

LEGAL AND JUSTICE SECTOR REFORM PROGRAMME

CHANGE MANAGEMENT STRATEGY COMPONENT

**REPORT ON POST-CHANGE MANAGEMENT
WORKSHOP ACTIVITIES
(AUGUST TO SEPT, 2016)**

SUBMITTED TO:

PROGRAMME MANAGEMENT UNIT (PMU)

BY

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1.0 INTRODUCTION

This Report covers the Post-Change Management Workshop Activities undertaken by the Change Management Consultant from August to September, 2016.

1.1 Purpose of Follow-up Activities

The follow-up activities were aimed at:

- i. Ascertaining at first hand the extent to which the change champions and their heads had understood the concepts and practices presented and discussed at the change management workshop, and if they had started implementing any aspects.
- ii. Clarifying issues which appeared ‘grey’ to the change champions.
- iii. Preparing the Change Champions in readiness to implement the interventions of the Justice and Legal Sector Reform Programme in their institutions.

1.2 Participating institutions

The institutions originally scheduled for participation in the follow-up activities were:

- Law Reform Commission(LRC);
- Ministry of Justice and Attorney General’s Department (MoJAGD) :
 - Administration Division
 - Civil Division (CD),
 - Legislative Drafting Division (LDD);
 - Public Prosecutions Division (PPD).
- Council for Law Reporting (CLR);
- Legal Aid Scheme (LAS);
- Ghana Police Service (Legal, Prosecutions and Investigations)
- Ghana Prisons Service (Legal/Remand);
- Judicial Service of Ghana (JS);
- Economic and Organized Crime Office (EOCO);

1.3 Schedule of Visits

The schedule of visits is given in Table 1 below:

Table 1: Schedule of Visits

No.	Name of Participating Institution	Date and Time of Visit	Proposed Date of Submission of reviewed Team Work
1.	Law Reform Commission	17 August,2016 10.45am-12.55pm	9 September,2016
2.	MOJAGD-Administration	22 August,2016 10.45am-2.00pm	Two (2) weeks from date of visit.
3.	MOJAGD-Civil Division	24 August,2016 1.45pm -4.00pm	To be communicated
4	MOJAGD-Legislative Drafting Division	26 August,2016 1.50pm -	To be communicated
5.	MOJAGD-Prosecution Division	29 August,2016 1.15pm -3.30pm	Team will contact the Consultant after 28 September,2016
6.	Council for Law Reporting	1 September,2016 1.10pm-3.30pm	9 September,2016
7	Legal Aid Scheme	2 September,2016 11.am-12.25	13 September,2016
8	Ghana Police	2 September,2016 1.45pm -2.10pm	
9	Ghana Prisons Service	2.00pm – 4.00pm 23 September,2016	14 October,2016

2.0 DISCUSSIONS

2.1 Issues Discussed

The issues for discussions, which were sent earlier to the change champions and the Heads, are as follows:

- Actions taken by Institutional Head and /or by Change Champions after Change Management Workshop
- Framework for Communicating Change
- Institutional Motivational Plan
- Change management implementation structure
- Forms of resistance to change in the institution and how to manage them.
- Identified Driving and Restraining forces for change in the institution and how to manage them in respect of the reform programme.
- Key team building challenges that your institution is likely to face in implementing the reform programme and how to manage these challenges.
- Identified symptoms of conflict in your institution and how to resolve them
- Any other issues for clarification or discussion

It has to be noted that apart from the last bullet point, all the rest had been discussed at the change management workshop.

2.2 Proceedings at the Institutions

2.2.1 Law Reform Commission (LRC)

The Consultant held his first follow-up meeting at the Law Reform Commission on 17 August, 2016 at the Conference room. The meeting commenced at 10.45am and closed at 12.55pm.

The following staff were present at the meeting:

1. Anita M.H. Ababio (Mrs.) - 0244020736
2. Mark Ziwu
3. Francis Andah
4. Priscilla Nortey
5. Helena Eduah
6. Mr. Asare

i. Actions taken by Institutional Head and /or by Change Champions

Upon return from the Change Management Workshop, the change champions met and prepared an action plan for educating/sensitizing the rest of the staff on the change management processes. However, the plan had not yet been implemented; this was confirmed by the Head of the LRC, Mrs. Ababio.

The reform programme interventions/outputs and their relevance to LRC were discussed as some of the change champions seemed unaware. The reform interventions were SOPs, Training Plans, Information Technology (IT), Change Management Process, Data Management and Electronic Case Management System.

ii. Framework for Communicating Change

The Consultant led the LRC Team to review the group work done at the workshop on the framework for communicating change. The Consultant explained the seven (7) questions in the framework and asked the team to add more to the answers to questions 1, 2, 3 and 7. On question 5, "What is the plan for the change?", the response was considered not appropriate apparently because it had been misunderstood. The Consultant therefore advised the team to use the Action Plan format given below to answer it.

KEY ACTIVITY	TIMEFRAME		RESPONSIBILITY
	START	FINISH	

iii. Institutional Motivational Plan

The LRC team developed a motivational plan at the change management workshop for the implementation of the reform programme. The team was asked to refine the motivational plan and put it into the format given below:

