



Local Government Service Secretariat

Annual Progress Report – 2010

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ABBREVIATION

AfD	- French Development Agency
AGSD	- Administration and General Services Directorate
CBgC	- Capacity Building Component
CIDA	- Canadian International Development Agency
CWSA	- Community Water and Sanitation Agency
DANIDA	- Danish International Development Agency
DDF	- District Development Facility
DDFS	- District Development Facility Secretariat
DFR	- Department of Feeder Roads
DWD	- District Works Department
EU	- European Commission
EWB	- Engineers Without Border
FMD	- Financial Management Directorate
FOAT	- Functional and Organizational Assessment Tool
GTZ	- Deutsche Gesellschaft für Technisches Zusammenarbeit
HIV-AIDS	- Human Immunodeficiency Virus - Acquired Immune Deficiency Syndrome
HRMD	- Human Resource Management Directorate
ILGS	- Institute of Local Government Studies
IMCC	- Inter Ministries Coordinating Committee
IPPD	- Integrated Personnel Payroll Database
JICA	- Japan International Cooperation Agency
KfW	- Kreditbank für Widergebäude
KTC	- Koforidua Training School
LED	- Local Economic Development
LGCSF	- Local Government Capacity Support Programme
LGS	- Local Government Service
LGSC	- Local Government Service Council
LGSS	- Local Government Service Secretariat
LI	- Legislative Instrument
LSDGP	- Local Service Delivery and Governance Programme
M&E	- Monitoring and Evaluation
MLGRD	- Ministry of Local Government and Rural Development
MMDAs	- Metropolitan, Municipal and District Assemblies
MoFEP	- Ministry of Finance and Economic Planning
MoU	- Memorandum of Understanding
MTDP	- Medium Term Development Plan
MTSP	- Medium Term Strategic Plan
NDPC	- National Development Planning Commission
NPSC, NPS	- National Programme Steering Committee, National programme secretariat
PPBMD	- Policy Planning, Budgeting, Monitoring and Evaluation Directorate
PWD	- Public Works Department
QATSD	- Quality Assurance and Technical Services Directorate
RCC	- Regional Coordinating Council
TA	- Technical Assistance
UNDP	- United Nation Development Programme
UTZA	- Urban, Town and Zone Area
WB	- World Bank

ACKNOWLEDGEMENT

It is such a great joy to see the first annual report of the Local Government Service in print.

I wish to take this opportunity to profoundly acknowledge the contribution of all staff towards the preparation of this wonderful document.

Notwithstanding the daunting challenges before the Service, this document epitomizes the modest achievements made over the period under review, for which we should all be proud. It further portrays what we can do working as a team.

Though it is not possible to mention individual contributions to the successful production of this document, we acknowledge the immense contribution of Mr. Kyaw H. Myaing, the versatile Technical Assistant to the DANIDA support programme, LSDGP, who is capable of turning every dream into reality.

The role of our Development Partners is worthy of mentioning. Without their support, there would be virtually no activity to report on, especially, DANIDA, GTZ now GIZ, AfD, EU, and lately UNDP collaboration in ICT and LED. Notwithstanding the inadequate funding from the government, we still acknowledge its role and are grateful for creating the enabling environment for LGSS to operate. Above all we acknowledge the Head of Service, Mr. Kwasi Opong-Fosu for his guidance and permission to have this report printed in colour.

We are indeed grateful to all and sundry.

M. B. AL-HASSAN
COORDINATING DIRECTOR

EXECUTIVE SUMMARY

This report covers the progress, achievement and the overall status of Local Government Service for the year of 2010 (January to December). The overall achievement at Local Government Service Secretariat during 2010 was summarised as follows:

Staffing

- Total staff of LGSS is 36 and it is about 50% of LGSS's target (70). Out of all current staff, 50% is female staff;

Equipment & Office Facility

- Equipment (10 Desktops, 3 Laptops, 7 Printers and 20 UPS & Accessories) was procured through LSDGP funds;
- The construction of a container store room was started and is 75% completed;
- Public address system for conference hall was in progress;
- Procurement for the vehicles (4 Station Wagon) under DDF & LSDGP was started;

Training & Capacity Building & District Development Facility – CB Component

- Training programme for: Procurement- 4 staff; Computer- 5 staff; Organisational Development – 2 staff; Fire Management – 25 Staff and HIV/Aids - 25 staff were carried out;
- 15 No. of LGS staff in South Africa tour for LG study, 1 No. for Fin. Mgt. in Denmark and 2 No. in Germany & Netherlands for decentralization systems were participated;
- A number of capacity-building training programmes for RCC and MMDA staff under the component one of Local Service Delivery and Governance Programme (LSDGP) were carried out in collaboration with respective institutions / agencies. Training programme was generally for spot improvement and routine maintenance works on district feeder roads for DFR-regional MMDWD engineers, labour-based technology & policy for Engineers and MMDCEs, environmental sanitation and water related activities for MMDAs, etc.;
- MoU with ILGS for development of modules and training programmes under the District Development Facility and carrier development programme was signed;
- Training programme in Institutional and Policy Framework for MMDAs, LGSS and the Private Sector in PPP was organized. 66 trainees (16 female) from LGS all levels and private sectors benefited;
- The procurement of Service Providers for Capacity Building activities of MMDAS under the generic capacity building component of DDF was completed;
- Mandatory capacity building training for MMDAs conducted in the thematic areas for Records keeping, procurement management, management & leadership skills and Minutes and report writing, Financial Management , Revenue Mobilization & accounting which were identified in 2006 FOAT assessment. Database management manual draft prepared by Engineer without Border (EWB) is completed;
- Manuals for new Capacity building gaps (11 areas) identified under the second (2008) FOAT assessment being prepared by ILGS;

Communication Strategy

- 5000 copies of LGS brochure 5000 copies of LI 1961 distributed;

HR Development

- Scheme of Service & Condition of Service validated by LGSC;
- Job descriptions for LGSS-directorates prepared by MSD/OHCS were distributed to LGSS key staff;
- MoFEP yet to give financial clearance for recruitment of staff;
- HR policy, strategic work plan and HRMD set up guidelines completed. At least 10 Departments to be set up by end of March 2011;
- Framework for recruitment and appointment for LGS staff developed;
- Positions for Regional HR Directors and MMDCD were advertised in the national newspapers;

Organizational Development

- IPPD transferred from Ministry to LGSS; CAGD trained IPPD staff of LGSS;
- IPPD intranet network system installed at LGSS;
- LGSC members had undertaken Inventory for the establishment of decentralized departments at MMDA in Northern and Central regions. Comprehensive inventories yet to be carried out;
- District Works Departments in 44 MMDAs were established and operationalized; 25 MMDAs to be set up with DWDs by end of 1st quarter of 2011;
- Organization assessment for LGSS was carried out and action plan for change management was developed;

Cross cutting Issues

- A workshop held on HIV, behavioural change for LGSS and selected MMDAs focal persons;
- A team set up to develop guidelines for MMDAs on socio-economic and Rural Access Intervention (RAI) activities;
- Environmental protection works using the Vertiver grass in LSDGP-44 MMDAs were in progress;

M&E & MTDP

- M&E framework for LGS was developed. Stakeholders' assessment workshops (One National and 2 zonal for the regions) were carried out;
- LGS Medium Term Development Plan (2011-15) was prepared in draft;

LI 1961 & Follow-up

- Sensitization on LGS roles and LI 1961 in 10 regions completed;
- The Inter-Ministerial Coordinating Committee (IMCC) on decentralisation under the chairmanship of the Vice President was inaugurated on 29th May 2010 to address issues of Ministerial re-alignment and movement of competent staff to the Districts. Members are made up of ministers of key Ministries;

1. INTRODUCTION & BACKGROUND

LGSS – 2010 Progress Report

This report covers the progress, achievement and the overall status of Local Government Service for the year of 2010 (January to December).

The report is organized into a number of sections as follows:

- Acknowledgement
- Table of content
- Abbreviation
- Executive Summary
- Sections
 - Section1: Introduction & Background
 - Section 2: Overall progress in 2010
 - Section 3: Stakeholders' Coordination & Development Partners' Support
 - Section 4: Challenges, recommendation and the way forward, and
 - Section 5: Annexes

Local Government Service (LGS)

The Local Government Service is the newest of the public services of Ghana. It was established by Local Government Service Act 2003 Act 656 with its object being “**to secure effective administration and management of local government in the country**”. The membership of the Local Government Service comprises persons holding non-elective public office in the:

- Regional Co-ordinating Councils (RCCs)
- Metropolitan, Municipal District Assemblies (MMDAs)
- Sub Metropolitan District Councils and UTZA Councils, and
- Secretariat of the Service

Functions of LGS

The functions of the Local Government Service are known generally to:

- provide technical assistance to MMDAs and RCCs to enable them to effectively perform their functions;
- conduct organizational and job analysis for RCCs and MMDAs;
- conduct management audits for RCCs and MMDAs in order to improve the overall management of the Service;
- design and co-ordinate management systems and processes for RCCs and MMDAs; and
- assist the RCCs and MMDAs in the performance of their functions under Act 462, Act 480, and any other enactment, etc.

Local Government Service Council (LGSC)

The Service has a 15-member governing body being the **Local Government Service Council (LGSC)**. The first Council was constituted and inaugurated in October 2004. The function of the Council, (as defined in Section 6 of the Local Government Service Act 2003 Act 656) is to have general management and control of the Service. Specifically, the LGSC is to:

- recommend to the Minister matters of policy relating to the management of the Service

- ensure the implementation of the functions of the Service
- recommend to the Minister a scheme of service prescribing the terms and conditions of service as well as the remuneration of the employees of the Service
- develop policy guidelines for handling matters relating to recruitment, training, promotion, remuneration, discipline, arbitration and petition within the Service
- set performance standards within which the District Assemblies and Regional Coordinating Councils shall carry out their functions and discharge their duties
- monitor and evaluate the performance standards of the District Assemblies and Regional Coordinating Councils
- develop and co-ordinate the personnel plans and assess personnel needs of District Assemblies and Regional Coordinating Councils in consultation with the respective DAs and RCCs
- develop and coordinate training implementation plans of the RCCs/DAs in consultation with the respective RCCs/DAs
- develop professional standards and guidelines for the various categories of staff who are members of the Service
- work in close collaboration with other services of the public service
- perform such other functions as may be assigned

The list of current members of LGSC is attached in **Annex. 1**

Local Government Service Secretariat (LGSS)

The LGS Act 2003 Act 656 establishes the **Local Government Service Secretariat**, as the Headquarters of the Service. The Secretariat started functioning in October 2004, at the same time as the LGSC was constituted and inaugurated. Its functions include the following:-

- be responsible for day to day administration of the Service
- to provide technical and other support to the Service and the Council for execution and performance of their functions under Act 656
- be responsible for implementing the decisions of the Council
- to ensure the effectiveness of the Service; and
 - perform such other functions as the Council may specify
 - perform such functions as are incidental to the effective operation of the Service

Head of the Service

The Local Government Service Act also makes provision for the **Head of the Service** to be responsible for the efficient organization and management of the Service and the day to day operations of the Service. Specifically the Head of Service is to:

- provide leadership and guidance in the performance of the functions of the Service and the implementation of the decisions of the Council
- provide effective organization and development of training programs consistent with the sectoral requirements of the Service
- establish systems for effective inter-service and sectoral collaboration and co-operation between the Service, Education Service, Forestry Service and other Services to harmonize local government programs and to avoid duplication, and
- initiate plans and programs ...to activate and accelerate the local government decentralization process

Vision, Mission Statement, Value and Motto of LGS

- Vision is *“a world-class, decentralized and client oriented service”*
- Mission Statement is *“to support LG to deliver value for money services through the mobilization, harmonization and utilization of qualified, human capacity and material resources to promote local and national development”*
- Our core values are: *“Accountability, Client-oriented, Creativity, Diligence, Discipline, Equity, Integrity, Innovativeness, Timeliness and Transparency”*
- Motto is *“Decentralization, Democracy and Development”*

Organization Structure of LGSS

The Secretariat (Headquarters) is organized into a number of directorates and units.

The Six Directorates and their divisions are:

- 1) Administration and General Services (AGSD) with three divisions
 - 1.1. *Office administration*
 - 1.2. *General service*
 - 1.3. *Transport*
- 2) Financial Management (FMD) with two divisions
 - 2.1. *General account*
 - 2.2. *Local Government account*
- 3) Human Resources Management (HRMD) with three divisions
 - 3.1. *Training and development*
 - 3.2. *Career management*
 - 3.3. *HR planning*
- 4) Policy, Planning, Budgeting Monitoring and Evaluation (PPBMD) with four divisions
 - 4.1. *Policy*
 - 4.2. *Planning*
 - 4.3. *Budget*
 - 4.4. *Monitoring & Evaluation*
- 5) Management Information System (MISD) with three divisions, and
 - 5.1. *IPPD*
 - 5.2. *Library and document*
 - 5.3. *Information management system*
- 6) Quality Assurance and Technical Services (QATSD) with three divisions
 - 6.1. *Performance management*
 - 6.2. *Technical services*
 - 6.3. *Organizational development*

Three units attached to the service are:

- Internal Audit
- Public Affairs, and
- Legal

A coordinating director is assigned to coordinate these six directorates and units and to liaise with the head of the service. Each directorate has its job descriptions to execute its tasks and responsibilities. LGSS organizational structure is presented as [Annex 1](#).

