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Master's Thesis of International Studies
(International Area Studies)

**ASSESSING THE EFFECTIVENESS OF
KOICA FELLOWSHIP PROGRAMS IN
THE GHANA CIVIL SERVICE**

August 2021

Development Cooperation Policy Program
Graduate School of International Studies
Seoul National University

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**ASSESSING THE EFFECTIVENESS OF
KOICA FELLOWSHIP PROGRAMS IN
THE GHANA CIVIL SERVICE**

A thesis presented

By

Wumbei Ibrahim Mumuni

A dissertation submitted in partial fulfillment
of the requirements for the degree of
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ASSESSING THE EFFECTIVENESS OF KOICA FELLOWSHIP PROGRAMS IN THE GHANA CIVIL SERVICE

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ABSTRACT

ASSESSING THE EFFECTIVENESS OF KOICA FELLOWSHIP PROGRAMS IN THE GHANA CIVIL SERVICE

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Ghana is one among a number of developing countries that have been receiving ODA support from KOICA, an agency of the Korean government grant-based ODA provider, to promote economic development. This study sought to make an assessment of the effectiveness of KOICA Fellowship Programs (CIAT) in the Ghana Civil Service from 2006 to 2018. The study adopted an exploratory study design and was influenced by the pragmatism research paradigm. The study applied a cross-case analysis approach to analyze case by case the data gathered. Therefore, primary data was obtained through a survey questionnaire and secondary data through a database obtained from KOICA. A

simple random method was used to select 52 post-programs participants for the study. Methodologically, the study collected primary data through survey questionnaire where 33 participants gave their responses. Findings from the study revealed that, KOICA Fellowship Programs are very effective. Also, the study revealed that, the post-programs participants are not strategically placed despite the fact that, KOICA Fellowship Programs are very effective. However, the study revealed that, the level of commitment by the political leadership is not appealing as far as placement and retention after programs are concerned. Above all, the study concluded that, much emphasis should be placed on Monitoring and Evaluation, Strategic Placements and Civil Service Reforms to ensure the effectiveness of the programs.

Keywords: Effectiveness, KOICA-ODA, Fellowship Programs, Ghana civil service, Monitoring and Evaluation, Strategic Placements, Civil Service Reforms

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Table of Contents

Chapter 1. Introduction	1
1.1 Background of the Study	1
1.2 Research Problem	4
1.3 Research Objectives	5
1.4 Research Questions	6
1.5 Research Methodology	6
1.6 Significance of the Study	7
1.7 Scope/limitations of the Study	8
1.8 Organization of the Study	9
Chapter 2. Literature Review	11
2.1 Introduction	10
2.2 Theoretical Framework on ODA	10
2.2.1 International Relations Theory and ODA	10
2.2.2 ODA and Economic Growth Theory Perspectives	12
2.3 Korea's Official Development Assistance	13
2.3.1 History of Korea ODA: (As ODA Receiver)	13
2.3.2 Korea As ODA Giver	15
2.3.3 Actors in Korea's ODA Administration	15
2.3.5 Capacity Improvement and Advancement for Tomorrow (CIAT)	17
2.3.6 Objectives of CIAT	18

2.4 A Review of Ghana-South Korea Economic and Bilateral Relations -----	18
Chapter 3. Methodology -----	21
3.0 Introduction -----	21
3.1 Cross-case Analysis -----	21
3.1.1 Cross-case Analysis Approaches -----	23
3.3 Sources of Data -----	25
3.4 Ethical Considerations -----	26
Chapter 4. Analysis -----	27
4.0 Introduction -----	27
4.1 Distributions of the number of programs participants-intake (2006-2018)-----	28
4.2 Cross Analysis of Data-----	28
4.2.1 Distributions of the number of programs/courses (2006-2018) -----	28
4.2.2 Distributions of the number of sector-intakes (2006-2018) -----	30
4.2.3 Distributions of the Gender Categories (2006-2018) -----	31
4.3 Analysis of the Perspectives of the Respondents-----	33
4.3.1 Perspectives on Organizational Placements of the Respondents-----	33
4.3.2 Perspectives on the Role and Length of Service of the Respondents -----	35
4.3.3 Respondents Perspectives on the Effective Discharge of Duties -----	37
4.3.4 Perspectives of Respondents on the Knowledge Gained and Application in the Ghana Civil Service -----	37
4.3.5 Perspectives of Respondents on the Effectiveness of KOICA-ODA Programs in the Ghana Civil Service Reforms Process -----	39

4.3.6 Perspectives of Respondents on Placement after the Training allowing them to Apply Knowledge Gained in Korea -----	40
4.3.7 Perspectives of Respondents on the Responsibility for Ensuring Strategic Placement to Apply Knowledge Gained -----	41
4.3.8 Perspectives of Respondents on the Challenges faced after the training programs -----	42
4.3.9 Perspectives of Respondents on the level of Commitment of Political Leadership -----	42
4.3.10 Suggested Recommendations by the Respondents as Solution to the Challenges -----	43
4.4 Answers to the Research Questions -----	45
4.5 Conclusion-----	49
Chapter 5. Summary, Conclusions and Recommendations-----	54
5.1 Introduction -----	52
5.2 Summary of Key Findings -----	52
5.2.1 The Degree of Effectiveness of KOICA Fellowship Programs -----	52
5.2.2 The Challenges faced by the Post-programs Participants-----	53
5.2.3 The level of commitment by the political leadership-----	53
5.2.4 Suggested Recommendations as Solutions to the Challenges-----	54
5.3 Policy Recommendations-----	55
5.4 Limitations and Contributions of the Study-----	56
5.5 Conclusion-----	57

List of Abbreviations

ADB Asian Development Bank

CIAT Capacity Improvement and Advancement for Tomorrow

CIDC Committee for International Development Cooperation

DAC Development Assistance Committee

EDCF Economic Development Cooperation Fund

InCiSE International Civil Service Effectiveness

KOICA Korea International Development Cooperation Agency

OPM Office of Prime Minister

List of Tables

- Table 1: Distributions of the number of programs intake from (2006-2018)
- Table 2: Distributions of number of programs (2006-2018)
- Table 3: Distributions of number of sectors-intake (2006-2018)
- Table 4: Distributions of the gender categories (2006-2018)
- Table 5: Perspectives on organizational placements of respondents
- Table 6: Perspectives on the role and length of service of respondents
- Table 7: Respondents perspectives on the effective discharge of duties
- Table 8: Perspectives of respondents on the effectiveness of KOICA Fellowship programs
- Table 9: Perspectives of respondents on placements after training
- Table 10: Perspectives of respondents on the responsibility for ensuring strategic placements
- Table 11: Perspectives of respondents on the challenges faced after the programs
- Table 12: Perspectives of respondents on the level of commitment of political leadership

List of Figures

- Figure 1: Distributions of KOICA-Intakes (2006-2018)
- Figure 2: Distributions of number of sector-intakes (2006-2018)
- Figure 3: Distributions of gender categories (2006-2018)

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

It is a fact that, the progress of a nation depends on how effective the Civil Service functions. (InCiSE Report, 2017). Civil Servants are responsible for designing and implementing public policies under the direction of their political superiors. As espoused by (acemoglu, johnson and robinson, , 2001), their commitment, competence, transparency and political neutrality are important determinants of government effectiveness and ultimately the well-being of their citizenry. Acknowledging the fact that, Civil Services can play an important part in assisting the government to succeed, (InCiSE) objective is to project how well civil services around the world functions and point out their strengths.

However, according to studies, the civil service in many developing countries have generally been demoralized, incompetent, corrupt, recruitment made based on a spoiled system, salary too low to sustain a family without other means and many civil servants having their names on the payroll but do not show up to the office. As a result of these factors, the forward march of those country are

seriously hindered as well as a slow down of the development process. At the same time the ambitious plans for development take forever to be put into action by line ministries. The taxes are not collected as expected and the government is in chronic deficit where the roads are not built according to the schedule and many more. It is believed by many writers that the roots of such malfunctions can be often found in relationships between politics and administration where there have been strong bureaucratic clashes.

On the basis of this background, (Lloyd G. Adu Amoah, 2019), examined the economic relations between Ghana-South Korea and concluded that, there is a worryingly divergent economic fortunes between the two countries. Though Ghana-South Korea had comparatively similar GDP per capita in the 1960s, South Korea in 2017, has been able to attain a GDP per capita of USD\$ 29,742.839 which is about ten times that of Ghana USD\$ 1,641.487. In this case, the economic transformation of Korea mostly known as “The Korea’s Economic Miracle” through knowledge sharing programs (KSP) over the years, could have been the perfect opportunity for Ghana to move out from this economic quagmire. At the same time, (Jiyoung Kim, 2015), also examined “Aid and State transition” in Ghana and South Korea and questioned why and how foreign aid (ODA) was effectively utilized successfully in South Korea but did not work for Ghana.

The KOICA foundation from 1992 to 2019, under its fellowship programs known as the Capacity Improvements for Advancement Tomorrow (CIAT),

have provided scholarships programs to a total number of 1,033 government workers in both masters and short-term programs to strengthen or otherwise promote knowledge sharing about Korea's development experience between Ghana-South Korea.

As a result, KOICA was established in 1991 under MOFA to ensure the effective use of the grant aid in developing countries. Therefore, KOICA aims to fight global poverty and promote sustainable development through the sharing of Korea's development experiences.

Considering this basis, this study will attempt to add to the discussion and debates on ODA and economic growth nexus with focus on assessing the effectiveness of KOICA Fellowship Programs in the Ghana Civil Service spanning from 2006-2018. The study will apply an exploratory research methods and try to investigate by interviewing a cross section of KOICA post programs participants on their placement after the programs. The study will attempt to analyze a refined data obtained from KOICA-Ghana and also analyze responses from programs participants.