Motivational Plan Format

MOTIVATIONAL STRATEGY	FREQUENCY/TIMELINE	RESPONSIBILITY

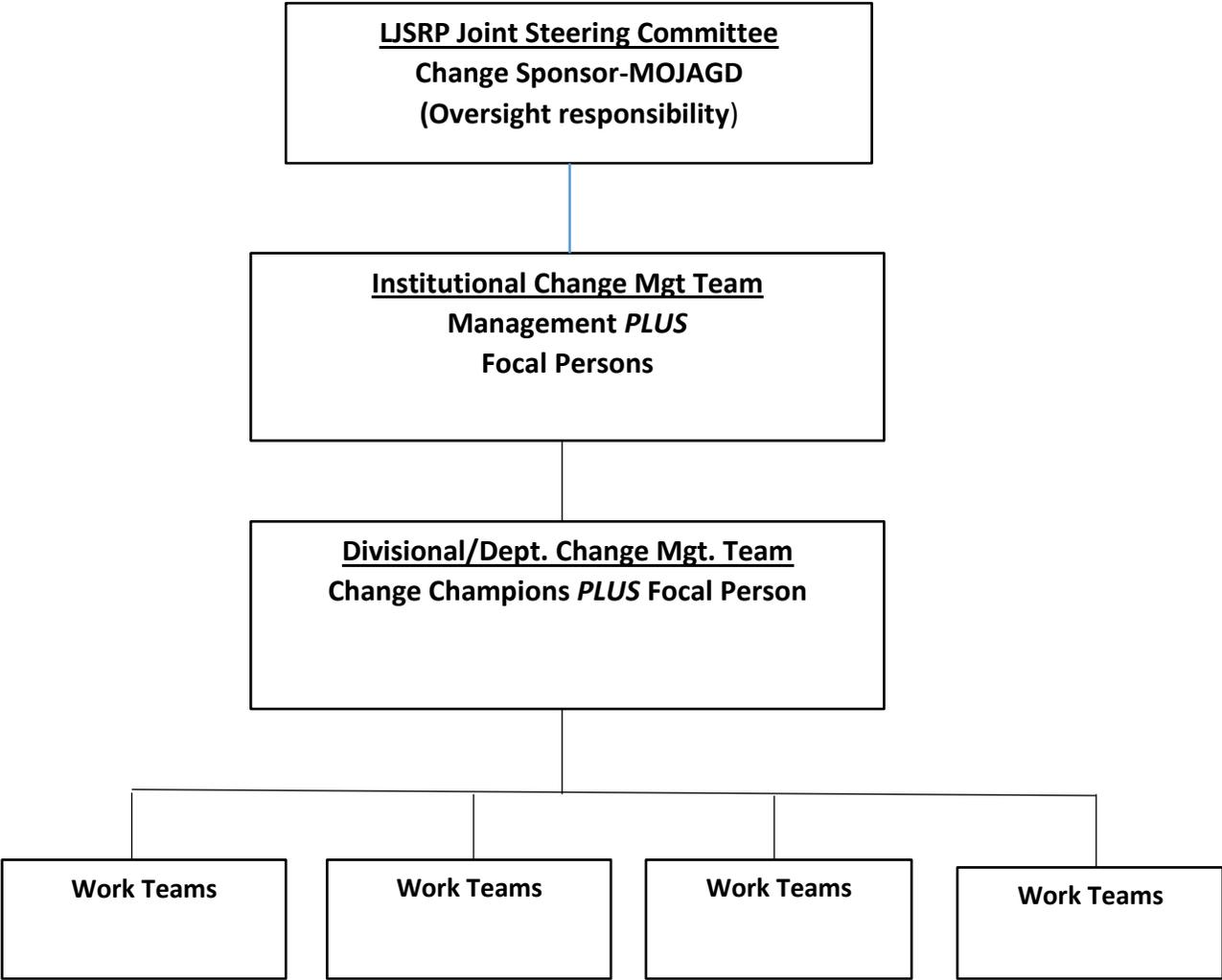
iv. Change Management Implementation Structure

The organizational structure for implementing change was discussed at length at the change management workshop and some proposals were made, but there was no general

consensus. During the visits, the Change Management Consultant raised the discussion with the LRC team.

The organogram which was acceptable by the LRC team is presented below in Figure 1.

Figure 1: Change Management Implementation Structure (Organogram)



v. ***Forms of Resistance to Change in the Institution and How to Manage Them.***

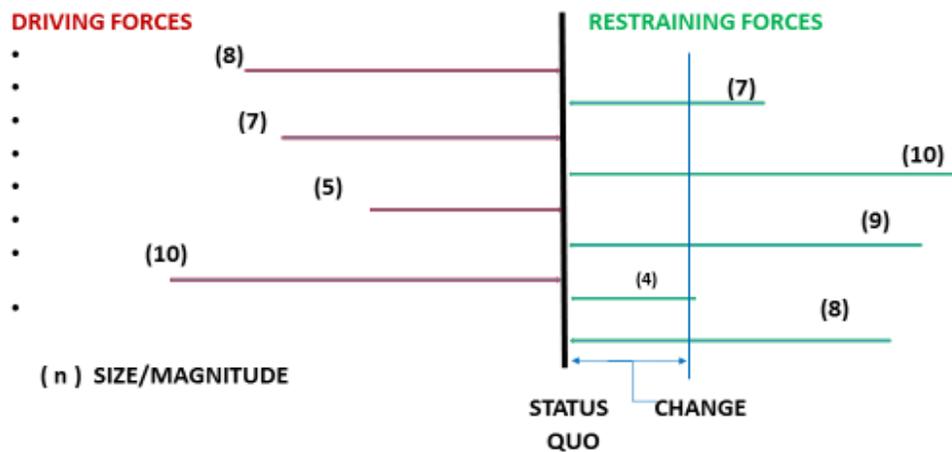
This topic had been covered well at the workshop. This time the team was asked to relate the forms of resistance to change strictly to LRC and indicate strategies to deal with the forms of resistance to change.

vi. ***Identified Driving and Restraining Forces for Change in the Institution in Respect Of The Reform Programme***

Discussing the driving and restraining forces, it came out that some of the driving forces like ‘**survival**’ were neither strengths nor opportunities and therefore needed to be refined. The Consultant provided examples of both driving and restraining forces to enable the team effect the necessary corrections. The team was asked to assign magnitude or weight to each force--one (1) being the lowest and ten (10) being the highest. An example was drawn as shown in Fig.2 below. The team was also asked to indicate how the large restraining forces could be reduced or eliminated to enable the driving forces move the desired change forward. Driving forces include: Exemplary leadership; Qualified and experienced staff; and Positive organizational culture. Examples of Restraining forces include: Low staff morale; Inadequate office space; and Obsolete office equipment.