2. OVERALL PROGRESS IN 2010

2.1. OVERVIEW ON 2010 MDSP-LGSS AND ITS PROGRESS

Main Objectives for Medium Term strategic Plan (MTSP) – 2008 – 2012 for LGS was as follows:

- A. Establish and strengthen Local Government Service Headquarters.
- B. Operationalize the Local Government Service
- C. MIS set-up in LGS and Incorporate the Integrated Personnel Payroll Database (IPPD) into the LGSS management structure.
- D. Realign and establish the departments of MMDAs.
- E. Capacity building and Technical Support to MDAs, RCCs and MMDAs.
- F. Assist LGSS to organize the DDF/ FOAT Capacity Building/ Training activities in MMDAs and RCCs (Capacity developed and enhanced to handle FOAT/CBG/DDF)
- G. Develop and Set up and M&E system (LGSS capable of and experienced in M&E impact of investment programmes)
- H. Support Legal & Policy Review and Development of new Instruments

The general achievement against the eight mean objectives of LGS-MTSP for 2010 can be summarised as follows:

A. Establish and strengthen Local Government Service Headquarters

Output Indicators (2010)	Achievement / Outputs (2010)
Current LGSS staff (35) provided with appropriate office equipment and facilities by mid 2010	LGSS staff – 36 No. with 50% Female (out of target, 70); Equipment procured: 10 Desktops, 3 Laptops, 7 Printers, 20 UPS & Accessories Container Store room under construction; Public address system was in progress;
Developed a set of training need assessment. 20 staff of LGS have received appropriate training by the end of 2010 as per assessment.	Training carried out for: Procurement- 4 staff; Computer – 5 staff; Organisational Development – 2 staff; Fire Management – 25 staff; HIV/ AIDS - 25 staff.
25 LGS staff have participated in study tour by the end of 2010.	15 No LGS staff participated in South Africa tour for LG study; 1 No. Fin. Mgt. in Denmark, 2 No. in Germany & Netherlands for LG issues;

LGS brochure and 2 set of newsletter about the activities of LGS will be developed and distributed in 2010.	5,000 Brochure prepared, printed and distributed; 5,000 copies of LI 1961 distributed;
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B. Operationalize the Local Government Service

Output Indicators (2010)	Achievement / Outputs (2010)
Developed 1500 copies / sets including CDs of Scheme & Condition of Service and disseminate	Scheme of Service (SoS) & Conditions of Service (SoS) validated by LGSC and with the printing firm. To be distributed and sensitized in the first quarter of 2011.
Developed 3 additional classes of Scheme of Service	MIS and HR classes developed. Legal class with Attorney General's Department for input
The job description and duties for each directorate and unit in LGSS will be prepared by mid 2010.	Prepared & distributed to all key staff of LGSS.
Covered National and (10) Regions - sensitization workshops for LGS roles, scheme of service and condition of service.	Sensitization on LGS roles & LI 1961 in 10 regions completed. No. of TV shows and radio programmes were carried out.
Units in the QATSD & HRD established.	MoFEP yet to give financial clearance for recruitment of staff. Action plan for setting up of units prepared.

C. Set-up MIS in LGS and Incorporate the Integrated Personnel Payroll Database (IPPD) into the LGSS management structure.

Output Indicators (2010)	Achievement / Outputs (2010)
Installed IPPD system at LGSS	IPPD transferred from Ministry to LGSS. Network system being installed at LGSS.
Procured 4 sets of Computers & 1 Printer for MISD/IPPD staff	Computers and printers procured for IPPD unit.
IPPD staff will be provided the appropriate training and well functioning	CAGD trained IPPD staff of LGS;
Sensitization workshops at RCCs/MMDAs level carried out	Regional sensitization will be continued in the first quarter of 2011.
MIS System at LGS (Scoping Study) carried out	Budget not included in 2010
Comprehensive human resource performance management system established	Not yet included in plan 2010

D. Realign and establish the departments of MMDAs.

Output Indicators (2010)	Achievement / Outputs (2010)
Collected list of inventories. A draft set of inventory to be developed. MLGRD is served with relevant information.	LGSC members had undertaken Inventory for some MMDAs in Northern and Central regions. Comprehensive inventories yet to be carried out.
Human Resource. Dept./Unit; Physical Planning and Parks and Garden Dept.; Social welfare & Community Development Dept. set up physically in 44 MMDAs.	HR policy, annual work plan and HRD set up guidelines completed. At least 10 Departments to be set up in the first quarter of 2011.
Framework for appointments developed; HR professional recruited; DCDs and Heads of Dept. interviewed and appointed; Information included in Minutes of Councils meetings;	Framework for recruitment and appointment developed. Advertisement for the positions of Regional and MMDAs HR Directors and MMDCD made;

E. Capacity building and Technical Support to MDAs, RCCs and MMDAs

Output Indicators (2010)	Achievement / Outputs (2010)
20 additional DWDs set up in 20 MMDAs. Altogether 64 DWDs will be set up in 2010.	DWDs in 44 MMDAs (5 regions) are operationalized.; Cap. Build. Support for them were continued; Made ground inventories ~ 40 MMDAs in 5 regions. 20 DWDs to be set up in the first quarter of 2011;
MoU for utilization of LSDGP funds on Works agreed (44 MMDAs)	MoU Signed
<i>Capacity built at MDAs, RCCs & MMDAS in collaboration with respective sectors / agencies (as follows ;)</i>	
Carried out capacity building training in collaboration with DFR & KTC under 2010 work plan for Institutional Support (LSDGP)	KTC organized training for engineers, contractors & Supervisors in Labour Based Technology. LBT policy workshops for MMDCE were carried out.
Carried out Rural Access Intervention & Intermediate Means of Transport activities under 2010 work plan for Institutional Support (LSDGP)	Implementation works for RAI/IMT ongoing (MMDAs) ;
Developed guidelines for MMDAs for socio-economic activities; Demonstration of Vertiver grass for environmental protection	Consultancy works for the development of guidelines for MMDAs on RAI/IMT and socio economic activities was planned to start in the first quarter of 2011. Vertiver grass for environmental protection in progress;

Developed HIV/ AIDS and Gender awareness guidelines and 5 follow-up workshops.	Workshop held on HIV behavioural change for LGSS and selected MMDAs focal persons.
Training programme & modules set-up. Trained LGS staff. Developed Training reports. (ILGS/LGS)	Generic training for seven thematic areas (under 2006 FOAT) for MMDAs completed. (Procurement, Record keeping, Management, leadership, financial mgt. & Revenue mobilization) Manual for the Database mgt. developed. Signed MoU with ILGS for development of modules and training programmes (2008 FOAT).
Trained 80 staff on PPP. Developed training reports.	Organized training in Institutional and Policy Framework for MMDAs, LGSS and the Private Sector in PPP. 66 trainees (16 female) benefited.

F. Assist LGSS to organize the DDF/ FOAT Capacity Building/ Training activities in MMDAs and RCCs

Output Indicators (2010)	Achievement / Outputs (2010)
Follow up 2006 & 2008 FOAT assessments. Procure service providers (min 25) for all thematic areas and listed.	LGSS has completed the accreditation of Service Providers for Capacity Building activities of MMDAs. RPCUs collating list of Service Providers within regions to be accessed by MMDAs.
At least manuals and training modules for 4 thematic areas will be reviewed.	Mandatory capacity building for MMDAs conducted in Records keeping, procurement management, management & leadership skills and Minutes and report writing, Financial Management , Revenue Mobilization & accounting Manuals for new Capacity building gaps (11 areas) identified under the second FOAT assessment being prepared by ILGS.
At least two times M&E activities on DDF/Capacity Building Component to regions & MMDAs.	1 completed, 2nd round of activities to be undertaken in December 2010
Produced Annual progress reports and Broad CB needs assessment reports	MMDAs have started submitting CB needs for compilation ; DDF annual progress report (2010) prepared in draft in collaboration with DDFS.

G. Develop and Set up and M&E system (LGSS capable of and experienced in M&E impact of investment programmes)

Output Indicators (2010)	Achievement / Outputs (2010)
Stake holders meeting & reports produced	M&E framework developed for LGS; stakeholders assessment – ongoing ;

	One National and 2 zonal (for regions) stakeholder's workshops held.
M&E plan indicators and format completed	To be completed by end of Jan 2011
One round M&E activity to the regions & MMDAs and report produced	To be started in mid 2011
M&E reports disseminated	Yet to be carried out M&E

H. Support Legal & Policy Review and Development of new Instruments

Output Indicators (2010)	Achievement / Outputs (2010)
Inter-service collaboration (LGS 656 & 462 Vs. GHS, GES, Forestry Service, Fire Service, GRF, CWSA Acts, etc.) : 4 numbers of coordination meetings with key stakeholders; MoU produced.	Held 3 meetings with GES
Support to Road map (decoupling process)	The Inter-Ministerial Coordinating Committee (IMCC) on decentralisation under the chairmanship of the Vice President was inaugurated on 29th May 2010 to address issues of Ministerial re-alignment and movement of competent staff to the Districts. Members are made up of ministers of key Ministries whose staff would be affected in the realignment at the national level.

2.2. GENERAL STATUS IN THE HIGHLIGHTED AREA

2.2.1. Local Government Service Council (LGSC)

Like all Public Service Organizations, the Local Government Service has a governing body known as the Local Government Council (LGSC). The Council is made up of fifteen (15) members including the Head of Service and a Chairman appointed by the President. The rest of the members are institutional representatives from Ministry of Local Government, Ministry of Health, Ministry of Education, National Development Planning Commission, the Administrator of District Assemblies Common Fund, NALAG and four others with good background knowledge of Local Government matters two of whom are women.

The current council is the second since the establishment of the Local Government Service. The Chairman, also second in line, is Mr. Francis A. Andan, an accomplished Civil Servant and a retired Chief Director of the Ministry of Local Government and Rural Development.

In line with its functions as spelt out in section six (6) of the Local Government Service Act 2003, Act 656, the Council has exercised general management and control of the Service. For the year under review the Council held all four of its statutory meetings, as follows: 26th February, 2010 (Little Acre), 15th May, 2010 (Continental), 12th August, 2010 (Sogakope) and 13th December, 2010 (LGSS Conference Room). The Council members also conducted field visits to ten (10) Districts in the Central and Northern Regions, to ascertain the manpower requirements and preparedness of Departments of the Districts to operate as Departments of the District Assembly as required under L. I. 1961.

For the period under review the Council worked assiduously on the following documents which were key in shaping the role of the Local Government Service Secretariat in the performance of its Human Resource functions.

They are:

- Scheme of Service for all categories of staff of the Local Government Service
- Terms and Conditions of Service within the LGS
- Policy Guide lines on Appointments and Promotions in the LGS
- Human Resource Policy and Action Plan.

The Council also considered a petition from Administrative officers occupying the positions of District Coordinating Directors, who petitioned against an advertisement by the Secretariat for the appointment of District Coordinating Directors outside the Administrative Class who hitherto enjoyed the preserve of occupying the position for District Coordinating Director, irrespective of their qualifications and level of experience in the service.

The petition was handled to the satisfaction of the Administrative Officers and the Secretariat.

Though the Local Government Service Council was able to perform its statutory functions as the governing body of the local Government service, it did so with difficulties. The Secretariat drew a comprehensive programme for council members to tour twenty (20) MMDAs from 21st September to 15th December, 2010 to ascertain the manpower requirements and the preparedness of the Departments to merge with the Assembly System. The tour had to be cut short due to lack of financial resources and logistics to support the council members in their tour. Number of days for Council meetings had to be reduced to the minimum due to lack of funds to cover the full required number of days.

The council will ensure the implementation of the Decentralization programme, with particular reference to the implementation of Local Government (Departments of District Assemblies) (Commencement) Instrument, 2009, (L. I. 1961):

- Establishment of Human Resource (HR) Department in RCCs and MMDAs
- Appointment of District Coordinating Director and Heads of the Department of the District Assemblies

- Establishment of twenty-five (25) District works Departments in five regions including: Brong-Ahafo, Western, Ashanti, Upper East and Upper West Regions
- Sensitization on Scheme and Conditions of Service

With zeal, ambition and perseverance the Local Government Service Council is determined to ensure that the Local Government Service is firmly in place and to collaborate with other agencies and Donor Partners to establish a world class decentralization system for the country as this is the vision of Service.

2.2.2. Head of the Service

In the organizational structure of the Local Government Service, the position of Head of Service is next in the hierarchy to the Council of the Service. The Head of Service is nominated by the President and his appointment confirmed by the Council on the advice of the Public Services Commission.

The current Head of Service, Mr. Akwasi Opong-Fosu, is the second in line of Head of Service of the LGSS. He has over twenty-seven (27) years of experience in Local Government work. He has held many positions both locally and internationally in the local government field including the following, to mention just a few:

- President, National Association of Local Authorities of Ghana (NALAG)
- President, African Union of Local Authorities
- President, Council of Cities and Regions in Africa
- Vice President, International Union of Local Authorities, Netherlands
- Chairman, Management Committee, EU, ACP Local Government Platform-Brussels
- Deputy Minister, Ministry of Local Government Under the NDC 1
- District Political Head for over nineteen (19) years

The current Head of Service has a vast amount of experience which he has brought along to impact on the Local Government Service.

As Head of the Service he is responsible for the efficient organization and management of the Service and for the day to day operation of the Secretariat. He is also responsible for the initiation of plans and programmes within the Service, to activate and accelerate the government decentralization process in accordance with the constitution, the Local Government Act 462 and other enactment such as the L. I. 1961.

In line with this requirement, he has led a team from the Secretariat to carry out sensitization on the L. I. 1961 with Mr. Kwamena Ahwoi as the main speaker, throughout the country. This has created much needed awareness about the Local Government Service and its role in the decentralization process. He has collaborated with MoFEP to fill all existing vacancies in the budget class of MMDAs. This is to prepare the grounds for effective fiscal decentralization, one of the main objectives of the L. I. 1961.

Though the task on hand is daunting, the current Head of Service has proved to be up to the task. With the necessary political support from the Inter Ministerial Coordinating Committee, the sector Ministry, and our development partners, the Local Government Service under the leadership of Mr. Akwasi Opong-Fosu is making progress in the decentralization process.

