

INTER-SERVICE AND SECTORAL COLLABORATION AND CO-OPERATION: THE KEY TO AN ACCELERATED DEVELOPMENT



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Decentralization Policy & The Need for ISCCS

- As the decentralization policy involves a programme of both devolution and de-concentration, the issue of Inter-service and Sectoral Collaboration and Co-operation (ISCC) becomes inevitable.
- Currently, there are overlaps and duplications in functions, planning and implementation of programmes and projects among various Services, Sectors and Departments at the Regional and District levels.
- Hence, the need for an Inter-service and Sectoral Collaboration and Co-operation System (ISCCS) cannot be over emphasized.

The Need for ISCCS

- The development and implementation of an ISCCS will enhance:
 - holistic planning;
 - judicious use of resources for efficient and effective service delivery;
 - the sequencing of activities and operations in the course of implementation of development.
- Programmes and projects and the delivery of services justify the need for ISCCS. For example:
 - the Electricity Company of Ghana Limited (ECG) must know that a Health facility is to be provided at a certain location so that it can plan to extend electricity to that location;
 - the Ghana Water Company Limited (GWCL) must know when a road is to be paved before it goes to dig it up to lay its water pipes;
 - the Department of Parks and Gardens goes to landscape an area only for the area to be dug up the next day for an abattoir to be constructed there.

Constitutional, Legal and Policy Basis of the ISCCS

Local Government Act, 1993 (Act 462, Section 10):

- **Section 10, (5):** “A District Assembly shall co-ordinate, integrate and harmonise the execution of programmes and projects under approved development plans for the district, any and other development programmes promoted or carried out by Ministries, departments, public corporations and any other statutory bodies and non-governmental organisations in the district.”
- **Section 10, (6)b** “Without prejudice to subsection (5) of this section, a District Assembly shall in the discharge of its functions: act in co-operation with the appropriate public corporations, statutory body or non-governmental organisation.”
- **Section 10, (7):** “It shall be the duty of such public corporation, statutory body or organisation to co-operate with a District Assembly.
- **Section 10, (8):** “In the event of a conflict between a District Assembly and an agency of the central Government, a public corporation, statutory body, non-governmental organisation or individual over the application of subsection (5) or (6) of this section, the matter shall be referred by either of the parties or both to the Regional Co-ordinating Council for resolution.”

Constitutional, Legal and Policy Basis of the ISCCS

Local Government Service Act, 2003 (Act 656): Section 15 (6) (c):

- “The Head of Service shall establish, with the approval of the Council, systems for effective inter-service and sectoral collaboration and co-operation between the Service, the Education Service, the Health Service, the Forestry Service and other Services, to harmonise local government programmes and avoid duplication”

Basic Principles And Focus Areas of ISCCS

Vision:

- Excellent and sustainable collaboration among key stakeholders for effective and efficient service delivery.

Purpose for the Collaborative Effort:

- to facilitate unity of effort, achieve common objectives, provide common understanding and development of an effective local platform to work.

Guiding Principles:

- closer working relationships characterized by interdependence, commitment, mutual understanding, trust and respect;
- participatory decision making;
- open and frequent communication;
- complementarity in terms of resources and skills;
- strong and shared leadership.

Focus Areas

1. Organogram for the Operation of the Decentralised Departments and **Reporting Relationships with MMDAs**;
2. System of Work and Relationships of the Decentralised / De-concentrated / Non-decentralised Departments, State-Owned Enterprises (SOEs) and Public Corporations at the **District Level**;
3. System of work and relationships of the Decentralised / De-concentrated / Non-decentralised Departments, SOEs and Public Corporations at the **Regional Level**;
4. System of work and relationships of the Decentralised / De-concentrated / Non-decentralised Departments, SOEs and Public Corporations at the **National Level**.

Levels of Collaboration

Area 1: Organogram for the Operation of the Decentralised Departments and Reporting Relationships with MMDAs

Outcome: Improved organograms and more effective reporting relationships at the District, Regional and National levels.