Fig 2:

Illustration Of Driving And Restraining Forces



vii. *Key Team Building Challenges That Your Institution Is Likely To Face In Implementing the Reform Programme*

Team effort for implementing change is critical for success. This is certainly a driving force for change. The team was encouraged to identify the team building challenges or the factors inhibiting team effectiveness and propose solutions.

viii. *Identified Symptoms of Conflict in the Institution and How to Resolve Them*

The Consultant reminded the team that wherever there are teams there is the likelihood of conflict. It is therefore good change management practice to anticipate conflict situations and put in place measures to resolve them if they should occur. The LRC team was therefore asked to identify the symptoms of conflict in the institution and state the strategies to address them.

ix. *Documentation of Follow-up Activities*

At the end of the discussions, the team agreed to document the issues discussed in the form recommended by the Change Management Consultant and submit the draft to the Consultant for review. The reviewed draft would be returned to the institution and finalized for submission to the PMU

It is intended that the Report on Change Management Processes to be prepared by the LRC team will serve as a practical resource/reference material to guide the change champions in dealing with the human aspects of the reform programme within the institution.

x. *Issues Arising from the Follow-up Visits*

Pace of Change (Implementation of Reform Programme)

The critical issue or concern is about the slow pace of implementation of the reform programme. Staff of LRC were eager to see signs of the change or any “quick wins”. In the absence of these, the focal persons and change champions were discouraged as they were unable to answer the questions being asked frequently about progress of the reform programme.

The institution has critical needs, many of which can be met from the outputs of the interventions and they are eagerly waiting. The negative aspects of this long wait is the low morale and apparent apathy which is creeping in.

The institution would also like to know when the other reform outputs would be rolled-out.

The following challenges, among others, were cited by the team:

- Poor staff motivation
- Lack of training for staff
- Poor working environment

2.2.2 MOJAGD-Administration

The follow-up meeting with **MOJAGD-Administration** took place on 22 August, 2016 at the Conference room of the Ministry. The meeting started at 10.45am and ended at 2.00pm.

Present at the meeting were the following staff:

1. E.D. Addo	-0208501401
2. Faiza Iddrisu	-0507408939
3. Bertha Essah	-2024072074
4. Ebenezer O. Ansah	- 0248875746
5. Mubarak Seidu	-0244366168
6. Abdul-Karim Hamidu	-024881385
7. Lucy Bosompem Boadu	-0543604466

i. Actions taken by Institutional Heads and /or by Change Champions

For MOJAGD-Administration, factors including the three weeks industrial action/strike by CLOSSAG, majority of State Attorneys taking their annual leave immediately after the workshop and very difficult work schedules made it impossible for the team to take any actions on return from the workshop. This was confirmed by the Head, Mr. Addo.

The reform programme interventions/outputs and their relevance to **MOJAGD-Administration** were discussed as some of the change champions seemed unaware. The reform interventions were SOPs, Training Plans, Information Technology (IT), Change Management Process, Data Management and Electronic Case Management System.

ii. Framework for Communicating Change

Regarding the framework for communicating change, the **MOJAGD-Administration** team answered only the first five questions out of the total seven. Questions 4 and 5 were not appropriately answered whilst questions 6 and 7 were not answered at all. The Consultant led the administration Team to review the group work done at the workshop on the framework for communicating change. The Consultant explained the seven (7) questions in the framework and asked the team to complete the framework. The Consultant suggested to the team to use the action plan format, given below, to answer question 5, "What is the plan for the change?"

KEY ACTIVITY	TIMEFRAME		RESPONSIBILITY
	START	FINISH	

iii. Institutional Motivational Plan

The Consultant asked the team to review the **MOJAGD-Administration** motivational plan and present it in the form given below.

Motivational Plan Format

MOTIVATIONAL STRATEGY	FREQUENCY/TIMELINE	RESPONSIBILITY

iv. Change Management Implementation Structure

During the visit, the Change Management Consultant raised for discussion the change management implementation structure for each institutional team. He emphasized that organizational change is best achieved through teams.

The organogram presented in Figure 1 was acceptable to **MOJAGD-Administration**.

v. Forms of Resistance to Change in the Institution and How to Manage Them.

The Consultant and the team discussed forms of resistance to change at **MOJAGD-Administration**. The team was asked to document these and propose strategies to address them.

vi. Identified Driving and Restraining Forces for Change in the Institution in Respect Of The Reform Programme

Having reviewed the exercise done by the **MOJAGD-Administration** team on driving and restraining forces the Consultant asked the team to present the forces as shown in Figure 2 above.

vii. Key Team Building Challenges That Your Institution Is Likely To Face In Implementing the Reform Programme

The **MOJAGD-Administration** team was asked to brainstorm and identify team building challenges and propose solutions resolve them.

viii. Identified Symptoms of Conflict in the Institution and How to Resolve Them

The Consultant facilitated the identification of symptoms of conflict in **MOJAGD-Administration**. The team was asked to develop strategies to resolve them. This would help resolve conflict in the future.

ix. Documentation of Follow-up Activities

The team agreed to document all the issues discussed and send it to the Consultant for review prior to submission to the PMU. The document will guide the change champions in handling the human aspects of change processes at **MOJAGD-Administration**.

x. Issues Arising from the Follow-up Visits

Pace of Change (Implementation of Reform Programme)

The critical issue or concern is about the slow pace of implementation of the reform outputs, for example, creation of the Data Management system. Staff of **MOJAGD-Administration** were eager to see signs of the change or any “quick wins”. In the absence of these, the focal persons and change champions were discouraged as they were unable to answer the barrage of questions being asked frequently about progress of the reform programme.

The institution has critical needs, many of which can be met from the outputs of the interventions and they are eagerly waiting. The negative aspects of this long wait is the low morale and apparent apathy which is creeping in.

The institution would also like to know when the other reform outputs would be put in place.

The following challenges, among others, were cited by the team:

- General perception of corruption in the institution
- Poor record keeping
- Low staff morale
- Inadequate staff training

Registry

- Poor staff attitude towards clients
- Poor delivery of justice (poor performance)
- Inadequate resources

- Poor public confidence

2.2.3 MOJAGD-Civil Division

The follow-up meeting with MOJAGD-Civil Division took place on 24 August, 2016 at the office of the Solicitor-General of the Ministry. The meeting started at 1.45pm and ended at 4.00pm.

The meeting was attended by the following staff:

1. Akawari Atindem - 0277782634
2. Lesline Nyankson - 0244362367
3. Juliana Addo-Yobo - 0206566125
4. Nancy-Netta Twumasi Asiamah - 0262392929
5. Cecilia Boatemaa Tufuor - 0508450044
6. Adwoa O. Obeng (Local Person) - 0244258844
7. Helen Ziwu (Solicitor-General) - 0208192231

i. Actions taken by Institutional Heads and /or by Change Champions

At MOJAGD-Civil Division no action had been taken after the change management workshop because it was not clear what they were required to do after the workshop and also the fact that majority of State Attorneys had taken their annual leave.