2.2.3. LI 1961 & Follow-up Activities

2.2.3.1. Passage of LI 1961

LI 1961 came into force on 25th February, 2010 after the Gazette notification of 18th December, 2009. Four (4) objectives of LI 1961 were:

1. The commencement of the functioning of the decentralized departments at the district level as Departments of the District Assemblies;
2. Transfers the functions (in the Third Schedule to this Instrument) to the relevant Departments of the District Assemblies;
3. It introduces the composite budget system at the district level by integrating the budgets of the Departments of the District Assemblies into the budgets of the District Assemblies;
4. It transfers the staff of the Departments of the District Assemblies from the Civil Service to the Local Government Service.

2.2.3.2. Sensitization

Sensitization activities for LI 1961 were organized as follows:

- 10 Regional Sensitization workshops,
- 9 TV appearances on GTV,
- 5 TV appearances on TV3, 1
- TV appearance on TV Africa,
- A number of Radio discussions e.g. Boss FM- Kumasi, Happy FM etc.,
- Sensitization workshop for the Media on Good Governance

2.2.3.3. Establishment of Decentralized Departments at MMDAs

The recital clause of L. I. 1961 - section 164 of Act 462 is the trigger mechanism for the establishment of the decentralized departments in the District as Departments of the District Assembly.

The status of the establishment of decentralized departments at MMDAs is as follows:

Departments at MMDA	Status	Notes
<ul style="list-style-type: none"> • District Works Department (DWD) 	<ul style="list-style-type: none"> • 44 DWDs had been set up • 25 to be set up by end of Feb 2011 	<ul style="list-style-type: none"> • Danida support
<ul style="list-style-type: none"> • Human Resource Department / Unit (HRMU) 	<ul style="list-style-type: none"> • 10 Pilot HRMU to be set up by March 2011 (AfD & Danida support) 	<ul style="list-style-type: none"> • EU support will continue from 2012-15

<ul style="list-style-type: none"> Department of Social Welfare & Community Development 	<ul style="list-style-type: none"> Guidelines for setup to be prepared by Feb 2011 	<ul style="list-style-type: none"> A number of sensitization done at Regional level
<ul style="list-style-type: none"> Natural Resources Conservation Department, Forestry, Game and wild Life Divisions 	<ul style="list-style-type: none"> Guidelines for setup initiated 	<ul style="list-style-type: none"> Schedule II of LI 1961

2.2.3.4. Road Map

Following the launch of the Local Government Service (LGS) on Thursday, 29th December 2007 by the President of the Republic of Ghana, the Head of Civil Service Constituted a committee to develop the road map for decoupling the Local Government Service (LGS) from the Civil Service;

Key result areas so far include;

- the inauguration of the Inter Ministerial Coordinating Committee on 20th May 2010;
- Passage of L.I. 1961 and its coming into force on 25th February, 2010 and commencement of integration of Departments on 5th May, 2010 by the Minister of Local Government Hon. Joseph Yieleh Chireh (MP). As the follow-up activities, ten Regional sensitization workshops held on L I 1961;
- The transfer of the IPPD Unit from the Ministry to LGSS;
- However, transfer of records of personnel from OHCS to LGSS is a key outstanding issue;

2.2.3.5. IMCC

The Inter Ministerial Coordinating Committee (IMCC) is made up of key Ministers whose staff will be affected by the ministerial re-alignment at the national and district level, in the Decentralization process.

Membership Comprises:

- | | | |
|---|---|----------|
| ▪ Vice President | - | Chairman |
| ▪ Minister for Local Government & Rural Development | - | Member |
| ▪ Minister for Finance and Economic Planning | - | Member |
| ▪ Minister for Agriculture | - | Member |
| ▪ Minister for Education | - | Member |
| ▪ Minister for Health | - | Member |
| ▪ Minister of Justice and Attorney General | - | Member |
| ▪ Minister for Public Sector Reforms | - | Member |
| ▪ The Chairman of NDPC | - | Member |
| ▪ Head of Local Government Service | - | Member |
| ▪ Head of Civil Service | - | Member |

The committee was constituted to see to the implementation of Ministerial re-alignment and any fallout in the Decentralization process. The committee was inaugurated on 20th May 2010 and it is jet to commence work.

2.2.4. Office Staffing & Organization Development

Staffing Levels of the LGS Secretariat

Local Government Service Secretariat (LGSS) Staff List (31/12/2010)

No.	STAFF LIST	Planned Staff / LGSS	Current staff	National Service, NYEP & Programme	Note
1	Head of Service Secretariat (H-SS)				
	Head of Local Government Service	1	1		
	Coordinating Director		1		
	Senior Private Secretary & Secretary	1	2		
	<i>National Service & NYEP</i>				
	Sub-Total (HSS)	2	4	0	
2	Deputy Head of Secretariat (DH-SS)				
	Deputy Head	1	0		
	Private Secretary	1	0		
	<i>National Service & NYEP</i>				
	Sub-Total (DHSS)	2	0	0	
3	Internal Audit Unit (IAU)				
	Director	1	0		
	Senior Auditor / Internal Auditor	1	1		
	Assistant Auditor	1			
	Stenographer Secretary	1	1		
	<i>National Service & NYEP</i>				
	Sub-Total (IAU)	4	2	0	
4	Quality Assurance and Technical Services Directorate (QATSD)				
	Director	1	1		
	Deputy Director (Performance Management)	2	0		
	Senior Engineer (Technical Services)	3	1	1	TA
	Deputy Director (Organizational Development)	1			
	Assistant Director 1 (Quality Assurance)	2	1		
	Stenographer Secretary	1			
	<i>National Service & NYEP</i>			1	
	Sub-Total (QATSD)	10	3	2	
5	Financial Management Directorate (FMD)				
	Director	1	1		
	Senior Accountant	1	1		
	Accountant	1	1		
	Stenographer Secretary	1			

	National Service & NYEP			1	
	Sub-Total (FMD)	4	3	1	
6	Policy, Planning, Budgeting and M&E Directorate (PPBMED)				
	Director	1	0		
	Chief / Principal Planner (Policy Coordination) Dpty Dir.	1	1		
	Senior Planner (Development Planning)	1			
	Senior/Principal Planner (M&E)	2	1		
	Budget Analyst	1	1		
	Stenographer Secretary	1	1		
	National Service & NYEP				
	Sub-Total (PPBMED)	7	4	0	
7	Human Resources Management Directorate (HRMD)				
	Director	1	1		
	Deputy Director (Career Management)	1	1		
	Deputy Directors (Recruitment & Manpower Planning)	2			
	Deputy Directors (Training Programme and Capacity Development Policies)	2			
	Assistant Director 1 (Management of Training Plans)	2	1		
	Stenographer Secretary	1	1		
	National Service & NYEP			2	
	Sub-Total (HRMD)	9	4	2	
8	Management Information System Directorate (MISD)				
	Director IPPD	1			
	Deputy Director Salary Administration	1			
	Deputy / Assistant Director Human Resources Data	1	1		Assist. Dir
	Stenographer Secretary	1	4		
	National Service & NYEP			1	IT
	Sub-Total (MISD)	4	5	1	
9	Administration & General Services Directorate (AGSD)				
	Director	1	1		
	Deputy Director (Personnel Management)	1			
	Assistant Directors (Personnel Management)	2	1		
	Chief Record Officers	2	1		
	Senior Record Officer / Store Keeper	2	1		
	Senior Estate Manager	1			
	Senior Transport Officer	1	1		

	Stenographer Secretary / CLERICAL STAFF	1	1		
	Drivers	9	2	2	
	Storekeeper	1			
	Security Officers	3			
	Document Centre /IT	1			
	National Service & NYEP			1	
	Sub-Total	25	8	3	
10	Legal Unit (LU)				
	Legal Officer	1			
	Sub-Total (LU)	1	0	0	
11	Public Affairs Unit (PAU)				
	Head	1	1		
	Assistant	1			
	Sub-Total (PAU)	2	1	0	
12	Secretary to Local Government Service Council				
	Secretary				
	Sub-Total (S-LGSC)	0	0	0	
	TOTAL (LGSS)	70	34	9	
		<i>Plan</i>	<i>Current</i>		<i>Staff %</i>
%	Male Staff (23)	70	(34+9= 43 all staff)		64%
46 %	Female staff (20)		(34) Permanent staff only		49%

It is clear that the LGSS is grossly understaffed. On the other hand the Legal Service Unit and Public Affairs Units are yet to be established and staffed.

2.2.5. Development in Policy & Documentation

HR Policy

The Human Resource Policy provides the Service with the policy framework and guideline for management of human resource within the Local Government Service. It emphasizes as its overall policy that, the Service shall continually and consciously aim to improve human resource capacity towards provision of efficient and effective services.

According to the policy document, the HR policy was prepared with Equity, Quality of working life, Conducive Working Condition, Collaboration, Professionalism and Gender Equality as the guiding principles. The policy areas covered by the HR policy include Human Resource Planning, Human Resource Training & Skill Development and Human Resource management & Administration.

The HR Policies have been approved by the LGS Council and have been submitted to the Minister of Local Government & Rural Development (MLGRD) for approval and would be put into print.

Scheme of Service (SoS)

In an omnibus Service like the Local Government Service, a Scheme of Service is of utmost importance. The Scheme of Service which is a management tool is crafted to provide a coherent framework to facilitate the recruitment, development and career progression of the staff of the service. It is to ensure that staffs are highly motivated, disciplined, loyal and equipped with the relevant skills and knowledge.

There are 24 professional, 15 sub-professional and 3 technical and 6 field officers classes within the Service. The Scheme of Service indicates the entry requirement as well as the job specifications for each of the professional class and the career progression from the point of entry to the point of exit from the Service.

As at the end of year 2010, the final draft of the Scheme of Service was submitted to the Local Government Service Council and was duly approved. Currently, initial draft print outs from the press have been submitted to the secretariat for vetting and approval before the final print out is done.

Conditions of Service (CoS)

The Conditions of Service constitute the Policy under which employees are employed by the Service. It stipulates the various categories of employees within the Service and the appropriate appointing authorities for their recruitment.

The document contains information that addresses Appointments, Compensations, Employment Related Benefits, Termination and Release and Disciplinary Issues.

The Conditions of Service for the Local Government Service have also been approved by the Local Government Service Council and yet to be put into print for circulation.

Job Descriptions (LGSS)

Job descriptions for the directors of six directorates in LGSS had been developed by MSD/OHCS and distributed. Validation workshop is scheduled in the first quarter of 2011.

Norms for LGS

Staffing norms for RCCs and MMDAs were prepared by OHCS but yet to be validated.

2.2.6. Status in LGSS Directorates & Units

The summary status in the directorates and units of LGSS for 2010 are as follows:

2.2.6.1. Administration and General Services Directorate (AGSD)

Core Function

The Administration and General Services Directorate (AGSD) is responsible for providing effective personnel administration and general services support to the LGSS.

AGSD has provided computers and its accessories to some staff that did not have them to improve performance at the Secretariat.

Records management has improved in terms of its operations, in that monthly float filing is effectively being done to inform management on current issues. A Store facility is currently under construction to secure items purchased for the Secretariat.

On Transport, measures are being taken to recruit more drivers. Plans to refurbish the drivers' room are on course with repair works currently being done on their refrigerator.

AGSD has also ensured that the office is secured after office hours by engaging the services of a night security officer.

Estates and Library are yet to be set up.

Financial Management Directorate (FMD)

The function of FMD will be:

- Collate information on the financial reporting systems and make recommendations to CAGD;
- monitor and evaluate the Local Government Finances, Financial Accounting and reporting systems and make recommendations for improvement;
- Undertake studies for the enhancement of revenue generation capacity of the Service;
- review the revenue mobilization capacities of the Local Government (bodies) and make suggestions for improvement;
- consolidate reports on Local Government accounts;
- secure the efficient and effective use of appropriations under the Service control;
- secure the due and proper collection and accounting of government revenue collectable by the Service;
- compile and maintain assets register of the Service

Three LGS staff and one national service staff are currently working at FMD.

2.2.6.2. Human Resource Management Directorate (HRMD)

The Human Resource Development Directorate is responsible for the manpower planning and capacity development of the entire Local Government Service (LGS). The full complement of the staff for the Directorate is seven (7) but currently the Directorate has staff strength of four (4) comprising a Director, a Deputy Director, an Assistant Director 11B and a Senior Private Secretary. The Directorate is also assisted by two national Service Personnel.

Among the core functions, the Directorate undertook the following activities during the year:

- Recruitment
- induction and Training
- Promotion
- Upgrading

Recruitment

As part of the efforts to strengthen the Budget Analyst units in the Metropolitan, Municipal, and Districts Assemblies (MMDAs) fifty one (51) shortlisted candidates were interviewed for the Positions of Budget Analysts into the Local Government Service as a result of

vacancies created through resignations, deaths and retirements. Forty three (43) of the shortlisted candidates were recruited and posted to selected Metropolitan, Municipal and Districts Assemblies.

Training and Induction

In building the capacity of the staff for efficient and effective performance Four (4) Assistant Directors IIBs undertook Post Graduate Certificate Course in Public Administration at Ghana Institute of Management and Public Administration (GIMPA)

Ten (10) National Service Personnel posted to the Service were given orientation to quickly and effectively integrate them into the Service.

Promotion

The Directorate has conducted two promotional interviews leading to the promotion of two Secretarial staff. A Principal Economic Planning Officer in collaboration with the Directorate was promoted by the Public Service Commission to the rank of Chief Economic Planning Officer.

Upgrading

Four Assistant Internal Auditors in the Internal Audit Class and two Secretarial staff were upgraded to the post of Internal Auditors and Stenographer Grade 1 Secretaries respectively as a result of acquiring higher qualifications.

Development of Documents

- A draft Human Resource Policy with an Action Plan for Implementation was developed with the support of Management Services Division (MSD) and was approved by Local Government Service Council.
- A draft guideline for recruitment and promotion was developed pending approval by the Council.
- In collaboration with MSD the Directorate has developed Job descriptions for the Service.

