

DISCAP AND RPCU MANAGEMENT TRAINING FRAMEWORK PRESENTED JANUARY 2004

One of the expected outcome of the DISCAP project is *"improved operational systems of the DA for planning, coordination and accountability of Poverty Reduction/Basic Human Needs, especially water and sanitation, program."*

Similarly, DISCAP is also mandated to *"improve regional planning and coordination units (RPCUs) in all three Regions, capable of supporting Districts to monitor poverty reduction targets and providing strategic advice to Districts, with a focus on water and sanitation issues."*

To achieve these outcomes DISCAP and the RPCUs have agreed to provide sponsorship packages to select individuals at the District and Regional levels to attend courses offered by GIMPA and MDPI. A short list of courses has been identified that relate specifically to DISCAP programming areas.

The following framework outlines the three components of the training strategy and operational issues.

Key Issues in Strategy

- The Change Management course will be designed and offered in house by the RPCUs and DISCAP. This course is intended for participants who have demonstrated outstanding leadership in District Assemblies and Regional Institutions.
- RPCUs will have the flexibility to determine how they want to allocate the GIMPA sponsorships in order to meet the specific needs of the Districts and Regions. Once the allocations have been made the RPCUs should forward the list to the DISCAP GE-OD and STS for final review. Sponsorships will then be allocated based on timing of courses.
- RPCUs and DISCAP will come to an agreement for the amount of the sponsorship package to be given to individuals depending on the length and tuition of course. This sponsorship package is intended to be all inclusive. A particular amount will be agreed upon and it is up to the selected candidate to manage the funds. Method of payment is also to be determined (i.e. does RPCU pay tuition and then a lump sum to the candidate, or does the candidate receive a lump sum and pay all expenses).
- Candidates are responsible for applying to and gaining acceptance from GIMPA. Once he/she receives an approval letter the RPCU will process payment.
- The MDPI courses will be customized to meet DISCAP's specific needs and will be offered as residential courses in Northern venues (to be determined). It is anticipated that one person per District will attend each of the courses.

Training Activity and Objective	Actions	Responsibility	Budget	Time Line
<p><i>Change Management Course (5 days)</i></p> <p><i>Objective:</i> To build the capacity of key leaders in the Regional Partner Institutions and DAs to lead and manage in times of transition.</p>	<p>Design of course by DISCAP partners and consultants.</p> <p>Selection of participants.</p> <p>Organization of course logistics.</p> <p>Implementation of course.</p>	<p>IDS and STS</p> <p>RPCU</p> <p>RPCU</p> <p>IDS, STS and RPCU</p>	<p>2.25 million per person.</p> <p>30 participants.</p>	<p>May 2004</p>
<p><i>Sponsorship packages to selected GIMPA courses.¹</i></p> <p><i>Objective:</i> To build the capacity of DA and Regional Partners to manage poverty reduction programs effectively.</p>	<p>RPCUs to invite DA staff to write a letter of application indicating why they want to enroll in a particular course and how it will impact their work when they are finished.</p> <p>RPCU to develop selection process and criteria and apply to applications.</p> <p>Determine that amount of sponsorship to be given to the selected candidates based on course duration, location, etc.</p> <p>Candidates to apply and get acceptance from GIMPA.</p> <p>Sponsorship packages to be offered to candidates based on RPCU recommendations.</p>	<p>RPCUs and DAs</p> <p>RPCU, GE-OD</p> <p>RPCU, STS</p> <p>Selected candidates</p> <p>RPCU</p>	<p>Budget per course depends on course details. RPCU to decide how to allocate available funds.</p> <p>Budget Allowance for Regional Partners: NR – 50 million UER – 50 million UWR – 50 million</p> <p>Budget Allowance for Districts:² NR – 143.8 million UER – 66.6 million UWR – 55.8 million</p>	<p>From March 2004 to September 2005</p>

¹ DISCAP has developed a short list of courses that applicants can participate in. See Annex A for details on courses.

² Budget allowances determined by the number of districts per Region compared to the total number of Districts in the North.

Training Activity and Objective	Actions	Responsibility	Budget	Time Line
<p><i>Customized Office Management Courses (Offered by MDPI in North for DISCAP)</i></p> <p><i>Objective: To build the capacity of middle level staff to manage the District Administration Office effectively.</i></p>	<p>Contracting of MDPI.</p> <p>Development of course.</p> <p>Organization of course logistics.</p> <p>Implementation of course.</p>	<p>STS, GE-OD</p> <p>MDPI</p> <p>RPCU</p> <p>MDPI, STS, GE-OD</p>	<p>4 million per participant (approx 8 days)</p> <p>24 participants, 1 per District.</p>	<p>February – March 2004.</p>
<p><i>Customized "Finance and Accounting for Non-Finance Managers" (Offered by MDPI in North for DISCAP sponsored participants.)</i></p> <p><i>Objective: To build the capacity of senior managers to understand and manage/oversee financial processes.</i></p>	<p>Contract of MDPI</p> <p>Development of course.</p> <p>Organization of course logistics.</p> <p>Implementation of course.</p>	<p>STS, GE-OD</p> <p>MDPI</p> <p>RPCU</p> <p>MDPI, STS, GE-OD</p>	<p>2.5 million per participant (approx 5 days)</p> <p>24 participants, 1 per District.</p>	<p>May – June 2004</p>