The reform programme interventions/outputs and their relevance to MOJAGD-Civil Division were discussed as some of the change champions seemed unaware. The reform interventions were SOPs, Training Plans, Information Technology (IT), Change Management Process, Data Management and Electronic Case Management System.

ii. Framework for Communicating Change

MOJAGD-Civil Division had provided responses to all the seven questions of the framework for communicating change. However, during review with the team, it became obvious that responses to questions 4, 5 and 7 needed to be redone.

The Consultant suggested to the team to use the action plan format, given below, to answer question 5, "What is the plan for the change?"

KEY ACTIVITY	TIMEFRAME		RESPONSIBILITY
	START	FINISH	

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iii. Institutional Motivational Plan

The Institutional Motivational Plan developed earlier by the team was found to be appropriate. The team was, however, advised to adopt the format provided below.

Motivational Plan Format

MOTIVATIONAL STRATEGY	FREQUENCY/TIMELINE	RESPONSIBILITY

iv. Change Management Implementation Structure

After much discussions, the structure represented by the organogram shown in Figure 1 above was adopted by the team as the means to implement the reform programme in the MOJAGD-Civil Division.

v. Forms of Resistance to Change in the Institution and How to Manage Them.

In order to be able to deal effectively with resistance to change, the team was advised to be proactive and therefore anticipate the likely resistance to change and propose solutions before they occur. Some of the solutions discussed included: education and communication; participation and involvement; negotiation; manipulation and coercion. A member asked about ‘**inclusiveness**’. It was generally agreed that it meant the same as ‘**participation and involvement**’.

vi. Identified Driving and Restraining Forces for Change in the Institution in Respect Of The Reform Programme

During discussions of the driving and restraining forces, it became clear that the team had misrepresented some of the forces during the group work at the workshop. For instance, instead of identifying the strengths and/or opportunities for MOJAGD-Civil Division as the driving forces, they rather stated the desired conditions or factors that would promote change. An example was “cooperation and active participation of the staff” and “motivation”, which they felt were necessary to promote change. In practice, however, they said communication in their institution was ineffective and motivation was lacking.

The Consultant provided examples of both driving and restraining forces to enable the team effect the necessary corrections. Driving forces include: Exemplary leadership; Qualified and experienced staff; and Positive organizational culture. Examples of restraining forces include: Low staff morale; Inadequate office space; and Obsolete office equipment.

The team was asked to assign magnitude or weight to each force-one (1) being the lowest and ten (10) being the highest. An example was drawn for them as shown in Fig.2 above. The team was also asked to indicate how the large restraining forces could be reduced or eliminated to enable the driving forces move the desired change forward.

vii. *Key Team Building Challenges That Your Institution Is Likely To Face In Implementing the Reform Programme*

According to MOJAGD-Civil Division, the Attorneys already worked in teams. They were therefore asked to identify team building challenges and propose strategies to address them.

viii. *Identified Symptoms of Conflict in the Institution and How to Resolve Them*

The team was asked to identify symptoms of conflict in **MOJAGD- Civil Division** and develop strategies to address them. This would be for future use when required.

ix. *Documentation of Follow-up Activities*

The team agreed to document all the issues discussed and submit it to the Consultant for review prior to submission to the PMU. The document will guide the change champions in handling the human aspects of change processes.

x. *Issues Arising from the Follow-up Visits*

Pace of Change (Implementation of Reform Programme)

The critical issue or concern is about the slow pace of implementation of the reform programme. Staff were eager to see signs of the change or any “quick wins”. In the absence of these, the focal persons and change champions were discouraged as they were unable to answer questions being asked frequently about progress of the reform programme.

The institution has critical needs, such as Electronic Case Management systems, and Office supplies which can be met from the outputs of the interventions; staff are eagerly waiting. The negative aspects of this long wait is the low morale and apparent apathy which is creeping in.

MOJAGD-Civil Division would also like to know when the other reform outputs would come on board.

The following challenges, among others, were mentioned by the team:

- Poor communication among criminal justice institutions
- Lack of logistics
- Lack of access to information from criminal justice institutions
- Lack of research facilities (website, internet access)
- Staff dissonance
- Poor staff morale
- Apathy to change
- Low staff capacity

2.2.4 MOJAGD-Legislative Drafting Division

The follow-up meeting was held with **MOJAGD-Legislative Drafting Division** on 26 August, 2016 at the Library. The meeting commenced at 1.50pm and closed at 3.50pm. Only two staff were present at the meeting, namely:

1. Divina Nkwantabisa
2. Heidi-Marie Aboadje

i. Actions taken by Institutional Heads and /or by Change Champions

The team at MOJAGD-Legislative Drafting Division admitted that they had not taken any concrete action since their return from the change management workshop because of the difficult work schedule. This had also affected attendance at the follow-up meeting.

The reform programme interventions/outputs and their relevance to the individual institution were discussed for clarification. These were SOPs, Training Plans, Information Technology (IT), Change Management Process, Data Management and Electronic Case Management System.

ii. Framework for Communicating Change

For whatever reasons, MOJAGD-Legislative Drafting Division and MOJAGD-Civil Division did their group assignments at the change management workshop together and presented their outputs as a joint effort. Most of the issues discussed for the two divisions- MOJAGD-Legislative Drafting Division and MOJAGD-Civil Division were similar.

Just like MOJAGD-Civil Division, MOJAGD-Legislative Drafting Division had responses to all the seven questions of the framework for communicating change. However, during review with the team, it became obvious that responses to questions 4, 5 and 7 needed to be redone.

The Consultant suggested to the team to use the action plan format, given below, to answer question 5, "What is the plan for the change?"

Action Plan Format

KEY ACTIVITY	TIMEFRAME		RESPONSIBILITY
	START	FINISH	

iii. Institutional Motivational Plan

The Institutional Motivational Plan developed earlier by the team at the change management workshop was found to be appropriate. The team was however advised to adopt the format provided below in order to make it more presentable.