1.2 Research Problem

According to (Adei and Boachie-Danquah, 2003), in the past four decades, the Ghana civil service has undergone several reforms measures to ensure that, the image of the service is cured. Also, (Antwi et al., 2008), examined the World Bank-led civil service reform program (CSRP) from 1987-93 which formed part of the structural adjustment programme (SAP) and was followed by the civil service performance improvement programme (CSPIP) and formally launched in 1995. (Appiah and Abdulai, 2017), noted that, despite the huge government expenditure in the public sector reforms, the results have generally been disappointing. Furthermore, (Adei and Boachie-Danquah, 2003), explained that, issues bothering on performance standards and performance measurement, performance appraisals, merit-based recruitment, merit-based salary increments, incentives and promotion, signing of performance contracts, training and development and other related human resource matters formed part of the objectives of public sector reforms.

Also, despite the fact that Ghana have been receiving ODA from KOICA and other development partners for capacity development of the government officials to deliver high-quality service to the people of Ghana and promote economic development, recent studies have revealed some structural challenges faced by post-programs participants in the Civil Service.

Questions have been raised as to whether the ODA sponsored programs have a strong effect on addressing the challenges facing the effectiveness of the Ghana Civil Service. Also, there has been doubt on how effective the political leadership is committed to ensure that post-programs participants of ODA-Sponsored programs are placed in strategic positions to the apply the knowledge gained from the various training programs.

To this end, the study will seek to assess the effectiveness of KOICA Fellowship Programs in the Ghana Civil Service from 2000-2018 using primary and secondary data to establish a trend in Ghana and contribute to the debates and discussions on ODA- growth nexus.

1.3 Research Objectives

Main objective

To assess the degree of effectiveness of KOICA Fellowship Programs in the Ghana Civil Service.

Specific objectives

1. To examine the challenges faced by post-programs participants in the Ghana Civil Service.
2. To assess the level of commitment of the political leadership in ensuring the strategic placement of the post-programs participants and how they apply knowledge gained in Korea.
3. To recommend solutions so as to address the challenges.

1.4 Research Questions

In an attempt to address the issues mentioned in the problem statement, this study will therefore be guided by the following leading questions:

1. To what degree is the effectiveness of KOICA Fellowship Programs in the Ghana Civil Service.
2. What are the main challenges faced by post-programs participants in the Civil Service
3. How effective is the political leadership committed to ensure post-programs participants are placed in strategic positions to apply knowledge gained
4. What do you recommend as a solution to the challenges mentioned

1.5 Research Methodology

This chapter explains the procedures and methods employed in conducting this study. It discusses the research paradigm, research design, the research setting, sources of data, population and sampling techniques and the instrument that was used for the study. Also discusses, data management and analysis.

As far as this study is concern, both qualitative and quantitative research method will be applied to obtain and analyze data necessary to objectively evaluate the effectiveness of KOICA Fellowship Programs in the Ghana Civil Service and to propose further recommendations for effective utilization of official development assistance from KOICA.

1.6 Significance of the Study

This study will significantly contribute to research, practice and policy on the effective functioning of the Ghana Civil Service by attempting to make an assessment of KOICA Fellowship Programs. In relation to research, this study will theoretically and empirically contribute to existing literature on the effectiveness of ODA in general and specifically KOICA-ODA sponsored programs in the Ghana Civil Service.

The issue of Official Development Assistance on capacity development has gained prominence over the years owing to the effects it has on the development of particularly the developing countries.

Ghana is no exception to this trend especially the effects it has had on the Civil Service improvement and performance. However, over the years, KOICA has been providing numerous training programs to the Ghanaian Civil Servants.

The questions been asked is that, “what is the significance of this training received by the government officials? The Civil Service of Ghana is supposed to provide the administrative support to assist in the formulation and effective implementation of government policies. The general public who are the beneficiary of the government policies are not satisfied with the performance of Civil Servants. Complaints from the civil servants also indicated that, there is political interference in their work. Beneficiaries are not strategically placed to implement the knowledge and skills learned from the fellowship programs in Korea.

This has underscored the need to investigate the effectiveness of KOICA Fellowship Programs in the Ghana Civil Service. As far as this study is concerned, no investigation of this sort has been conducted in the study and hence the findings of this study shall be useful to the Civil Service of Ghana as well as KOICA. It shall also contribute to existing literature and discourse on the effectiveness of ODA and economic growth nexus in developing countries.

1.7 Scope/limitations of the Study

The scope of this study can be classified into two categories: geographical and organizational. Geographically, the study involved public sector employees who participated in KOICA Fellowship Programs, Ministries and agencies domiciled in Ghana. Although the majority of the Ministries and agencies involved in the study have offices in all the ten regions of Ghana, the findings do not necessary apply to the public offices in Ghana only but also diplomatic missions outside Ghana. The study also focuses on seeking the views of the individual employee level and not the organizational level.

Due to time and resource constraints, the study will not cover all post-program participants in the Civil Service in assessing the effectiveness and to recommend workable policy guidelines for the Civil Service. The study will be confined to the assessment of some selected KOICA Fellowship post-program participants in Ghana.

1.8 Organization of the Study

This study will be organized into five chapters and structured as follows. The first chapter has presented the background of the study, the research problem, research objectives, research questions to be answered, significance of the study, and scope of the study. Chapter two focuses on a review of the relevant empirical and theoretical literature that helps to understand the effectiveness of the KOICA-ODA in the Ghana civil service. The various concepts underpinning the study were defined and the theoretical framework employed for the study is discussed. Chapter three presents the research methodology of the study which highlights the sources of data for analysis, sampling techniques and sample size, data collection instrument and methods, the nature of data presentation and analysis, and ethical considerations. Chapter four is devoted to the analysis and discussion of the research findings. Finally chapter five summarizes the findings and conclusions drawn from the study, and makes policy recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents a review of relevant conceptual, empirical and theoretical literature on official development assistance. A considerable amount of literature has been published on the issue of the effectiveness of ODA over the years past. It begins with a review of the literature on the concepts and history of ODA and how Korea was able to utilize ODA for the progress of the nation from various scholarly perspectives. This chapter will also focus on reviewing existing literature covering theories related to the subject matter. Thus, a closer look at some modern theories will be carried out to provide a much broader understanding of the study.

2.1 Theoretical Framework on ODA

2.1.1 International Relations Theory and ODA

(Ashok Kumar Pankaj, 2005), in his article discussed that, ODA as a point of discussion of the economy, has been debated in development dialogue and international politics. He raises the questions, “Does aid lead to growth and development of the underdeveloped countries”? “Or is it an instrument used by donor countries to promote their domestic and foreign policy interests?”. Moreover, (Ashok,

2005), insisted that, “there are difficult political and economic dangers of ODA led growth model and long-term dependence on aid”. As far as his article is concerned, he continued to insist that, ODA may be desirable but not essential for the development of these countries. And that, more importantly, while negotiating aid, the recipient countries should be cautious of donor motives and their own national and foreign policy interests.

As espoused by (E.H Carr and Hans Morgenthau), realism can be viewed as a straightforward approach to international relations, stating that all nations are working to increase their own power, and those countries that manage to horde power most efficiently will thrive, as they can easily eclipse the achievements of less powerful nations. The theory further states that a nation’s foremost interest should be self-preservation and that continually gaining power should always be a social, economic, and political imperative.

From this perspective, foreign aid, ODA, can be a tool for foreign policy as it has been variously viewed by different schools of thought in international relations. Another realist school of thought also defines aid largely in terms of national interest of the donors and described it as a tool of neocolonialism. From the perspectives of the developing countries, aid inflow was examined as a weapon of imperialism that promotes national interest of the donors.

2.1.2 ODA and Economic Growth Theory Perspectives

A significant number of scholars have done several empirical studies on the ODA and economic growth nexus. Among them are (Dalgaard et. al., 2004), who investigated whether aid inflows in developing countries promote economic development and welfare of the people in these countries. Also, researchers on this ODA-growth debates have over the years been categorized into whether aid improves growth or aid does not lead to growth, and their findings have revealed several startling results. At the same time, (Killick, 1991), also noted that between 1980-88, Sub-saharan Africa received on average \$22 per person a year in foreign assistance, compared with \$5 per person for other developing countries during the same period, and that also, foreign aid to sub-saharan Africa amounted to 33.5% of gross investments, compared with 3.3% for other developing countries.

On the other hand, however, some researchers are also of the view that, aid does not lead to growth and their findings have revealed a startling results among the scholars in this nexus. On the basis of this background, it can be noted that, (Reichel, R, 1995), analyzed the impact of ODA on savings and growth in developing countries and established that, aid does not encourage savings because of the substitution effects.

In this regard, this study will attempt to contribute to the discussion and debates on ODA and economic growth nexus by assessing the effectiveness of KOICA Fellowship Programs in the Ghana Civil Service spanning from 2006-2018. The study will apply an exploratory research methods and try to investigate by interviewing a cross section

of KOICA post programs participants on their placement after the programs. The study will attempt to analyze a refined data obtained from KOICA-Ghana and also analyze responses from programs participants. The study will review the GDP growth rates within the study period and to evaluate the contribution of the KOICA-ODA inflows in this development cooperation partnership between Ghana and South Korea.

2.2 Korea's Official Development Assistance

2.2.1 History of Korea ODA: (As ODA Receiver)

It is a well establish fact that, South Korea received about \$ 12 billion in public development aid until the late 90s after liberation, and it was one of the United States' largest aid recipients, especially between 1946-1980. The aid provided to Korea helped the economic and social development by changing the personality according to the needs of the times, from emergency relief to restructuring programs.

