

Report on DeliverEd Ghana Research Dissemination Workshop

26TH JUNE, 2023



PREPARED BY THE GHANA RESEARCH TEAM



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Introduction

The DeliverEd Ghana Research Dissemination Workshop was organized in Tamale and Cape Coast on the 12th and 15th of June 2023, respectively, with the primary objective of presenting the findings from the DeliverEd Ghana study participants at the subnational level. The workshop aimed to foster an environment of feedback and discussion among the participants, which would serve as a crucial element in formulating appropriate policy recommendations based on the research findings.

Workshop Structure

The workshop was divided into multiple sessions, including presentations, breakout session discussions, and interactive sessions, designed to facilitate active engagement and knowledge exchange among the research team and participants (see Appendix A and B for the list).

Presentation of Research Findings

The researchers (see the workshop agendas in Appendix C for the names) presented the key findings of the DeliverEd Ghana study, comprising the:

1. national-level study that aimed to trace the origin and impacts of the delivery approach led by the Reform Secretariat;
2. qualitative study, based on in-depth interviews in 3 regional and 5 district offices, that sought to understand how delivery approaches were being used at subnational level; and
3. quantitative study, based on a nationally-representative survey, that aimed to document the use of delivery approaches across 174 districts alongside the knowledge, attitudes, and behaviours of district and school staff.

Regarding the national-level study, some of the findings presented were that:

- introducing and strengthening management routines on accountability, coordination, and problem-solving led to increased capacity to deliver on national-level output targets.
- coordination and problem-solving routines were noted to have led to a sense of empowerment and ownership amongst national education agency heads.
- the presence and attention of the Minister in quarterly ‘accounting to the Minister’ meetings served as a very powerful incentive for reform owners to achieve performance targets.

- NERS provided capacity building to reform owners to identify KPIs, set targets, and monitor their performance.
- As of the end of 2021, national agencies reported changes in their internal management practices (e.g., the introduction of target-setting and data review within agencies).
- there was a strong initial emphasis on high-stakes accountability through 'accounting to the Minister' meetings and performance agreements. Over time, the emphasis shifted away from high-stakes accountability to coordination.

In relation to the sub-national study, some of the findings presented were that:

- there were wide variations between districts and schools in the extent of adoption and impact of the new delivery approach routines. Thus, in some districts, district office staff and head teachers demonstrated a strong, consistent understanding of performance contracts, shaping district priorities. However, In other districts, there was limited knowledge of performance contract specifics and implementation processes and confusion with GALOP contracts. In three district offices and two regional offices, the new KPIs shifted the focus of monitoring activities and data collection, but annual targets were not broken down into appropriate quarterly targets, sometimes due to limited capacity, so monitoring could not be fully effective.
- there was evidence that performance contracts were beginning to increase activities in some regions/districts at the end of year one implementation (e.g., support for SMCs and PLCs).

Concerning the quantitative study, some of the findings presented were that:

- on average, district offices make only moderate use of management practices. Thus, the average district is strong on priority setting by making more use of strategic planning.
- the average district office uses problem-solving practices more than (top-down) accountability practices.
- at the school level, teacher absenteeism was moderate by regional standards (13%), and classroom instructions met international benchmarks.
- 22% of the office staff were likely/very likely to leave their jobs.
- even though the evidence suggested a positive relationship between management functions and performance, not all functions matter equally.

Evidence points towards benefits from problem-solving, not top-down accountability routines.

Breakout session Discussions

The breakout session discussions at the workshop centred around three key questions: (1) What key things did you take away from these presentations? (2) How are you working to improve the delivery role of district and regional offices? (3) What innovations or areas of challenge would you like to further develop? Workshop participants were actively encouraged to provide feedback and engage in discussions regarding the research findings and their implications. The participants engaged in insightful conversations, sharing their perspectives and experiences at the plenary.

Workshop Outcomes

By disseminating the research findings and engaging participants in discussions, the workshop raised awareness about the importance of delivery approaches in education provision. It encouraged participants to use the appropriate management practices to help enhance their roles at the district and regional education offices. Also, the workshop facilitated fruitful knowledge-sharing and collaboration among stakeholders from the various districts and regions. Thus, participants had the opportunity to learn from each other's experiences, exchange best practices, and establish networks for collaborations. Overall, the workshop fostered a sense of shared responsibility and collective action towards improving Ghana's education delivery.

Conclusion

The DeliverEd Ghana Research Dissemination Workshop successfully achieved its objectives of presenting research findings and promoting feedback and discussion among workshop participants. The feedback received during the workshop will serve as a valuable resource in formulating appropriate policy recommendations to enhance Ghana's educational system. The workshop also facilitated knowledge sharing, collaboration, and advocacy, strengthening the collective efforts towards improving education in Ghana. The workshop's success would not have been possible without the active participation and valuable contributions of all stakeholders involved, particularly the Education Commission and the UK Foreign, Commonwealth & Development Office (FCDO).