2.2.6.3. Management Information System Directorate (MISD)

The MISD is composed of three divisions, Integrated Personnel Payroll Database, Library & documents and Information Management System/IT. The Directorate has five staff: one Assistant Director, one Asst. Chief Executive Officer, Data Entry (Grade II) Senior Typist and one IT technician. One Executive Officer and Secretary in Administration and general Services have been trained on the IPPD data entry to help the IPPD unit.

During the year 2010 the Directorate coordinated the movement the IPPD unit to the Secretariat; it also in collaboration with the OHCS collected HR data on all MMDAs. It also provided IT advisory services: provided specification for purchase of computers, Antivirus, public address system for conference room, servicing of computers. The directorate also successfully monitored the performance of internet and telephone services to the secretariat and provided the necessary advice. The Directorate also serviced programmes such as the public lectures on the L. I. 1961 in all Nine (9) regional capitals. New arrangement has been

put in place to ensure the efficient and effective management of the contents of the website by engaging a service provider.

The three data entry staffs have undergone refresher training while three more have been trained on data entry by the Controller and Accountant Generals Department (CAGD).

The challenges of the directorate include inadequate staffing, logistics and capacity building in management information system.

2.2.6.4. Policy Planning, Budgeting and Monitoring & Evaluation Directorate (PPBMD)

PPBMD has three staff.

Below is the matrix for PPM&E annual progress in 2010.

Planned Output	Expected Results	Baseline (2009)	Indicator	Targets	Achievement
LGS MTDP developed	LGS MTDP developed and approved by NDPC	LGS MTSP	Availability of MTDP for LGS	Draft LGS MTDP approved by NDPC	Developed draft LGS MTDP
LGS Monitoring and Evaluation Plan developed	LGS Monitoring and Evaluation Plan developed and approved by NDPC	No Monitoring and Evaluation Plan	Availability LGS M&E Plan	Draft M&E developed	<ul style="list-style-type: none"> Preparation of LGS M&E plan Consultative workshop for key Stakeholders held in five regions and one for Key MDAs
Consultative workshop on the preparation of LGS M&E Plan	Consultative workshop on LGS M&E Plan in the 10 regions	No consultative workshop on M&E held	No of consultative workshop held	Consultative workshop held in all the regions for core DPCUs Members	To covered all the ten regions
Monitoring of DDF activities within the MMDAs	Undertake monitoring of utilization of DDF in some regions	Undertake monitoring exercise of utilisation of DDF some MMDAs	No. of monitoring exercise undertaken and Monitoring reports	To cover all MMDAs which got DDF assistance	Undertake monitoring exercise in Central and Ashanti Regions
Coordinate monitoring activities of all the Directorates of	All Directorates submitted their monitoring	M&E activities being undertaken by the	No of Directorate which have submitted M&E	To synchronise all M&E activities of the Secretariat	Draft M&E Plan in progress.

Planned Output	Expected Results	Baseline (2009)	Indicator	Targets	Achievement
LGSS	programs to the PPBM&E Directorate	Directorates	programmes		
Coordinate all programmes of the Directorates and incorporate them into the Service MTDP	All programmes of the Directorates incorporated them into the Service's MTDP	Existing Directorates Plan s and Programmes	No of Activities of the Directorates captured the MTDP	To ensure that the Annual Plan of Action is implemented	Not able to implement the APA much

2.2.6.5. Quality Assurance and Technical Services Directorate (QATSD)

QATSD was created in 2007 through the assistance of DANIDA-LSDGP and it is made up of three divisions namely, Technical Services, Organizational Development and Performance Management.

The functions of QATSD are:

- Undertake review of service delivery standards and facilitate its publication;
- Conduct management and organization reviews (charts, manuals, etc), and job evaluation;
- Advise on placement of new organizations in the Service' structure;
- Conduct value for money studies;
- Conduct job inspections and develop staffing norms;
- Liaise with appropriate bodies/agencies and promote standards for management of the environment and human settlement;
- Undertake systems and procedures studies.
- Undertake assessment of performance of institution
- Develop standards (works, infrastructure, waste management, environment, etc) and disseminate best practices;

Presently, the Directorate has three (3) number staff and an International Technical Advisor under the DANIDA sponsored Local Service Delivery and Governance Programme (LSDGP). The LSDGP will assist QATSD by providing capacity development and logistics for its effective operations.

QATSD carried out the following activities together with its regular functions in 2010:

- Coordinating technical training and capacity building between LGSS and institutions that are key to decentralization in provision of service delivery in MMDAs (E.g. Department of Feeder Roads (DFR), Community Water and Sanitation Agency (CWSA), Environmental Health Service (EHS), Public Works Department (PWD), Department of Rural Housing (DRH), Environmental Protection Agency (EPA)
- Coordinating the development of the following documents for MMDAs

- Guidelines and manual for rural access intervention
 - Environmental guidelines and operational manual
 - Training manual for monitoring of environmental sanitation services in Ghana
 - Guidelines for the provision, operation & maintenance and management of public toilets
 - Practise manual for the use of local building materials
 - Operational manual for Rural Housing Societies
 - Technical specification for building works
 - Code for design of buildings
 - Building maintenance manual
- Establishing District Works Department (DWD) in all MMDAs (170), so far 44 DWDs have been set up and an additional 25 are to be set up under LSDGP in early 2011
 - Assisting the Human Resource Department (HRD) to set up the HRU at MMDAs through the application of lessons learnt from DWD establishment
 - Developed framework for the organisational performance indicators for LGS to be supported by the European Union and organised a workshop on LGSS strategy on decentralized HR management and performance management in November for Western and Central Region MMDAs
 - Quality assure the Scheme of Service before printing
 - QATSD is serving as the National Programme Secretariat for the LSDGP and the Director of QATSD is the National Coordinator for the programme.

2.2.6.6. Internal Audit Unit (IAU)

The general report of the Internal Audit Unit of the Local Government Service Secretariat is prepared based on the mandate and activities of the audit unit of the Secretariat. This is in line with Section 120 of the Local Government Act, 2000 (Act 584), the Internal Audit Agency Act, 2003 (Act 658) and Audit Manuals for Metropolitan, Municipal and District Assemblies.

The objective of the unit is to:

- ascertain whether adequate internal control system is well enhanced;
- ascertain whether there is proper supervision over the financial control system of the secretariat;
- ascertain that the financial management of the secretariat is in line with the provision of the Financial Administrative Regulation Act, 2003 (Act 654) and any other regulation.

The functions of IAU are: The Local Government Service Secretariat as the head of all MMDAs in Ghana is responsible for monitoring the activities of the internal audit units of MMDAs.

As such, the audit units of MMDAs report to the secretariat quarterly on activities and mandate but due to financial constraints there is no feedback which in adverse ways affects the units in MMDAs and the Service as a whole.

The activities for 2010 were:

- Pre-auditing of payment vouchers
- Post auditing of payment vouchers
- Inspection of procured items
- Assignment audit on payment from July to December, 2011.

The internal audit unit has two personnel, namely Lutfata Mohaideen, Internal Auditor and Elizabeth Anomale, Secretary.

2.2.6.7. Public Affair Unit

No.	Objectives	Planned activities	Implementation status
1	Build a reliable Information / Data base	<ul style="list-style-type: none"> • Collection and cataloguing existing information/ data • Developing a news-cutting brochure and analysis. • Development of a One-Stop-Shop multi-purpose information Resource Centre (Decentralization Park) 	<p>Some relevant information had been compiled from both within and outside the LGSS. Catalogues had been distributed to all Directorates and Units for purposes of recording information on available Documents, events, reports and other important information worth sharing.</p> <p>As part of PAU strategies to promote the corporate image and build storage wealth of information for the Public and stakeholders, the process of developing a Decentralization Park has begun. Terms of Reference has been developed for the sketch design and estimates of the proposed Park. TOR has also been developed for the Management of the Park when completed. These have been submitted and await funding to commence.</p> <p>Proposals for support and collaboration from identified Development Partners, for the project had also been completed</p>
2.	To Promote the Corporate Image of LGSS	<ul style="list-style-type: none"> • Constitute the LGSS' Editorial Board • Review LGS Communication Strategy • Designing and Production of LGSS Brochure • Development and 	<p>PAU developed TOR for the constitution of the Editorial Board. The Board is in placed and held three (3) meetings within the Reporting year to discuss number of issues, including the LGSS' Website, development of LGSS' Cloth, Newsletter, revised Communication Strategy and other important issues.</p> <p>PAU developed TOR for consultancy services for the study, revision and development of a comprehensive Communication Strategy. STRACOM Africa was engaged to carry out this assignment and to take Staff through an initial workshop to look at LGSS organizational structure, mandates and SWOT analysis.</p> <p>PAU initiated the development of the content of the brochure with support from QATSD with additional information, design and production.</p> <p>Information of the content of the Newsletter are</p>

No.	Objectives	Planned activities	Implementation status
		<p>Production of LGS Maidens Newsletter</p> <ul style="list-style-type: none"> • Development of LGSS, Diaries, Christmas Cards & 2011 Calendars • Organize an Information Pack for the Office of the Head of Service • Embossment of all Vehicles of the Service 	<p>currently been compiled for type-setting and production. The Local Tender Board is developing TOR for prospective Publishers.</p> <p>These were developed except Diaries.</p> <p>Information had been compiled and awaits printing</p> <p>This assignment was initiated by the Internal Audit Unit and has been carried out successfully.</p>
3.	Establish strategic Partnership with key Stakeholders and Development Partners	<ul style="list-style-type: none"> • Finalize Proposals for support and collaboration from JICA, USAID, Embassies, UNDP, UNFPA, UNIFEM, ILO and GAC on Good Governance, Gender mainstreaming /Budgeting, climatic change and HIV/ Aids programmes. • Organize Consultations and Round-Table discussions with the above organizations as well as other stakeholders to discuss areas of support and collaboration 	<p>Number of proposals for support and collaboration had been developed and submitted to the following; UNFPA, UNIFEM, USAID, NACP. Proposals to JICA, DFID, IBIS and the Netherlands, India and China Embassies are yet to be submitted.</p> <p>Some discussions had been made already and assurances given for support.</p> <p>Partnership and collaboration were also extended to some Organizations and MDAs including the Ministry of Women and Children's Affairs, the Media, The Hunger Project-Ghana and the EYE LINK Clinic</p>
4.	To educate and sensitize members of the LGS, stakeholders and the public on the mandate of LGSS and other topical issues.	<ul style="list-style-type: none"> • Organize educational and sensitization programmes on topical issues for members of the LGS, various stakeholders 	<p>A number of TV and Radio programmes were organized which includes;</p> <ul style="list-style-type: none"> - 9 TV appearances on GTV - 5 TV appearances on TV3 - 1 TV appearance on TV Africa - Granted Number of Radio discussions eg. Boss FM- Kumasi, Happy FM etc. <p>Organized sensitization workshop for the Media on Good Local Governance</p> <p>Assist in organizing sensitization Workshops on the L.I 1961 for all Heads of Departments and other stakeholders in all the MMDAs within the 10 Regions in Ghana.</p>

2.2.7. 2010 Financial Status

GoG Budget

The financial status for 2010 GoG budget is presented as [Annex 2](#).

Donors (LSDGP, DDF)

Local Service Delivery & Governance programme (LSDGP)

2010 budget for the Local Service Delivery and Governance Programme (LSDGP) was GHC 7,229,924. The financial statement of LSDGP for 2009 and 2010 is presented as [Annex 3](#).

District Development facility (DDF)

The overall budget for Generic Capacity Building Component under DDF based on 2008 FOAT assessment was GHC 1,878,376.50 and the financial statement at the end of December 2010 is presented as [Annex 4](#).

2.2.8. Communication Strategy

LGS Website

LGS website was improved in the areas of:

- Web address changed from www.lgs.com.gh to www.lgs.gov.gh
- Number of email accounts were increased
- Some other upgrades such as adding search engine, photo gallery, more sections & sub sections were in progress

Brochures & Newsletter

5,000 number of LGS brochures were printed and distributed. News letter was not develop during 2010.

Sensitization workshops, Radio & TV programme

Following sensitization programme for role of LGS and LI 1961 were completed.

- 10 Regional Sensitizations workshops
- 9 TV appearances on GTV
- 5 TV appearances on TV3
- 1TV appearance on TV Africa
- A number of Radio discussions e.g. Boss FM- Kumasi, Happy FM etc. and
- 1 Sensitization workshop for the Media on Good Governance

2.2.9. Capacity Building at All Level

DDF-CB

Refer to section 2.3, DDF.

Training for all levels (MDAs, RCCs & MMDAs)

Refer to section 2.1.E.

PPP

The LGSS collaborated with the Institute for Public-Private Partnerships (IP3) in the USA to organize a one-day strategic program as well as nine-day course on Designing Policy and Institutional Frameworks for Municipal Level Public-Private Partnerships. The objective of

the training was to build capacity within the local government to better utilize PPP in development and service delivery at the local level. Sixty-six (66) participants successfully completed the program requirement and were awarded certificates worth 6.0 Continuing Education Units (CEUs) by IP3.

2.2.10. Cross Cutting Issues

Mainstreaming Of HIV/AIDS in Local Government Service Secretariat

The Local Government Service Secretariat (LGSS) has mainstreamed HIV/AIDS into its sector programme in order to provide a mechanism to strategically assemble effective sector responses on HIV/AIDS epidemic.

The specific objective of mainstreaming HIV/AIDS into LGSS programmes is to scale up responses in order to prevent new HIV/AIDS infections and mitigate long term effect of HIV/AIDS. LGSS has a focal person who coordinates, implements its HIV/AIDS projects and develop linkages with focus interventions on HIV/AIDS.

