

**CHARTERED INSTITUTE OF
ADMINISTRATORS & MANAGEMENT
CONSULTANTS - GHANA**



**A REPORT ON THE FOURTH ANNUAL
CIAMC ADMIN PROFESSIONALS CONFERENCE**
— JULY 2022 —

Conference Theme:
**Admin Professionals in the Success
of Public Management Reform**

By
Samuel Mawusi Asafo, FChPA, FCMC, MCIPM
Chief Executive Officer

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Professional Administration



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Business Administration Quotes to Inspire You

- ❖ *“The key things I learned as an administrator are to be organized, communicate, and be flexible.” – Glen Mazzara*
- ❖ *“The biggest risk is not taking any risk... in a world that is changing really quickly, the only strategy that is guaranteed to fail is not taking any risks”
– Mark Zuckerberg*
- ❖ *“I don't believe in failure. It's not a failure if you enjoyed the process.” – Oprah Winfrey*
- ❖ *“We're not competitor-obsessed, we're customer-obsessed. We start with the customer and we work backward.” – Jeff Bezos*

Professional administration is the realization and identification of all independent components needing thorough and logical coordination in an interdependent and interactive framework to accomplish organizational goals in a long-term, and sustainable way.

Professional administration is the study and practice of modern organizational principles with a focus on how they might be applied in today's workplace, in the administrative and managerial leadership positions whether in private, public, or nonprofit organizations.

Background

The National CIAMC Admin Professionals Conference is held yearly to bring together Administrators from all categories of work and responsibilities in the workforce.

An administrator's day may be either unpredictable or predictable. While the organization is essential to their success, their adaptability, and capacity to deal with the unexpected make them important assets to any establishment.

Reforming government administration is a significant concept. When we examine government institutions from any era, we can observe examples of political movements attempting to reform, revamp, or revise existing institutions. At each of these points in history, the leaders in charge of managing public affairs advocated for certain methods to change the broad organizing principles for how state affairs should be conducted (Kamensky, 1996; Laegreid, 2017; TatKei Ho, 2002). Public management reform, according to Pollitt and Bouckaert (2011), is "deliberate modifications to the structures and procedures of public sector organizations with the goal of making them (in some sense) run better."

The public sector delivers a wide range of services to the public and supports their interests in a variety of ways. It assures the safety and security of the members' lives and possessions. Maintaining good law and order in society. It is the public administration that translates political intentions expressed in policies into public purposes. (Bridgman & Davis, 2004:15). "The day-to-day function of government and economic, cultural and political development of society, as well as national defense and the conduct of external affairs, depend on the Public administration system". (Ibn, Ali et. al., 2020) In the words of Bridgman & Davis, (2004), this is the domain of administration, in which services are delivered, taxes collected, and laws enforced.

Public Administration and Public Services

Administration may be defined as the methodical organization of structures, events, and the calculated application of resources with the goal of achieving the desired outcomes. (Marx 1917). Public administration in this report refers to the higher and lower levels of Ghana's public services, as defined in Chapter 14 of the 1992 constitution.

According to Ghana's Constitution, the Public Services of Ghana shall include:

- ✓ Civil Service; Judicial service; Audit services; Education services; prison services; parliamentary services; health services; statistical services; national fire services; customs; excise and preventive service; internal revenue service; policy services; immigration services; legal services;
- ✓ Public Corporation other than those set up for commercial ventures;
- ✓ Public Corporation established by this constitution; and
- ✓ Such other Public Services as parliament may by law prescribe (Constitution of the Republic of Ghana, 1992).

The Public Sector helps a country's economic development by promoting rapid economic growth through infrastructure creation and expansion. Hence, it generates job opportunities, which further contribute to the development of the financial resources of a country. Accordingly, the word public administration includes personnel of these public services and administrators as well as chief directors.

