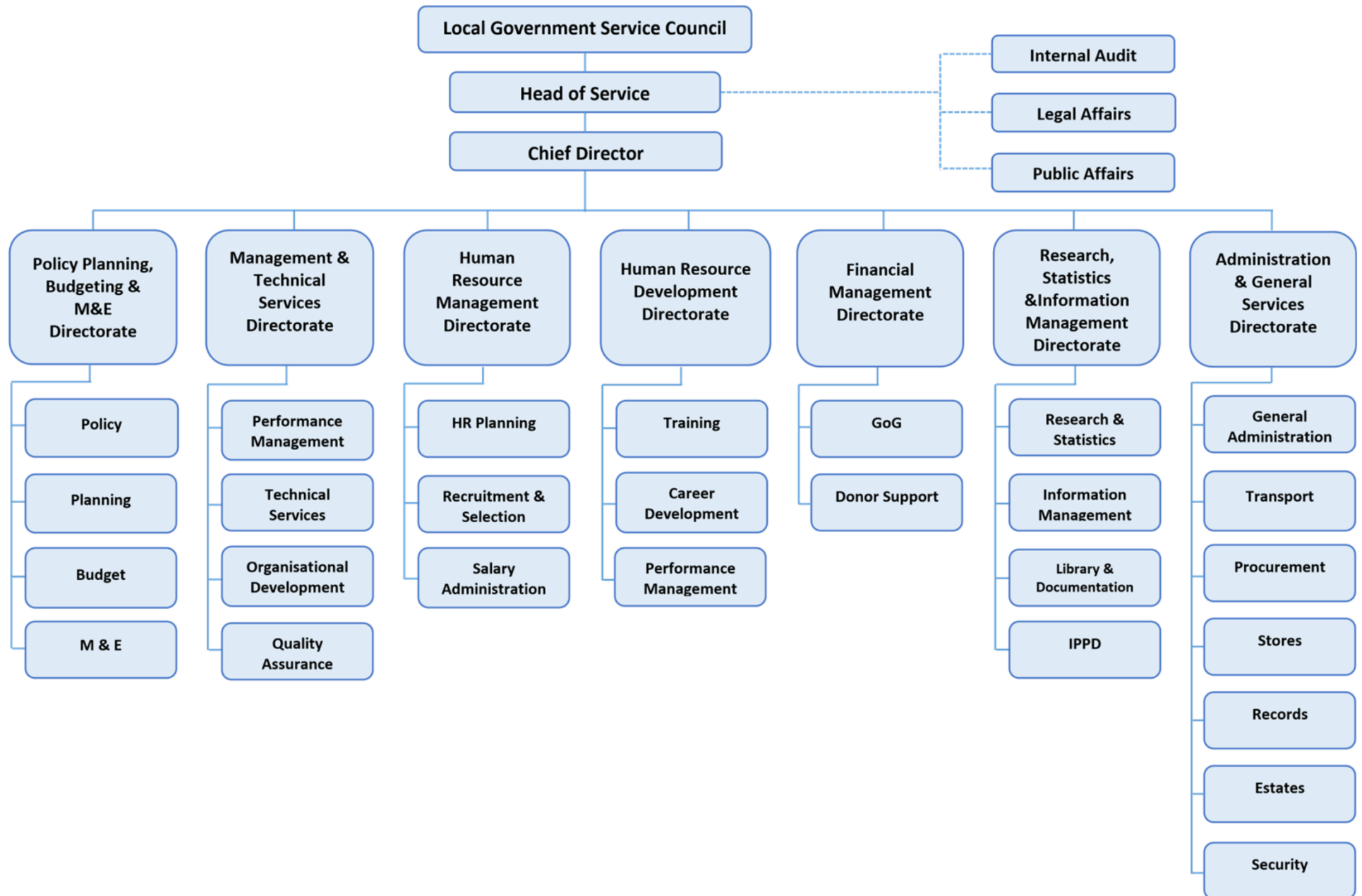


ORGANOGRAM OF THE LOCAL GOVERNMENT SERVICE SECRETARIAT



ORGANISATIONAL MANUAL FOR THE LOCAL GOVERNMENT SERVICE SECRETARIAT (LGSS)

INTRODUCTION

The Organisational Manual has been prepared to provide information on the structure of the Local Government Service Secretariat (LGSS). It also outlines activities that the various Directorates and Units of the Secretariat perform, staff requirements, job descriptions as well as qualifications and reporting relationships amongst all post holders. The Manual thus provides the demarcation of authorities, duties and responsibilities of the various Directorates and Units within the LGSS, for ensuring the effective and efficient operation of the Secretariat.

OBJECTIVE OF THE SERVICE

The objective of the Service is to secure the effective administration and management of local Government in the country.

CORE VALUES

Accountability, Client-oriented, Creativity, Diligence, Discipline, Equity, Integrity, Innovativeness, Timeliness and Transparency

GOAL

To improve delivery of quality of service through the appointment, development and promotion of adequate numbers of competent staff in their right mix to fill vacancies at the national, regional and district levels.