Specific Guidelines for Action

- **HLGS** to sensitise decentralised and Non-decentralised Departments, Services, SOEs and Public Corporations at the District, Regional and National Levels on the Inter-Service and Sectoral Collaboration and co-operation System (ISCCS);
- **HLGS** to widely disseminate the revised Organograms and the Reporting Relationships with accompanying Administrative Instructions at all levels;
- **MDAs** and non-decentralised Regional Heads of Departments (HoDs) are to be notified by both the Head of the Civil Service (HCS) and Head of the Local Government Service (HLGS) about the revised MMDA organograms and their reporting relationships including their channel of communication to the Departments, Sections and Units;
- **MDAs** and de-concentrated / non-decentralised Regional Departments to be advised by the HCS to take note of the revised organograms and reporting relationships of the MMDAs and refrain from interfering with the chain of command which runs from the Regional HoDs to the MMDCE through the MMDCD to the Heads of the Departments of the MMDAs. The advice should emphasize that defaulting National and Regional HoDs shall be sanctioned by the HCS;

Levels of Collaboration

Area 2: System of Work and Relationships of the Decentralised / de-concentrated / non-decentralised Departments, State-Owned Enterprises and Public Corporations at the District Level

Outcome: Enhanced district level collaboration among Decentralised and de-concentrated / non-decentralised Departments, State-owned Enterprises and Public Corporations

Specific Guidelines for Action

- **LGSS** to develop Guidelines for the appointment of the Heads of the merged/amalgamated Departments.
- **LGSS** to organize a major re-orientation programme for the staff of the merged Departments, beginning with the Heads of the Departments (HoDs);
- **LGSS** to facilitate the establishment of all departments by the MMDAs as stipulated in the L.I 1961;
- **MMDAs** to establish from scratch, all Departments that require the merger of two or more Departments instead of establishing their component Departments separately before merging;
- The **MMDA** and its MMDCE to play the lead role in the process of collaboration and co-operation;
- **HoDs** of non-decentralised Departments, SOEs, Services, Public Corporations and other Organisations make information available to MMDAs when they are required to do so;

Levels of Collaboration

Area 2: *Specific Guidelines for Action – Continued.....*

- **HoDs** of the non-decentralised Departments should be members of the DPCU without the right to vote and should be active participants in the discussion and preparation of the District Medium Term Development Plan (DMTDP). This should be despite the fact that their components of the Plan will not be implemented by the MMDA;
- Capacity-building, orientation and training programmes should be organized for the staff of the MMDAs by **LGSS** in collaboration with relevant training institutions.
- **HoDs** of the Departments of the MMDAs, the non-decentralised Departments, SOEs, Public Corporations and other Services and Organisations in the district to collectively prepare a District Medium Term Development Plan (DMTDP) which should form the basis for the individual programmes and projects of the all the other Departments of the MMDAs, the non-decentralised Departments, SOEs and Public Corporations and other Services and Organisations in the district;

Levels of Collaboration

Area 2: Specific Guidelines for Action – Continued.....

- The HoDs of the decentralised and non-decentralised Departments, SOEs, Public Corporations and other Services in the district to participate in the public hearings on the District Development Plan;
- As far as practicable, MMDAs' support especially in the areas of office and staff accommodation, vehicles, logistics and equipment should be extended to the Independent Governance Institutions (IGIs) such as EC, GAS, CHRAJ, EOCO, the Courts, NCCE etc. operating in their districts when requested to do so;
- To promote good governance, all efforts to be made by MMDAs to ensure that IGIs are present and functional in every MMDA or operate through a Zonal (cluster of MMDAs) system.

Levels of Collaboration

Area 3: System of Work and Relationships of the Decentralised and de-concentrated / non-decentralised Departments, SOEs and Public Corporations at the Regional Level

Outcome: Regional level Policy and Technical Collaboration and Co-operation enhanced.

