

GHANA INSTITUTE OF MANAGEMENT
AND PUBLIC ADMINISTRATION
GREENHILL, GHANA

1. *History and objectives*

The Institute, a body corporate with academic, financial and administrative autonomy, was first established as the Institute of Public Administration (I.P.A.) on June 30, 1961 (Executive Instrument 117), as a joint Ghana Government/United Nations Special Fund project. The joint sponsorship ended on June 30, 1966 when the United Nations formally handed over the Institute to the Government of Ghana.

Since 1969, the Institute has under authority of Decrees, been re-designated the Ghana Institute of Management and Public Administration (GIMPA), to reflect its enlarged functions. The main objects of the Institute are to :

- (a) institute programmes, and provide facilities, for
 - (i) the education and training of management in the principles and practices of commerce, industry and public administration ;
 - (ii) research into problems of management and administration and the exchange of ideas and experience on management and administration :
- (b) provide management consultancy services ;
- (c) co-ordinate and direct management training programmes in the country ;
- (d) encourage or sponsor the publication of the results of studies or of research into management and administration which in the Institute's opinion are of academic or practical value ;
- (e) award diplomas and certificates to persons who successfully complete any course of training of the Institute ;
- (f) assist and co-ordinate the activities of any organizations or institutions whose objects are similar to those of the Institute.

2. *Administration and Personnel*

The public Administration Studies Division (i.e., the former Institute of Public Administration), charged with responsibility for the training of lower-middle level managers of the Public Services and for mounting ad hoc tailor-made courses for senior personnel of organisations in the Public Service and Public Corporations at the request of the organisations concerned.

The advanced Management Studies Division (AMSD) which mounts management development courses for the upper segment of middle management and Functional Courses for an assortment of

middle management cadre who are drawn from both the private and public sectors of the economy.

The Research and Consultancy Division which is assigned responsibility for the preparation of local case studies, the conduct of « institutional » research into immediate as well as long-term administrative and management problems in Ghana, the provision of management consultancy services to outside bodies, the availability and adequacy of library services, arrangements for the publication of the Institute's Journal, and the preparation of basic papers for seminars and conferences on Management.

Each Division is headed by a Deputy Director who is directly accountable to the Director of the Institute. Subject to policy direction from the Director, each head of Division is responsible for the organisation, direction and day-to-day administration of his unit. A court of Governors appointed by the Government meets from time to time to consider lines of development and the general management as well as the overall policy direction of the Institute. There is provision also in the instrument of incorporation for Advisory Boards to be constituted to advise the Director on the teaching, research and related programmes and activities of the Institute.

In the interest of institutional integration and to ensure overall co-ordination of operations, a number of committees have been established to advise the Director on various matters. Each committee is empowered to appoint sub-committees to deal more specifically with any of the special areas within its jurisdiction. Committees at present in existence are : The Policy Co-ordinating Committee, the Academic Committee, the Administrative Committee, the Joint-Staff Consultative Sub-Committee and the Superannuation Scheme Management Committee.

Besides the Director of the Institute, J. Nti, and the three Deputy Directors (and Heads of Division), the senior staff comprises five Senior Lecturers, five Lecturers, an Adviser, a Principal Research Assistant and a Publications Officer.

3. *Training activities*

In furtherance of its training objectives, the Institute organises a number of courses each year primarily for members of the public services but also (in the case of courses run by the Advanced Management Studies Division) for persons from the private sector as well.

Diploma in Public Administration Course : The Diploma Course is designed for graduate new-entrants ear-marked for the Administration Class, and analogous grades in the Ghana Civil Service. The objectives of this course is to prepare trainee officers adequately to fulfil their administrative functions and to provide a firm foundation for mature personal development for broader responsibilities in the future.

Certificate in Public Administration Course : The primary objective of the course is to broaden the outlook of professional/technical officers in the Civil Service and improve their operational effectiveness by acquainting them with and deepening their insight into administrative concepts, problems and processes and to equip them with basic knowledge and skills of management.

Special Course in Health Administration and Management for Senior Doctors : This Course, the first of its kind in West Africa, has been specially designed for medically qualified senior personnel already in positions of responsibility. The Course is being organised by the Institute in association with the Ministry of Health, Ghana ; and is co-sponsored by the Ghana Government, the West African Health Secretariat and the Commonwealth Secretariat.

