



Government of Ghana

Right to Information Manual

**MANAGEMENT DEVELOPMENT
AND PRODUCTIVITY INSTITUTE
(MDPI)**

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1. Overview

This Right to Information (RTI) Manual is pursuant to the provisions of the recently passed Act, (Act 989) by Parliament and assented to by the President, Nana Addo Dankwa Akuffo-Addo. The Act gives substance to the constitutional right to information provided under Article 21 (1) (f) of the Constitution, enabling citizens access to official information held by government institutions, and the qualifications and conditions under which the access may be obtained. In accordance with Section 80, the Act applies to information which came into existence before, or which will come into existence after the commencement of the Act.

1.1 Purpose of Manual – To inform/assist the public on the organizational structure, responsibilities and activities of the Management Development and Productivity Institute (MDPI) and provide the types of information and classes of information available at Management Development and Productivity Institute, including the location and contact details of its information officers and units.

2. Directorates and Departments under *Management Development and Productivity Institute (MDPI)*

This section describes the institution's vision and mission and lists the names of all Directorates and Departments under the institution, including the description of organizational structure, responsibilities, details of activities and classes and types of information accessible at a fee.

VISION

A market leader in the development of productivity improvement strategies and the promotion of best management practices.

MISSION

The Management Development and Productivity Institute exists to promote increased productivity, in both public and private organizations, to enable them contribute to the growth of the economy on a sustainable basis. It achieves this through Productivity Improvement Activities, Management Development Programs, Research and Publications and their Dissemination.

Directorates and Departments under <i>Management Development and Productivity Institute (MDPI)</i>

- | |
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| <ol style="list-style-type: none"> 1. Director General 2. Deputy Director General 3. Deputy Director General 4. Director, Training 5. Director, Finance and Administration 6. Director, Consultancy 7. Human Resource Department 8. General Management Department 9. Industrial Engineering Department 10. Marketing Department 11. Financial Management and Management Information Systems Department 12. Accounts Department 13. Business Development Department 14. I.T Unit 15. General Services Department 16. Procurement Department |
|--|

17. Training Department

18. Canteen

19. Security

20. Transport Department

21. Library Department

22. Internal Audit

Responsibilities of the Institution:

The three main objectives of MDPI: To promote increased productivity in the agricultural, industry and service sectors of the economy; To introduce suitable management practices and techniques to our clients; To improve and develop the standard of management in all aspects at all levels of organizations.

The functional areas of the Institute are:

- Management Training and Development
- Management Consultancy and Advisory Services
- Business and Management Research Services
- Productivity Studies and Performance Improvement Techniques

1. Management Training and Development

The four departments organize various courses each year. These are listed in the annual Management Training Programme (MTP). The training is in two forms:

- **Regular Training**

This form of training is supply-driven. Participants are drawn from different organisations who enroll in courses that they find beneficial to them and their organisations. The courses are designed based on the identified needs of client organisations in our target market.

- **In-Plant/Customized and Project-Related Training**

This form of training is demand-driven. The clients identify the training needs of their staff (and most of the time with the assistance of MDPI) and request for specific courses to meet those needs. The courses are developed and designed with a lot of inputs from the clients. This type of training is very flexible in that it is organized at the convenience of the client – in terms of where, when and how.

2. Management Consultancy and Advisory Services

Our consultancy and advisory services cover the following areas:

- Feasibility Studies

- Business Plans/Corporate Strategic Plan
- Organizational Restructuring and Re-organisation
- Performance Management System
- Human Resource Management
- Organizational System Review and Development:
 - Organizational Structure
 - Scheme of Service
 - Job Description
 - Conditions of Service and Administrative Manual
- Design and Installation of Accounting Systems and Manuals
- Management Audit
- Records Management and Communication Policy
- Wages and Salaries Administration
- Employee Recruitment, Selection and Orientation of new Hires in organizations, etc.

3. Business and Management Research Services

The areas of the business and management research cover the following functional areas of organizations:

- General Management and Organizational Behaviour
- Human Resources Management
- Marketing Management
- Production and Operations Management
- Management Accounting and Financial Management
- Management Information Systems; and
- Productivity Improvement Techniques.