From the 1950s immediately after the Korean war, where Korea was devastated by the war started receiving aid as the only foreign capital that flowed into Korea, where incentives for private investment were vulnerable. Assistance during this period was focused on emergency aid to deal with disasters. In addition, it focused on military defense, stabilization and reconstruction, mainly focused on materials and food aid-oriented consumer goods that could solve consciousness, and also provided intermediate goods to foster light industries. During this period, Korea relied heavily

on aid funds, the main donor country was the United States, and Korea received US \$ 550 million in aid from the United States.

In the 1960s, growth and investment were the buzzwords as a transition period for economic structures. Unlike the previous recovery period, when most of them were free aid, concession loans were introduced from the 1960s, providing project assistance and capital goods support to build social indirect facilities, foster strategic export and import replacement industries, mainly from large companies. The relative importance of aid as a source of development has diminished, and the share of donors has increased in Japan outside the United States.

In the 1970s and 1980s, in the midst of concerns over excessive debt burden introduced to promote large-scale development projects and development of heavy and chemical industries, the project loans centered on unit projects in the past were sector loans for comprehensive development in specific sectors and the overall economic and industrial sector loans. You will be converted into a restructuring loan to restructure. From the late 1970s to the 1980s, Korea's loans were subsidized along with a rise in the proportion of non-concessional funds, and the role of Japan to replace the United States and the diversification of donor institutions such as Germany, IBRD, and ADB. The 1990s was a transition from aid recipient countries to aid donors, and Korea became the World Bank's loan graduate in 1995 and was also excluded from the list of DAC recipient countries in 2000.

2.2.2 Korea As ODA Giver

Since 1963, Korea has been acting as an aid donor to developing countries. In response to the international community's interest in successful economic development, Korea started an invitation program for trainees in developing countries under the aid of the United States Agency for International Development (USAID) in 1963. Since 1965, the government funded the invitation of trainees from developing countries with funding from the Korean government, and in 1967, experts began to be sent overseas. In 1967, the Ministry of Foreign Affairs hosted an invitation program for foreigners in cooperation with the UN and other international organizations.

Until the mid-1970s, development aid was mainly provided with funding from UN agencies, but as the economy grew, the demand for aid from developing countries increased each year, gradually increasing the amount of aid provided by the government's funds. In 1975, the Ministry of Labor began to invite skilled craftsmen from developing countries. In 1977, the Ministry of Foreign Affairs was the first to secure a budget of 900 million won and donate Korean equipment to developing countries to start the material support project.

2.2.3 Actors in Korea's ODA Administration

The coordination mechanism for ODA in Korea includes three levels, which are the overall policy-making and coordinating institution, supervising ministries and implementing agencies in accordance with the Framework Act.

In Korea, the CIDC assumes the role of the coordinating organization with the highest authority to govern ODA. The committee is chaired by the Prime Minister and comprises of the government ministers, heads of public organizations and civilian representatives involved in ODA. It deliberates and decides on important policy issues to ensure the comprehensive and systematic implementation of ODA policy. After its establishment under the Prime Minister in 2006, in line with the Presidential Decree, the committee's legal status was upgraded into that of a formal, legally established committee upon implementation of the Framework Act in 2010. The CIDC is supported by the Working Committee for International Development Cooperation as well as the Sub-Committee for Evaluation established under it. Serving as the CIDC secretariat in accord with the Framework Act, the Office of the Prime Minister (OPM) provides working-level assistance in developing ODA policies and evaluating and adjusting ODA programs to support the operations of the CIDC and its committees.

As the ministry supervising grant provision meanwhile, the MOFA is in charge of the formulation, implementation and coordination of grant aid policies, and prepares the related basic plans and annual implementation plans accordingly. The MOFA supervises and manages KOICA, the agency for grant aid provision. In order to ensure the efficient delivery of grants it also operates the 'Inter-Agency Grants Committee' (chaired by the MOFA Second Vice-Minister), as well as sub-committees to identify and eliminate any duplications and overlaps in grant programs. The MOFA coordinates international emergency relief and humanitarian assistance activities, and plays a role

as a channel for external cooperation with other donor agencies and international organizations (including the OECD and the UN).

2.2.5 KOICA Capacity Improvement and Advancement for Tomorrow (CIAT)

Human resource development (HRD) has been one of the most important factors in Korea's escape from the vicious cycle of poverty and underdevelopment which had existed for many decades. With scarce natural resources, HRD played a vital role in Korea's development. Therefore, Korea has emerged as an exemplary showcase of national development powered by HRD. From its own experience Korea came to fully recognize the significance of HRD. With extensive experience and know-how in HRD, Korea contributes greatly to the international community by sharing its unique development experience with other countries.

The CIAT Program provides opportunities to participants to gain first-hand knowledge of Korea's development experience. The programs are designed to enable the participants to apply what they have learned for the development of their home countries. Since 1991, KOICA has offered about 3,400 courses to more than 53,000 participants from 173 countries. There are a wide range of topics in the programs, which includes public administration, economic development, science and technology, agriculture and health etc. in order to meet the changing needs of partner countries, KOICA always strives to renovate and improve its HRD programs¹.

¹ See, KOICA Capacity Building Program of Integrated Transport Policy for Green Growth, 2015

2.2.6 Objectives of CIAT

- The government officers working in central and local governments in all areas within the Civil services of partner countries are invited to Korea
- The program provides general information on administrative and logistical arrangements for capacity building program in the government institutions of developing countries
- The programs aims to provide sound examples on how local and central governments can effectively develop and improve service delivery for national development
- The programs provide valuable opportunities to exchange knowledge and information and widen the network of government professionals

2.3 A Review of Ghana-South Korea Economic and Bilateral Relations

Ghana-South Korea over the last sixty (60) years have enjoyed a friendly economic and bilateral relationship and many are of the view that, in many aspects of the relations, it has proved worryingly divergent. Though, Ghana-South Korea had comparatively similar GDP per capita in the 1960s, South Korea in 2017, has been able to attained a GDP per capita of USD\$ 29,742.839 that is about ten times that of Ghana USD\$ 1,641.487. A critical analysis of the economic and bilateral relations between Ghana-South Korea, focusing much on the Economic Miracle of South Korea in the

last forty (40) years will provide useful lessons for developing countries like Ghana (Lloyd G. Adu Amoah, 2019a).

According to (Lloyd G. Adu Amoah, 2019b), in his article where he used historical and policy data drawn from primary and secondary sources, examined the economic relations between the two countries thus far and prescribed ways in which Ghana could benefit more than ever before from her economic co-operation with Korea. Many other academic researchers and policy-makers have reflected on, and their attention drawn to the worryingly divergent economic fortunes of the two countries.

“THE KOREA’S ECONOMIC MIRACLE” ON THE HAN RIVER: FROM TUNGSTEN AND FISH TO SMART PHONES AND K-POP.

The story of the Korea’s economic transformation can be told from way back when Korea was under the brutal colonial rule of Japan and had no industry at all. The Japanese did not allow the Koreans to have a higher education, and so practically at that time there was no educated person in Korea. Then came the Korean war with its destructions. By the end of the Korean war, South Korea had been totally destroyed with virtually nothing left to survive. Then after, the country began to go about looking for solutions to their problems. It is on record that, even South Korea had to send their Civil Servants to learn in Pakistan. Today, Korea is a world-class in two dozens industries and the world’s leader in shipbuilding and other areas. By the 1980s, hereafter, Korea is regarded as one of the world’s leading economic powerhouses. How

do they achieve this feat? Perhaps, that is a question for developing countries like Ghana to ask.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the research methodology the study employed. It highlights the research paradigm, research design and approach, study area, the population of the study, sample size and sampling techniques, sources of data, the methods used in data collection, the unit of analysis, method of data analysis, ethical considerations and limitation.

3.1 Cross-case Analysis

Cross-case analysis is a research method that facilitates the comparison of commonalities and differences in the events, activities and processes that are the units of analysis in case studies. (Samia Khan and Robert VanWynsberghe,, 2008), proposed cross-case analysis as a mechanism for mining existing case studies so that knowledge from cases can be put into service for broader purposes. Furthermore, (Stretton,, 1969), explained that, engaging in cross-case analysis extends the investigator's expertise beyond the single case. It provokes the researcher's imagination, prompts new questions, reveals new dimensions, produces alternatives, generates models and constructs ideals and utopias. At the same time, (Ragin,, 1997), also explained that,

cross-case analysis enables case study researchers to delineate the combination of factors that may have contributed to the outcome of the case, seek or construct an explanation as to why one case is different or the same as others, make sense of puzzling or unique findings, or further articulate the concepts, hypotheses or theories discovered or constructed from the original case. Again, cross-case analysis enhances researchers' capacities to understand how relationships may exist among discrete cases, accumulate knowledge from the original case, refine and develop concepts and build or test theory. Moreover, (Eckstein,, 2002), explained that, cross-case analysis allows the researcher to compare cases from one or more settings, communities or groups. And that, this provides opportunities to learn from different cases and gather critical evidence to modify policy. (Donmoyer,, 1990), suggests that, learning through cross-case analysis empowers the learner to access the experience of others and thus, to extend their personal experiences. And that, these new connections made across cases produce new knowledge and augment existing knowledge and experience. While learning, theorists invoke different cognitive structures and processes to explain cross-case analysis, where the following commonalities have been postulated:

1. Cases represent rich holistic examples of experiences
2. Cases are comparable in relation to patterns of similarities and differences
3. Memorable cases are accessed through memory
4. Comparisons among cases can construct and yield meaningful linkages

5. Cognitive cross-case analysis are a useful way to produce analogies, make inferences and develop conditional generalizations for the individual.