Appendix A

LIST OF WORKSHOP PARTICIPANTS FOR CAPE COAST HELD ON 12TH JUNE, 2023

S/N	NAME	INSTITUTION
1.	Habiba Arthur-Quarm	Ahmadiyya Muslim Edu
2.	Regina K.A. Sekyere	Anglican Educ. Unit
3.	Akua S. Domfeh	Bakatsir Meth. Pry/JHS
4.	Eva Nana Lawal	Bronyibima M/A Basic
5.	Diana Quao O.A.	Catholic Educ. Unit
6.	Juliana Aba Amoah	Efutu SHS
7.	Emmanuel Tawiah	GES – A.A.K.
8.	Stephen Kwaku Aflo	GES – A.A.K.
9.	Samuel Amoah	GES – A.A.K.
10.	Henrietta Nyarko	GES – A.A.K.
11.	Dorcas B. Asare	GES – A.A.K.
12.	Anna Adalety	GES - Ajumako
13.	Sabina Aba Wilson	GES - Ajumako
14.	Lateef Kwame Assan	GES - Ajumako
15.	Kofi Apeatse Odum	GES - Cape Coast
16.	Alexander Smart Tawiah	GES - Cape Coast
17.	Samuel Acquaaah	GES - Cape Coast
18.	Benjamin Kwasi Asare	GES - Cape Coast
19.	Philip Nartey	GES - Cape Coast
20.	Mavis Arthur	GES - Cape Coast
21.	Rebecca Quainoo	GES - Cape Coast
22.	Phyllis Asante-Krobea	GES - Cape Coast
23.	Rev. Abaka-Kwansa	GES - Cape Coast
24.	Akosua Serwaa Adadey	GES - KEEA
25.	Bernard Baidoo	GES - KEEA
26.	Kweku Ackon Amoah	GES - KEEA
27.	Ebenezer Buertey	GES - KEEA
28.	Henry Amartey	GES - KEEA
29.	Juliana Atsu	GES - Mfantseman
30.	Betty K. Smith	GES - Mfantseman
31.	Fred Badu-Mensah	GES - Mfantseman
32.	Mabel Selasi Quashigah	GES - Mfantseman
33.	Spencer Essiam	GES - Mfantseman

34.	Betty Bio-Nyamekye	GES – T.A.M.
35.	Augustina Attakora	GES – T.A.M.
36.	Priscilla Yeboah	GES – T.A.M.
37.	Dawuda Ibrahim	GES – T.A.M.
38.	George Kofi Baidoo	GES – T.A.M.
39.	Stephen Bennet	GES Reg. Edu. Office
40.	Constance Afful	GES Reg. Edu. Office
41.	Gertrude Delali Abban	GES Reg. Edu. Office
42.	Ruth Annan	GES Reg. Edu. Office
43.	Zardork Saarkwah	GES Reg. Edu. Office
44.	Issabella M. Kumaku	GES Reg. Edu. Office
45.	Isaac F. K. Anyan	GES Reg. Edu. Office
46.	Mr. Emmanuel Essuman	GES Reg. Edu. Office
47.	Godfred Mensah	GES Reg. Edu. Office
48.	David Tetteh	Ghanaian Times
49.	Mohammed Kabiru Yahaya	Islamic Educ. Unit
50.	Perpetual P. Amegashie	Methodist Educ. Unit
51.	Grace Kissi	Presby Educ. Unit
52.	Stellar K. Aboagye	SDA Educ. Unit
53.	Christiana Peprah	Twifo Praso
54.	Sylvester Donkoh	Zion Educ. Unit

Appendix B

LIST OF WORKSHOP PARTICIPANTS FOR TAMALE HELD ON 15TH JUNE, 2023

S/N	NAME	INSTITUTION
1.	Sayibu Zakaria	Ambariya SHS
2.	Anass Yakubu	Anbanya SHS
3.	Amadu Dawuda	Gbulahibila M/A Basic Sch
4.	Evans Oppong	GES - Central Gonja
5.	Seidu Abdulai	GES - Central Gonja
6.	Alhaji Katumi Natongomah	GES - Central Gonja
7.	Frederick Owusu	GES - Central Gonja
8.	Christina Maabo Donzun	GES - East Gonja
9.	Mohammed Yussif	GES – Reg. Edu. Office