4. Productivity Studies and Performance Improvement Techniques:

The MDPI, by Legislative Instrument (1077), 1977 is mandated to undertake productivity study in key sectors of the Ghanaian economy aimed at generating evidence-based productivity indicators to facilitate decision making process. This is to enhance productivity and competitiveness at enterprise, industry (sectoral), national and international level.

2.1 Description of Activities of each Directorate and Department

Directorate/Department	Responsibilities/Activities
1. Director General	1. Ensures the coordinated and effective administration of the Institute. 2 Provides effective leadership and guidance for total resource mobilization to: (i) Improve and develop the standard of management in all aspects and at all levels; (ii) Ensure suitable management practices and techniques; and (iii) Promote increased efficiency and productivity in all sectors of the Ghanaian economy. 3 Ensures the implementation of policies, the judicious allocation and use of resources and the coordination of activities and programmes for the efficient operation of the Institute. 4 Develops comprehensive monitoring and evaluation schemes to assess the performance of the Institute.
2. Deputy Director General	1 Ensures the coordination and effective administration of the Institute. 2 Provides effective leadership and guidance for total resource mobilization to: (i) Improve and develop the standard of management in all aspects and at all levels; (ii) Ensure suitable management practices and techniques; and (iii) Promote increased efficiency and productivity in all sectors of the Ghanaian economy. 3 Ensures the implementation of policies, the judicious allocation and use of resources and the coordination of activities and programmes for the efficient operation of the Institute. 4 Develops comprehensive monitoring and evaluation schemes to assess the performance of the Institute.
3. Deputy Director General	1 Ensures the coordination and effective administration of the Institute. 2. Provides effective leadership and guidance for total resource mobilization to:

	(i) Improve and develop the standard of management in all aspects and at all levels; (ii) Ensure suitable management practices and techniques; and (iii) Promote increased efficiency and productivity in all sectors of the Ghanaian economy. 3. Ensures the implementation of policies, the judicious allocation and use of resources and the coordination of activities and programmes for the efficient operation of the Institute. 4. Develops comprehensive monitoring and evaluation schemes to assess the performance of the Institute.
4. Director, Training	1. Ensures the efficient planning, organization, implementation and control of all Training Programmes and Activities of the Institute. 2. Supervises all Training programmes. 3. Develops comprehensive monitoring and evaluation schemes to assess the performance of the Institute.
5. Director, Consultancy	1. Ensures the efficient planning, organization, implementation and control of all Consultancy Programmes and activities of the Institute. 2. Develops comprehensive monitoring and evaluation schemes to assess the impact of Consultancy assignments on the performance of client organisations.
6. Director, Finance and Administration	1. Safeguards the interest of the Institute in all transactions involving finance. 2. Supervises and ensures the acquisition and maintenance of assets. 3. Ensures the timely availability of trained human resources, goods and services necessary for supporting the administrative and the operating functions of the Institute.
7. General Service Department	1. Ensures the provision, use and control of all common and support services, for example, premises, land, appropriate equipment, and utilities in the best interest of the Institute. Transport Unit Ensures the efficient administration and operation of the Institute's fleet of vehicles with primary responsibility for repairs, maintenance and routing.

	Stores Ensures that all stores items received into stores are properly stored, accounted for and issued out on authority.
8. Accounts Department	Safeguards the Institute's interest in all financial transactions relating to revenue collection and expenditure. Ensures that effective accounting systems and procedures are laid down to aid the provision of appropriate management information for planning and controlling the operations of the Institute.
9. Human Resource Department	Ensures that human resource policies relating to employment, personnel records, training, wages and salaries administration are effectively carried out.
10. Business Development Department	Promotes all activities of the Institute among the business community, NGOs and development partners. Identifies appropriate business opportunities consistent with the activities of MDPI for exploration by the Institute
11. Library Department	Organises, develops and maintains systematic collection of books, periodicals and other recorded materials and makes them available to Library users. Keeps an archive of all documents produced in the Institute (Feasibility Studies, Proposals, Handouts, etc.).
12. Canteen	Ensures that food and beverages are served to clients and other guests of the Institute under safe and hygienic conditions, on time and to international catering standards.
13. Security	Patrols assigned areas of the Institute to prevent theft, violence, infractions of rules and other irregularities; and performs other security – related duties to ensure the safety of personnel and property of the Institute.
14. Procurement Department	To provide technical leadership for the effective and efficient management and coordination of procurement processes using legally established professional procurement standards and procedure to acquire goods, works and services.
15. I.T Department	i. Coordinates the design and implementation of capacity development plans in the area of IT into the Institute's curriculum