Specific Guidelines for Action

- At the regional level, the relevant institutional structure for technical level of collaboration and co-operation is the Regional Planning Coordinating Unit (RPCU). While the Heads of the decentralised Departments would form the core of the RPCU, the Heads of all non-decentralised Departments, Services, SOEs and Public Corporations operating at the regional level should be members of the RPCU without the right to vote. The mandate of RPCU should include overseeing the effective merger and amalgamation of the affected Departments at the district level, and resolving any and all disputes arising therefrom under the auspices of the Regional Coordinating Council (RCC);
- At the policy level of collaboration and co-operation, the RCC as constitutionally composed should involve all the non-decentralised Departments, Services, SOEs and Public Corporations operating in the region. This should include holding bi-annual meetings with them, receiving their Quarterly and Annual Reports; and involving them in the RCC's monitoring and evaluation activities;

Levels of Collaboration

Area 3: Specific Guidelines for Action, Continued.....

- RCCs, on behalf of the LGSS, zone the districts and arrange for their MMDAs to share infrastructure and services in sectors where there is deficiency of capacity;
- Heads of the non-decentralised Departments, Services, SOEs and Public Corporations are to be invited to meetings of the RCC as observers, but with a right to participate in the discussions and deliberations;
- RCC to hold at least one Joint Annual Durbar with the Heads of all the non-decentralised Departments, Services, SOEs and Public Corporations operating at the regional level.

Levels of Collaboration

Area 4: System of Work and Relationships of the Decentralised and de-concentrated / non-decentralised Departments, SOEs and Public Corporations at the National Level

Outcome: National Level Policy and Technical Collaboration and Co-operation improved.

Specific Guidelines for Action

- Inter-Ministerial Coordinating Committee (IMCC) to be responsible for inter-service and sectoral collaboration and co-operation at the policy level;
- IMCC to resolve any conflicting mandates of national level institutions to avoid them being replicated at the district level;
- The Technical Committee of IMCC to resolve specific problems of inter-service and sectoral collaboration and co-operation as and when they arise. In exercising this mandate, the Technical Committee shall work closely with the Heads of the Local Government Service (LGS), Civil Service (CS), other Services and various public entities;

Levels of Collaboration

Area 4: Specific Guidelines for Action : Continued.....

The HLGS to:

- Have regular interaction with the Heads of the non-decentralised Departments, Services, SOEs and Public Corporations to share information;
- Work with the IMCC to deepen the sensitization of stakeholders to ensure mutual respect, discussion and dialogue and ensure that MDAs lead by example by signalling the need for smooth integration of the Departments at the regional and district levels;
- Utilize various platforms for inter-service and sectoral collaboration and co-operation recommended for the district and regional levels to ensure the sharing of ideas and knowledge as to how MDAs, RCCs and MMDAs can benefit from one other in terms of services, products, outputs, technical knowledge and material resources;
- Hold annual meetings with the relevant non-decentralised Departments, Services, SOEs and Public Corporations with operational responsibilities at the regional and district levels to review the process of implementation of ISCCS, for effective inter-service and sectoral collaboration and co-operation. The annual meetings to serve as the platform to ensure an effective harmonization and sharing of data as well as coordination of capacity-building programmes between and among sectors.

Roles and Responsibilities – District Level

Metropolitan, Municipal and District Assemblies (MMDAs) : MMDCEs to:

- Play the lead role in the process of collaboration & co-operation;
- Have regular interactions with the Heads of the non-decentralised Departments, Services, SOEs and Public Corporations to share information;
- Support IGLs operating in their districts when requested to do so, particularly in the areas of office and staff accommodation, vehicles, logistics and equipment;
- Implement revised Organogram and the Reporting Relationships with accompanying Administrative Instructions;
- Sensitise MMDA staff and Non-decentralised Departments, Services, SOEs and Public Corporations on the Inter-Service and Sectoral Collaboration and co-operation System (ISCCS).

Roles and Responsibilities – District Level, Contd.....

Non-decentralised Departments, Services, SOEs and Public Corporations

- Actively participate in the preparation of DMTDP;
- Participate in the public hearings on the DMTDP;
- Ensure that their programmes dovetail into the DMTDP;
- Attend meetings organised by the MMDAs;
- Provide such information as the MMDAs may require for the execution of their mandate;
- Submit Quarterly and Annual Reports of their programmes to the MMDAs;

Roles and Responsibilities – Regional Level

Regional Co-ordinating Councils (RCCs) to:

