

IMANI PUBLIC SECTOR LEADERSHIP AWARDS 2017



Objective

- IPSLA as an advocacy tool to:
 - support on-going reforms in the public sector
 - boost the stature of those pursuing those reforms
- It is only when an efficient public sector machinery exists that growth of private sector and guarantee of social provisions and rights can be supported
- We believe strongly that public institutions need strong leadership and direction so that they can focus on rule of law, competent and minimal bureaucracy, and the transparent provision of public goods, such as security of life and property, sound regulation and the enforcement of quality standards

Inspirational Public Sector Leadership Awards (IPSLA)

- IPSLA assess several key dimensions of efficiency and effectiveness of public sector institutions in Ghana in delivering their mandate
- MDAs are scored using IPSLA framework, ranked and the top 5 are awarded
- IPSLA 2017 framework is hinged on 5 pillars with 12 indicators:
 - Public Engagement, Transparency, Social Inclusion, Innovation and Managerial Effectiveness

What IPSLA measures

Public Engagement

How effectively is the MDA using e-gov tools, new media tools to reach out, respond and involve its stakeholders and the public

Accessibility

Use of new media

Responsiveness

Transparency

How open and accountable institutions is.

- Published their annual reports, M&E reports, financial reports and are easily accessible to enable citizens track, monitor progress and hold institution accountable

Open governance

What IPSLA measures

Innovation

Conditions necessary for innovation and adoption of innovative policies/programs/operations

Adoption

Infrastructure

Human resource

Managerial Effectiveness

Operational effectiveness: output per available resources, budget efficiency and procurement practices

Efficiency

Financial prudence

Procurement

Social Inclusion

How inclusive the institution's office space and information sources are, female in top management, and inclusiveness of policies and programs with regards to Gender Equality and Social Inclusion. (GESI)

Office building

Information

Leadership

GESI Programs

The development of the IPSLA framework and indicators are based on insights from extensive research and review of literature on measurement of public and regulatory institutions across the world.

However considerations were given to the context of Ghana's law that established public institutions, their roles, and peculiar challenges in arriving at the five main pillars

Data collection

- Data collection was done from 1 October to 1 December 2017
- 3 sources of data from scoring MDAs
 - IMANI's in-house research on the indicators, data from external sources such as auditor general report, news reports, etc
 - Visit to all MDAs surveyed for first hand information on physical and working environment
 - Questionnaire sent to all MDAs for validation of data, self reporting and sourcing report

Scoring and Aggregation

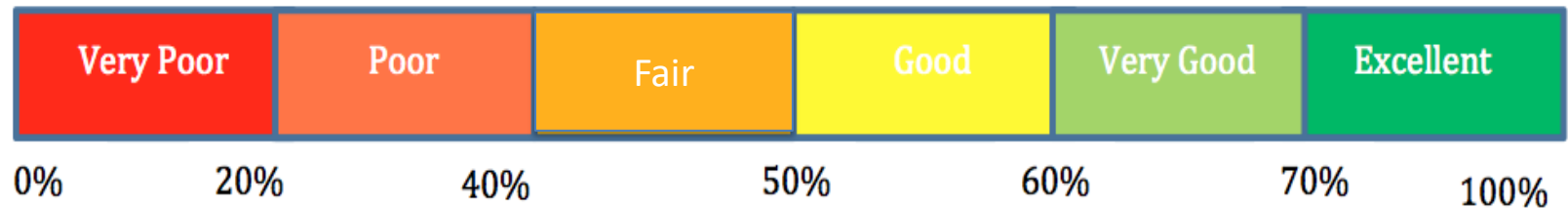
- Each indicator was scored based on the response type.
- E.gs
Categorize how recent the institution posted on Facebook
5 = Less than 1 week; 4 = 1 to 4 weeks; 3 = 1 to 3 months; 2 = 3 to 6 months; 1=More than 6 months; 0 = Never posted on this platform

MDAs with missing data for 3 indicators are removed from the ranking

- Arithmetic Average Method was used to aggregate scores under each pillar for each public institution.
- This method is simple, transparent, frequently used for similar ranking surveys
- All pillars are weighted equally.