Motivational Plan Format

MOTIVATIONAL STRATEGY	FREQUENCY/TIMELINE	RESPONSIBILITY

iv. Change Management Implementation Structure

Having discussed the need for a structure to implement the reform programme, the organogram shown in Figure 1 above was adopted by the team as the means to implement the reform programme at the MOJAGD-Legislative Drafting Division.

v. Forms of Resistance to Change in the Institution and How to Manage Them.

The team was asked to identify various forms of resistance to change in MOJAGD-Legislative Drafting Division and propose strategies to address them should they manifest themselves in the course of implantation of the reform programme. Some of the solutions discussed included: education and communication; participation and involvement; negotiation; manipulation and coercion.

vi. Identified Driving and Restraining Forces for Change in the Institution in Respect Of The Reform Programme

Discussion of the driving and restraining forces revealed that the team had misrepresented the forces during the group work at the workshop. For instance, instead of identifying the

strengths and/or opportunities for MOJAGD-Legislative Drafting Division as the driving forces, they rather stated the desired conditions or factors that would promote change. An example was “cooperation and active participation of the staff” and “motivation”, which they felt were necessary to promote change. In practice, however, they said communication in their institution was ineffective and motivation was lacking. The Consultant provided examples of both driving and restraining forces to enable the team effect the necessary corrections. Driving forces include: Exemplary leadership; Qualified and experienced staff; and Positive organizational culture. Examples of restraining forces include: Low staff morale; Inadequate office space; and Obsolete office equipment.

The team was asked to assign magnitude or weight to each force-one (1) being the lowest and ten (10) being the highest. An example was drawn for them as shown in Fig.2 above. The team was also asked to indicate how the large restraining forces could be reduced or eliminated to enable the driving forces move the desired change forward.

vii. Key Team Building Challenges That Your Institution Is Likely To Face In Implementing the Reform Programme

It was noted that at MOJAGD-Legislative Drafting Division, the Attorneys already work in teams. They were therefore asked to identify team building challenges and propose strategies to resolve them.

viii. Identified Symptoms of Conflict in the Institution and How to Resolve Them

Here, the team was asked to identify symptoms of conflict in MOJAGD-Legislative Drafting Division and develop strategies to resolve them. This would be handy in the future.

ix. Documentation of Follow-up Activities

The team agreed to document all the issues discussed and submit it to the Consultant for review prior to submission to the PMU. The document will guide the change champions in handling the human aspects of change processes.

x. Issues Arising from the Follow-up Visits

Pace of Change (Implementation of Reform Programme)

The critical issue or concern is about the slow pace of implementation of the rest of the reform programme. Staff of the MOJAGD-Legislative Drafting Division were eager to see signs of the change in terms of provision of office supplies, rolling out of training plans, supply of computers or any “quick wins”. In the absence of these, the representatives pointed out that both focal persons and change champions were discouraged as they were unable to answer the barrage of questions being asked frequently about progress of the reform programme.

The institution has critical needs, many of which can be met from the outputs of the interventions and they are eagerly waiting. The negative aspects of this long wait is the low morale and apparent apathy which is creeping in.

The institution would also like to know when the other reform outputs would be in place. The following challenges, among others, were cited by the team:

- Poor public image of the institution
- Lack of access to information from criminal justice institutions
- Staff dissonance
- Poor staff morale
- Apathy to change
- Low staff capacity
- Poor working conditions

2.2.5 MOJAGD-Prosecution Division

The Change Management Consultant met with the MOJAGD-Prosecution Division team on 29 August, 2016 at the office of the Director of Public Prosecutions (DPP) from 1.15pm to 3.30pm

Present at the meeting were the following:

1. Yvonne A. Obuobisa (Head)
2. Evelyn Keelson
3. Elizabeth Sackeyfio (0277686987)
4. Frances Mullen-Ansah
5. Winfred Sarpong
6. Joyce Debrah
7. Dorcas Felli

i. Actions taken by Institutional Head and /or by Change Champions

In the case of MOJAGD-Prosecutions Division, some positive actions had been taken after the change management workshop, including:

- A National Workshop for Prosecutors was organized at Koforidua Capital View Hotel from 15-19 August, 2016. They shared information on the reform programme, the SOPs and the Training Plans.
- A day's meeting had been planned to effect corrections on identified areas of the SOPs that required improvement.
- Informal meetings had been held to brief colleagues in the offices about the reform programme.

The reform programme interventions/outputs and their relevance to the individual institutions were discussed as some of the change champions seemed unaware. The reform interventions were SOPs, Training Plans, Information Technology (IT), Change Management Process, Data Management and Electronic Case Management System.

ii. Framework for Communicating Change

The MOJAGD-Prosecutions Division team did not provide responses to all the seven questions of the framework for communicating change. The responses truncated at question 5, "What is the plan for the change". Moreover, the responses to question 4, "What are the likely objections to the change" were inappropriate. Further discussions focused on how to complete the framework satisfactorily. The Consultant suggested to the team to use the action plan format, given below, to answer question 5.

Action Plan Format

KEY ACTIVITY	TIMEFRAME		RESPONSIBILITY
	START	FINISH	

iii. Institutional Motivational Plan

The team agreed to review the Institutional Motivational Plan developed earlier at the change management workshop and adopt the format provided below.

Motivational Plan Format

MOTIVATIONAL STRATEGY	FREQUENCY/TIMELINE	RESPONSIBILITY

iv. Change Management Implementation Structure

Upon discussions, the organogram shown in Figure 1 above was adopted by the team as the structure to implement the reform programme at the MOJAGD-Prosecutions Division.

v. Forms of Resistance to Change in the Institution and How to Manage Them.

The team was asked to identify various forms of resistance to change in MOJAGD-Prosecutions Division and propose strategies to address them should they occur in the

course of implantation of the reform programme. Some of the solutions discussed included: education and communication; participation and involvement; negotiation; manipulation and coercion.

vi. *Identified Driving and Restraining Forces for Change in the Institution in Respect Of The Reform Programme*

Discussion of the driving and restraining forces revealed that the team had misrepresented some of the forces during the group work at the workshop. For instance, instead of identifying the strengths and/or opportunities for their institution as the driving forces, they rather stated the desired conditions or factors that would promote change. An example was “effective communication” and “education of the change process,” which they felt were necessary to promote change. In practice, however, they said communication in their division was ineffective and there was inadequate education of the change process. The Consultant provided examples of both driving and restraining forces to enable the team effect the necessary corrections. The team was asked to assign magnitude or weight to each force-one (1) being the lowest and ten (10) being the highest. An example was drawn for them as shown in Fig.2 above. The team was also asked to indicate how the restraining forces could be reduced or eliminated to enable the driving forces move the desired change forward.