- Coordinate all activities at the regional level including services, State-owned Enterprises (SOEs) and Independent Governance Institutions (IGIs) operating in the region;
- Involve Services, State-owned Enterprises (SOEs) and Independent Governance Institutions (IGIs) in the programmes of the RPCU when necessary;
- Hold bi-annual meetings with all the non-decentralised Departments, Services, SOEs and Public Corporations operating in the region;
- Request Quarterly and Annual Reports on programmes of non-decentralised Departments, Services, SOEs and Public Corporations operating in the region;
- Involve non-decentralised Departments, Services, SOEs and Public Corporations in the monitoring and evaluation activities of the region;
- Hold annual meetings with the relevant non-decentralised Departments, Services, SOEs and Public Corporations with operational responsibilities at the regional level to review the process of implementation of ISCCS, for effective inter-service and sectoral collaboration and co-operation.

Non-decentralised Departments, Services, SOEs and Public Corporations to:

- Attend meetings organised by the RCC;
- Submit Quarterly and Annual Reports on their Programmes to the RCC;
- Provide such information as the RCC may require for the execution of its mandate.

Roles and Responsibilities – National Level

Inter-Ministerial Co-ordinating Committee (IMCC)

The IMCC is the apex political body responsible for inter-service and sectoral collaboration and co-operation at the policy level; It is to:

- Provide the framework for inter-service and sectoral collaboration and co-operation;
- Resolve specific problems of inter-service and sectoral collaboration and co-operation as and when they arise.

Roles and Responsibilities – National Level, Contd....

Head of Local Government Service (HLGS) to:

- Have regular interaction with the Heads of the non-decentralised Departments, Services, SOEs and Public Corporations to share information;
- Work with the IMCC to deepen the sensitization of stakeholders to ensure mutual respect, discussion and dialogue and ensure that MDAs lead by example by signalling the need for smooth integration of the Departments at the regional and district levels;
- Collaborate with relevant Services to utilize various platforms for inter-service and sectoral collaboration and co-operation recommended for the district and regional levels to ensure the sharing of ideas and knowledge as to how MDAs, RCCs and MMDAs can benefit from each other in terms of services, products, outputs, technical knowledge and material resources.
- Hold annual meetings with the relevant non-decentralised Departments, Services, SOEs and Public Corporations with operational responsibilities at the regional and district levels to review the process of implementation of ISCCS, for effective inter-service and sectoral collaboration and co-operation. The annual meetings should serve as the platform to ensure an effective harmonization and sharing of data as well as coordination of capacity-building programmes between and among sectors;

Collaborative Stakeholders and Resource Inventory

For effective collaboration, Stakeholders are to :

- take a critical look at their existing physical, human and systems resources.
- take an inventory of the human resource level of the collaborating institutions and identify capacity gaps and opportunities.
- list and explain the various classes of assets in their operational areas and transfer assets of decentralised departments of MDAs to MMMDAs.
- improve their human & logistical resources for effective and sustainable work.

Conflict Resolution Mechanisms

National Level

- In the event of overlaps and conflicts in roles and responsibilities among national level institutions and services, the IMCC is to provide clarification on institutional mandates and resolve conflicting issues among them.