In the quest of scaling up responses, in order to prevent new infections the LGSS with financial assistance from DANIDA organized a two day workshop facilitated by Global Standard Consulting on prevention of HIV/AIDS and Behaviour Change for forty six (46) staff in October, 2010.

The objective of the workshop was to develop the capacity of the staff for sustainable positive behaviour change, as behaviour change remains the key to slowing down the spread of HIV/AIDS.

The secretariat has lined up programmes for year 2011, among which is the development of HIV/AIDS work place policy.

Environmental

The QATSD was part of a team set up and headed by the Presidential Advisor on Policy at the Office of the President to engage the Municipal and Metropolitan Assemblies on how to tackle the sanitation and waste management issues in Ghana.

A workshop was organised on 13th October 2010 in Kumasi for all Municipal and Metropolitan Assemblies to discuss the situational analysis on the state of sanitation nationwide and the way forward as a country.

As part of LGSS mandate to strengthen MMDAs in the area of sustainable environmental management in infrastructural development, QATSD informed the EPA to assist LGSS develop environmental guidelines and an operational manual to be used by the MMDAs.

2.3. DISTRICT DEVELOPMENT FACILITY & CAPACITY BUILDING COMPONENT

The DDF is a performance-based grant system which provides financial support to assemblies to implement their own annual action plan. The system determines how much each MMDA received in financial support by evaluating MMDAs' annual performance. To evaluate MMDAs performance, an annual evaluation of the MMDA is implemented using a tool called the Functional Organisational Assessment Tool (FOAT). The FOAT outlines the

areas and conditions of the annual assessment and focuses on aspects, amongst others, like efficiency, accountability and delivery of basic services. The overall objective for MLGRD of conducting a FOAT assessment is threefold:

- To provide incentive for performance and complying with the legal and regulatory framework
- To identify performance capacity gaps of the MMDAs
- To establish a link between performance assessments and capacity building support

The outcome of the assessment is a report with the results of the performance assessment. The results for all 170 MMDAs are used by MLGRD to determine the exact allocation to each MMDA from the total amount available in the District Development Facility (DDF).

DDF's Capacity Building Grant

DDF's Capacity Building Grant aims to help MMDAs to overcome logistics and capacity gaps in order to improve their capacity to deliver their mandates effectively and efficiently. The logistics and capacity gaps are identified during the performance assessment jointly by MMDA staff members and the independent consultancy firm that has been hired to conduct the FOAT assessment.

Upon the consolidation of capacity building training needs from the FOAT Assessment, training needs that are required by 50% or more MMDAs are classified as generic capacity building training and managed by the LGSS. Training needs that are required by less than 50% of the MMDAs are classified as demand driven and managed by each MMDA. However, the LGSS manages the development of training manuals and orientation training for service providers in collaboration with ILGS and other training institutions.

The capacity building component formed 20% of the DDF pool for the 2006 FOAT assessment while it was 12% for the 2008 FOAT assessment. Out of the total allocation to capacity building, 60% is designated for demand driven training activities, while the remaining 40% is allocated to the generic capacity building training (managed by LGSS) and the FOAT Assessment.

The Generic Capacity Building Program managed by LGSS

The plan for 2010

The LGSS planned to undertake capacity building training in eight thematic areas based on the results of the 2006 FOAT assessment. Additionally, the LGSS planned to develop and print training manuals for the eight thematic areas. However, the LGSS was able to implement seven of the training programmes during 2010.

Implemented Status

LGSS undertook a number of activities ranging from review and printing of training manuals, training of trainer's workshops and capacity building training. In particular the LGSS implemented the following activities:

Review and Printing of Training Manuals

The Secretariat developed and printed training manuals for the following thematic areas:

In collaboration with Institute of Local Government Studies (ILGS):

- Management and Leadership skills
- Financial Regulation
- Revenue mobilisation
- Financial Management and Accounting
- Minutes and Report Writing

In collaboration with Engineers Without Borders (EWB):

- Database management

In collaboration with Public Records and Archives Administration Department (PRAAD):

- Documentation and records keeping

In the case of the public procurement training, the Public Procurement Authority (PPA) provided their manuals.

Training of Trainers (ToT) Workshop

The LGSS organized training of trainers' workshops for all consultants and regional focal persons of the RCCs as follows:

- Documentation and Public Records Management as well as Public Procurement Management were held on 21st & 22nd January 2010 at Dzorwulu Hotel, Accra.
- Management and Leadership Skills, Minutes and Report Writing were organized on the 20th & 21st June, 2010 at ILGS.
- Financial Regulations, Financial Management & Accounting and Revenue Mobilization were organized on the 30th September to 1st October, 2010 at ILGS.

Capacity Building Training

As indicated above, the LGSS undertook capacity building training in seven out of the eight training needs gaps identified during the 2006 FOAT Assessment with only one thematic area outstanding (contract management training).

Table: Officers benefiting from each MMDA at the various training

Type of Training	Beneficiary Officers
• Public Procurement Management	DCE, DCD, Head of DWD, DPO & DFO
• Documentation and Record Keeping	Two Administrative Officers and Two Records Staff
• Management & Leadership Skills, • Minutes and Report Writing	DCE, DCD, DPO, DBO DFO
• Financial Regulation, • Financial Management & Accounting and • Revenue Mobilization	Chair. F&A Sub-Committee, PM, DCD, DPO, DFO, DBO, Internal Auditor, Finance Officers, Revenue Superintendent
• Database management	

The seven capacity building training attracted a total of 4,345 participants from all 170 MMDAs and all 10 RCCs. Details of the seven thematic areas and beneficiary officers are shown in table 8.

The workshops were facilitated by the following service providers:

- Gartey Associates
- University of Cape Coast
- Pragmatic Outcomes
- Dekhab Associates
- Maple Consult
- Public Procurement Authority;
- Public Records and Archives Administrative Department; and
- Institute of Local Government Studies

Table: Summaries of participation from each regions

Region	Procurement	No. Trained	Records mgt	No. Trained	Management & leadership Skills	No. Trained	Financial Regulations & Revenue Mobilization	No. trained
NOR	15-17/03/10	90	12-13/04/10	58	08-10/06/10	72	08-10/0/10	92
UE	22-24/03/10	40	19-20/04/10	32	01-03/06/10	36	18-21/10/10	54
UW	22-24/03/10	43	19-20/04/10	46	01-03/06/10	42	18-21/10/10	51
AR	16-18/02/10	130	16-17/03/10	115	08-10/06/10	122	19-22/10/10	250
WR	24-26/02/10	78	23-24/03/10	77	01-03/06/10	79	01-03/06/10	92
BAR	02-04/03/10	102	30-31/03/10	85	01-03/06/10	106	25-28/10/10	118
ER	09-11/03/10	100	06-07/04/10	76	08-10/06/10	102	18-21/10/10	207
GAR	02-04/02/10	48	02-03/03/10	51	26-28/05/10	59	19-22/10/10	43
VR	09-11/02/10	76	10-11/03/10	54	08-10/06/10	62	12-15/10/10	109
CR	29-31/03/10	95	27-28/04/10	71	01-03/06/10	92	14-17/12/10	90
Total		802		665		772		1,106

The LGSS postponed some of the planned capacity building activities for 2010 to 2011 for the following reasons.

- To reduce the interruption of the day-to-day administration of MMDAs by staggering the training;
- To avoid workshop fatigue of officials of the MMDAs;
- Delay in the release of funds to the Secretariat; and
- To quality assure the training manuals produced for the training.

Financial information

As per the 2006 FOAT assessment, the approved budget for the generic capacity building training was GH¢ 1,878,376.50 but the actual transfer to LGSS in February 2010 was GH¢1,789,280.00. Of this amount, a total of GH¢1,415,163.43 has been expended on training activities for the seven thematic areas. The average cost per head for each participant (without cost for training manual and training of trainers workshop) was GH¢245 in 2010.

The remaining funds (GH¢374,116.57) is committed to training in database management scheduled for first quarter of 2011. More details on the financial aspects of the generic capacity building training program in 2010 can be found in [Annex 4](#).

Observations

The following observations are made based upon feedback from various training workshops organized in 2010:

- *High commitment of Metropolitan, Municipal and District Chief Executives (MMDCEs).* The participants especially MMDCEs demonstrated high levels of commitment at the training sessions. They shared freely their experiences and volunteered to act in several roles.
- *Relationship between MMDCEs and Presiding Members.* Key issues that attracted interest and extensive discussions were the relationships between the MMDCEs, PMs and political party functionaries.
- *Extending training to other key staff of the Assemblies.* The training has so far benefited key staff of the Assembly. Other functionaries such as the Presiding Members, Works Engineer, Executive Officers and heads of the decentralized departments also need to be exposed to the issues involved in management and leadership to enhance collaboration and performance.
- *Parallel programs and activities.* It was observed that while the training session was underway, there were other programs (public lecture and other workshops) which involved the same participants. This situation contributed to some participants having divided attention.
- *Trainings were overloaded.* Participants expressed concerns that the trainings were overloaded, and the possibility of either extending the number of days or reducing the number of topics to be treated per training should be explored.
- S
ignificant increase in the prices of logistics, for example on hotel accommodation and fuel.
- D
elay in the submission of reports on training (including financial information) organized by RCCs on behalf of LGSS.

Recommendations

- Assemblies should be encouraged to organize training to share experiences and lessons learnt periodically as regular peer review, mentoring and coaching have the potential of facilitating team building.
- Assemblies should organize library facilities to keep all training manuals, guidelines and other related training materials.
- Release of funds from the central level should be timely to ensure a smooth implementation of capacity building activities.

2.4. MTDP and M&E

Introduction

The central government is currently in the midst of its accelerated decentralisation programme which, among other things, seeks to shift several responsibilities and resources to local government for national development.

A number of centralised departments are scheduled to be transferred to MMDAs; the landscape for local government is expected to change substantially in the coming years.

To better appreciate the magnitude of these challenges and prepare accordingly for them, the LGS has prepared Medium Term Development Plan and Monitoring and Evaluation Plan.

Objective

The objective of these two documents is to enhance efficiency and effectiveness in the total management of Local Government Service for the mutual benefit of all its stakeholders and the flow of information to and from MMDAs and LGSS.

The goal of the LGS Medium Term Development Plan is “to achieve the status of decentralized public administrative system with the capacity to support initiation and implementation of policies and plans to accelerate economic growth, poverty reduction towards achieving millennium development goals in order to improve the quality of life of the citizenry”.

Rational

The Monitoring and Evaluation Plan of the Service is crucial in the sense that Government of Ghana is committed to prudent management and accountability practices with an effective and efficient delivery of services for the benefit of the people; it commits significant resources to support a wide range of development interventions that are designed to improve the general standards of living in the country.

Ministries, Departments, Agencies (MDAs), Metropolitan, Municipals and Districts (MMDAs) responsible for the implementation of Programmes, Plan and Projects of the new policy framework should demonstrate, through evidence- based information, that the interventions are having the desired impact on the targeted beneficiaries.

2.4.1. Medium Term Development Plan (MTDP) 2011 – 2015

Section 1, 10 and 11 of the National Development Planning (System) Act 1994 (Act 480) enjoins Ministries and Sector Agencies to undertake development planning functions in consultation with the National Development Planning Commission (NDPC) in accordance with the Civil Service Law, 1993 (PNDC). 10 (3) indicates that the development planning undertaken by a Ministry and the Sector Agency shall be based on National Development goals issued by the NDPC and in 10 (5), the Ministry or sector agency shall ensure that the plans are compatible with National Development goals.

As pertains in the guidelines from NDPC, the LGSS carried out this participatory exercise, solicited and obtained relevant information from the directorates, Human Resource Directorate, Finance Directorate, Local Service Delivery and Governance Programme (LSDGP) and Policy, Planning, Budget, Monitoring & Evaluation (PPBM&E).

This participatory approach was an attempt to engender in all concerned a sense of ownership of commitment to the proposed interventions and their effective implementation.

The objective of this plan is to enhance efficiency and effectiveness in the total management of Local Government Service for the mutual benefit of all its stakeholders.

2.4.2. Monitoring & Evaluation

The National Development Planning Commission provided Sector M&E Guidelines to underpin the development of an integrated National Monitoring and Evaluation system. It is based on this that the Local Government Service found it necessary to develop its Monitoring and Evaluation Plan to track progress of MMDAs and the utilization of funds sent to them for developmental purposes.

It is important that organisations do not just spend time, effort and resources to design plans, but that they also put in place control mechanisms to ensure that the results of plan implementation conform to the desired/ expected outcomes.

The Monitoring and Evaluation Plan of the Service would help to achieve its constitutional mandate of securing the effective administration and management of local government.

It would also require a systematic information collection in order to assess progress, initiate changes where necessary.

3. STAKEHOLDERS' COLLABORATION & DEVELOPMENT PARTNERS' SUPPORT

3.1. Collaboration with Stakeholders

Generally, the Local Government Service has good collaboration with all Ministries, Departments and Agencies (MDAs) and Development Partners (DPs). The DANIDA supported programme, Local Service Delivery and Governance Programme (LSDGP) is supporting LGSS has created an excellent platform to collaborate with all stakeholders to be able to achieve its mandate.

3.1.1. Ministry of Local Government & Rural Development

During the period under review, the Local Government Service Secretariat (LGSS) collaborated with the MLGRD in several areas. Significant among these were:

- Relocation of IPPD Unit from MLGRD to LGSS. The Project was sponsored by MLGRD, through the Administrator of District Assemblies Common Fund at a total cost of Seven Thousand, Fifty-Five Ghana Cedis (GH¢7,055.00). The system in the interim is a wireless link to Controller and Accountant General's Department.
- Organization of policy fair; The LGSS served as the Secretariat for the organization of policy fair. The staff of the Secretariat who played the major role in mounting and manning the standards were smart and at their best to make the policy fair a grand success for MLGRD.
- Inauguration of the IMCC, LGSS coordinated with MLGRD to organize the inauguration of the IMCC on 20th May 2010.
- Press Briefing on the Passage of L. I. 1961, organized on 5th May, 2010.