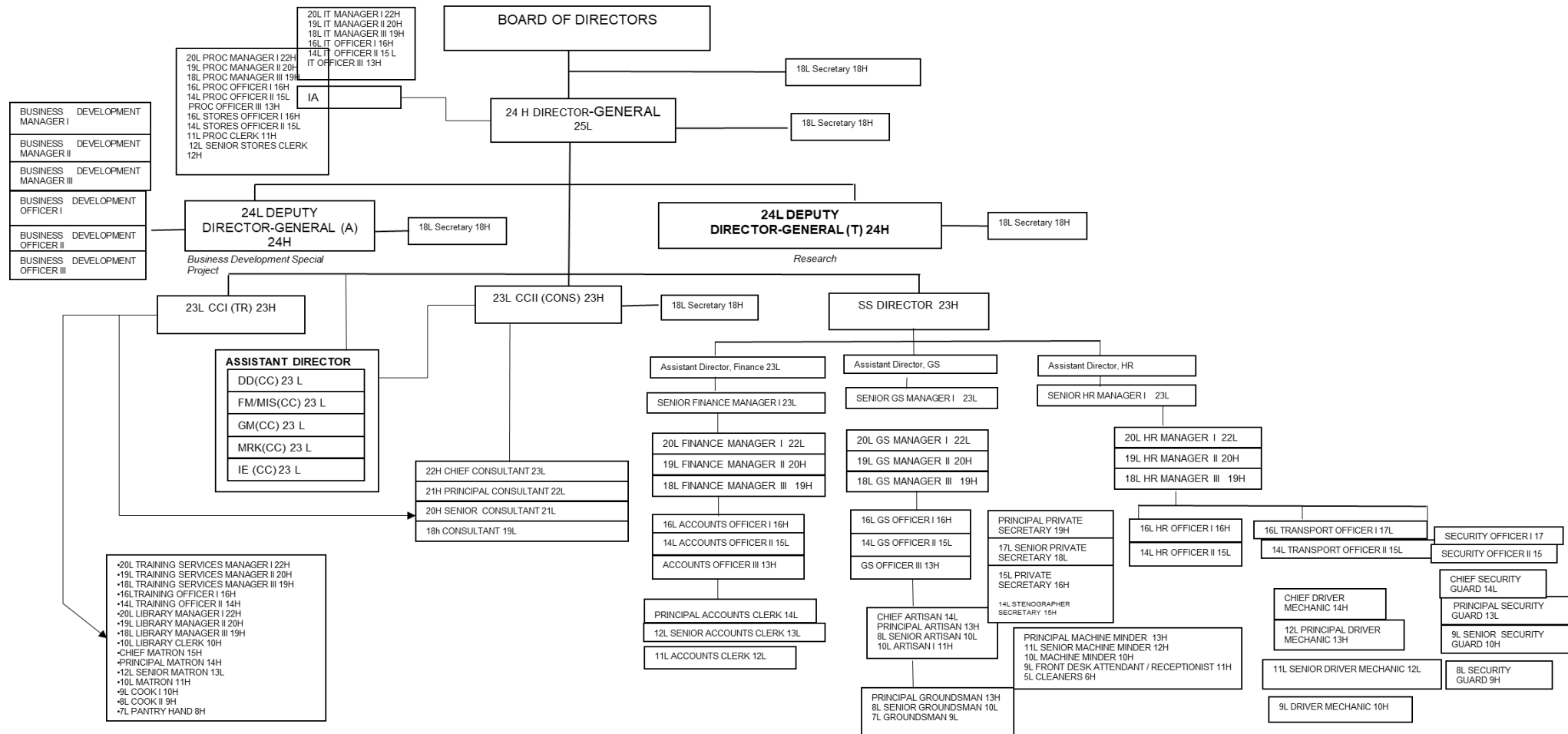
	ii. Leads the development of IT strategic plans for the Institute. iii. Reviews procedures, standards and guidelines to support the implementation of IT systems within the Institute iv. Recommends technical specifications for the requisitioning, procurement and the deployment of IT infrastructure for the Institute v. Develops and implements IT policies and best practices vi. Manages and reports on the allocation of IT budget vii. Ensures timely updates of website, email portal and all social media platforms of the institute viii. Designs a maintenance schedules of computers and other IT accessories of the Institute ix. Serves as Technical Advisor to management on IT matters for the Institute x. Submits annual performance report on the work of the Unit xi. Ensures the development of capabilities, skills and competencies of subordinate staff.
16. Training Department	i. Ensures the efficient planning, organization, implementation and control of all training programmes of the Institute. ii. Supports course coordinators and facilitators in ensuring customers are adequately trained and satisfied with their training.
17. Internal Audit Department	Ensures that scheduled financial audits with respect to all transactions involving revenue collection and expenditure are properly authorized, promptly carried out and recorded.
18. Transport Department	Ensures the efficient administration and operation of the Institute's fleet of vehicles with primary responsibility for repairs, maintenance and routing.
19. Financial Management and Management Information System	1 Undertakes management training, consultancy, administrative, productivity and research activities to build up managerial capacity in both formal and informal sectors of the Ghanaian economy and other countries;