The Chartered Institute of Administrators and Management Consultants-Ghana, certify professional administrators and inculcate in them managerial-leadership competencies. Professional administration is the study of contemporary organizational principles with an emphasis on their applications in the modern workplace whether in the administrative and leadership roles of private, public organization, and non-profit organizations. As managers, their focus is on productivity, effective decision-making, and efficient utilization of resources employing the appropriate hard skills. As a leader, the focus is on group goal attainment, group maintenance, and group strengthening, employing the relevant soft skills.

In recognition of the link between the people factor, and the success of reforms, the Chartered Institute of Administrators and Management Consultants-Ghana (CIAMC) chose, ***Admin Professionals in the Success of Ghana's Public Management Reform***, as the theme for the 4th Annual Admin Professionals Conference, held on Wednesday, 27th July, 2022.

A reform or reform event may be defined as a purposeful and intentional structural or management change intended at increasing bureaucratic performance or efficiency. (Williams & Yecaló-Teclé, 2019)

The sub-areas for the 2022 Admin Conference;

- ❖ Administration: The Evolving Profession
- ❖ Contemporary Issues in Administration: The Technical Perspective
- ❖ Contemporary Issues in Administration: The Strategic Perspective

The 2022 conference brought together administrators from all sectors and regions of Ghana participating in-person and online.



Picture of some in-person participants

Conference Objectives

The main purpose of the Conference is to continually create a platform to unite and strengthen admin professionals to grow in their professional development and to professionally impact organizational performance and national development. The specific objectives of the 2022 Conference are to:

- ✓ Educate and enlighten members on the tenets of best administrative practices
- ✓ Educate the public and relevant stakeholders on the pivotal role of the administrator in the success of every organization and the reforms it may embark on.
- ✓ Enable career administrators, executives, heads of institutions/departments/ or units, and all who directly or indirectly manage men, strategy, and materials to appreciate their role as strategic change managers.
- ✓ Keep the Professional Administrator abreast with the uncertain changing times and their repercussions for professional practice, and
- ✓ Sensitise administration practitioners to certify and develop professionally, and move up the career ladder with confidence.

1. Opening of Conference



The Annual CIAMC Admin Professionals Conference held at the Ghana Tertiary Commission Conference Hall, Okponglo, East Legon, Accra took place from 9:00 am through 1:00 pm.

In his acceptance remarks, the **Chairman for the Occasion - DR. ISHMAEL EVANS YAMSON** lamented that, whereas the theme for the conference, and the areas for discussion were very fundamental to the efficient governance of Ghana, he was worried about unfortunate political attachment to opinions expressed, whenever such topical national issues are discussed. He mentioned that many public sector reforms have been initiated since independence. Sadly, they have either been abandoned like the National Institutional Renewal Programme or simply failed to make the expected impact.

Dr. Yamson gave his personal interpretation of the theme as “the Administrators role in ensuring that public sector reforms work. Dr. Yamson identified four factors that impeded the success of public sector reform in Ghana, In his opinion;

- the public sector's inability to match the changes that reforms seek with the provision of the appropriate skills set, capabilities, and technology required to make the reforms work. The skills gap sometimes results in administrators resisting or sabotaging reforms,
- New reform programmes are introduced while leaving intact the old mindset, values, and behaviors, the organizational culture, therefore, serves as a hindrance to achieving results. The same things are done over and over again expecting to achieve different results;
- the progressive deterioration of the values and behaviors that in the past made public sector administrators and managers the bedrock of Ghana's prosperity. This has been taken over by greed and corruption; and
- the sturdy systematic disempowerment of professional public administrators and managers by the political class. Political appointees, like special assistants, become the main advisers to Political leaders, ignoring the seasoned professionally trained public administrators. What you find is that there is usually little or no input from the professional public servants who are expected to provide support and often such programmes fail to deliver and there are many examples in this country.

New wines must be poured into new wines' skins. “I am hoping therefore that you should educate your members on the tenets of best administrative practices to put a fight against corruption. Public sector reforms will suffer until the reported pervasiveness and the depth of corruption in the public sector is tackled” Dr. Yamson tasked the conference to provide the context for the evaluation and assist participants in what to do as administrators.