Driving forces include: Exemplary leadership; Qualified and experienced staff; and Positive organizational culture. Examples of Restraining forces include: Low staff morale; Inadequate office space; and Obsolete office equipment.

vii. *Key Team Building Challenges That Your Institution Is Likely To Face In Implementing the Reform Programme*

The team was asked to identify team building challenges and propose strategies to resolve them. This was a very familiar area as the Attorneys have been working in teams.

viii. *Identified Symptoms of Conflict in the Institution and How to Resolve Them*

A brief brainstorming session was held to identify some symptoms of conflict at MOJAGD- Prosecutions Division. The team was asked to develop strategies to resolve the perceived conflicts.

ix. *Documentation of Follow-up Activities*

The team agreed to document all the issues discussed and submit it to the Consultant for review prior to submission to the PMU. The document will guide the change champions in handling the human aspects of change processes.

x. Issues Arising from the Follow-up Visits

Pace of Change (Implementation of Reform Programme)

The critical issue or concern is about the slow pace of implementation of the reform programme. Staff of the participating institution were eager to see signs of the change or any “quick wins”. In the absence of these, the focal persons and change champions were discouraged as they were unable to answer the barrage of questions being asked frequently about progress of the reform programme.

MOJAGD-Legislative Drafting Division has critical needs, many of which can be met from the outputs of the interventions (**e.g Electronic Case Management system, Training programs, and Office supplies**). The staff are eagerly waiting. The negative aspects of this long wait is the low morale and apparent apathy which is creeping in. The institution would also like to know when the other reform outputs would be rolled-out. The following challenges, among others, were cited by the team:

- Inadequate staff training in justice delivery
- Inadequate staff capacity
- Lack of public understanding of the institution’s services and activities
- Poor attitude towards work in view of increasing work load

2.2.6 Council for Law Reporting (CLR)

The meeting at Council for Law Reporting (CLR) took place on 1 September, 2016 from 1.10pm to 3.30pm. In attendance were the following:

1. Joyce N.N. Oku - Ag. Editor Ghana Law – Reporter[Head]
2. Daniel Wellington-Head Of Administration
3. Margaret Awuku-Gyekye - Focal Person (0203003155)
4. Mawuena Buamah - Change Champion
5. Nathaniel Martey - Change Champion
6. Samuel Nyamekye – Change Champion
7. Matthew Odonkor – Change Champion.

i. Actions taken by Institutional Head and /or by Change Champions

According to the Council for Law Reporting (CLR), no action had been taken since their return from the change management workshop because of the extreme pressures of work. They specifically mentioned their preparations to get some publications ready

for the Ghana Bar Association Conference and this had taken all their time. The Head of CLR, Mrs. Oku, confirmed what was said by the focal person.

The reform programme interventions/outputs and their relevance to Council for Law Reporting were discussed as some of the change champions seemed unaware. The reform interventions were SOPs, Training Plans, Information Technology (IT), Change Management Process, Data Management and Electronic Case Management System.

ii. Framework for Communicating Change

The change management Consultant emphasized the importance of the framework for communicating change. Although the CLR team had provided responses to each of the seven questions of the framework, the responses were too terse and therefore required additional inputs.

For improvement like the other institutions, the team was advised to adopt the action plan format to respond to question 5, "What is the plan for the change".

Action Plan Format

KEY ACTIVITY	TIMEFRAME		RESPONSIBILITY
	START	FINISH	

iii. Institutional Motivational Plan

There was not much to discuss about the Institutional Motivational Plan developed earlier at the change management workshop except to advise the team to adopt the format provided below.

Motivational Plan Format

MOTIVATIONAL STRATEGY	FREQUENCY/TIMELINE	RESPONSIBILITY

iv. Change Management Implementation Structure

The team members were encouraged to suggest a structure for implementation of the reform programme at CLR. Upon discussions, the organogram shown in Figure 1 above was adopted by the team.

v. ***Forms of Resistance to Change in the Institution and How to Manage Them.***

The team was asked to identify various forms of resistance to change at CLR and propose strategies to address. Some of the strategies discussed included: education and communication; participation and involvement; negotiation; manipulation and coercion.

vi. ***Identified Driving and Restraining Forces for Change in the Institution in Respect Of The Reform Programme***

The driving and restraining forces for change were discussed. The driving forces comprise of the strengths and opportunities for the institution. The restraining forces are made up of the weaknesses and threats. It emerged that the driving forces stated in the group exercise were inappropriate and that “effective communication”, “education and training” and “motivation” were rather factors that would promote change in the institution. The Consultant provided examples of both driving and restraining forces to enable the team effect the necessary corrections and present the results as shown in Fig.2 above.

Driving forces include: Exemplary leadership; Qualified and experienced staff; and Positive organizational culture. Examples of Restraining forces include: Low staff morale; Inadequate office space; and Obsolete office equipment.

vii. ***Key Team Building Challenges That Your Institution Is Likely To Face In Implementing the Reform Programme***

The Consultant explained the importance of team work in implementing change and asked the team to identify team building challenges and propose strategies to resolve them.

viii. ***Identified Symptoms of Conflict in the Institution and How to Resolve Them***

Since conflicts are bound to occur in every human endeavour, the team was encouraged to identify symptoms of conflict at CLR and strategies to address the perceived conflicts.

ix. ***Documentation of Follow-up Activities***

The team agreed to document all the issues discussed and submit it to the Consultant for review prior to submission to the PMU. The document will guide the change champions in handling the human aspects of change processes.

x. ***Issues Arising from the Follow-up Visit***

Pace of Change (Implementation of Reform Programme)

The critical issue or concern is about the slow pace of implementation of the reform programme. Staff of the institution were eager to see signs of the change or any “quick wins”. In the absence of these, the focal persons and change champions were discouraged as they were unable to answer the barrage of questions being asked frequently about progress of the reform programme.