	2 Assists organizations, executives, employees and groups in improving organizational, management practices, as well as individuals' performance and productivity. 3 Utilizes 10% of official time for Training, 25% on Consultancy assignments, 25% for research work, 25% for Productivity Improvement Programmes, and 15% for Administrative Duties.
20. General Management	1 Undertakes management training, consultancy, administrative, productivity and research activities to build up managerial capacity in both formal and informal sectors of the Ghanaian economy and other countries; 2 Assists organizations, executives, employees and groups in improving organizational, management practices, as well as individuals' performance and productivity. 3 Utilizes 10% of official time for Training, 25% on Consultancy assignments, 25% for research work, 25% for Productivity Improvement Programmes, and 15% for Administrative Duties.
21. Marketing	1 Undertakes management training, consultancy, administrative, productivity and research activities to build up managerial capacity in both formal and informal sectors of the Ghanaian economy and other countries; 2 Assists organizations, executives, employees and groups in improving organizational, management practices, as well as individuals' performance and productivity. 3 Utilizes 10% of official time for Training, 25% on Consultancy assignments, 25% for research work, 25% for Productivity Improvement Programmes, and 15% for Administrative Duties.
22. Industrial Engineering	1 Undertakes management training, consultancy, administrative, productivity and research activities to build up managerial capacity in both formal and informal sectors of the Ghanaian economy and other countries; 2 Assists organizations, executives, employees and groups in improving organizational, management practices, as well as individuals' performance and productivity.

	3 Utilizes 10% of official time for Training, 25% on Consultancy assignments, 25% for research work, 25% for Productivity Improvement Programmes, and 15% for Administrative Duties.
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2.2 Management Development and Productivity Institute's Organogram

MDPI ORGANOGRAM



2.3 AGENCIES UNDER

2.4 Classes and Types of information

List of various classes of information in the custody of the institution:
1. Affirmative Action Plan, 2. Articles of Incorporation, charter, bylaws, minutes and other, 3. Correspondence, administrative (pertaining to formulation, planning, implementation, modification, redefinition of programs, services, projects and the regulations, policies and procedures that govern them., 4. Correspondence, general (nonadministrative incoming/outgoing and internal correspondence arising from routine operations of policies, programs, services or projects., 5. Employment applications, 6. Management Meeting Minutes, 7. Memorandum of Understanding, 8. Property blueprints and facility utility diagrams (or until property is sold), 9. Activity Reports and Audit reports, 10. Contract Awards to Entity 11. Tender Committee Minutes, 12. Procurement Plan, 13. Solicitation documents such as Tender, expressions of interest, request for proposals, prequalified documents, 14. Supply Database 15. Property records including costs, depreciation schedules, Query Letters

Types of Information Accessible at a fee:	
1.	TRAINING MODULES

3. Procedure in Applying and Processing Requests

Section 18 of the RTI Act provides specific guidelines for application for access to information kept by a public institution. It is thus important that request for information be made in accordance with provisions under this section. The Information Officer or a designated officer is responsible for dealing with applications made to the Management Development and Productivity Institute (MDPI). To requests for information under the RTI Act from the Management Development and Productivity Institute (MDPI), applicants are to follow these basic procedures:

3.1 The Application Process

- a. Application by any person or organization who seeks access to information in the custody of Management Development and Productivity Institute (MDPI). must be made in writing, using the standard RTI Application Form. (**See Appendix A for the Standard RTI Application Form**). A copy of the form can be downloaded or completed and submitted electronically on the Management Development and Productivity Institute's official website or the Ministry of Information website.
- b. In making the request, the following information must be provided:
 - Date of the Application.
 - Name of the applicant or the person on whose behalf an application is being made.
 - Name of the organization represented by the applicant.
 - Available contact details of the applicant or address of the person/organization on whose behalf an application is being made (Telephone Number, Email, Postal Address, Fax).
 - Brief description of information being sought. (Applicant are to specify the class and type of information including cover dates).
 - Payment of relevant fee if applicable.
 - Signature/ thumbprint.
- c. Provision of identification

The applicant must present at least one (1) of the following valid identification cards (IDs) to serve as proof of identity:

 - Driver's License.
 - Passport.
 - National ID.
 - Voter's ID.

- d. The applicant should state the format of information being requested and the mode of transmission. Example (do you need certified true copy, normal photocopy or electronic copies. Would you want to receive it through a postal address, e-mail, courier services, fax etc.?)
- e. Where an applicant cannot write due to illiteracy or a disability, he/she may make the request orally. However, oral request must conform to the following guidelines;
 - The Information Officer must reduce the oral request into writing and give a copy of the written request as recorded for the applicant to authenticate. (s. 18) (3).
 - The Information Officer shall clearly and correctly read and explain the written request to the understanding of the applicant.
 - A witness must endorse the face of the request with the writing; *“the request was read to the applicant in the language the applicant understand and the applicant appeared to have understood the content of the request.”*
 - The applicant must then make a thumbprint or mark on the request.

3.2 Processing the Application

- Applications would be treated on a priority basis. The Information Officer is responsible for handling requests to ensure that statutory deadlines are met.
- He reviews and identify which part is exempt based on Section 5 to 16 of the RTI Act and determines which of the units in the institution have the records or is responsible for the subject matter of the request.
- Provision is made under section 20 for the transfer of an application within a period of not more than ten days of receipt where the public institution to which the application was initially made is unable to deal with the application. In such situations, applicants would be notified accordingly with the reasons and dates of transfer.
- For information readily available in official publications, the Information Officer shall direct the applicant to the institution having custody of that publication and notify the public institution of the request. (s.21).
- If a requested information is not readily accessible, the estimated time it will take to search for the information would be communicated to the applicant.

3.3 Response to Applicants

a. The Information Officer is required under section 23 of the RTI Act to notify applicants within fourteen (14) days from the date of receipt. Applicant should however note that the time limit does not apply to applications transferred to another public institution or which has been refused due to failure to pay prescribed deposit or fee. (s.23) (6). The notice should state:

- Whether or not full access to the requested information will be granted or only a part can be given and the reason.
- The format and mode of the access.
- The expected publication or submission day of the information in the case of a deferred access.
- The prescribed fee (s.24).

b. The Information Officer can request an extension to the deadline if:

- Information requested is voluminous.
- It is necessary to search through a large number of records.
- The information has to be gathered from more than one source.
- Consultation with someone outside the institution is required.

c. The Information Officer would in such situations notify applicants of an extension as well as the period and reason for the extension. An extension should not be more than seven days.

d. In giving applicants access to information, the applicant would be given the opportunity to inspect the information or receive a copy physically or any other form required such as electronic, magnetic, optical or otherwise, including a computer print-out, various computer storage devices and web portals.

- Where access cannot be given in the form specified by the applicant, access can be given in some other form. In such cases, the applicant shall be provided with a reason why access cannot be given in the specified form.

4. Amendment of Personal Record

A person given access to information contained in records of a public institution may apply for an amendment of the information if the information represents the personal records of that person and in the person's opinion, the information is incorrect, misleading, incomplete or out of date.

