**
CSTC personnel have developed capacity to conduct TNA and to develop training curriculums and materials for Ghana and the sub-region.

**OUTPUT 2**
Training delivery capacity of the CSTC Trainers has been strengthened for delivery training for the sub-region.

**OUTPUT 3**
Capacity to plan and deliver regular training for participants from the sub-region has been developed at CSTC.

**OUTPUT 4**
An M&E system to ensure quality training has been established and implemented by CSTC.

Overall, it is expected that CSTC’s capacity will be built to the extent that it can provide trainings and/or advice to its sub-regional counterpart institutions from Anglophone countries such as Sierra Leone and Liberia among others.
The Civil Service Training Centre (CSTC) has benefited tremendously from the technical cooperation offered by JICA. The CSTC is mainly mandated to train civil and public service personnel across Ghana. CSTC, with just three facilitators before 2007 and before JICA’s technical cooperation, now has about 50 well-trained facilitators and offers about 68 need-specific and cutting-edge courses as against 14 secretarial courses in 2007. The Centre has also extended its services into the international landscape and now trains Liberian and Sierra Leonean civil service workers.

In March, 2011, JICA commenced the Project for Institutional Capacity Development of the CSTC, as a second phase of the previous project (2007 -2010). The Principal of the Centre, Mrs. Dora Dei-Tumi, termed JICA’s contributions as; ‘timely intervention’.

Mrs. Dei-Tumi revealed in an interview that before JICA’s technical cooperation intervention, the ambience for adult learning at the Centre was negative. ‘The structure was old; it was not painted, our chairs could easily tear your dress, and the washroom was bad. Generally, participants of our training courses were demoralized and we had only three facilitators. We had logistics problem, too. Government was doing its bit, but it was not enough to transform the situation. Those days, we could organize training courses and only five people would turn up.’

In 2007, the Office of the Head of Civil Service (OHCS) entered into a collaborative effort with JICA to build the administrative capacity of the Service and one of the components of the technical cooperation is the capacity building of facilitators. Mrs. Dei-Tumi indicated; ‘JICA came into the system when we needed assistance the most. JICA helped the Centre with the purchase of equipment and renovated our building to give it a presentable and appealing look. Then, the Centre could not offer us orientation about what skills we needed to have, as trainers or facilitators.’

The implementation of this project will go a long way in strengthening south-south cooperation as countries all over the world become interdependent on each other. From this beginning CSTC has gradually built the momentum to realize its ultimate goal of becoming a citadel of training for civil service capacity development within the sub-region.

**Project activities/outputs so far**

» The project completed the background survey and Training Need Analysis (TNA) of the civil services of Sierra Leone and Liberia

» CSTC training management capacity and facilitators delivery skills have been enhanced through several learning platform workshops

» Curriculum design and material development for Ethical Leadership/Quality Productivity Improvement (EL/QPI) Courses for Sierra Leone and Liberia completed

» Development of Training Administration Manual to guide management of EL/ QPI training for participants from Sierra Leone and Liberia

» Implementation of the EL/ QPI Courses for the first batch of twenty participants from Sierra Leone and Liberia

The Centre has also extended its services into the international landscape and now trains Liberian and Sierra Leonean civil service workers.

EXCLUSIVE INTERVIEW

JICA Strengthens Ghana’s CSTC to Train West African Counterparts

Interview session with Mrs. Dora Dei-Tumi

The implementation of this project will go a long way in strengthening south-south cooperation as countries all over the world become interdependent on each other. From this beginning CSTC has gradually built the momentum to realize its ultimate goal of becoming a citadel of training for civil service capacity development within the sub-region.