Similarly, for researchers who develop expertise through cross-case analysis:

1. Cases represent rich examples of cases they have learned or know about
2. The cases are deemed comparable in relation to patterns of similarities and differences
3. The cases are accessible
4. Meaningful connections between cases can be made explicit by the researcher
5. The researcher can produce and share new knowledge through cross-case analysis

3.1.1 Cross-case Analysis Approaches and Techniques

There are several well-known cross-case analysis approaches and techniques available to the case study researcher. According to (Ragin,, 1997), for instance, delineates between variables and case-oriented research as two approaches to cross-case comparisons. He posited that, in variable-oriented research, variables take center stage, that is, the outcome observed in the cases varies across observations and causes appear to compete with one another. The cases are selected in advance with an eye toward randomness or the degree to which they represent the general population. The goal is to explain why the cases vary. Ragin, further explained that, variable-oriented approaches to cross-case analysis are a challenge to conduct because fair comparisons are difficult

to achieve and the multitude of factors that are associated with social phenomena are often too numerous to disentangle. (Miles and Huberman,, 1994), on the other hand explained that, in case-oriented research, commonalities across multiple instances of a phenomenon may contribute to conditional generalizations.

In conclusion, as far as this study is concerned, the researcher recognizes the fundamental power of cross-case analysis that emerges from the understanding of how expertise can be built and shared. The cross-case analysis will enable the researcher to make things possible to develop expertise regarding KOICA Fellowship programs. It will guide the researcher to discuss issues and concepts and draw some implications from a refined database obtained from KOICA-Ghana. It will afford the researcher the opportunity to a closer look at the study and in particular, to look more closely at the database and draw some conclusions. The analysis from this study will definitely bring new insight for the researcher as well as readers. The analysis will show the researcher how all the variables generated will contribute to policy discussions and debates. This analysis with all the cases in the database indicated below will allow the researcher to see that, the study is much more built upon practical experiences.

Table 1.0: Distributions of the number of Programs- Intake from (2006-2018)

Year	No. of Participants Masters	No. of Participants S. Courses	Agric Sector	Health Sector	Education Sector	Transport Sector	Male	Female
2006	0	4	0	0	1	1	3	1
2007	0	12	2	0	1	7	10	2
2008	8	16	0	0	9	4	18	6
2009	10	5	0	0	3	0	10	5
2010	9	13	22	2	1	2	18	14
2011	19	46	30	0	15	1	49	16
2012	6	49	2	0	26	16	41	24
2013	17	21	13	2	6	3	30	8
2014	26	110	17	6	44	9	102	34
2015	25	96	14	11	6	3	95	26
2016	24	70	11	3	1	4	71	23
2017	26	98	11	30	7	6	87	37
2018	29	103	24	9	10	6	92	40
TOTAL	199	643	146	63	130	62	626	236

3.8 Sources of Data

From the above discussions of the research approach, it is clear that the study uses data sources such as survey questionnaire administered to KOICA post programs participants and a refined raw data obtained from the KOICA alumni list which comprised of participants from 1992 to 2019 in both masters and short-term courses. The survey questionnaire serves as the primary source of data whiles the alumni list serves as the secondary source of data.

3.9 Ethical Considerations

In the course of undertaking the study, all ethical codes and conventions of SNU-GSIS were respected and adhered to by the researcher. Respondents were assured full anonymity and confidentiality of personal information provided especially in relation to names. Moreover, respondents were made to understand that partaking in the study was voluntary and that their responses to questions were just for the purpose of the study and not for any other purpose. Prior to data collection, introductory letters were sent to all participants involved in the study to seek their consent and approval before actual data collection commenced.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter presents a cross-case analysis and theoretical discussion of data gathered on the assessment of the effectiveness of KOICA Fellowship Programs in the Ghana Civil Service from 2006 to 2018. The chapter first explore the distributions of the number of programs participants-intake in the Ghana Civil Service from 2006-2018. The chapter will then focus on the analysis and discussions of the responses from the post-programs participants who voluntarily participated in the survey (valid respondents). And finally, the findings will be briefly highlighted in the concluding section.

4.1 Distributions of the number of programs participants-intake (2006-2018)

The data on the number of programs participants-intake from 2006 to 2018 was obtained from the alumni list provided by KOICA-Ghana in Accra through email. The data which was in a raw form was refined by the researcher and distributed among the following categories as indicated in the table below.

Table 1.0: Distributions of the number of Programs- Intake from (2006-2018)

Year	No. of Participants Masters	No. of Participants S. Courses	Agric Sector	Health Sector	Education Sector	Transport Sector	Male	Female
2006	0	4	0	0	1	1	3	1
2007	0	12	2	0	1	7	10	2
2008	8	16	0	0	9	4	18	6
2009	10	5	0	0	3	0	10	5
2010	9	13	22	2	1	2	18	14
2011	19	46	30	0	15	1	49	16
2012	6	49	2	0	26	16	41	24
2013	17	21	13	2	6	3	30	8
2014	26	110	17	6	44	9	102	34
2015	25	96	14	11	6	3	95	26
2016	24	70	11	3	1	4	71	23
2017	26	98	11	30	7	6	87	37
2018	29	103	24	9	10	6	92	40
TOTAL	199	643	146	63	130	62	626	236

Source: KOICA-Ghana (2019)

4.2 Cross-case Analysis of Data

4.2.1 Distributions of the number of programs/courses (2006-2018)

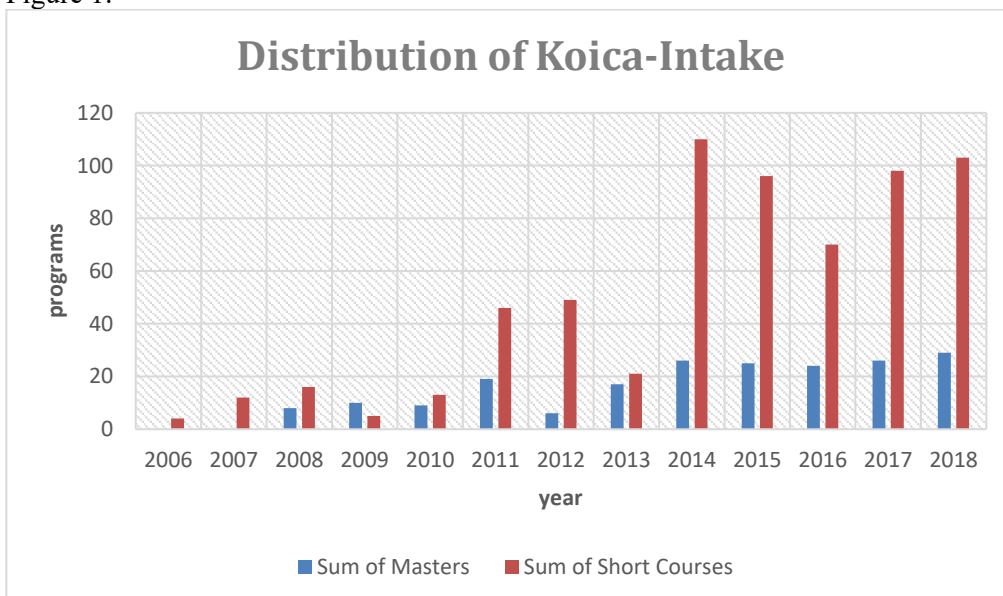
Table 1.1: Distributions of number of Programs (2006-2018)

Year/Programs	Masters Courses	Short-term Courses	Total
2006	0	4	4
2007	0	12	12
2008	8	16	24
2009	10	5	15
2010	9	13	22
2011	19	46	65
2012	6	49	55
2013	17	21	38
2014	26	110	136
2015	25	96	121
2016	24	70	94
2017	26	98	124
2018	29	103	132

Source: Koica-Ghana (2019)

Table 1.1 and figure 1.0 give the distributions of the number of programs/courses offered by KOICA to the Ghana Civil Service from 2006 to 2018. From the table, we could see that, the number of programs offered by KOICA has been increasing from 2006 to 2018. Also, we could see that, the minimum number of courses offered both masters and short-term courses was recorded in the year 2006 (that is 4 courses), while the highest number of courses offered was recorded in the year 2014 as well as 2018 indicating a slight difference of four (that is 136 and 132 respectively). It is obvious that, the increase in the number of programs in both the masters and short-term courses shows the committed on the part of KOICA to promote the bilateral cooperation through the provision of it grant-based ODA to support the Ghana Civil Service through knowledge sharing.

Figure 1:



Source: Drawn from the secondary data collected.