Chairman of Ishmael Yamson and Associates, Dr. Ishmael Yamson is a seasoned, well-known corporate executive and governance expert in Ghana. He worked with Unilever Ghana for 38 years in various capacities, the last 18 years of which he was Chief Executive Officer and Chairman. He has been deeply involved in the development of Ghana's private sector and has played key roles in private sector associations including the Ghana Chamber of Commerce (President), Ghana Employers Association (President), and Ghana Private Enterprise Foundation (President). He currently serves as Chairman of the boards of Mantrac Ghana Limited, Benso Oil Palm Plantation Limited, Ishmael Yamson & Associates, Nosmay Ghana Limited, Scancom Ghana Plc. (MTN) and a member of the Board of Trustees of the College of Health Sciences, University of Ghana.

BOARD CHAIR'S WELCOME ADDRESS



The Chairman of the Board of Trustees of the Chartered Institute of Administrators and Management Consultants-Ghana, Ehunabobrim Prah Agyensaim VI, in his welcome address, echoed the point that contemporary administration is so diverse, complex, and dynamic that it generates problems. Some of the problems are digital advancements, time management, and political interference challenges. In appreciation of these challenges and other critical concerns, the CIAMC with its strategic partners launched the CIAMC annual admin professionals conference in 2019. Under the theme, ***growing together Admin Professionals: Partners in National Development***. The conference focused on togetherness for practitioners in administration for business growth and national development. In 2020, we chose "Admins the pulse of the office in

crises situation' with an emphasis on managing the office to maintain productivity even in the times of crisis.

In 2021, it was ***health, well-being, and productivity in the workplace***. Ehunabobrim Prah Agyensaim VI, welcomed participants to the 4th Conference. He acknowledged ATL FM, University of Cape Coast for the transmission and live streaming of the conference. He was equally grateful to our conference partners and the media team, for their support. The Board Chair thanked the three Speakers for availing themselves to educate participants on very important topics namely Administration, the contemporary issues in administration, the technical perspective, and contemporary issues on administration strategies, etc. He was confident that the partnership and participation by all will be sustained by all. On that note, the Board Chairman, expressed the honor to welcome participants to a successful 4th annual conference of Admin professionals in Ghana.

PRESENTATIONS

FIRST SPEAKER "ADMINISTRATION: THE EVOLVING PROFESSION" BY PROF. KWAKU APPIAH-ADU, FChPA, FCMC, SENIOR ADVISOR TO THE VICE PRESIDENT OF THE REPUBLIC OF GHANA



Prof. Kwaku Appiah-Adu indicated that it is important for us to appreciate the pivotal role of administration in the success and sustenance of every reform that a governmental body or business entity undertakes. He defined Administration as *a determined action taken in pursuit of a conscious purpose. It is the systematic ordering of affairs and the calculated use of resources aimed at making goals happen and which one wants to happen.*

Public administration therefore consists of all those operations having their purpose, the fulfillment or enforcement of public policy, and plays a crucial role in the formulation of policies therefore it is a part of the political processes as well. There had been a considerable

shift in our public administration which was carried out in ancient and medieval times when the initiatives were more than sporadic administration functions like maintaining law and order and collecting revenues with little or no welfare activities. The monarchs selected the people who carried out these activities and were no better than their personal servants. With changing times, the objective of public administration has changed and by the 19th century, an organized approach to public service and public administration was adopted. This approach was based on an exhaustive legal framework replacing the patriarchal and hereditary function with bureaucracy. The advent of this new approach to public administration emerged due to several nuisances.

The foremost was the industrial revolution. With the industrial revolution, the government foraged into trade and commerce; followed by imperialism, nationalism, and internationalism which added to the widening avenues of government duties and responsibilities. Reforming government administration is a significant concept when we examine government institutions from any era, we can observe the examples of political movements attempting to reform, revamp or revise existing institutions. At each of these points in history, the leaders in charge of managing public affairs advocated certain methods to change as broad organizing principles for how state affairs should be conducted. **According to Pollitt and Bouckaert (2011, 2), public management reform is deliberate modifications to the structures and procedures of public sector organizations with the goal of making them run better.** Administration matters so much because it is not enough to make policies and laws on paper. Interpreting and translating those policies and laws into actions and carrying them out is the challenging part. Therefore, public administrators have to play an important role in running the government as machinery. Bureaucracy has often been smeared and ridiculed but, if the administrative work is stopped, nothing would be happening.