1 ANNEX A

SHORT LIST OF GIMPA COURSES AVAILABLE TO REGIONAL PARTNER AND DISTRICT ASSEMBLY STAFF

PROGRAM AND CORE SUBJECTS	DURATION	TARGET GROUP	ENTRY REQUIREMENTS	TUITION
<p>Post Graduate Diploma in Public Administration (DPA)</p> <ul style="list-style-type: none"> • Public Policy Making • Public Policy Analysis • Strategic Management • Management Information Systems • Quantitative Methods • Public Finance and Accounting • Ghana's Public Administration Systems • Economic Development Planning • Project Planning and Management <p>Core Competencies to be developed: Strengthened foundation and personal development for the fulfillment of broader administrative functions. Knowledge and skills to enhance effectiveness of operations.</p>	<p>16 weeks</p>	<p>Middle level administrative personnel in public boards/organizations and private sector organizations.</p>	<p>First degree and a Post Graduate Certificate in Public Administration.</p>	

PROGRAM AND CORE SUBJECTS	DURATION	TARGET GROUP	ENTRY REQUIREMENTS	TUITION
<p>Post Graduate Certificate in Public Administration (CPA)</p> <ul style="list-style-type: none"> • Principles of Management • Introduction to Human Resource Management and Organizational Behaviour • Public Administration • Public Sector Economics • Legal and Regulatory Framework <p>Core Competencies: Basic knowledge of and skills in management practices. Basic administrative skills to improve operational effectiveness through exposure to concepts, problems and processes.</p>	8 weeks	<p>New graduate entrants to the professional core of the civil service.</p> <p>Middle level administrative personnel in public boards/organizations and private sector organizations.</p>	First degree or its equivalent.	
<p>Project Planning and Management</p> <ul style="list-style-type: none"> • National Development Perspective • Resources for Rural Development • Project Cycle • Project Implementation and Management <p>Core Competencies: Improved performance in project planning and skills in implementing and managing development projects. Deepened understanding of perspectives of national planning.</p>	6 weeks	Planning Officers and Project Managers in the Public and Private Sectors	Be a member of the Target Group.	

PROGRAM AND CORE SUBJECTS	DURATION	TARGET GROUP	ENTRY REQUIREMENTS	TUITION
<p>Management of Training Functions</p> <ul style="list-style-type: none"> • Development of Training Skills • Training Program Planning and Design • Training Delivery • Managing a Training Program • Introduction to Micro Teaching <p>Core Competencies: Acquire skills in learning theory and their application to the training function. Ability to develop tools for assessing training needs of personnel. Improved teaching/facilitation skills. Acquire skills for assessing organizational development and management development needs and strategies.</p>	1 week	Personnel Officers, Human Resource Managers, Training Officers, Extension Staff of public and private sector organizations.	Be a member of the Target Group	
<p>Budgeting and Financial Management</p> <ul style="list-style-type: none"> • Machinery of Government • Public Finance • General Issues in Development • Accounting • Preparation of Budgets in the Public Sector • Statistics • Auditing • Current Budgetary Practices in Ghana • MIS • Financial Reporting • Financial Management • Budgeting and Financial Management cont'd • Performance Measurement and Reporting <p>Competencies: Improved skills in financial management and budgeting. Tools development to utilize skills acquired to achieve better resource allocation and use.</p>	6 weeks	Personnel of Budget Planning Units and those who have responsibility for formulating and executing the annual budgets of their organization.	First degree, but consideration given to Heads of Department above the grade of Senior Assistant Secretary and analogous grades in other organizations.	

PROGRAM AND CORE SUBJECTS	DURATION	TARGET GROUP	ENTRY REQUIREMENTS	TUITION
<p>Women in Management (Middle Level)</p> <ul style="list-style-type: none"> • Management functions – gender perspective • Women in National Development Management • Interpreting Financial, Economic and Political Indicators • Introduction to Management Information Systems • Personal Development <p>Competencies: Improved knowledge, abilities and skills in management. Effective participation in organizations and issues that affect women’s lives and the development of the nation. Development of networking skills for mutual support. Ability to understand organizational budget and its implication for effective performance. Understanding of the importance of role modeling, monitoring, effective communication, networking and advocacy.</p>	2 weeks	Female middle level managers. Deputy Directors. Manager/Head of Sections and Assistant Heads from public, private and non governmental organizations.	Be a member of the target group.	