CLR has critical needs, many of which can be met from the outputs of the interventions (Office Supplies, rolling out training plans, developing Data base system) and they are eagerly waiting. The negative aspects of this long wait is the low morale and apparent apathy which is creeping in. The institution would also like to know when the other reform outputs would be put in place.

The following challenges, among others, were cited by the team:

- Inadequate staff motivation
- Lack of public awareness / visibility of the institution and its functions
- General poor public perception of the institution
- Inadequate / lack of staff training

2.2.7 Legal Aid Scheme(LAS)

The Consultant held a meeting with Legal Aid Scheme (LAS) on 2nd September, 2016 at the conference room from 11.00am-1.00pm. The following staff attended the meeting:

1. Franklyn Asante
2. Selma Asomani (Mrs)
3. W. Agyekum Agyarko
4. Elrid Zenabu Nantogmah
5. S.N Mends
6. S.O Apaw
7. Sani Rasheed M.
8. Phillip O. Asamoah
9. Philip O. Asmoah
10. Sam Rasheed M.A. (Focal Person)
11. Elizd Zenabu Nantogmal
12. S.O. Apaw

i. Actions taken by Institutional Head and /or by Change Champions

The focal person and the change champions had been pre-occupied with their daily work. Therefore no action had been taken since their return from the change management workshop. The Head of LAS, who was present at the meeting, confirmed the position.

The reform programme interventions/outputs and their relevance LAS were discussed as some of the change champions seemed unaware. The reform interventions were SOPs,

Training Plans, Information Technology (IT), Change Management Process, Data Management and Electronic Case Management System.

ii. Framework for Communicating Change

Surprising the group work done earlier at the workshop could not be traced. There was no record of it in the report. Consequently, the Change Management Consultant had to walk the team through the seven questions of the framework for communicating change. The Consultant emphasized the importance of the framework for communicating change. The team was advised to adopt the action plan format to respond to question 5, "What is the plan for the change".

Action Plan Format

KEY ACTIVITY	TIMEFRAME		RESPONSIBILITY
	START	FINISH	

iii. Institutional Motivational Plan

Here also, the Institutional Motivational Plan developed earlier at the change management workshop could not be traced and the team was unable to retrieve it from the laptop used. The issue of motivation for the reform programme was discussed, with reference to the slides used at the workshop. The team was advised to use the format below to present their motivational plan.

Motivational Plan Format

MOTIVATIONAL STRATEGY	FREQUENCY/TIMELINE	RESPONSIBILITY

iv. Change Management Implementation Structure

After brief discussions on the structure for implementing the reform program at LAS, the team agreed on the organogram shown in Figure 1 above.

v. Forms of Resistance to Change in the Institution and How to Manage Them.

This issue was discussed extensively at the workshop. The team was asked to identify various forms of resistance to change at LAS and propose strategies to address them. Some

of the strategies discussed included: education and communication; participation and involvement; negotiation; manipulation and coercion.

vi. Identified Driving and Restraining Forces for Change in the Institution in Respect Of The Reform Programme

Upon review of the driving and restraining forces, it became clear that some of the driving forces stated in the group exercise were not what were intended. For instance, “motivation”, “good working environment”, and “availability of resources” could not be driving forces for change at LAS since they are not there. Rather their existence would promote change.

The Consultant provided examples of both driving and restraining forces to enable the team effect the necessary corrections and present the results as shown in Fig.2 above.

Driving forces include: Exemplary leadership; Qualified and experienced staff; and Positive organizational culture. Examples of Restraining forces include: Low staff morale; Inadequate office space; and Obsolete office equipment.

vii. Key Team Building Challenges That Your Institution Is Likely To Face In Implementing the Reform Programme

Since the LAS staff have been working in teams, the Consultant ~~and~~ asked the team to identify team building challenges and propose strategies to resolve them.

viii. Identified Symptoms of Conflict in the Institution and How to Resolve Them

The team was encouraged to identify symptoms of conflict at LAS and companying strategies to resolve the perceived conflicts.

ix. Documentation of Follow-up Activities

The team agreed to document all the issues discussed and submit it to the Consultant for review prior to submission to the PMU. The document will guide the change champions in handling the human aspects of change processes.

x. Issues Arising from the Follow-up Visits

Pace of Change (Implementation of Reform Programme)

The critical issue or concern is about the slow pace of implementation of the reform programme. Staff of LAS were eager to see signs of the change or any “quick wins”. In the absence of these, the focal persons and change champions were discouraged as they were unable to answer the barrage of questions being asked frequently about progress of the reform programme.

LAS has critical needs, many of which can be met from the outputs of the interventions such as the Electronic Case Management Systems, Data Management, IT and Office supplies. Staff are eagerly waiting. The negative aspects of this long wait is the low morale and apparent apathy which is creeping in.

The institution would also like to know when the other reform outputs would come on stream.

The following challenges, among others, were cited by the team:

- Inefficiencies in justice delivery
- General poor perception of the public
- Duplication of functions
- Poor staff morale and lack of motivation
- Poor staff awareness on the need for change
- Poor attitude / behavior towards work

2.2.8 Ghana Police-Legal

The Change Management Consultant met with the Focal Person (Mr.Elorm Barnie) for Ghana Police Service-Legal Directorate on 2nd September, 2016 in his office. The purpose was to find out why only one person made a brief appearance at the Change Management Workshop and what should be done to bring the Ghana Police Service to the same level as the other participating institutions. The response was that the Ghana Police Service was actively engaged in the preparations towards the upcoming elections in Ghana. The Police personnel, including the other focal person and change champions, would only be available after the December elections to participate in the implementation of the reform programme. He added that he had made this known to the Project Management Unit of the Legal and Justice Sector Reform Programme.