As the world around us is changing with concomitant changes and politics, business, economics, and society, the field of public administration cannot be aloof from the need to innovate and change. The public sector delivers a wide range of services to the public and supports their interest in varieties of ways. It assures the safety and security of the member's lives and possessions maintaining good law and order in society. It is the public administration that translates political intentions expressed in policies into public purposes. The day-to-day function of government and the economic, cultural, and political development of society as well as national defense and the conduct of external affairs depend on the public administration system. In the words of Bridgman and Davis, this is the domain of administration in which services are delivered, taxes collected, and laws enforced.

The role of the administrator has evolved tremendously over the years from the function of a secretary answering phones to now occupying critical back-home sections in a company. As any Admin Professional knows, it is hard to put an exact definition, when asked, of our roles as administrators, as we wear many hats from customer service, project manager, leadership consultant, technical support, and event planner to organizational specialist just to mention a few. Managing the day-to-day function of an organization to keep the ship afloat navigated in the right direction.

Today the public sector in many developed countries feels the need to move beyond the static and machine bureaucratic paradigm. The public sector in developing countries is also in the throws of adapting to the other changes happening in societies. With increased awareness among the citizenry and the rapid spread of information along with the use of technology and social media, the public sector in the West and the East must adapt and wake up to the new realities and cannot be an ostrich or a fossil among the nimble and agile private sector. Going forward, three key concerns stand at the forefront of possible progress in public administration theory and practice. That progress is important to the robust health of government and therefore societies but only if it is salient to the public sector, private sector,

and its media and political surrogates. In an era of declining public trust, the public sector faces the challenge of re-establishing its legitimacy in the minds of citizens. All the recent pandemics and economic related crises have reaffirmed the importance of government in non-existential terms. The long-term trend has been one of declining trust for at least five decades of Ghana's history. Yet trust is the glue or cement for governing societies conferring upon the government its basic source of power. In contrast, dissatisfaction, disenchantment, and distrust can undermine that legitimacy. A trust deficiency, therefore, undermines the government to deliver services as promised in their funding documents, legislation, agency mention statements, and oaths of office through its digitalization agenda, government is architecting a new economy to restore trust in the systemic governing of the nation. How might the public sector re-establish its legitimacy? Legitimacy is the acceptance of the government and its public servants by the people in terms of both necessary and preferred services. That trust is affected by a few factors including how public services are delivered, the performance of public circle agencies in delivering those services, the level and the type of participation by the citizens, and the flow of information from the government to its citizens. Are transparency and accountability being practiced throughout government? And are we extending those ethical principles to non-governmental partners? These are the questions we should ask ourselves moving forward. The more open the government is perceived to be on each of these factors, the greater the likelihood the trust will rebound.

To deliver as promised, instead of reforming moduled on private sector practices our research and training should focus on data-driven rational analysis which entails information collection and is used to support decision making. Instead of publishing data and daunting tables, performance measures should be presented as salient graphics that are readily understandable. Instead of inventing solutions to organizational problems, governments should search for best practices and adapt those innovations to the local content. Instead of focusing primarily on fiscal management, the government should give people weight to performance programme surrounding goal achievement. Technology positively affects governance by giving rise to new forms of public deliberation and collaboration, blogs, social media, apps, and smartphones without factoring in unintended and negative consequences. Technology's full and systemic implications need to be further explored by research. New forms of government must also include the use of work-based tools for citizens and agency deliberation and co-development of public policy mandates and regulations for our extensive online dialog with stakeholders.