4.2.2 Distributions of the number of sector-intakes (2006-2018)

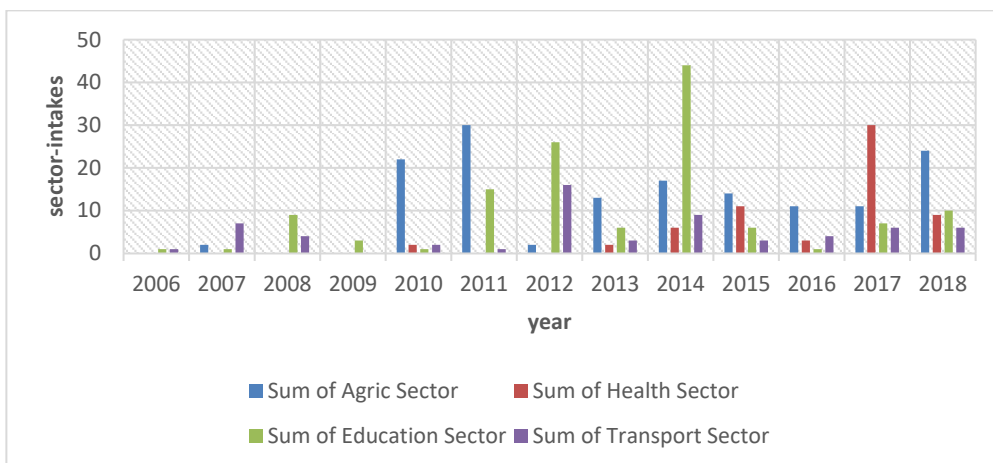
Table 1.2: Distributions of number of Sector-intakes (2006-2018)

Year/Sectors	Agric Sector	Health Sector	Education Sector	Transport Sector	Total
2006	0	0	1	1	2
2007	2	0	1	7	10
2008	0	0	9	4	13
2009	0	0	3	0	3
2010	22	2	1	2	27
2011	30	0	15	1	46
2012	2	0	26	16	44
2013	13	2	6	3	24
2014	17	6	44	9	76
2015	14	11	6	3	34
2016	11	3	1	4	19
2017	11	30	7	6	53
2018	24	9	10	6	49

Source: Koica-Ghana (2019)

Table 1.2 and figure 1.1 give the distributions of KOICA-intakes in terms of sectors in the Ghana Civil Service from 2006 to 2018. For the purpose of this study, KOICA-intake for the period has been categorised into 4 sectors based on the strategic importance of this sectors as far as government machinery is concerned. From the table, we could see that, there is an increase in the number of KOICA-intake among the 4 sectors. From 2006 to 2018, the total number of intake recorded as the minimum is the transport sector with 62 participants in both masters and short-term training programs. Whiles the Agric sector has a total intake of 146 been the highest during the study period. In this case, it is obvious that KOICA recognizes the importance of an effective Civil Service by placing emphasis on the various sectors within the Ghana civil service in the study period.

Figure 2: Distributions of number of Sector-intakes 2006-2018



Source: Drawn from the secondary data collected.

4.2.3 Distributions of the Gender Categories (2006-2018)

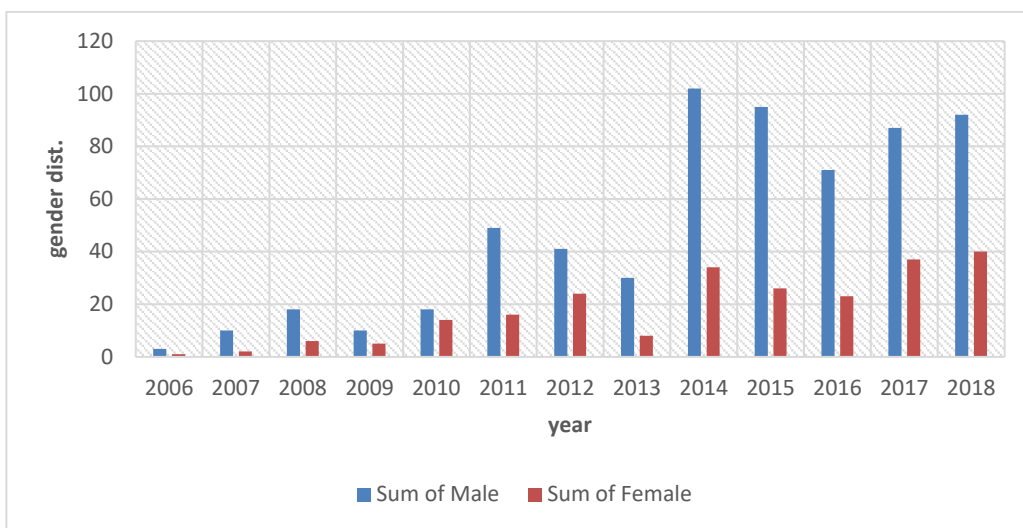
Table 1.3: Distributions of the Gender Categories (2006-2018)

Year/Gender	Male	Female	Total
2006	3	1	4
2007	10	2	12
2008	18	6	24
2009	10	5	15
2010	18	14	32
2011	49	16	65
2012	41	24	65
2013	30	8	38
2014	102	34	136
2015	95	26	121
2016	71	23	94
2017	87	37	124
2018	92	40	132

Source: Koica-Ghana (2019)

The table 1.3 and figure 1.2 give the distributions of the gender categories of Koica-Intake in the Ghana Civil Service from 2006-2018. From table 1.3, the data indicates a fair representation of both males and females within the study period considering the male dominance in the Ghana civil service. Again, the obvious reason could be that, most female government workers were actually placed in the secretariat class and could not have met the requirements for the KSP programs in Korea during the study period. Moreover, from the data available, there is evidence that Koica recognizes the importance of ensuring that there is equal opportunity for everyone to participate in the KSP programs in Korea.

Figure 3: Distributions of the Gender Categories (2006-2018)



Source: Drawn from the secondary data collected.

4.3 Analysis of the Perspectives of the Respondents

This study was designed to seek the opinion of KOICA Fellowship post-programs participants on the effectiveness of KOICA Fellowship Programs in the Ghana civil service. Based on the questions posed, the study identified the following thematic areas.

4.3.1 Perspectives on Organizational Placements of the Respondents

Table 5

1. What is the name of your organization before participation in the program?	2. What is the name of your organization after participation in the program? (If same please indicate)
Ministry of finance	Ministry of finance (same)
Ministry of Communications	Ministry of Communications (same)
Social Welfare and community Development	Social Welfare and community Development (same)
Ministry of Food and Agriculture (Human Resource Development and Management)	Ministry of Food and Agriculture
Fair Wages and Salaries Commission	Fair Wages and Salaries Commission (same)
Ministry of Sanitation and Water Resources	Ministry of Sanitation and Water Resources (same)
Ghana Meteorological Agency	Ghana Meteorological Agency
Ministry of Transport	Same (same)
Local government service	Local government service (same)
Department of cooperatives	Department of cooperatives (same)
Ministry of trade and industry	Ministry of trade and industry (same)
Ghana Education service	Ghana Education service (ame)
Information Services Department	Information Services Department (same)
Ministry of food and agriculture	Ministry of food and agriculture (same)

Ghana Meteorological Agency	Ghana Meteorological Agency (same)
Ministry of Works & Housing	Same
Sunyani Municipal Assembly	Sunyani Municipal Assembly (same)
Ghana Investment Promotion Centre	Ghana Investment Promotion Centre (same)
GIFEC	GIFEC (same)
GIFEC	GIFEC (same)
Ministry of Employment and Labour Relations	Same
Ministry of Youth and Sports	Ministry of Youth and Sports (same)
National Development Planning Commission	National Development Planning Commission (same)
Ghana Health Service	Same
Ministry of Youth and Sports	Ministry of Youth and Sports (same)
Ministry of Works and Housing	same
Ghana Revenue Authority	Ghana Revenue Authority (same)
Ministry of Communications	Ministry of Communications (same)
National Development Planning Commission	National Development Planning Commission (same)
Ministry of Youth and Sports	Ministry of Youth and Sports (same)
Office of the President	Office of the President (same)
Min of finance	Same
Ghana Health Service	Ghana Health Service (same)

The table above shows the respondents information on their organizational placements before and after the training programs. In assessing the effectiveness of KOICA Fellowship programs in the Ghana civil service, questions were posed to respondents under this thematic focus area above. The table clearly indicates that, the participants were selected from the various Ministries and Departments across the length and

breadth of the Ghana Civil Service. It is evident that, all the respondents who participated in this study have remained in the same organization after the training programs.

4.3.2 Perspectives on the Role and Length of Service of the Respondents

Table 6

3. What is your role in the organization? (Please write below) At previous and current.	4. How long have you been working in the organization? At previous and current (Please write below)
Economics Officer	6 years
Assistant Director I of Finance and Administration	6 years
Street-level bureaucrat, implementations of activities. Field officer	7
Previous: Tutor at Wenchi Farm Institute, Present: Tutor/lecturer Kwadaso Agriculture College 1	17 years
Salary Administration Officer/ currently performance management officer 2	7 years /10 years
Assistant Director	9 years
Assistant Meteorologist and Meteorologist	6
Assistant Director	Six years
Assistant Director of Administration	8 years
Organisation of co-operatives	6 years
used to be a regional officer and now a team member of 1d1f 3	8yrs
Teaching	18 years
District Information Officer	11 years
Plant Quarantine Officer	6 years
Weather Forecaster	8 years
Records officer (Same Role)	6
Research Assistant, but currently resigned 4	3 years
Principal Finance Officer and Head of Finance	12 years
IT Project Manager	7 years
IT Project Manager	7 years
Administration	7 years

Administrator	7 years
Planning Analyst	8 years
Surveillance Officer	Twenty years
Planning Officer	3years
Senior Architect	6yrs
A Supervisor in the policy and programmes department of Domestic Tax Revenue Division but now project lead for Restructuring Domestic Tax operations project. 5	16 years
Estate officer now Estate and budget officer 6	9 years
Planning Analyst	8 years
Assistant Director IIB	3years 5months
Assistant Director Budget and currently, Deputy Director Finance and Administration 7	12 years
Senior Economist	10
Previously Regional EPI Coordinator and currently District Director of Health Service 8	8 years before and 3 years after

With regards to the table above, it can be deduced that, the role of the participants did not changed significantly during the study period. It can be seen that out of 50 who were randomly selected, 33 respondents indicated to have their role before and after the training. It can also be seen that, out of the 33 responses, only 8 indicated that they were given an additional responsibility after the program. For instance, a tutor in an agricultural institution before is now a lecturer after the program. Also, another respondent who before the program was responsible for salary administration is currently a performance manager after the training program. Moreover, an officer who used to be a regional officer is now a team member of a government flagship program known as “1D1F” (one district, one factory project). Another officer who was responsible for research is currently reassigned. A supervisor in the policy and programmes department of domestic tax and revenue is now reassigned to the

restructuring of domestic tax operations project. At the same time, an officer responsible for estate is now given an additional responsibility of a budget officer. Above all, an officer previously a regional EPI coordinator is currently a district director of health service after the training program.

