

Civil Service reform in Ghana

Instructions for case study preparation

This case brings together a number of the challenges and themes we will discuss in the strengthening organizations modules of EPLP. It puts you in the driving seat: you have just been appointed as the Head of Civil Service, so how would you go about improving performance in the institutions you now oversee? The setting for the context is Ghana, circa 2014. While the precise challenges, opportunities, and constraints facing each government at any given point of time are somewhat idiosyncratic, many of the core challenges of improving performance and implementing reforms are universal. As you read this case, you may want to consider the following:

What does improving performance in public organizations actually mean?

What types of levers or tools exist for different actors to try to improve performance?

What challenges are you likely to encounter in implementing reforms, and how should those potential challenges affect the goals and design of efforts to improve organizational performance?