New communications technologies might well enable more robust public engagement with the government over public policy and program management issues as well as new names of internal organizational teamwork. Web technologies allowed for coordination, collaboration, process integration, citizen services, and opportunities for public deliberation. The internet and its technology offerings are rapidly evolving and with every new tone, there are promises limitations, and risks. To fully succeed in this carrier, one must always be learning, keep learning how to use new tech tools and new ways to do things, and hoping to change. Set yourself up with clear goals and strive to meet them, set a goal to become a supervisor of other administrators in your office. Goals to obtain certifications like this professional administration certificate of excellent, the Chartered Professional Administrator can help you elevate your career and help you stand out from the pack when seeking a new position. Find a mentor, become a mentor, and advocate for the profession. you will see that if you practice these principles, you will become almost indispensable. You will be happy knowing what an important team player you are and how much you are helping your executive to succeed making them look good and you feel truly valued.

Prof Appiah Adu in his concluding comment, hoped that the 2023 conference will unite and strengthen Admin Professionals to grow in their professional development to impact the success of public reforms

and for national development. Furthermore, participants will be educated and enlightened on the tenets of best administration practices, and also, a learning opportunity for the public and relevant stakeholders on the pivotal role of the administration in the success of every organization and programme. Finally, he prayed that the conference inspires career administrators, executives, heads of institutions, departments, units, and all who directly or indirectly manage strategy and materials to appreciate the roles as facilitators of professional change.

SECOND SPEAKER: “CONTEMPORARY ISSUES IN ADMINISTRATION: THE TECHNICAL PERSPECTIVE” BY PROF. KWAME ASAMOAH, HEAD, DEPARTMENT OF PUBLIC ADMINISTRATION, SCHOOL OF BUSINESS, UNIVERSITY OF GHANA



Professor Asamoah expressed his admiration for the value and place the Chartered Institute of Administrators and Management Consultants hold in our governance and development as a society. He was happy the Institute has held an impressive record of promoting excellence in the practice of professional administration and management consultancy in this country and through its mission, has succeeded in elevating the professional status of administration and management consultancy in the country, and the promotion of the human capital development in the country.

Prof Kwame Asamoah's presentation focused on the issue of excellence, the role of diligence in administration, issue of integrity, gender, and leadership. Basically, he said, when we speak of administration, the focus is to serve, and therefore, it is important to

note that concepts like new public administration, new public management, and new public service are all meant to ensure that the public is well served.

In terms of the economy, we are faced with unprecedented shocks that go to the very core of our economy. We all know that the covid-19 pandemic and the Russian evasion of Ukraine have magnified the slowdown in the global economy with a protracted period of feeble growth and elevated inflation with harmful consequences for a low-income country like Ghana. Global growth is projected to sharply decelerate by 5.7% in 2021 to 2.9% in 2022. Growth in the advanced economies is projected to decelerate from 5.1% in 2021 to 2.6% in 2022. Among emerging markets and developing countries, growth is also projected to fall from 6.6% in 2021 to 3.4% in 2022. Ghana's public debt is increasing and inflation, which is mainly driven by food and petroleum products, stands at 29.8%. This situation is not acceptable when we have Administrators. The situation indicts the Administration profession and has negative implications for public administration systems.

Prof Kwame Amponsah referred to Ghana's fertile land, human resources, and high graduate unemployment, and could not understand why Ghana cannot use these resources to boost agricultural production in the country. He believes this is a challenge to administrators. Administrators are expected

to employ innovative approaches to convince politicians that agriculture is very important and can save the country from the current economic challenges. Woodrow Wilson contends that Administration is to straighten the path of government, to ensure they do what is right. There must be a radical approach to revolutionize agriculture development. He referred to Scholars like Dimock and Fox, who gave an economic explanation of public admin in terms of the production of goods and services to meet the needs of the citizens. Prof Asamoah lamented that it is not about going to the International Monetary Fund (IMF), Administrators should employ their professional skills to advise politicians to see agriculture as the solution to Ghana's problems and not going to the IMF. He was worried about the fact that Ghana depended on imports, and catastrophes like covid-19 and the Russian-Ukraine war showed how vulnerable our economy is. Administrators should be able to advise the Politicians to go into ventures like massive tree planting for job creation and exports.