4.3.3 Respondents Perspectives on the Effective Discharge of Duties

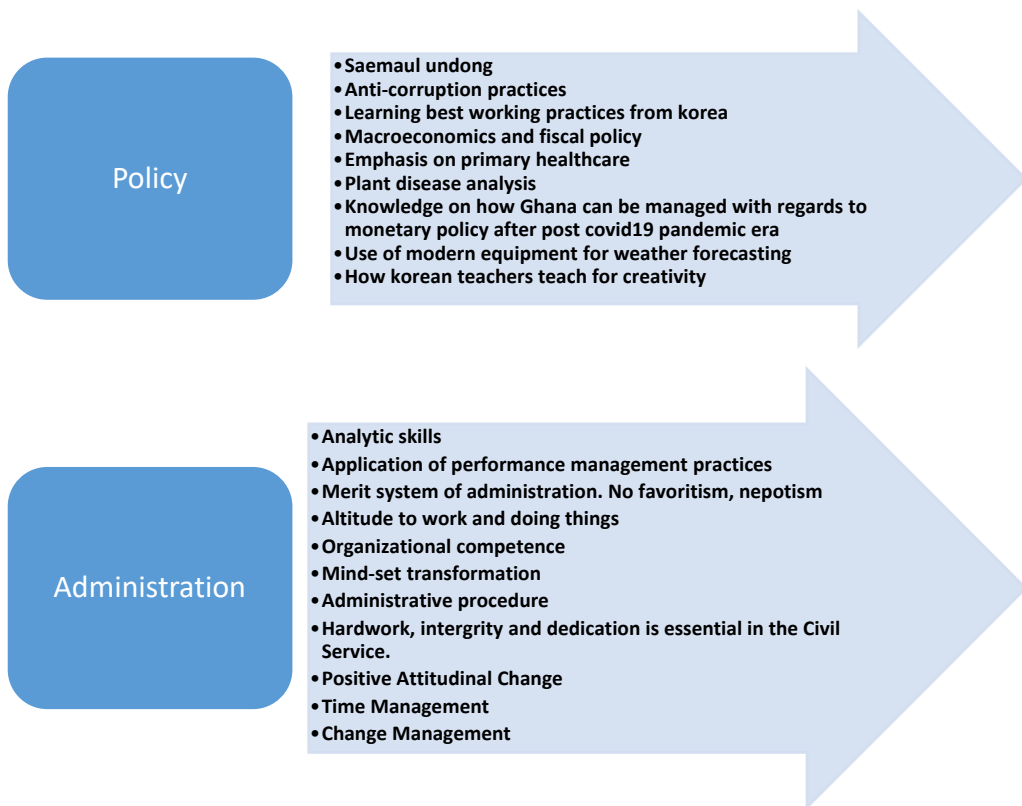
Table 7

	No. of Responses	Percentage count
Yes	32	97%
No	0	0
Maybe	1	3%
Total	33	100%

From the table above, it can be seen that 97% of the respondents expressed their view that, they discharge their duties effectively in their various organizations. However, just 3% of the respondents were not sure about the effective discharge of their duties.

4.3.4 Perspectives of Respondents on the Knowledge Gained and Application in the Ghana Civil Service.

With regards to the views of the respondents on the knowledge gained and application, it can further be categorized into two themes as follows:



From the chart above, with regards to the policy thematic view of the respondents, it can be established that, the respondents indicated Saemaul Undong as a policy measure that could be applied in the country. In addition, anti-corruption practices policies, macroeconomic and fiscal policies as well as knowledge on how Ghana can manage the monetary policies with regards to post covid-19 pandemic era. Moreover, the respondents expressed their views on the emphasis on primary healthcare, plant disease analysis, the use of modern equipment for weather forecasting and how Koreans teachers teach for creativity.

On the other hand, with regards to administration as a thematic view of the respondents, it can also be established that, the respondents indicated analytical skills, application of performance management practices, merit system of administration and many others as knowledge gained that could be applied in the civil service.

4.3.5 Perspectives of Respondents on the Effectiveness of KOICA Fellowship Programs in the Ghana Civil Service Reforms Process.

Table 8

	Number of Responses	Percentage Count
Very Effective	24	72.7%
Slightly Effective	8	24.2%
Not Effective	0	0
Not Sure	1	3%
Total	33	100%

In assessing the effectiveness of KOICA-ODA programs in the Ghana civil service reforms process, question was posed to respondents under this thematic area to obtain a deeper understanding of this thematic focus. As a result, 24 out of 33 representing 72.7% indicated the program is very effective. Also, 8 out of 33 representing 24.2% indicated it is slightly effective. However, there was no indication that it is not effective. At the same time only 1 respondent representing 3% was not sure whether the program is effective.

4.3.6 Perspectives of Respondents on Placement after the Training allowing them to Apply Knowledge Gained in Korea.

Table 9

	Number of Responses	Percentage Count
Yes	7	21.2%
No	21	63.6%
Maybe	5	15.2%
Total	33	100%

This table gives a summary of the responses to the question posed under this thematic focus above. It can be established that, 21 out of 33 representing 63.6% indicated their placements after the programs did not allowed them to apply the knowledge gained in Korea. More so, 7 out of 33 representing 21.2% indicated their placement did allowed them to apply knowledge gained. However, only 5 representing 15.2% cannot tell or otherwise not sure about the question.

4.3.7 Perspectives of Respondents on the Responsibility for Ensuring Strategic Placement to Apply Knowledge Gained.

Table 10

	Number of Responses	Percentage Count
Political Leadership	2	6.1%
Head of Civil Service	7	21.2%
Heads of Institutions	23	69.7%
Others	1	3%
Total	33	100%

Question posed under this thematic area sort to seek the views of respondents on who is responsible for ensuring the strategic placement and possibly how knowledge could

be applied. It came out that, 2 out of 33 representing 6.1% indicated political leadership. Also, 7 out of 33 representing 21.2% indicated head of civil service. More so, 23 out of 33 representing 69.7% indicated heads of institutions. Only 1 representing 3% however believed it is others.

4.3.8 Perspectives of Respondents on the Challenges faced after the training programs

Table 11

	Number of Responses	Percentage Count
Not Strategically or better Placed to apply knowledge gained and exit the service	17	51.5%
They are affected by political interference	3	9.1%
The salary is still low	9	27.3%
Others	4	12.1%
Total	33	100%

Question posed under this thematic area sort to know the views of respondents on the challenges faced after the training programs. The result as summarized in the table showed that 17 out of 33 representing 51.5% indicated not strategically or better placed to apply knowledge and exit the service. Also, 3 out of 33 representing 9.1% indicated they are affected by political interference. And more so, 9 out of 33 representing 27.3% indicated salary still low. However, 4 out of the total representing 12.1% indicated others.

4.3.9 Perspectives of Respondents on the level of Commitment of Political Leadership.

Table 12

	Number of Responses	Percentage Count
Very Committed	2	6.1%
Slightly Committed	9	27.3%
Not Committed	18	54.5%
Not Sure	4	12.1%
Total	33	100%

Question posed under this thematic focus area sort to know the views of the respondents on the level of commitment from political leadership. The findings showed that, 2 out of 33 representing 6.1% indicated very committed. Whereas, 9 out of 33 representing 27.3% indicated slightly committed. 18 out of 33 representing 54.5% indicated not committed. Above all, 4 out of 33 which represent 12.1% indicated not sure.

4.3.10 Suggested Recommendations by the Respondents as Solution to the Challenges

Monitoring and Evaluation	Strategic Placements	Civil Service Reforms
<ul style="list-style-type: none"> •The program should have a return to work evaluation and have koica officers coming to every recipients office to assess how they are integrating and being used to make sure the scholarship is reaping the required benefits •KOICA Ghana should demand from beneficiary institutions how well they have utilized KOICA Scholars after courses of studies •Officers must be monitored during and after the training programme by their respective Heads of Department to ensure the necessary placement after the studies. • More engagement •The participants need recommendation from the scholarship sponsor to their respective agencies or organizations •There is should an effective structure to ensure skills and training earned by participants are utilised after the program. This can include a two - week workshop on policy recommendations post training. •Effective monitoring of participants after the programme 	<ul style="list-style-type: none"> •Strategically place employees to apply knowledge gained •They should be better positioned to use the knowledge from the program •Officers chosen for a particular course should be encouraged to apply what was learnt by strategically placing them in the appropriate directorate • The knowledge is good but heads of institutions are sometimes reluctant to place officers at the right position to function more effectively •OHCS should have an inventory of koica scholars and knowledge gained and immediately position them in such areas. HODs should do likewise •Head of Civil Service should assist the participants to be placed in class after the course •Head of Civil Service should assist the participants to be placed in class after the course •Students who return after studies should be given the chance to practice what they have learnt •Heads of institutions should analyze scholarship programs and strategically position post program participants so that they would be able to apply effectively what is learnt •Koica programme strategically positioned to contribute to policy formulation and implementation in my organisation 	<ul style="list-style-type: none"> •Institutional change of the Civil service promotion and placement • Civil service should be autonomous •Allow people to choose the organisation to work for or with • The civil service should make the systems work quickly •In my case, my Head of Entity promoted me to divisional head so I could apply my knowledge. In many other entities, promotions are not on merit. This has to change. • African Politicians are gaining mass access to almost every decision making point in every institution and that is a big step back to development. •I believe this goes beyond the management of the organization to the stepping in of the public service commission. Since promotion is not done without their input. • There should be a clear policy on this to consider all the factors involved to formulate a policy. The policy should be intended and deliberate for specific results after the training.