2.2.9 Ghana Prisons Service (GPS)

A team of two Change Management Consultants met with the Ghana Prisons Service team on 23 September, 2016 at the office of the DOP Finance and Administration from 2.00pm to 4.00pm

Present at the meeting were the following:

1. DOP Stephen Cofie Finance and Administration [Head]
2. DDP LKA Ansah - SVR./Tech

3. DDP P. Baffoe Bonnie - C/Legal
4. ADP A.N. Arthur - C/Commercial
5. ADP Gloria Essandoh - Legal
6. Supt. Joseph Minyella - Staff Officer
7. Supt. M.D. Duodu - Staff Officer

i. Actions taken by Institutional Head and /or by Change Champions

At the Ghana Prisons Service, the Change Champions had written a comprehensive report, including recommendations, on the change management training workshop and submitted it to the Directorate. A member of the Directorate, who was present at the meeting, indicated that the report was under consideration.

The reform programme interventions/outputs and their relevance to the individual institutions were discussed as some of the change champions seemed unaware. The reform interventions were SOPs, Training Plans, Information Technology (IT), Change Management Process, Data Management and Electronic Case Management System.

ii. Framework for Communicating Change

The GPS team provided responses to only five out of the seven questions of the framework for communicating change. The responses truncated after question 5, "What is the plan for the change". Moreover, some of the responses to question 4, "What are the likely objections to the change" were inappropriate. Further discussions focused on how to complete the framework satisfactorily. The Consultant suggested to the team to use the action plan format, given below, to answer question 5.

Action Plan Format

KEY ACTIVITY	TIMEFRAME		RESPONSIBILITY
	START	FINISH	

iii. Institutional Motivational Plan

The Institutional Motivational Plan developed at the workshop was not detailed enough to guide implementation. The team was advised to review the plan and use the format below to present the GPS motivational plan.

Motivational Plan Format

MOTIVATIONAL STRATEGY	FREQUENCY/TIMELINE	RESPONSIBILITY

iv. Change Management Implementation Structure

Discussing the change management implementation structure, the team stressed the need to develop a structure that would be unique to the complex structure of the Ghana Prisons Service. The team indicated that they would **adapt** the organogram shown in Figure 1 above to meet their requirements.

v. Forms of Resistance to Change in the Institution and How to Manage Them.

The team was asked to identify various forms of resistance to change at GPS and propose strategies to address them. A member who was not present at the change management workshop asked what should be done to staff who continually opposed the change process and when one should deal with staff ‘**surgically**’. This generated laughter.

Strategies for addressing resistance to change progresses from the friendliest methods to the use of threats/force and ultimately dismissal. They normally include: education and communication; participation and involvement; negotiation; manipulation and coercion. It was understood that you would adopt the “**surgical**” approach or strategy as a last **draconian** measure against the one or few recalcitrant staff opposing the change effort. It could be “**termination of appointment**” or “**firing**” based on justifiable grounds.

vi. Identified Driving and Restraining Forces for Change in the Institution in Respect Of The Reform Programme

There was no trace of the group exercise done by the GPS team at the workshop. The Consultants explained the notion of driving and restraining forces and how to develop and represent them graphically. The Consultants provided examples of both driving and restraining forces to enable the team develop the force field analysis and present the results as shown in Fig.2 above.

Driving forces include: Exemplary leadership; Qualified and experienced staff; and Positive organizational culture. Examples of Restraining forces include: Low staff morale; Inadequate office space; and Obsolete office equipment.

vii. Key Team Building Challenges That Your Institution Is Likely To Face In Implementing the Reform Programme

The Consultants invited ideas on teambuilding and thereafter asked the team to identify team building challenges at GPS and propose strategies that would address them.

viii. *Identified Symptoms of Conflict in the Institution and How to Resolve Them*

Following discussions, there was general understanding that conflicts are bound to occur in any human interactions, especially at the workplace. The team was therefore asked to identify symptoms of conflict at GPS and develop strategies to address the perceived conflicts.

ix. *Documentation of Follow-up Activities*

The team agreed to document all the issues discussed and submit it to the Consultant for review prior to submission to the PMU. The document will guide the change champions in handling the human aspects of change processes.

x. *Issues Arising from the Follow-up Visits*

Pace of Change (Implementation of Reform Programme)

The critical issue or concern is about the slow pace of implementation of the reform programme. Staff of GPS were eager to see signs of the change or any “quick wins”. The institution have critical needs, many of which can be met from the outputs of the interventions (e.g Training plans, Electronic Case Management System, Data Management) and they are eagerly waiting. The negative aspects of this long wait is the low morale and apparent apathy which is creeping in.

The institution would also like to know when the other reform outputs would be rolled-out.

The following challenges, among others, were cited by the team:

- Poor staff morale
- Inadequate training for staff
- Poor data management

It is the hope of the Ghana Prisons Service that adequate funds will be made available to fully implement all components of the reform programme so that the envisaged change can actually happen. The team emphasized that the expectations are very high and there must be no disappointment.

2.3 Other Matters

i. *Inability to meet with EOCO and Judicial Service*

EOCO and the Judicial Service participated in the change management workshop and did most of the group assignments. Unfortunately, all efforts by the PMU to arrange appointments for meetings with the Change Management Consultant did not succeed. The reasons were attributed to the election period and the legal vacation.

ii. Reports from the Institutions on the Follow-up Visits

Only three institutions had submitted their draft reports on the follow-up visits to the Change Management Consultant as of Friday 7th October, 2016. The institutions are Law Reform Commission, Legal Aid Scheme and Council for Law Reporting. The remaining institutions will be contacted in due course of time.

3.0 CONCLUSIONS & RECOMMENDATIONS

The change management workshop follow-up visits to the participating institutions took place at the right period of time and helped a lot to clarify issues as well as reinforce the discussions at the workshop. The exercise also afforded opportunity to the participating teams to raise their concerns about the apparent ‘slow pace’ of implementation of some components of the reform programme. At the end of the follow-up exercise there was no doubt that some of their doubts/skepticisms had been addressed to a large extent and the teams were ready to implement the reform interventions.

In order for the momentum generated by the change management workshops and the follow-up visits to persist and avoid apathy, the following recommendations are made:

- i. Communication (information flow) on the reform programme must be more frequent and highlight new developments/actions taken in respect of the various components of the reform programme.
- ii. Actions must be expedited to commence the implementation of the SOPs and the Training Plans before the end of 2016.
- iii. Tentative timelines for the implementation of the remaining components must be provided to enable the participating institutions incorporate them into their work plans for 2017.
- iv. A Change Champions Forum must be established to enable all change champions and focal persons exchange ideas and help maintain the 'momentum for change'.