IPSLA scale

IPSLA scale ranges from 0% to 100%, offers a spectrum for interpretation of the final score of institution's performance as explained in the figure below



Observations

- Most MDAs now have functioning websites and social media presence (**National Media Commission, National Identification Authority, Ministry of Defence** are offline.)
- Filing and Tracking mechanisms of packages to most MDAs are inefficient resulting in missing packages, delivery delays to target department/person
- Poor service and unresponsiveness : “Don’t you know this is the public sector? Do you really expect a response to your letter after only three days?” “It is not my job” “The minister has travelled”
- Emails not responded to. Telephone numbers advertised not functioning or not responded to.
- Majority of the MDAs are not open and accountable to the public. Most are yet to publish their 2016 annual and financial report few days to the end of 2017.
- Attention must be paid to the physical environment and working conditions of MDAs since it influences work output and innovation. Most of offices are in bad shape, require renovation. Wash rooms are in terrible conditions, Furniture in deplorable states and internet access generally poor.
- Most MDA offices are not disability friendly. They lack ramps, elevators, Eligible signage with symbols

Observations

- Safety devices such as fire extinguishers, escape routes were non-existent in most MDA offices
- Senior managerial/board positions are mostly male dominant
- Electoral Commission fell from top 5 to 30th on the rank
- Ministry of Gender most consistent performer on the ranking
- **Ministry of Youth and Sports, National Youth Authority, Ministry of Justice & A G, National Sports Authority and PURC** have consistently underperformed in the IPSLA ranking

Results



- 45 MDAs were assessed in the IPSLA 2017.
- None of the institutions surveyed had a score in the excellent band of the IPSLA scale.
- 4% placed in the very good performance band (2)
- 13 % in the good performance band (6) and improvement on the 2017 result
- 27% in the fair performance band (12)
- The majority of the institutions, 47% had scores in the poor performance band (21)
- While 9% fell in the very poor performance band of the IPSLA scale. (4)

Recommendations

- MDAs should invest in digital platforms such as responsive secured websites, social media networks to **engage** directly with the general public. This would raise public trust in reform agendas MDAs intend to undertake
- Improve their responsiveness to the public by investing in continuous customer service training for their call and front desk officials
- Practice open governance by regularly updating their websites with ongoing projects, all reports for social accountability
- Make office spaces accessible to all especially PWD as well as providing information in formats and medium accessible to all Ghanaians without discrimination.
- Improve the working and office environments : wash rooms, safety considerations, furniture and filing systems,
- Create an enabling environment to foster the culture of innovation in MDAs: redesign office spaces, provide reliable internet, continuous capacity building for staff and dedicated budget for Research and Development
- MDAs should set clear targets with timelines for to encourage efficiency and social accountability.

Special Awards

- 
- Ministry of Lands and Natural Resource – **Most Transparent MDA in 2017**

- 
- Ministry of Environment, Science and Technology – **Most Social Inclusive MDA in 2017**

Most Inspirational Public Institution 2016/17

5

- Ministry of Finance

4

- Ministry of Food and Agriculture

3

- Ministry of Gender, Children and Social Protection

2

- Ghana Investment Promotion Centre

1

- Ministry of Communications

Least Inspirational Public Institution 2016/17

41

- Ministry of Justice & Attorney General

42

- National Youth Authority

43

- Public Utility Regulatory Commission

44

- National Media Commission

45

- National Sports Authority

IPSLA 2017 RESULTS

MDA	Final Score		Final Score
Ministry of Communications (M)	61	Office of the Civil Service (A)	38
Ghana Investment Promotion Centre (A)	60	Environmental Protection Authority (A)	38
Ministry of Gender, Children and Social Protection (M)	58	Ministry of Transport (M)	37
Ministry of Food and Agriculture (M)	56	Ministry of Local Government and Rural Development (M)	36
Ministry of Finance (M)	55	Ministry of Works and Housing	34
Ministry of Lands and Natural Resources (M)	53	Ministry of Health (M)	34
National Commission for Civil Education (A)	53	Ministry of Roads and Highways	34
Ministry of Environment Science and Technology	52	Ministry of Employment and Labour relations	34
Ministry of Interior	50	Electoral commission (A)	34
Ministry of Trade and Industry (M)	49	National Service Secretariat (A)	32
Ghana Meteorological Service	48	Ghana Export Promotion Authority (A)	32
Ghana Statistical Service	48	Ministry of Tourism, Culture and Creative Arts (M)	32
National Communication Authority (A)	48	Energy commission	31
National Health Insurance Authority (A)	48	Commission for Human Rights and Administrative Justice	31
Foods and Drug Authority	47	National Pensions Regulatory Authority	30
Ministry of Foreign Affairs and Regional Integration (M)	46	National Identification Authority	28
Driver and Vehicle Licence Authority	45	Ministry of Youth and Sports	26
Ministry of Education (M)	43	Ghana Audit Service	25
Ghana National Procurement Authority	42	Ghana standards Authority (A)	25
Ministry of Energy	40	Ministry of Defence	21
		Ministry of Justice & Attorney General	20
		National Youth Authority	19
		Public Utility Regulatory Commission	17
		National Media Commission (A)	16
		National Sports Authority	16