3.1.2. Office of the Head of Civil Service/Management Services Department (OHCS/MSD)

For the year 2010, LGSS collaborated with OHCS/MSD to prepare initial draft of vital documents essential for Human Resource (HR) functions of the Secretariat, these are:

- Staffing norms of MMDAs and RCCs
- Guidelines for appointments and promotions in the LGSS
- Policy Framework for the establishment of HR Units in MMDAs
- Collation of Data on Human Resource from MMDAs

3.1.3. Institute of Local Government Service (ILGS)

- ILGS *essentially*, is the capacity building wing of LGS. In this connection, ILGS collaborated with LGS in the preparations of training modules, particularly for generic

training of MMDAs that were identified through FOAT: The Service has signed an MOU with ILGS to develop additional manuals in:

- Proposal writing
- Computer training,
- preparation of maintenance plan,
- Preparation of TNA
 1. Preparation of service delivery charter
 2. preparation of bye-laws etc

Other areas included:

- Monitoring of training in MMDAs
- Examination of technical proposals by consultants
- Host and venue of training programmes in Accra for LGSS

3.1.4. National Development Planning Commission (NDPC)

The NDPC assisted the LGSS in the preparation of the medium term development plan from 2011 – 2013.

The NDPC also supported the LGSS in the development of Monitoring and Evaluation (M&E) framework for the LGSS. This is however yet to be completed.

3.1.5. Controller & Accountant General Department (CAGD)

The CAGD collaborated with the LGSS to develop the training manual for financial management and revenue mobilization for MMDAs as part of the generic training derived from the 2006 FOAT.

The CAGD collaborated in the relocation of the IPPD unit from MLGRD to LGSS and trained IPPD personnel at LGSS as Trainers for the MMDAs and RCCs in IPPD preparation and Personnel Emolument Budgeting.

In the interim, the IPPD system is connected to the controller's payment system through wireless. In the long term, the system will be connected through the national fiber optic backbone.

General

For the purpose of achieving its objectives and to fulfil its mandate, the LGSS, within the period under review, 2010, undertook various events in collaboration with its regular stakeholders as required by law. Significant among these are collaborations with the various Regional Coordinating Councils (RCCs) in the organization of various programmes in the Regions.

The RCCs have variously collaborated with the Service to organize venues for holding training and capacity building of staff of MMDAs in the Regions. These trainings have been in the area of building generic capacity gaps identified under the DDF/FOAT programme. In all cases, the RCCs have appointed focal persons from the RCPUs (Regional Coordinating Planning Units) who identified suitable venues and facilitated the provision of logistics to support the training. So far all training sessions have been very successful and the collaboration very fruitful.

Another important area the Service enjoyed collaborations from RCCs was when the Service embarked on sensitization programme of L I 1961, to create awareness on the establishment and merger of Departments of the District Assemblies. The collaboration was effective with RCC mobilizing Heads of Departments traditional authorities for the public lecture on L I 1961 by Mr. Kwamina Ahwoi.

In all the Regions except two, the political leaderships of the Regions attended to grace the functions.

This collaboration has brought increased awareness about the role of the Service in the Decentralization process and the service has gained recognition throughout the length and breadth of the country.

Further, collaboration has set the tone for the establishment of Departments in the Districts such as the Human Resource Units, merger of Departments of Community Development with the Department of Social Welfare and all other Departments mentioned in Regulation (a) of schedule (1) of L I 1961.

3.2. Development Partners & Support

3.2.1. DANIDA- LSDGP

Local Service Delivery and Governance Programme - LSDGP (2009 – 2013) is a DANIDA supported programme and its development objective is to contribute to poverty alleviation through enhanced decentralized service delivery and governance at district level.

The programme components and their budgets include:

- Component 1: Institutional Support and capacity building – (DKK 90m or GHC 25m)
- Component 2: Support to Service Delivery and Local Governance (Service Delivery on District Development Fund, Rural Roads, Rural Water and Sanitation) – DKK 475m ~ GHC 135m
- Component 3: Ghana Audit Service – DKK 20m ~ GHC 6m
- Missions, reviews, studies & Unallocated – DKK 15m ~ GHC 5m, and

Total Budget for five years (2009 – 2013) – DKK 600m (Approx. GHC 170m)

The immediate objectives of the Component 1: Institutional Support and Capacity Building is “Capacity of local government to deliver local services in accordance with national policies and strategies on decentralization.” It is aimed at strengthening the Local

Government Service Secretariat and provides capacity building for decentralised service delivery. The support is provided to a basket fund for selected activities which are included in the Local Government Service Secretariat's Strategic Medium Term Development Plan. This plan covers institutional support and capacity building for decentralised service delivery at the national, regional and district levels. Resource persons for capacity building and career development will be mainly from the government institutions.

The main activities of the plan were as follows:

- Establishment of key Directorates of LGSS such as Quality Assurance and Technical Services Directorate and Human Resource Management Directorate (HRMD) as a fully functioning centre.
- Establishment of District Works Departments at MMDA level
- Support to operationalize the Functional Organizational Assessment Tool (FOAT) and District Development Facility (DDF)
- Human resource and Capacity Building support to LGSS and related Central Government institutions
- Regional Level Support to MMDAs
- Harmonization of Best Practices
- Integration of cross-cutting issues
- Monitoring and Evaluation

The 2010 budget for LSDGP, Comp 1 was GHC 7,229,924. The detailed financial report is attached as [Annex 3](#).

3.2.2. GTZ - Organizational Development (OD)

GTZ is one of the Development Partners that had shown concern with passion for the development of the LGSS.

GTZ sponsored an Organizational Development (OD) expert Nkum Associates, to study the LGSS set up and make necessary recommendations to make the Secretariat effective and efficient. GTZ also sponsored two officers of the Secretariat for OD training. Based on the outcomes of OD assessment, LGSS prepared an action plan to be implemented and taken action in 2011. ([See Annex 5](#))

GTZ sponsored a study tour of eighteen (18) Local Government practitioners including the Head of Service, to Germany and the Netherlands to study their Local Government Systems for adoption and replication, where possible, in Ghana.

GTZ sponsored, a team from Ghana including the Coordinating Directors of LGSS and two MDCEs from Kumasi, and Ho to the UN-Habitat Forum in Rio de Janeiro - Brazil during the second quarter of last year.

3.2.3. EU- HRMD

Through the Ghana decentralization support program the EU seeks to support LGSS in establishing effective decentralized human resource management or better service delivery

at district level. It aims at supporting the HR-Department at LGSS in developing the necessary systems and processes for effective decentralized HR-Management through Technical Assistance.

The following are three indicators for measuring progress on effective decentralized HR management as a basis for sector budget support by EU.

1. Comprehensive Performance Management System
2. Functional HRMD in All MMDAs
3. Functional HRMD in LGSS

3.2.4. WB- DDF & TA

A World Bank team carried out a mission in Ghana from December 6-17, 2010 for the preparation of the proposed local Government Capacity Support Project (LGCSP). The goal of the mission was to prepare for the appraisal of the LGCSP that is currently scheduled for February 2011. The mission worked closely with the Government of Ghana (GoG) and Development Partners (DPs) to conduct a detailed review of the proposed project design.

The mission confirmed that the high level objective to which this project contributes is the strengthening of institutions (systems, processes and organizations) that support accountable local governance for improved service delivery.

The specific PDOs are:

- To improve the predictability of fiscal transfers from central government to local governments;
- To increase the capacity of 46 metropolitan and municipal assemblies in five areas related to urban service delivery; and
- To improve citizens' perceptions of urban management and their engagement with urban assemblies

LGCSP will have four components and they are as follows:

- *Component 1 - Strengthening the fiscal framework for decentralization*
- *Component 2 - Enhancing decentralised urban service delivery*
- *Component 3 - Stimulating demand for accountable governance and service delivery*
- *Component 4 - Institutional and Project Management Support*

The amount of funds available for this project is \$175m.

3.2.5. IfD- Website, HR

French International Development Agency (Afd) supported the Service with funds for initial web site development and regional sensitization workshops for the establishment of Human Resource Departments at MMDAs. In 2010, only one regional workshop at Asante Region was carried out.

3.2.6. UNDP- LED

The Government of Ghana is currently pursuing accelerated decentralization which, among other things, will divulge several responsibilities and resources to local governments for effective national development. The devolution is expected to change the landscape for national development substantially in the coming years. This change has important implications for the delivery of social and economic services, and the role of citizens, local and central governments, traditional authorities, and civil society organizations in the development of communities, and, by extension, the entire country.

To gain a deeper appreciation of the issues and evolve strategies for addressing them, the Ministry of Local Government and Rural Development, in conjunction with the United Nations Development Programme, and the International Labour Organization, organized a national conference on Local Economic Development (LED) on the theme: *Policy Implications of Local Economic Development for Accelerated Decentralization*.

LED is owned by the MLGRD and has other partners who together have an Advisory Council and a Technical Committee. While the Advisory Council provides the overall guidance and strategic direction, the Technical Committee coordinates and provides technical backstopping for the LED Processes in Ghana.

The conference was held on Tuesday 7th and 8th December, 2010 at the Institute of Local Government Studies. It was attended by experts in the field, DCEs and administrators from LED piloted districts across the country. High profile persons who addressed the Conference include Dr. Christine Amoako- Nuamah from the Office of the President as Chairperson for the Conference; and Mr. PV Obeng, Chairperson of the NDPC.

At the end of the Conference enough materials were gathered as inputs into a Draft National LED Policy for Ghana, which was the basic deliverable of the Meeting.

3.2.7. UNDP - ICT

The UNDP's ICT for development to the Government of Ghana draws on the Ghana ICT for Accelerated development (ICT4D) policy statement. In line with above, UNDP entered into a cost sharing partnership agreement with the government and supported the Ministry of Communication to equip over fifty (50) community Information Centres in remote and underserved Communities with ICT infrastructure and internet connectivity, ICT training delivery and business management capacity building.

Twenty (20) MMDAs have benefited under this project with community information centres (CICs), and ten (10) out of the twenty (20) are also beneficiaries of Democratic Governance Thematic Trust Fund Project: "The District ICT connectivity for effective decentralization and digital inclusiveness (DICEDDI)".

The Local Government Service Secretariat was involved in several consultative workshops and meetings with UNDP, MTN and other stakeholders to discuss and finalized:

1. Blue Print for CICs

2. Draft Memorandum of Understanding
3. Approved Adopted Management and Operational Guidelines Manual
4. Modalities for Recruitment of Centre Managers
5. Development of Project Launch and Commissioning Plan and Schedule

The Secretariat also held a meeting with UNDP/MTN, Ministry of Communication/DICEDDI Coordinators to review the 2010 programmes. It was included in the review programme for 2011 to setup digital filling system, and Human Resource Database System for the Local Government Service Secretariat and some selected MMDAs among the twenty (20) beneficiary MMDAs of the CIC/DICEDDI on pilot bases.

4. CHALLENGES, RECOMMENDATION & THE WAY FORWARD

4.1. CHALLENGES

The overall challenges in implementation of the decentralization process and LGS and various tasks and activities can be summarised as follows:

- Resources limitations (GoG Budget)
- Office Accommodation for full strength of Staff (LGS)
- Staffing limitations (Financial clearance)
- Inadequate HR (managerial and technical) capacity at the district level
- Attitudinal challenges (to decentralized direction)
- Stakeholders have different interests: (Ministries, Departments and Agencies, bureaucrats and public sector workers)
- Implementing the Integrated District Budget (Composite Budget)
- Acts and other legal instruments need to be revised and aligned
- Stakeholders have different interests: (Ministries, Departments and Agencies, bureaucrats and public sector workers)

The critical challenges for the services can be defined as:

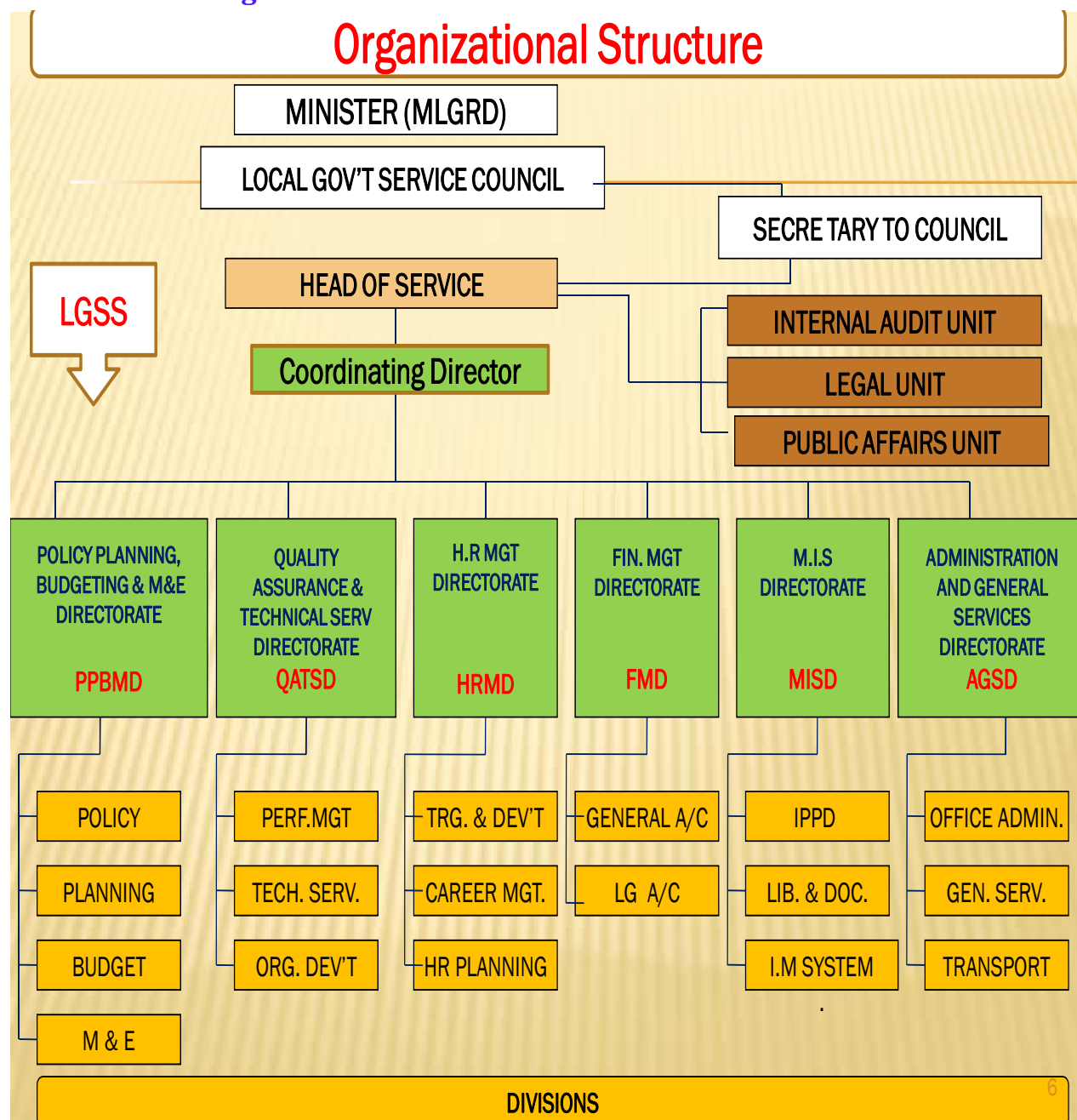
- LGSS planned budget are far from the allocated budget (See Annex 6)
- LGSS does not have full complement of staff due to delay in granting of financial clearance by MoFEP. Currently, the Service has 34 staff instead of targeted 70.
- Office accommodation will also be an issue when the service gets the full complement of staff.