Diploma in International Relations : This Diploma Course is being organised on a « pilot » basis in an effort to meet the special training requirements of the young Ghanaian diplomat who is expected to approach his future assignments with a clear familiarity with and confident understanding of the problems of his own country as well as an appreciation of Ghana's national interests in other countries and International Organizations. :

Diploma in advanced agricultural Administration Course : The objective of the course is to enhance the quality of managerial and administrative operations in the Ministry of Agriculture in Ghana through improved management capability of the Ministry of Agriculture officials to provide more efficient and effective services to the small farmers, thereby increasing agricultural food production.

Senior management course : The Course is intended for administrators and managers in the age range of 32-45 who are holding positions of some authority in the public services and in the private sector, and who are expected to qualify for still greater responsibilities. The objective of the course is to broaden the understanding of the participants of general management problems, to up-date their knowledge with new management concepts and techniques, and to offer them an opportunity for self development.

Functional management courses : The object of the course is to provide executives having a functional responsibility for personnel administration with a clearer understanding of their role in solving the human problems of management.

General management appreciation course : This two-week non-residential Course is designed to bring participants up-to date in critical areas of management appropriate to their level.

4. *Research Programme*

In consonance with the Institute's instrument of incorporation, a Research Division comprising a Research and Consultancy Unit and a Library and Documentation Services Unit is now established.

The Research and Consultancy Unit has the bulk of its resources and staff time devoted to research into immediate pressing policy issues as well as long-term administrative problems in Ghana. The research programme is designed to mirror the high priority administrative problems of development in the country. Papers produced by members of the Division are discussed at regular seminars held at the Institute after prior circulation to a wider audience of professional administrators as well as members of the public. In addition specialised workshops and conferences are held to disseminate research findings and promote knowledge of specific areas of administrative policy.

The Unit also provides advisory and consultancy services to outside organisations at the request of the client organisations which are subsequently helped to get the suggestions arising out of consultancy assignments implemented. During the year 1975 - 1976, the following research and consultancy assignments will be undertaken by the Unit .

(a) Research into the Structure and Procedures of the Civil Service at the instance of the Commission on Civil Services Reform, further detailed survey investigations into specific aspects of the Ghana Civil Service structure and processes will be carried out.

(b) Research on the Institutionalisation of Career Policies and Guidance in Africa.

In collaboration with the Centre for African Research and Development (CAFRAD) based in Tangier, Morocco, the Unit will carry out research on the « Institutionalisation of Career Policies and Guidance in Africa ». The objective of the research is to identify the need for and the possibilities of institutionalising career guidance as a means towards reducing imbalances in manpower supply and demand in African countries, and as a means to help the individual make a realistic choice for further education and/or a future career.

(c) Management Audit of Selected Public Boards and Corporations. With the assistance of members of the academic staff of the other Divisions, management audit of a number of state corporations which began in mid-October 1974 will continue. Report of the project on three of the ten corporations being surveyed at present will be ready to be submitted to the Secretary to the National Redemption Council at whose instance the assignment is being carried out.

5. Publications and Library

Publication of the Greenhill Journal of Administration and the Administrator's Digest will continue in earnest. The former, a quarterly journal of the Institute, is devoted to the study, research, dissemination and exchange of knowledge and information on all aspects of public administration and management in Ghana in particular and Africa generally. The latter embodies a mixture of summaries and excerpts of articles and speeches prepared by important personalities

in management both at home and abroad ; it also covers interesting and educative commentaries on matters of topical concern in the country as well as digests of research reports and book reviews.

The Institute has a well-equipped and fast-growing specialized library. Now with an annual acquisition of about 2,000 volumes, the Library has a stock of over 20,000 volumes excluding unbound volumes of periodicals and official publications in the fields of Public Administration, Management and related disciplines. The particular strength of the library lies in materials on management practices in planning, personnel administration and related materials which have been drawn from both French and English-speaking African States. The Library also has a strong collection of Gold Coast and Ghana official documents and is particularly proud of the fact that it possesses a rare collection of the Gold Coast Gazette which runs back to 1895.

The main function of the documentation centre is to stock materials which would essentially support reference and research needs of the Institute. The collection is made up of government publications, namely, Acts and Statutes, Gazettes, Departmental Annual Reports and Proceedings of Commissions/Committees of Enquiry, Speeches of Heads of State, Commissioners (Ministers) and other important public officials, Case studies, Course notes, and Archival records/documents of the Institute, e.g., Registry files, Minutes books, etc., Newspaper clippings, and documents of International organizations such as U.N. ; E.C.A., O.A.U., etc.