He further spoke on the effectiveness of Ghana's public service. In his words, since independence, the reforms were meant to strengthen public administration in the country. It required public administrators to be diligent in terms of the way they do things, consistent, honest, devoted, and painstaking to accomplish tasks while exercising the highest degree of care and precaution. According to him, as administrators, we are to advocate diligence in the discharge of our duties. Administrators must be conversant with important documents such as the constitution of the Republic of Ghana, the Procurement Act, the Public Financial Management Act, and the Internal Audit Act and apply them accordingly. Corruption is also an issue of great concern, and administrators must be people of integrity. Prof was of the view that "If all of us gathered here can do our parts, I believe that we can make a change. Most of the time we turn to blame politicians, but we are the ones who advise them, so I am pleading to all of you here that let's be mindful of the issue of integrity. Let's also try to stop corruption. Ghana must recognize its uniqueness and institutionalize through measures from policy to practice."

Administrators must be conscious of causing financial loss and its implication. Since the concept of Special Assistants and Technical Advisors, has come to stay, Administrators must accept it and work with it. However, we must avoid partiality, and be fair as we execute our tasks as professionals.

Prof Amponsah, ended by emphasizing the need for women to be encouraged to play leading roles in leadership and governance. They should be seen actively in public administration and politics to reflect the fact that they are in the majority. He touched on the importance of trust. This was critical because as the economic system becomes difficult to manage, the citizens lose trust in leadership resulting in demonstrations and strikes among others. Administrators must play their roles as advisors to the government to be seen as being concerned with the plight of the citizenry. Administrators must learn to solve problems in the midst of uncertainty and without sufficient knowledge. He was hopeful that going to the IMF will not bring to an end social interventions like Leap.

**THIRD SPEAKER “CONTEMPORARY ISSUES IN ADMINISTRATION:
THE STRATEGIC PERSPECTIVE” BY NANA KWASI AGYEKUM-DWAMENA,
FCHPA, FCMC, HEAD OF SERVICE,
OFFICE OF THE HEAD OF CIVIL SERVICE, GHANA**



The Third Speaker, Nana Kwasi Agyekum-Dwamena, posed the question. What are the issues for us? What are the strategic issues administrators should be looking at? According to him, public administration systems in the country care very much about performance, results, and impact. Referring to his role as Head of Service, he was convinced that Public Administrators do give advice a lot and accordingly strategize to manage the marriage of convenience between administrators who are looking at the long term and the politician who have a four-year mandate. He acknowledged that risk and innovation were one of the key things in administration. To him, the concern is how to manage innovation, the issue of artificial intelligence, and more, how to manage the people, and accountability. Nana was of the view that, although the concept of performance management – goal setting, appraisal,

development, etc., - was in place, what need to be done is to shift from group or directorate accountability to individual accountability. The Administrator's challenge is how to manage individual underperformance without interference from influential personalities, and peer pressure in influencing decision-making.

Nana Kwasi Agyekum-Dwamena expressed his dissatisfaction about the situation where people feel that the public sector must always learn from the private sector as part of the new public management business and all that it entails. Nana strongly believed that the private sector must also learn from the public sector. He was confident that, teaching Officials who come from the private sector and join the public service as Advisors or Ministers among others, will enable them to understand that laid down processes are there for their own good or safety. Administrators usually feel bad when they are described as bureaucratic because the Administrator will insist on laid down procedures to maintain order. Nana was of the opinion that, if new political entrants were made to learn from the public service management for a period of six months to one year, then when they become ministers or advisers, conflicts would have been reduced considerably. As an Administrator, with several years of experience working with different political office holders, it could not be said that those from the private sector are always better than their counterparts in the public sector. **We must also take a step to teach those in the private sector something so that if they happen to find themselves one day in the public sector, then the transition period is reduced, and all will work for the development of the country.**

Nana emphasized the fact that Public Administrators interact with different categories of persons, including visitors from the diaspora, among others. The people administrators interact with come with different skill sets, experiences, attitudes, and expectations. How do we manage the interface so that they fit seamlessly into the system? We must strengthen our ability to manage diversity.