4.2. THE WAY FORWARD (AMONG OTHERS LGS CORE FUNCTION)

- To setup units under the directorates of LGSS and operationalize them
- To establish the Departments of the MMDAs (LI 1961), namely: DWD, HR Unit, Community Development & Social Welfare etc.
- To continue sensitization on the structural changes in the Public Administration System (LI 1961, SoS, CoS, HR Policy)
- To recruit, select and appoint qualified persons to initially fill the positions of DCDs and Heads of Department and staff of the Service (by made up of LGS, CS, PSC) ; MMDAs and RCCs will be actively involved in recruitment process
- To set up of performance management system (HR & Service Delivery)
- To build capacity Building (office facilities, training, etc.) at all levels of LGS
- To develop of PPP framework (Public-Private Partnership) for LGS
- To establish LGS professional staff association
- To continue in coordination with all stakeholders & DPs for LGS development programme activities: E.g., DDF/CBC, LSDGP/Danida, HRM setup/EU, LGCSP/WB, ICT/UNDP, LED/UNDP, etc.)
- To conduct MIS scoping study, risk management, PPP frame work, technical standards & guidelines for LGS

5. ANNEX SECTION

Annex 1: LGSS Organizational Structure



Annex 2: 2010 GoG Budget and Financial Status

LOCAL GOVERNMENT SERVICE

EXPENDITURE RETURNS FOR THE PERIOD ENDING
DECEMBER 31ST, 2010

GoG Budget 2010

ITEM	YEAR-2010 DETAILS	BUDGET GHC	RELEASE TO DATE GHC	COMMIT- MENT TO DATE GHC	ACTUAL/ COMM. GHC	BALANCE PER RELEASE GHC	BALANCE PER BUDGET GHC
1	PERSONAL EMOLUMENT	361,879.00	105,192.37	-	105,192.37	-	256,686.63
2	ADMINISTRA- TION	42,651.00	84,024.41		84,024.41	-	(41,373.41)
3	SERVICE	71,895.00	31,743.80		31,743.80	-	40,151.20
4	INVESTMENT	230,000.00	150,132.00	-	150,108.00	24.00	79,892.00
					-		-
TOTAL (2010)		706,425.00	371,092.58	-	371,068.58	24.00	335,356.42

Annex 3: LSDGP Budget & Financial Status (2009 & 2010)

LOCAL GOVERNMENT SERVICE SECRETARIAT							
Local Service Delivery & Governance Programme (LSDGP)					Date:		31/01/2011
2009 & 2010 Budget & Expenditure				Disbursed	Spent	Variance	% spent
BUDGET LINES		BUDGET	BUDGET	CUMMULATIVE	CUMMULATIVE	VARIANCE	%
2009	2010	2009	2010	TOTAL TO DATE	ACTUAL		EXPENDED
A							
A.c	A.3	115,000.00	70,000.00	185,000.00	124,820.12	60,179.88	67%
A.g.i	A.6	85,000.00	200,000.00	285,000.00	135,947.24	149,052.76	48%
A.g.ii	A.5	22,500.00	40,000.00	62,500.00	4,461.00	58,039.00	7%
	A.8	0	40,000.00	40,000.00	7,000.00	33,000.00	18%
	A.9	0	5,000.00	5,000.00	8,674.35	(3,674.35)	173%
	A.10	0	5,000.00	5,000.00	4,045.00	955.00	81%
SUB TOTAL A		222,500.00	360,000.00	582,500.00	284,947.71	297,552.29	49%
B							
	B.1		30,000.00	30,000.00	9,114.39	20,885.61	30%
B.b	B.2	40,000.00	5,000.00	45,000.00	17,948.00	27,052.00	40%
B.e	B.6	65,000.00	200,000.00	265,000.00	229,254.03	35,745.97	87%
B.f	B.8	75,000.00	10,000.00	85,000.00	-	85,000.00	0%
SUB TOTAL B		180,000.00	245,000.00	425,000.00	256,316.42	168,683.58	60%
C							
	C.3	0	10,000.00	10,000.00	6,270.00	3,730.00	63%
	C.4	0	2,500.00	2,500.00	29,215.50	(26,715.50)	1169%
SUB TOTAL C		0	12,500.00	12,500.00	35,485.50	(22,985.50)	284%
D							
	D.1	-	30,000.00	30,000.00	6,855.75	23,144.25	23%
D.f	D.3	90,000.00	330,000.00	420,000.00	4,071.50	415,928.50	1%
	D.4		100,000.00	100,000.00	31,147.00	68,853.00	31%
SUB TOTAL D		90,000.00	460,000.00	550,000.00	42,074.25	507,925.75	8%
E							
E.a	E.A	10,000.00	15,000.00	25,000.00	262.50	24,737.50	1%
E.b.i	E.2	2,470,000.00	2,222,000.00	4,692,000.00	3,806,117.02	885,882.98	81%
E.b.iii.a	E.3.1	255,000.00	329,000.00	584,000.00	584,000.00	-	100%
	E.3.1a	-	300,000.00	300,000.00	493,115.00	(193,115.00)	164%
E.b.iii.b	E.3.2	225,000.00	300,000.00	525,000.00	551,993.25	(26,993.25)	105%
E.b.iii.c	E.3.3	90,000.00	150,035.00	240,035.00	240,035.00	-	100%
E.b.iii.d	E.3.4	85,000.00	252,500.00	337,500.00	202,296.23	135,203.77	60%
	E.3.5	-	250,000.00	250,000.00	353,150.00	(103,150.00)	141%
E.b.iii.e	E.3.6	75,000.00	-	75,000.00	1,625.00	73,375.00	2%
E.b.iii.f	E.3.7	200,000.00	-	200,000.00	-	200,000.00	0%
E.b.iii.g	E.3.8	120,000.00	-	120,000.00	-	120,000.00	0%
	E.3.9	-	30,000.00	30,000.00	6,900.00	23,100.00	23%
E.b.iii.h	E.3.10	150,000.00	75,000.00	225,000.00	120,718.80	104,281.20	54%
	E.3.12	-	75,000.00	75,000.00	-	75,000.00	0%
E.c	E.7	33,000.00	-	33,000.00	27,643.00	5,357.00	84%
E.e	E.4	145,000.00	417,000.00	562,000.00	145,000.00	417,000.00	26%
E.g	E.5	155,420.00	172,520.00	327,940.00	247,243.85	80,696.15	75%
E.h	E.6	90,000.00	150,000.00	240,000.00	210,282.80	29,717.20	88%
E.k	E.3.13	386,808.00	998,419.00	1,381,717.00	1,385,227.00	(3,510.00)	100%
	E.3.14	-	120,000.00	120,000.00	120,000.00	-	100%
SUB TOTAL E		4,490,228.00	5,856,474.00	10,343,192.00	8,495,609.45	1,847,582.55	82%
F							
F.a.i	F.2	15,000.00	30,000.00	45,000.00	5,387.50	39,612.50	12%
F.a.ii	F.4	20,000.00	21,000.00	41,000.00	23,100.00	17,900.00	56%
F.a.iii							
F.a.iv	F.6	-	10,000.00	10,000.00	5,820.00	4,180.00	58%
F.a.v	F.7	20,000.00	20,000.00	40,000.00	4,130.00	35,870.00	10%
F.a.vi	F.8	15,000.00	100,000.00	115,000.00	13,475.00	101,525.00	12%
SUB TOTAL F		70,000.00	181,000.00	251,000.00	51,912.50	199,087.50	21%
G							
	G.1		15,000.00	15,000.00	15,583.80	(583.80)	104%
	G.2		15,000.00	15,000.00	-	15,000.00	0%
	G.3		25,000.00	25,000.00	19,120.00	5,880.00	76%
	G.4		20,000.00	20,000.00	-	20,000.00	0%
G.c	G.5	85,000.00	-	85,000.00	5,680.00	79,320.00	7%
SUB TOTAL G		85,000.00	75,000.00	160,000.00	40,383.80	119,616.20	25%
H							
	H.2	0	40,000.00	40,000.00	0	40,000.00	0%
SUB TOTAL H		0	40,000.00	40,000.00		40,000.00	0%
GRAND TOTAL		5,137,728.00	7,229,974.00	12,364,192.00	9,206,729.63	3,157,462.37	74%

Annex 4: DDF Budget & Financial Status (2008 FOAT Assessment)

DDF/FOAT- GENERIC CAPACITY BUILDING COMPONENT

REVENUE RETURNS FOR THE PERIOD 1ST JANUARY – 31ST DECEMBER, 2010

No	DESCRIPTION	BUDGET GH CEDIS	ACTUAL GH CEDIS	VARIANCE GH CEDIS
	RECEIPTS	1,878,376.50	1,789,280.00	89,096.50
E X P E N D I T U R E RETURNS FOR THE PERIOD 1ST JANUARY -31ST DECEMBER, 2010				
1.0	PREPARATORY CAPACITY BUILDING ACTIVITIES			
1.1	General Sensitization & Orientation Workshop for RCCs & MMDAs on the Capacity Building Grant	42,900.00	50,844.36	- 7,944.36
1.2	Orientation of Consultants Selected to Deliver Training	10,730.00	8,462.00	2,268.00
	SUB TOTAL (1)	53,630.00	59,306.36	- 5,676.36
2.0	ORGANIZATION & MANAGEMENT			
2.1	Documentation & Records	117,400.00	188,347.79	- 70,947.79
2.2	Management & Leadership Techniques Including Report Writing	198,700.00	322,216.46	- 123,516.46
	SUB TOTAL (2)	316,100.00	510,564.25	- 194,464.25
3.0	FINANCIAL MANAGEMENT ADMIN. & AUDITING			
3.1	Procurement	197,000.00	286,310.00	- 89,310.00
3.2	Contract Management Including Project Management	173,200.00	-	173,200.00
3.3	Financial Management & Accounting	149,400.00	205,701.31	- 56,301.31
3.4	Financial Management Regulations for F&A Sub-Com	173,200.00	219,874.41	- 46,674.41
3.5	Revenue Mobilisation & Generation Techniques	249,200.00	128,385.10	120,814.90
	SUB TOTAL (3)	942,000.00	840,270.82	101,729.18
4.0	PLANNING & BUDGET			
4.1	Establishment of Databank	249,200.00	5,022.00	244,178.00
4.2	Organisation & Management	228,000.00	-	228,000.00
	SUB TOTAL (4)	477,200.00	5,022.00	222,978.00
5.0	5% CONTINGENCY	89,446.50	-	89,446.50
TOTAL/BUDGET / EXPENDITURE / VARIANCE (1+2+3+4+5)		1,878,376.50	1,415,163.43	463,213.07
6.0	EXCESS REVENUE OVER EXPENDITURE - GHC (committed for data base Mgt. & Contract mgt. Training programme)		374,116.57	

Annex 5: Organization Development, Change management Action Plan

LGSS - Action Plan (Improvement of LGSS Organizational Development – Based on the OD Assessment & Decision Making)			
Period :	Jan. to Dec.2011 (2011 Annual)		
Directorate:	All		
Prepared by:	Coordinating Director, LGSS	Date:	24 th Dec 2010

“Continued” means it will be applied forever.