STRUCTURE

In keeping with the mandate of the Local Government Service Secretariat to ensure that the Local Government Service of Ghana is well structured and adequately staffed to provide excellent services to its stakeholders and clients, the LGSS is structured as follows:

- A. The Local Government Service Council;
- B. The Head of Service;
- C. The Chief Director.

UNITS

- 1. Internal Audit;
- 2. Legal;
- 3. Public Affairs.

DIRECTORATES

- Policy Planning, Budgeting and Monitoring and Evaluation Directorate (PPBMED);
- Management and Technical Service Directorate (MTSD);
- Human Resource Management Directorate (HRMD);
- Human Resource Development Directorate (HRDD);
- Financial Management Directorate (FMD);
- Research, Statistics and Information Management Directorate (RSIMD);
- Administration and General Services Directorate (AGSD).

A. LOCAL GOVERNMENT SERVICE COUNCIL

At the apex of the governance structure of the Local Government Service is the Local Government Service Council. The governing body for the Service consists of fifteen (15) members. The chairperson and other members of the Council are appointed by the President in consultation with the Council of State.

Functions of the Council

As provided in Section (5) of the Local Government Service Act 2003, (Act 656), the Council shall have general management and control of the Service and shall;

- 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 of the Service;
- Set performance standards within which District Assemblies and Regional Co-ordinating Councils shall carry out their functions and discharge their duties;
- Monitor and evaluate the performance standards of District Assemblies and Regional Co-ordinating Councils;
- Develop and co-ordinate the personnel plans and assess the personnel needs of the District Assemblies and the Regional Co-ordinating Councils in consultation with the respective Assemblies and Co-ordinating Councils;
- Develop and co-ordinate the training implementation plans of District Assemblies and regional Co-ordinating Councils in consultation with the respective Assemblies and Co-ordinating Councils;
- Develop professional standards and guidelines for the various categories of staff who are members of the Service;
- Work in consultation and close co-operation with other services of the public service;
- Advise the Minister on such matters as the Minister may request.

B. THE HEAD OF THE LOCAL GOVERNMENT SERVICE

The Head of the Local Government Service is responsible for the efficient organisation and management of the Service and the day-to-day operation of the Secretariat. He also provides leadership and guidance in the efficient and effective performance of the LGS in implementing sectoral and cross-sectoral policies of Government.

The functions as provided for in Section 15 (6) of the Local Government Service Act 2003, (Act 656) include:

- a) Provide leadership and guidance in the performance of the functions of the Service and the implementation of the decisions of the Council;

- b) Ensure the effective organisation and development of training programmes consistent with the sectoral requirements of the Service;
- c) Establish, with the approval of the Council, systems for effective inter-service and sectoral collaboration between the Service, the Education Service, the Health Service, the Forestry Service and other Services, to harmonise the government programmes and avoid duplication and
- d) Initiate plans and programmes within the Service, for the consideration and approval of the Council, to activate and accelerate the Local Government decentralisation process in accordance with the Constitution, the Local Government Act, 1993 (Act 462) and any other enactment.

C. THE CHIEF DIRECTOR

The Chief Director is responsible to the Head of Service and for the coordination of the structures and functional areas of the LGSS machinery for the effective discharge of the mandate and objectives of the LGSS Directorates.

UNITS under the Office of Head of Service

1. INTERNAL AUDIT

This Unit ensures transparency and accountability in the use of state resources through compliance with financial management and accounting practices and regulation laid down by the Procurement Authority, Internal Audit Agency, Audit Service and the Financial Administration Act.

2. LEGAL

This Unit is responsible for providing legal and legislative support services to LGS by providing legal representation and input into formulation of standing orders and by-laws.

3. PUBLIC AFFAIRS

The Unit develops, implements and reviews communication strategies to market and communicate the ideals and benefits of the service to the public and also handle client service relations.

DIRECTORATES OF THE LOCAL GOVERNMENT SERVICE SECRETARIAT

I. POLICY PLANNING, BUDGETING AND MONITORING AND EVALUATION DIRECTORATE (PPBMED)

This Directorate ensures the development and periodic review of comprehensive and sustainable policies, plans, programmes and budgets to cover all activities of the LGS. It caters for the design and application of monitoring and evaluation systems for purposes of assessing the operational effectiveness of the Service.

The directorate is supported by the following units:

- i. **Policy Unit:** - The unit initiates policies and provides technical support based on sound framework for the effective implementation of LGS' programmes, projects and activities.
- ii. **Planning Unit:** - The unit is responsible for planning and developing sustainable frameworks for implementing the activities and programmes to achieve growth and development of LGS in relation to set targets;
- iii. **Budget Unit:** - The unit is responsible for preparing budget and the provision of technical guidance to Management on budgetary matters. The department also keeps proper updates of all financial projects;
- iv. **Monitoring and Evaluation Unit:** - The unit is responsible for providing an effective basis for measuring the various stages of programmes and projects of LGS as well as providing an objective basis for assessing the effectiveness of its programmes and projects.