Nana concluded by re-echoing the words of Professor. Kwaku Appiah Adu. “if administrative work is stopped, nothing will happen”. In other words, leave this place excited, proud, and willing to go and make things happen.

ATTENDANCE:

One thousand and forty-eight (1,048) people participated in the conference. The details of participation are as follows:

In-Person participation (195)

• Members	-	148
• Non-members	-	26
• Partners	-	4
• Staff	-	7
• Media	-	10

Virtual Participation

• Facebook	-	547
• Zoom	-	306
Total	-	1,048

PARTNER INSTITUTIONS:

Picture of Representatives of Partner Institutions after a planning session



The partner institutions for the Conference:

1. Parliament of the Republic of Ghana
2. Office of the Head of Civil Service
3. Ministry of Tourism
4. Office of Head of Local Government Service
5. Ministry of Employment and Labour Relations
6. Ministry of Finance
7. Ministry of Local Government and Rural Development
8. Ministry of Education
9. Institute of Directors-Ghana
10. ICASA: The Chartered Governance Institute
11. Chartered Institute of Marketing Ghana
12. Institute of Public Relations
13. Ghana Association of University Administrators
14. Ghana Association of Local Government Service Administrative Officers
15. Administrative Professionals Ghana
16. Opal Marketing and Management Services
17. Makola Foundation

MEDIA:

Nine (9) media houses participated in the Annual Admin Conference, namely;

1. METRO TV
2. GTV News
3. Atinka TV
4. BFT
5. GNA
6. GBC Radio
7. CITI
8. Ghanaian Times
9. Daily Graphic

CONFERENCE GALLERY



**PAST MEMBERS OF THE BOARD OF CIAMC
RECEIVING PLAQUES FROM THE NEW BOARD CHAIRMAN,
EHUNABOBRIM PRAH AGYENSAIM VI, ASSISTED BY PROF. KWAME ASAMOAH,
AND NANA KWASI AGYEKUM-DWAMENA,**



PROF. KWAKU APPIAH ADU, FORMER BOARD MEMBER



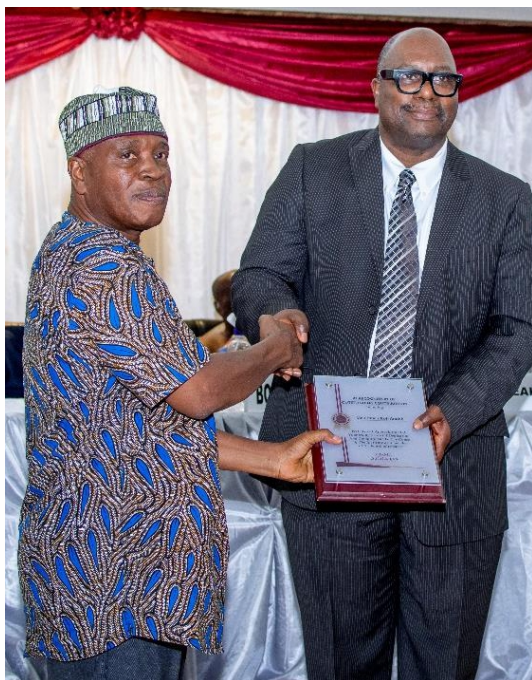
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**STAFF OF CIAMC RECEIVING LONG SERVICE AWARD
FROM THE CHAIRMAN FOR THE OCCASION, DR. ISHMAEL YAMSON**



**STAFF OF CIAMC RECEIVING LONG SERVICE AWARD
FROM THE CHAIRMAN FOR THE OCCASION, DR. ISHMAEL YAMSON**



MEMBERS OF THE HIGH TABLE





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CIAMC, LET'S CREATE YOUR
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CIAMC, WE SET THE PACE!!

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