**Resource will be linked with annual budget.

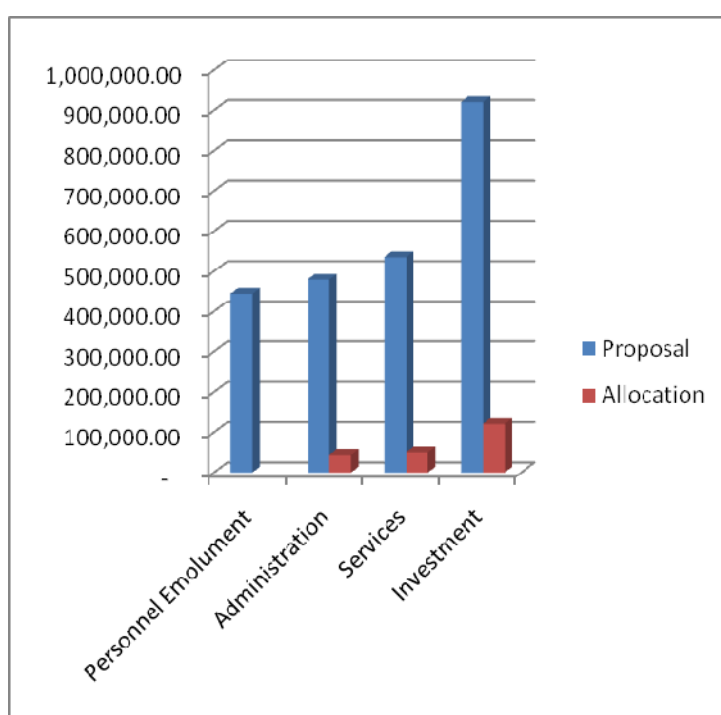
No	Objective & Activity	Milestone (Output indicator)	Time Frame		Responsibility	**Resource (Budget)		Means of Verification & Assumption
			Start	End/ *Continued		Budget (GHC)	Source	
1	To address the fogginess of the Core Business of LGSS and the strategy of the Secretariat in delivering its mandate							
1.1	Make all documents the Secretariat has developed on its core business available to all personnel of the Secretariat	Memo on the issue circulated to all directorate; All LGSS staff have access to documents on LGSS	11 Jan 2011	Cont.	AGSD & Co-ord. Dir.			AGSD’s internal memo (circular) of the issue; Office Library & Intranet Networking
1.2	Call a meeting of all Directors to go through the documents	Meeting for all directors organized when new doc. are developed	Jan 2011	Cont.	AGSD & Co-ord. Dir			Meeting Minutes
1.3	Each directorate calls a meeting of its personnel to go through the documents and clarify any outstanding issues	Memo on the issue circulated to all directorate; Meeting for all directorates organized when new doc. are developed	11 Jan 2011	Cont.	AGSD & All Directors			AGSD’s internal memo (circular) of the issue; Meeting Minutes
2	To ensure there is an effective coordination point in LGSS							
2.1	The Head should ensure that all external communication to and from the secretariat go through the coordinating Director and the Head	Memo on the issue circulated to all directorate; All external communication (correspondence) from and to the Secretariat went through the Coordinating Directors and Head.	11 Jan 2011	Cont.	Co-ord. Dir & AGSD			AGSD’s internal memo (circular) of the issue; Registry records

No	Objective & Activity	Milestone (Output	Time Frame		Responsibility	**Resource (Budget)		Means of Verification &
2.2	Head should ensure the clarification of roles and reporting lines within Directorates and also between Directors	Roles on the reporting lines within directorates and also between Directors were clarified and reporting system established.	18 Jan 2011	21 Jan 2011 & cont reporting sys.	Head of an assigned person / resource person to sensitize the issue			Reporting format, Guidelines for reporting system
3	To address the issues of rewards and sanctions as they relate to motivations to perform core functions rather than donor-funded projects							
3.1	Set up coaching process to enable Directors and their teams to operationalize their functions and deploy the resources that have been provided to them	Coaching session setup by the end of June 2011. (to link with section 5.2)	18 Jan 2011	30 June 2011	Head & the directors; Resource person			Related reports
3.2	Set annual performance targets for staff and ensure the delivery of these targets as a system-wide culture of operation in the Secretariat	Secretariat's annual work plan (2011) together with performance indicators developed and followed up with M&E system	1 Feb 2011	Con.				Related report and assessment, M& E report
3.3	Introduce attendance and movement register	All staff signed in the attendance registry and in/out records	11 Jan 2011	Cont.				Attendance & in/out registry
4	To complete outstanding "project type" functions and be ready with setting up systems and procedures for routine functions of the secretariat							
4.1	Complete the sensitization of MMDAs and MDAs on the Secretariat functions and the strategy for its service delivery	4 remaining sensitization on LI 1961 completed by Feb 2011; sensitization on SoS, CoS & HR policy completed by June 2011.	Jan 2011	June 2011	LGSS with all directorates + External resource persons			Sensitization report; media (radio, TV, newspaper) outputs
4.2	Complete the setting up of the departments under the MMDAs and LGSS	Financial clearance given and units & sections setup with required staff.	Jan 2011	Dec 2011	LGSS, MLGRDE, MoFEP, OHCS			LGSS annual report
4.3	Set up and operationalize service level standards for MMDAs and the LGSS	Performance indicators on service level standards developed and system established at MMDAs	2011	2014	LGSS/QATSD, Consultancy services (DPs' support)		DPs	Assessment reports.
4.4	Use service level standards as part of the basis to develop and	Together with 4.3	Together with 4.3	Together with 4.3	Together with 4.3			Together with 4.3

No	Objective & Activity	Milestone (Output)	Time Frame		Responsibility	**Resource (Budget)		Means of Verification &
	operationalize performance management system for MMDAs and LGSS							
5	To ensure that the change management is sustained							
5.1	The Head and Coordinating Director should ensure a Change Management team is established and enabled to lead the change process in the Secretariat	A change management team set up by mid Jan 2011. Action plan and guidelines for change mgt. team developed.	11 Jan 2011	Con.	Head, Co-ord. Dir. & AGSD			AGSD's internal memo (circular) of the issue; List of the team, action plan & guides
5.2	Executive coaching should be set up for the Directors, Coordination Director and the Head of the Secretariat	Coaching session setup by the end of June 2011.	18 Jan 2011	30 June 2011	Head & the directors; Resource person			Related reports
6	To address the issues of adequate resourcing of the Secretariat (to have own budget separate from MLGRD)							
6.1	Head of LGSS to lobby the Minister of MLGRD and relevant persons in MoFEP	MLGRD agreed that LGSS should have own adequate budget separate from Ministry	Jan 2011	June 2011	LGSC, Head & the service			Correspondences, minutes on the various meeting on the issue

Annex 6: 2011 LGSS GoG-Budget (Proposal Vs Allocation)

Item	Item	2011 Proposal	2011 Allocation	% allocated (2011)
1	Personnel Emolument	444,293.79		
2	Administration	478,590.80	42,651.00	8.9%
3	Services	535,000.00	48,867.00	9.1%
4	Investment	920,000.00	120,520.00	13.1%
	TOTAL (2, 3 & 4)	1,933,590.80	212,038.00	11.0%

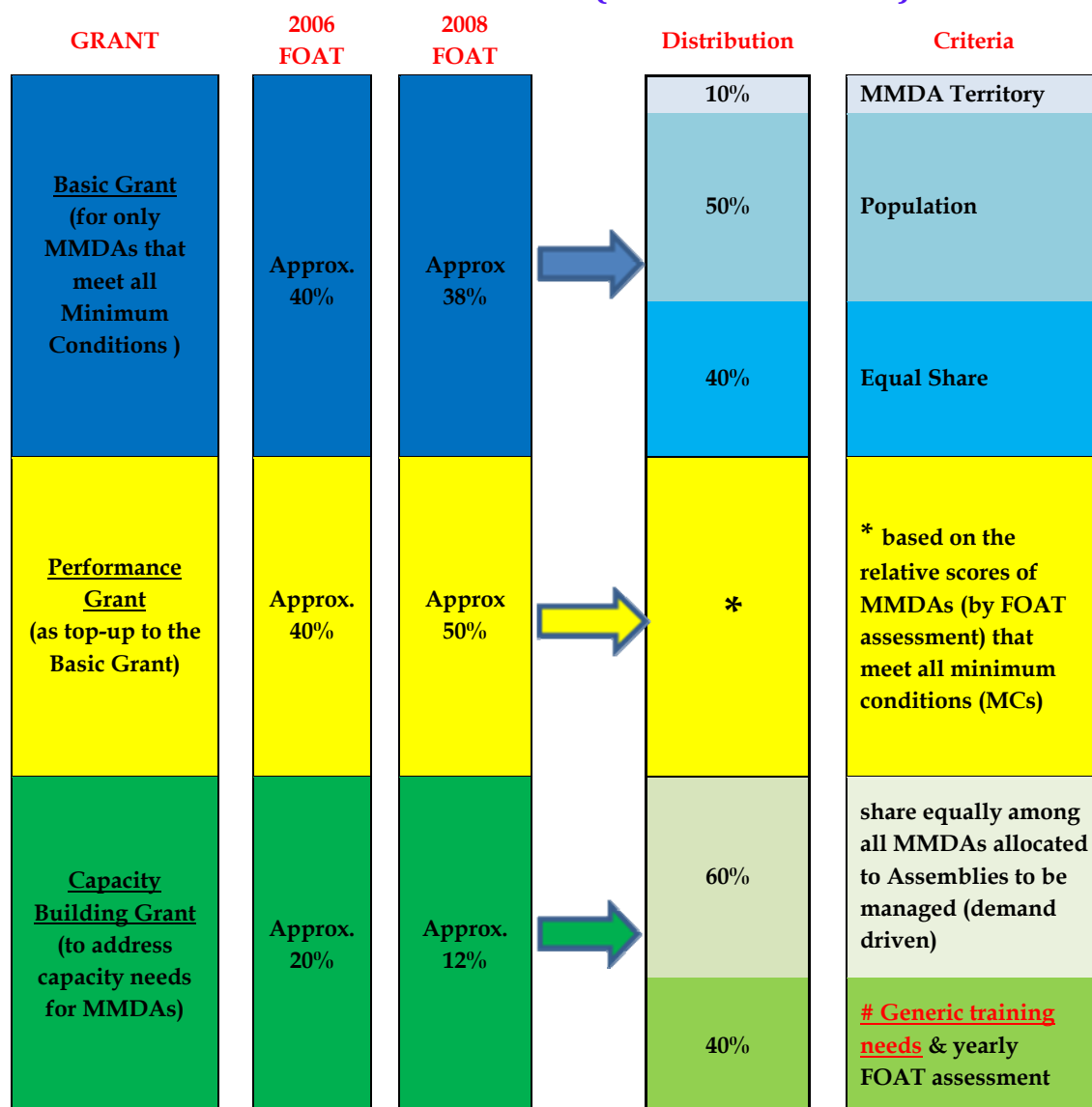


BUDGET CONSTRAINT

•Huge difference in GoG Budget for LGSS between proposed & actual allocation , e.g., 2011 budget

•Development & project fund can be expected from DPs but administration (operational cost) and utilities services cost can not be met with LGSS annual budget .

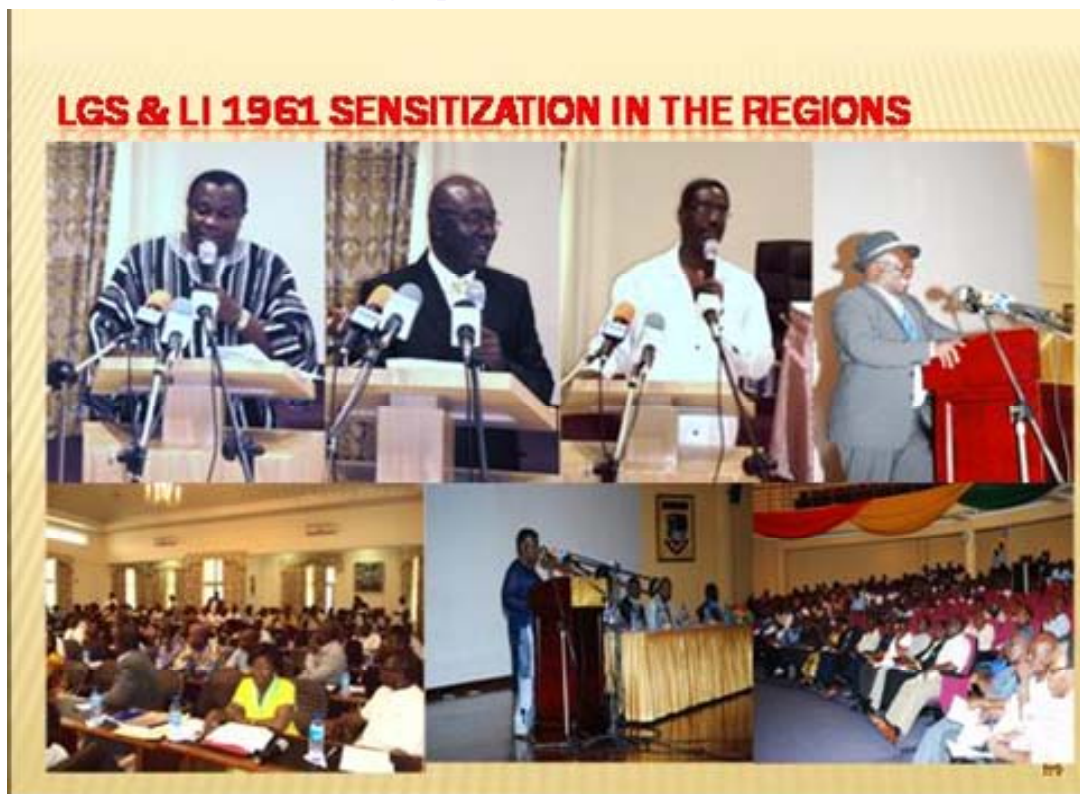
Annex 7: DDF GRANT & FUND ALLOCATION (2006 & 2008 FOAT)



Note to be reviewed on % of
distribution per grant

Responsibility of LGSS = # *Generic training needs*

Annex 8: Activities in Photographs



Sensitization Programmes by LGSS



LGSC Swearing-in (2009)



Collaboration with Development Partners on Decentralization & DDF Activities



TV show on Public Private Partnership Sensitization



Feeder Roads Maintenance Works by Labour-based method & Women Participation



DDF, Generic Capacity Building Training Programme



Participants in Public-Private-Partnership Training Programme at ILGS



District Works Department Office