2. MANAGEMENT AND TECHNICAL SERVICES DIRECTORATE (MTSD)

This Directorate is to put in place and implement a quality assurance and technical services framework and systems to ensure that the LGSS, RCCs and MMDAs organisational development, works, waste management and infrastructural development projects and programmes are designed and implemented to meet performance specification benchmarks and value for money.

The Directorate is made up of four (4) units namely:

- i. **Performance Management Unit:** - The unit is responsible for developing framework for performance management of services provided;
- ii. **Technical Services Unit:** - The unit provides technical backstopping for technical projects and programmes of LGS;
- iii. **Organisational Development Unit:** - The unit is tasked with enhancing the development, improvement, and reinforcement of strategies, structures, and processes of the LGS;
- iv. **Quality Assurance Unit:** - The unit establishes a mechanism to initiate and sustain benchmark standards relating to service delivery of the LGSS.

3. HUMAN RESOURCE MANAGEMENT DIRECTORATE (HRMD)

This Directorate ensures that the appropriate processes are engaged to enable staff with requisite background for various types of work in the Secretariat, RCCs and MMDAs are recruited, motivated and developed on a continuous basis for the efficient discharge of their duties.

The Directorate also ensures that approved personnel policies in the Secretariat, RCCs and MMDAs on employment, personnel records and wages and salaries administration are translated into good management practices and effectively carried out.

The Directorate is supported by three Units namely:

- i. **Human Resource Planning Unit:** - This Unit initiates strategies and facilitates the career planning of staff of the Local Government Service. This

- involves regular deployment, secondments, postings, transfers, and development of Schemes of Service;
- ii. **Recruitment and Selection Unit:** -The unit facilitates the placement processes of applicants and draws up recruitment plans for the LGS. The unit is also responsible for orientation of staff;
 - iii. **Salary Administration Unit:** -The Unit is responsible for the processing of input forms for employee salaries. It also identifies and addresses issues of Salary distortions.

4. HUMAN RESOURCE DEVELOPMENT DIRECTORATE (HRDD)

This Directorate ensures that knowledge skills and abilities of staff are developed to deliver necessary services for the achievement of the mandate of LGS. The Directorate is made up of three (3) Units. These are:

- i. **Training Unit:** - It initiates the review and development of career training policies and guidelines. It also collates the training needs identified through staff performance appraisal systems for implementation;
- ii. **Career Development Unit:** -It prepares training modules necessary to enhance staff development. The unit also ensures the promotion of staff based on approved requirements;
- iii. **Performance Management Unit:** - The unit is responsible for developing framework for staff performance management.

5. FINANCIAL MANAGEMENT DIRECTORATE (FMD)

The directorate is responsible for the efficient and effective utilisation of budgets allocated by the Government of Ghana and the development partners for the discharge of the mandate and objectives of the LGSS.

The Directorate is made up of the following Units:

- i. **Government of Ghana Unit:** - Manages all financial matters of LGS from GOG in accordance with the approved Finance and Administration Regulations;
- ii. **Donor Support Unit:** -Manages all financial procedures of LGS from Donor Support in accordance with the Financial Regulations of Ghana in relation to International Standards.

6. RESEARCH, STATISTICS AND INFORMATION MANAGEMENT DIRECTORATE (RSIMD)

This Directorate is responsible for research, statistics and information management of LGS.

The Directorate comprises the following Units:

- i. **Research and Statistics Unit:** -It conducts research into the activities of the LGS. It also ensures that requisite data is available for decision-making;
- ii. **Library and Documentation Unit:**-The unit is responsible for the Library and collating required data to create a database for the LGS;
- iii. **Information Management Unit:**-Initiates and maintains information technology network and infrastructure for the LGS. It also provides technical support in relation to ICT requirements;
- iv. **Integrated Personnel Pay-Roll Database:**-Processes inputs for salary payment and ensures that the pay-roll system is properly maintained.

7. ADMINISTRATION AND GENERAL SERVICES DIRECTORATE (AGSD)

This Directorate ensures that services and facilities necessary to support the administrative and other functions of the LGSS are available. This includes administrative support, records, transport, stores and procurement as well as security services. It ensures the provision of an effective and efficient system of internal checks to enhance service delivery at the LGSS. The units under this directorate include:

- i. **General Administration Unit:** - The unit is responsible for providing administrative leadership, guidance and management of LGSS to help achieve its mandate;
- ii. **Transport Unit:** - The unit is responsible for the proper management and provision of an efficient transport system;
- iii. **Procurement Unit:** - The unit is responsible for managing the procurement services and providing technical support on procurement processes for the LGSS;
- iv. **Stores Unit:** - The unit ensures the proper storage of all goods procured and ensures that stocks are replaced on time at the LGSS;
- v. **Records Unit:** - The unit ensures that documents and information are properly stored to ensure confidentiality and easy accessibility.
- vi. **Estates Unit:** - The unit provides advice on estate management issues and ensures that repairs and works on facilities and equipment are properly carried out at the LGS.
- vii. **Security Unit:** - The unit is responsible for ensuring the safety of the staff and property of LGSS.