10.	Fuseini Abdul Mubarik	GES – Reg. Edu. Office
11.	Richard Kamboel	GES – Reg. Edu. Office
12.	Yahaya Zakaria	GES – Reg. Edu. Office
13.	Nelson Konlan	GES – Reg. Edu. Office
14.	Kassim Alhassan	GES – Reg. Edu. Office
15.	Issah Huzenu	GES – Reg. Edu. Office
16.	Alhassan Alidu Jnr	GES - Sagnarigu
17.	Fuseini Rashid	GES - Sagnarigu
18.	Alhassan A. Alhassan	GES - Sagnarigu
19.	Sulemana Yakubu	GES - Sagnarigu
20.	Sulemana Laminu	GES - Salaga
21.	Alhaji Tahiru Ibrahim	GES - Salaga
22.	Yahuza Yakubu	GES - Salaga
23.	Yakubu Issah Y.	GES - Savelugu
24.	Dr. Isshaque Munawaku	GES - Savelugu
25.	Iddrisu Kofi Abdulai	GES - Savelugu
26.	Hadijatu Allhassan	GES - Savelugu
27.	Isaac M. Konlan	GES - Savelugu
28.	Sulemana Fuseini Yussif	GES - Tamale
29.	Haruna Mohammed Shani	GES - Tamale
30.	Moses K. Dombawel	GES - Tamale
31.	Awudu Saani	GES - Tamale
32.	Abdulai Ilyasu Sherif	GES - Tamale
33.	Adamu Seidu Abariche	GES - Tolon
34.	Rahinatu Zakaria	GES - Tolon
35.	Margaret Mba	GES - Tolon
36.	Abukari Musah	GES - Tolon
37.	Alhassan Sumani	GES - Tolon
38.	Akey Ferguson	GES - West Gonja
39.	Bukari Yahaya Abdulai	GES - West Gonja
40.	Braimah Mashud	GES - West Gonja
41.	Jonas Bore	GES - West Gonja
42.	Hassan Huru	GES - West Gonja
43.	Mohammed Yakubu	GES - West Gonja
44.	Issahaku Naporo	Kpaligun AME Zion JHS
45.	Priscilla Appiaj-Warden	Malja Basic Sch - Savelugu
46.	Faustina Ayeebo	Malja Basic Sch - Savelugu

47.	Edith Koyiri	Prison Sch. Com
48.	Alhassan Abdulai Sandah	Prison Sch. Com
49.	Samuel Dadia	Sankpala T/I Pry Sch

Appendix C

Workshop Agenda

Time	Agenda Item	Speaker
09.00 – 09.15	Welcome Address & Introductions <i>Setting of meeting objectives and inputs for today's discussion</i>	Mrs. Hajia Katumi Natogmah Atta <i>Northern Regional Director of Education</i> & Dr. Michael Boakye-Yiadom <i>Director-General & Senior Research Fellow, Institute for Educational Planning and Administration (IEPA) at the University of Cape Coast</i>
09.15 – 09.30	Overview of the Agenda and DeliverEd	Prof. Hope Nudzor <i>Associate Professor and Director of Research, Innovation and Outreach, Institute for Educational Planning and Administration (IEPA) at the University of Cape Coast</i>
<i>Presentation of findings by the researchers</i>		
09.30 – 09.45	Overview of the Cross case research <i>Mode of delivery: Video recording (10m)</i>	Karen Mundy <i>Professor, Education Leadership and Policy, University of Toronto</i>
9:45- 10:00	Ghana's national-level research <i>In-person facilitation (15m)</i>	Dr. Michael Boakye-Yiadom
10.00 – 10.20	Snack Break	
10.20 – 10.50	Sub-national research (Qualitative) <i>Mode of delivery: Video recording (15m) and in-person facilitation (15m)</i>	Prof. Hope Nudzor <i>Associate Professor and Director of Research, Innovation and Outreach, Institute for Educational Planning and Administration (IEPA) at the University of Cape Coast</i> & Sheena Bell <i>PhD Candidate in Educational Leadership and Policy,</i>

		<i>University of Toronto (OISE)</i>
10.50 – 11.10	Sub-national research (Quantitative) <i>Mode of delivery: Video recording (10-15m) and in-person facilitation (5-10m)</i>	Dr. Clare Leaver <i>Professor, Economics and Public Policy University of Oxford</i> & Christopher Mensah Adosi <i>PhD Candidate, Institute for Educational Planning and Administration (IEPA) at the University of Cape Coast</i>
11.10 – 12.00	Breakout sessions <i>-6 groups – Mixed -Flip chart for group discussion findings</i>	Coordinated by Prof. Hope Nudzor & Christopher Mensah Adosi
12.00 – 12.45	Plenary discussion of feedback and Q&A <i>5 minutes presentation per group + Q&A (15m)</i>	Moderated by Prof. George K.T. Oduro <i>Professor of Educational Leadership, Institute for Educational Planning and Administration (IEPA) at the University of Cape Coast</i>
12.45 – 13.00	Reflections and closing remarks	GES Representative and Dr. Michael Boakye-Yiadom
13.00 – 14.00	Lunch provided	

Appendix D

Some pictures from the workshops