Under this thematic focus area, question was posed to respondents to provide suggestions as solutions to challenges faced after training. This thematic area was summarized and further categorized into three themes as stated below:

1. Monitoring and Evaluation
2. Strategic Placements
3. Civil Service Reforms

With regards to Monitoring and evaluation, a respondent indicated that, there should be a return to work evaluation by KOICA officers to assess how programs participants are integrating with new skills to ensure the scholarship program achieve its goals. Also, another respondent indicated that, KOICA-Ghana should demand from beneficiary institutions how well they have utilized KOICA scholars after the courses of studies and so on.

On the other hand, under strategic placements, a respondent indicated that, programs participants should be strategically placed to apply knowledge gained. Another respondent, indicated that, the Head of Civil Service should assist the participants to be placed in classes after the programs. Also, a respondent indicated that, Heads of institutions should analyze scholarship programs and strategically position post- programs participants so that they would be able to apply effectively what is learnt and so on.

And above all, under the theme, Civil Service Reforms, a respondent called for institutional change of the civil service promotion and placement. Also, another respondent called for a civil service autonomy and so on.

4.4 Answers to the Research Questions

A research questionnaire was administered with questions to accomplish the objectives of this study. The main question in this study was to assess the effectiveness of KOICA Fellowship Programs in the Ghana Civil Service from 2006-2018.

Specifically, the study examined three sub-research questions:

- 1. What are the main challenges faced by the post-programs participants in the Ghana Civil Service.*

As stated earlier, the specific idea of this study was to identify the challenges faced by the post-programs participants. In an attempt to answer this question, the study discussed extensively literature from wide range of sources. However, this research identified lack of strategic placements, political interference and low salary in the Ghana civil service as some challenges faced by post-programs participants.

Consequently, the findings of the research were strongly supported by a random sample of the post-programs participants by the administration of research questionnaire. In addition, the literature review sort to establish how Korea utilized official development assistance (ODA) received from the training of their government officials abroad and subsequently helped to transform Korea economically.

Furthermore, in the literature review, the study emphasized on the Korea's knowledge sharing programs (KSP) initiatives that seek to support the development of partner countries by sharing Korea's development experience. Therefore, considering the impact of this programs on the economic growth of Ghana, it remains an obligation on the Ghana civil service to ensure the effective utilization of knowledge gained by participants. As argued by a number of scholars and policy think tanks on the effectiveness of the civil service, the competence of the government workers is an important determinant of government effectiveness and ultimately the well-being of their citizenry. Above all, the findings of this study reflected on placing much emphasis on the strategic placement of the post-programs participants to ensure they able to apply the knowledge gained from the fellowship programs in Korea.

2. *How effective is the political leadership commitment to ensure the post-programs participants are placed in strategic positions to apply knowledge gained.*

The government, for that matter, the political leadership have a role to play in ensuring the effective utilization Fellowship programs in the Ghana civil service. The government is responsible for the overall policy formulation and is to ensure the retention and sustenance of talented professionals in the Ghana civil service to effectively utilize knowledge and skills gained from ODA sponsored programs for economic development. The literature as far as this study is concerned, discussed Ghana-South Korea economic and bilateral relations which spanned for over sixty

(60) years. Though, Ghana-South Korea had comparative similar GDP per capita in the 1960s, South Korea in 2018, had been able to attained a GDP per capita of USD\$ 31,362.75 which is about ten times that of Ghana USD\$ 2,202.31. In another literature, on the ODA and economic growth emphasizes the positive impact of aid on poverty mitigation. Whiles data available from this study indicated the commitment by the donor, in this case South Korea, by increasing the number of programs intake and courses, it is equally important for the recipient government to show commitment as well. Overall, the findings of this study did not seem to reveal positive response with regards to the commitment of the political leadership.

3. *What do you recommend as a solution to the challenges mentioned.*

As stated earlier, an effective civil service plays a vital role in driving forward a country's progress and prosperity. Therefore, on the contrary an ineffective one can act as a brake to the forward march of a country. This study attempt to assess the effectiveness of KOICA Fellowship programs in the Ghana civil service. As such, the study discussed extensive literature to back the objectives of this research. Consequently, the research sort to sample the perspectives of post-programs participants on the possible suggested recommendations as solutions to the challenges mentioned earlier. The findings as far as this study is concerned, revealed three themes under which respondents answered the above question.

In the first place, monitoring and evaluation as theme under this study can be explained as the process of assessing the performance of projects, institutions and programmes set up by governments, international organizations or agencies such as KOICA with the goal to improve current and future management of outputs, outcomes and impacts. In this case, the effectiveness of the KOICA-ODA programs in the Ghana civil service requires an effective monitoring and evaluation system. According to the OECD, monitoring and evaluation is the systematic and objective assessment of an on-going or completed projects, programme or policy, its design, implementation and results. And so therefore, the goal is to determine the relevance and fulfilment of objectives, development, efficiency, effectiveness, impact and sustainability. Furthermore, strategic placement as a theme under this study can be explained as the action of putting someone or something in a particular place or the fact of being placed. Therefore, it is important to consider the opportunities involved in the strategic placement of officers who participated in KOICA-ODA programs to ensure the effective utilization of knowledge gained. Moreover, civil service reforms as a theme under discussion, can also be defined as the deliberate action to improve the efficiency, effectiveness, professionalism, representativity and democratic character of a civil service, with a view to promoting better delivery of public goods and services, with increased accountability. The overall idea behind KOICA Fellowship programs is contribute to the reforms processes in the Ghana civil service. The literature discussed as far as this study is concerned, revealed that, the Ghana civil service has over the past decades embarked on several reforms to cure

the bad image often ascribed to civil service as visionless, ineffective, inefficient, corrupt and unproductive. Above all, the findings of this study place much emphasis on this three mentioned themes discussed as the major suggested recommendations to help address the challenges facing the post-programs participants in the Ghana civil service.

4.5 Conclusion

This chapter has provided an analysis and discussion of research findings on the assessment of the effectiveness of KOICA Fellowship programs in the Ghana civil service. There is a clear indication that in spite of the fact that the findings did not give a positive response with regards to the commitment of the political, the programs is very effective and relevant to the effective functioning of the Ghana civil service. Data available also indicated that, there is a significant increase in the number of intakes over the study period from 2006-2018. It was noted that, the Heads of institutions have been identified to be responsible for the strategic placement of post-programs participants as indicated by the majority of the respondents. However, lack of strategic placement is still a major challenge as identified by the respondents. This clearly indicates that the Heads of institutions need to place emphasis on the strategic placements of the post-programs participants in order to ensure the effective utilization of the knowledge gained from the training. The key challenges facing post-programs participants as highlighted could posed as potential factors that could render the effectiveness of this programs meaningless.

Therefore, the success of this programs may depend on addressing these challenges as suggested from the finding of this study. The next chapter will present policy recommendations, highlights the contributions of the study, and concludes the study.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The Ghana civil service has been undertaking several reforms measures in order to ensure the effective functioning of the civil service. KOICA as an important development partner have over the decades been providing scholarship training to the government officials in the Ghana civil service. However, it has been observed that, the post-programs participants have either not been strategically placed to implement effectively the knowledge gained or have faced some challenges after completion. The study therefore, sought to assess the effectiveness of the KOICA Fellowship programs in the Ghana civil service from 2006-2018. In doing so, the study had the following objectives to achieve.

Main objective

To assess the degree of effectiveness of KOICA Fellowship Programs in the Ghana Civil Service.

Specific objectives

4. To examine the challenges faced by post-programs participants in the Ghana Civil Service.

5. To assess the level of commitment of the political leadership in ensuring the strategic placement of the post-programs participants and how they apply knowledge gained in Korea.
6. To recommend solutions so as to address the challenges.

To achieve these objectives, a questionnaire interviews were conducted by the random selection of post-programs participants across the civil service.

This chapter summarizes the various finding that were discovered in the process and then draw conclusions based on the findings. It also includes recommendations on how to improve the programs as well as the civil service. Suggestions on further research into the area are also discussed.

5.2 Summary of Key Findings

This part of the study summarizes the findings from the preceding chapter. With respect to the objectives sought to be achieved, the following were observed.

5.2.1 The Degree of Effectiveness of KOICA Fellowship Programs

It was revealed in the study that, 72.7% indicated the program effectiveness as thought in Korea. It means, the programs have been over the period produced the desire result through the effective teaching and sharing of knowledge about the Korean development experience. It was also discovered that, policy and administration are the key areas of knowledge shared in Korea. However, 63.6%

indicated that, their placement did not allow them to apply knowledge gained. At the same time, it was noted that, 69.7% indicated that, the Heads of institutions are responsible for ensuring their strategic placement after the training programs.

5.2.2 The Challenges faced by the Post-programs Participants

It became evidently clear in the study that, the findings reflected on placing much emphasis on the strategic placement of the post-program participants. This is because, majority of the respondents indicated that, they are not strategically placed despite the fact that the programs are very effective. It therefore implies that, the competence of the government workers is an important determinant of government effectiveness and ultimately the well-being of their citizenry.