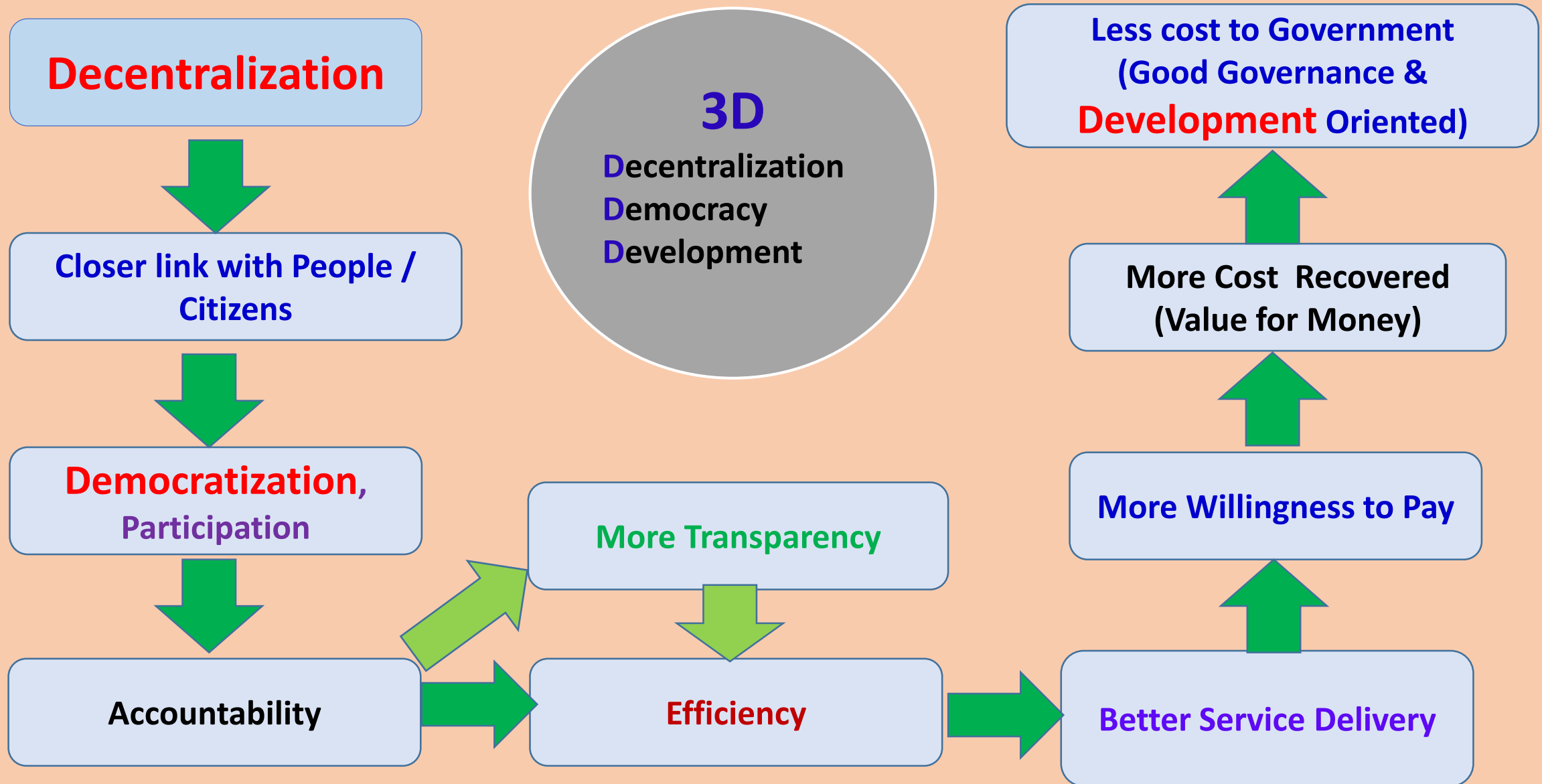
Regional Level

- At the regional level, Hon Regional Minister should, based on reports from RPCU, setup a taskforce to address any emerging conflicts.

District Level

- At the district level, Hon. District Chief Executive should, based on reports from DPCU, set up a taskforce to address any emerging conflicts. In the event of disagreement or inability to settle any conflict at the district level, such conflict or issue should be referred to the Hon. Regional Minister for resolution.

Our Motto of "3 D" in Local Service Delivery



Conclusion

- Setting-up and implementation of an “**Inter-service and Sectoral Collaboration and Co-operation System**” is crucial for all stakeholders and it is the Key to an accelerated development;
- Inter–service and Sectoral Collaboration and Co-operation System (ISCCS) is therefore developed for adoption by all partners on the strength of the provisions in the Local Government Service Act, 2003, (Act 656) Section 15 (6) (c) which states that “the Head of Local Government Service (HLGS) shall establish, with the approval of the Council, systems for effective inter-service and sectoral collaboration and co-operation between the Service, the Education Service, the Health Service, the Forestry Service and other Services, to harmonise local government programmes and avoid duplication”.
- To operationalize the ISCCS, a comprehensive implementation plan including monitoring and evaluation at all levels (District, Regional & National) has been developed.

End of the Presentation

ISCCS



**Thank You
Very Much**