4.1 How to apply for an Amendment

- a. The application should be in writing indicating;
 - Name and proof of identity.
 - Particulars that will enable the records of the public institution identify the applicant
 - The incorrect, misleading, incomplete or the out of date information in the record.
 - Signature of the applicant
- b. For incomplete information claimed or out of date records, the application should be accompanied with the relevant information which the applicant considers necessary to complete the records.
- c. The address to which a notice shall be sent should be indicated.
- d. The application can then be submitted at the office of the public institution

5. Fees and Charges for Access to Information

The Act Mandates Parliament in Section 75 to approve a fee that public institutions can charge. However, fees shall apply to only the three circumstances stated below:

- Request for information in a language other than the language in which the information is held. (s.75) (3).
- When request is made for a written transcript of the information, a reasonable transcription cost may be requested by the Information Officer. (s.75) (4).
- Cost of media conversion or reformatting. (s.75) (5).

Under Section 75 (2), fees are not payable for:

- reproduction of personal information
- information in the public interest
- information that should be provided within stipulated time under the Act
- an applicant who is poor or has a disability
- time spent by the information officer to examine and ensure the information is not exempt
- preparing the information

6.

7. Appendix A: Standard RTI Request Form

[Reference No.:]

APPLICATION FOR ACCESS TO INFORMATION UNDER THE RIGHT TO INFORMATION ACT, 2019 (ACT 989)



1.	Name of Applicant:				
2.	Date:				
3.	Public Institution:				
4.	Date of Birth:	DD	MM	YYYY	
5.	Type of Applicant:	Individual ☐	Organization/Institution ☐		
6.	TIN Number				
7.	If Represented, Name of Representative:				
7 (a).	Capacity of Representative:				
8.	Type of Identification:	☐ National ID Card	☐ Passport	☐ Voter's ID	
		☐ Driver's License			
8 (a).	Id. No.:				
9.	Description of the Information being sought (specify the type and class of information including cover dates. Kindly fill multiple applications for multiple requests):				

10.	Manner of Access:	☐ Inspection of Information ☐ Copy of Information ☐ Viewing / Listen ☐ Written Transcript ☐ Translated (specify language)
10 (a).	Form of Access:	☐ Hard copy ☐ Electronic copy ☐ Braille
11.	Contact Details:	☐ Email Address _____ ☐ Postal Address _____ ☐ Tel: _____
12.	Applicant's signature/thumbprint:	
13.	Signature of Witness (where applicable) <i>"This request was read to the applicant in the language the applicant understands and the applicant appeared to have understood the content of the request."</i>	

8. Appendix B: Contact Details of <insert acronym of institution>'s Information Unit

Name of Information/Designated Officer:

Telephone/Mobile number of Information Unit:

Postal Address of the institution:

9. Appendix C: Acronyms

Instructions: Provide a list of acronyms and associated literal translations used within the manual. List the acronyms in alphabetical order using the table below.

Table 1 Acronyms

Acronym	Literal Translation
RTI	Right to Information
MDA	Ministries, Departments and Agencies
s.	section
MMDAs	Metropolitan, Municipal and District Assemblies
<Acronym>	<Literal Translation>
<Acronym>	<Literal Translation>

10. Appendix D: Glossary

This Glossary presents clear and concise definitions for terms used in this manual that may be unfamiliar to readers listed in alphabetical order. Definitions for terms are based on section 84 of the RTI Act.

Table 2 Glossary

Term	Definition
Access	<i>Right to Information</i>
Access to information	<i>Right to obtain information from public institutions</i>
Contact details	<i>Information by which an applicant and an information officer may be contacted</i>
Court	<i>A court of competent jurisdiction</i>
Designated officer	<i>An officer designated for the purposes of the Act who perform similar role as the information officer</i>
Exempt information	<i>Information which falls within any of the exemptions specified in sections 5 to 16 of the Act</i>
Function	<i>Powers and duties</i>
Government	<i>Any authority by which the executive authority of the Republic of Ghana is duly exercised</i>
Information	<i>Information according to the Act includes recorded matter or material regardless of form or medium in the possession or under the control or custody of a public institution whether or not it was created by the public institution, and in the case of a private body, relates to the performance of a public function.</i>
Information officer	<i>The information officer of a public institution or the officer designated to whom an application is made</i>
Public	<i>Used throughout this document to refer to a person who requires and/or has acquired access to information.</i>
Public institution	<i>Includes a private institution or organization that receives public resources or provides a public function</i>
Right to information	<i>The right assigned to access information</i>
Section	<i>Different parts of the RTI Act</i>