Therefore, it remains an obligation on the Heads of Institutions in particular and the Head of the Civil of Service to ensure the effective utilization of knowledge gained by participants as it will go a long way to impact on the economic growth of the country.

5.2.3 The level of commitment by the political leadership

In the assessment of the effectiveness of KOICA Fellowship programs, it was important to assess the level of commitment by the political leadership. This is because the bilateral relations between Ghana-South Korea in the quest to promote economic prosperity through development cooperation policy programs, will

depend on the commitment of the political actors especially, on the part of Ghana as a developing country. Therefore, the study found that, Ghana-South Korea bilateral relations which spanned for over sixty (60) years proved to have a divergent economic prosperity. While South Korea had attained a GDP per capita of USD\$ 31,362.75, Ghana is lagging behind with USD\$ 2,202.31 in 2018. The study therefore revealed that the level of commitment by the political leadership is not appealing. Of course, good governance is a very necessary prerequisite for ODA administration, it is also important to examine this issue more holistically. On the other hand however, South Korea through its soft power strategy had shown to be committed by increasing the number of programs intake over the study period.

5.2.4 Suggested Recommendations as Solutions to the Challenges

It has been noted that, an effective civil service plays a vital role in driving forward a country's progress and prosperity. Therefore, on the contrary an ineffective one can act as a brake to the forward march of a country. This implies that, the effectiveness of KOICA programs will depend on how the challenges post-programs participants faced over the years are systematically addressed. This study revealed that, post-programs participants based on their perspectives, suggested for much emphasis to be placed on (1) Monitoring and Evaluation, (2) Strategic Placements and (3) Civil Service Reforms.

5.3 Policy Recommendations

In view of the findings discussed above, the study makes the following policy recommendations towards the effectiveness of KOICA Fellowship Programs in the Ghana Civil Service.

1. Monitoring and Evaluation

First of all, it is recommended that, the programs should have a returned to work evaluation solely to be conducted by the Office of the Head of the Civil Service in collaboration with KOICA-Ghana. The Monitoring and Evaluation will ensure that, the knowledge and skills acquired will be effectively utilized after the training programs. To ensure an effective monitoring and evaluation, KOICA in collaboration with OHCS can organize post training workshop for the participants at least every year.

2. Strategic Placements

Secondly, the bureaucratic heads and leadership in the Ghana civil service should ensure the strategic placements of the post-programs participants. The heads of institutions in collaboration with the OHCS should create a register for the participants and immediately position them in accordance with the specific knowledge and skills gained after the training programs. Finally, the heads of institutions have a responsibility to analyze each scholarship

programs and identify the strategic positions for the post-programs participants so that they would be able to apply the knowledge gained appropriately.

3. Civil Service Reforms

Thirdly, there is the need to take into account the value addition of this programs to the post-programs participants and institute a Civil service reform that will ensure the retention of officers who acquire knowledge in the Masters programs. A system of salary review and rewards could be implemented to motivate officers who participate in the long-term masters programs. Again, the autonomy of the civil service is very important to ensure the effective functioning of the participants. Finally, the civil service should be reformed to ensure a complete separation of politics from administration of which this requires the commitments of the political leadership.

5.4 Limitations and Contributions of the Study

It is very obvious that, this study could not have been accomplished without a number of challenges encountered in conducting an in-depth research.

Firstly, considering the scope of the study, it would have been perfect to conduct a first-hand field interview of the post-programs participants in order to ascertain a wider and in-depth perspectives of the research.

Secondly, the study encountered the problem of consistency in the data gathering and insufficient documents and reports necessary for an objective analysis of the effectiveness of KOICA Fellowship programs in the Ghana civil service. Also, there is the likelihood of bias since the sample selected was not the entire population for an objective analysis of the issues at stake. At the same time, there was lack of extensive literature especially in the case of Ghana and that could affect the quality of the analysis.

Finally, the study has contributed to the literature on ODA effectiveness and economic growth theory by considering the factors that make ODA effective. Findings from the study support the proposition of ODA and growth theory that effective monitoring and evaluation, strategic placements and civil service reforms could ensure the effective implementation of this programs. At the same time, this study will contribute to the literature on the international relations theory and the dynamics of soft power strategy using ODA by South Korea. However, this study could not verify the contribution of this ODA programs to the economic growth of the country due to insufficient data for this analysis.

5.5 Conclusion

The effectiveness of KOICA Fellowship Programs in the Ghana civil service was assessed using both quantitative and qualitative data analysis approach spanning from 2006 to 2018. Between this period, a total of about 900

government officials have received training in various capacities both Masters and short-term programs. Participants were selected from the various civil service organizations across the country with various roles and responsibilities. KOICA through its grant-based ODA is responsible for providing the scholarships to the government officials to undertake various programs of study that will equip participants with knowledge and skills regarding the Korean development experience. After completion of the programs of study in Korea, participants are expected to return to their home countries and either apply knowledge gained to support the development of their countries. However, it is often said that, “ODA can only be effective if certain conditions are met”. For instant, in a recent study by (Paul Appiah-Konadu, 2016), the paper discussed the effect of Foreign Aid on Economic Growth in Ghana. From the results, labour, capital and government expenditure have positive impact on economic growth in Ghana. In this regard, the paper recommended the provision of economic aid which is geared towards capital formation and skills development of labour through education and training. Above all, the paper further recommended the provision of more grants and less loans as aid to Ghana. In this regard, this study concludes that, effective Monitoring and Evaluation, Strategic Placements and Civil Service Reforms be instituted to ensure the effective implementation of KOICA Fellowship Programs.

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APPENDIX 1

SEOUL NATIONAL UNIVERSITY

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GRADUATE SCHOOL OF INTERNATIONAL STUDIES

MASTERS THESIS RESEARCH QUESTIONNAIRE

My name is Wumbei Ibrahim Mumuni and I am currently studying for a Masters of International Studies at Seoul National University. I am conducting research into KOICA-ODA KSP Programs and its effectiveness in the Ghana Civil Service. I am trying to know the views of the KOICA Post-program participants both masters and short-term on post-program placement and how they can effectively apply knowledge gained in Korea and challenges faced. The questionnaire consists of 11 questions and will take no longer than 10 minutes to complete. All responses will be kept anonymous and no one will be identified in the research.

Once completed please e-mail back to *****@gmail.com.

Please tick the box provided to show your consent to be part of the research

1. What is the name of your Organization? (Please write below)

a) Before participation in the program

b) After participation in the program

2. What is your role in the Organization? (Please write below)

a) At previous organization _____

b) At current organization _____

3. How long have you been working in the Organization? (Please write below in the line)

a) At previous -----

b) At current -----

1-5 years 5-10 years 10 years +

4. Do you think your participation in the KSP program better position you to effectively discharge your duties in your organization? (Please tick)

Yes No

5. In your own view, what is the one best knowledge that you gained and can be applied to reform the Ghana Civil Service? (Please write below)

6. To what degree is your assessment of the KOICA-ODA Scholarships Programs in the Ghana Civil Service reforms process? (Please tick only one option)

Very effective

Slightly effective

Not effective

Not sure

7. Do you think your placement after the KOICA-ODA Scholarships Program allowed you to apply knowledge gained in Korea?

Yes

No

8. Who do you think is responsible for ensuring that Post-Programs Participants are placed in strategic positions to apply knowledge gained from the training in Korea? (Please tick all if appropriate)

Political leadership

Head of Civil Service

Heads of Institutions

Others (Please specify)

9. Do you think Post-Programs Participants face any/all of these challenges in the Service after returning from Korea? (Please tick all if appropriate)

Not strategically placed so they leave the Service

They are affected by political interference

The salary is still very low

Others (Please specify)

10. What is your assessment of the commitment level of the political leadership both past and present in ensuring that post-programs participants are strategically placed to apply knowledge gained from the training in Korea? (Please tick only one option)

Very committed

Slightly committed

Not committed

Not sure

11. What do you recommend as a solution to the challenges mentioned in question 8 above? (Please write below)

국문 초록

나는 경제 발전을 촉진하기 위해 한국 정부의 보조금 기반 ODA 제공 기관인 KOICA로부터 ODA 지원을 받고있는 여러 개발 도상국 중 하나입니다. 본 연구는 2006년부터 2018년까지 가나 공무원에서 KOICA 펠로십 프로그램 (CIAT)의 효과를 평가하고자 하였다. 본 연구는 탐색적 연구 설계를 채택했으며 실용주의 연구 패러다임의 영향을 받았다. 이 연구는 수집된 데이터를 사례별로 분석하기 위해 교차 사례 분석 접근 방식을 적용했습니다. 따라서 1차 데이터는 설문 조사 설문지를 통해, 2차 데이터는 KOICA에서 획득한 데이터베이스를 통해 획득했다. 연구를 위해 52명의 포스트 프로그램 참가자를 선택하기 위해 간단한 무작위 방법이 사용되었습니다. 방법론적으로 33명의 참가자가 응답한 설문 조사 설문지를 통해 1차 데이터를 수집했습니다. 연구 결과 KOICA 펠로십 프로그램이 매우 효과적이라는 사실이 밝혀졌습니다. 또한 코이카 펠로십 프로그램이 매우 효과적이라는 사실에도 불구하고 사후 프로그램 참여자들이 전략적으로 배치되지 않는 것으로 나타났다. 그러나 이 연구는 프로그램 이후 배치 및 유지에

관한 한 정치 지도부의 헌신 수준이 매력적이지 않다는 것을 밝혔다.

무엇보다도 이 연구는 프로그램의 효과를 보장하기 위해 모니터링 및 평가, 전략적

배치 및 공무원 개혁에 많은 중점을 두어야 한다고 결론지었습니다.