



LOCAL GOVERNMENT SERVICE 2013 ANNUAL PROGRESS REPORT

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FOREWORD

Since the early 1980's, decentralization has been pursued by successive governments as a means to ensure sustainable development across the country. To this end, decentralization and local governance was entrenched in the provisions of the 1992 Constitution. The Local Government Service (Local Government Service Secretariat, Regional Coordinating Councils, and Metropolitan Municipal and District Assemblies) was established to manage the decentralization process including reporting on the activities of the Service to inform policy.

The Local Government Service (LGS) has been churning out Annual Progress Reports to serve as documentary evidence on the progress of the Service to inform its numerous stakeholders. The 2013 Annual Progress Report reflects the status of implementation of programmes across the Local Government Service. It documents the strides made by the Service in collaboration with its stakeholders and Development Partners (DPs) for the 2013 fiscal year.

The highlights of the report include progress made in the area of deepening Administrative Decentralization. Another aspect touches on training and development, as capacity building forms the bedrock of the activities of the Secretariat. It also features strides made with regards to organizational development and the implementation of the Communication Strategy of the Service. The report also includes a summary of some activities undertaken by the ten (10) Regional Coordinating Councils (RCCs). It goes on to detail the achievements of the Service with the Technical and Financial support of our Development Partners and also outlines some challenges.

It is critical to note that despite the challenges encountered, the Service in its quest to realise its mandate with regard to Administrative Decentralization in Ghana made some modest gains which are well documented in this report.

Consequently, the Service looks forward to forging a much closer collaboration with all its stakeholders and Development Partners. This will improve performance and ensure the delivery of efficient and effective services to the people with the view to strengthening decentralized governance in the country.



DR. CALLISTUS MAHAMA
(HEAD OF SERVICE)

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ACRONYMS

AfD	-	French Development Agency
AIDS	-	Acquired Immune Deficiency Syndrome
AGSD	-	Administration and General Services Directorate
CAGD	-	Controller & Accountant General's Department
CBC	-	Capacity Building Component
CIDA	-	Canadian International Development Agency
DANIDA	-	Danish International Development Agency
DDF	-	District Development Facility
DDFS	-	District Development Facility Secretariat
DWD	-	District Works Department
EU	-	European Commission
EWB	-	Engineers Without Border
FMD	-	Financial Management Directorate
FOAT	-	Functional and Organizational Assessment Tool
GiZ	-	Deutsche Gesellschaft für Technisches Zusammenarbeit
HIV	-	Human Immunodeficiency Virus
HRDD	-	Human Resource Development Directorate
HRMD	-	Human Resource Management Directorate
IMCC	-	Inter Ministerial Coordinating Committee
IPPD	-	Integrated Personnel Payroll Database
KfW	-	Kreditbank für Widergebäude
KTC	-	Koforidua Training Centre
LED	-	Local Economic Development
LGCSPP	-	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
MTSD	-	Management and Technical Services Directorate
NALAG	-	National Association of Local Authorities of Ghana
NDPC	-	National Development Planning Commission
NPS	-	National programme Secretariat
NPSC	-	National Programme Steering Committee,
PPBMED	-	Policy, Planning, Budgeting, Monitoring and Evaluation Directorate

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PWD	-	Public Works Department
RCC	-	Regional Coordinating Council
RSIMD	-	Research, Statistics & Information Management Directorate
TA	-	Technical Assistance
UNDP	-	United Nation Development Programme
UTZA	-	Urban, Town and Zone Area
WB	-	World Bank

CHAPTER 1

INTRODUCTION

1.0 Introduction

It is an annual statutory mandate of all government institutions including the Service to produce Annual Progress Report that would detail their gains and the challenges. This report therefore provides stakeholders with up-to-date information on the progress and challenges of the Service in the 2013 fiscal year.

1.1 Local Government Service (LGS)

In line with the provisions of Article 240 (2d) of the 1992 Constitution, the Local Government Service (LGS) was established by Act 656 (Date of Assent: 24th December 2003) “to secure effective administration and management of local government in the country”. The Service therefore is to ensure the proper functioning of the District Assemblies.

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.

Vision of the Service

To be “a world-class, decentralized and client oriented service”

Mission Statement of the Service

“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”

Motto of Service

“Decentralization, Democracy and Development”

Core Value of the Service

Our core values are: “Accountability, Client-oriented, Creativity, Diligence, Discipline, Equity, Integrity, Innovativeness, Loyalty, Commitment, Anonymity, Impartiality, Permanence, Timeliness and Transparency”

1.2 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.

1.3 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.

1.4 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 the 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;
- Perform such other functions as the Council may specify; and
- Perform such functions as are incidental to the effective operation of the Service.

1.5 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.

1.6 Organizational Structure of LGSS

To ensure that the Local Government Service is well structured and adequately staffed to provide excellent services to its stakeholders and clients, the LGSS is structured as follows:

A. The Head of Service

- The Chief Director
- Units
 1. Internal Audit Unit
 2. Legal Unit
 3. Public Affairs Unit

B. Directorates

1. Policy Planning, Budgeting and Monitoring and Evaluation Directorate (PPBMED)
2. Management and Technical Service Directorate (MTSD)
3. Human Resource Management Directorate (HRMD)
4. Human Resource Development Directorate (HRDD)
5. Financial Management Directorate (FMD)
6. Research, Statistics and Information Management Directorate (RSIMD)
7. Administration and General Services Directorate (AGSD)

LGSS new organizational structure & Staffing level are presented as **Annex 1& 2**.

CHAPTER 2

OVERALL STATUS FOR 2013

2.0 General Introduction:

This report covers activities undertaken by the LGSS for the period January to December 2013. It contains the highlights of achievements of the seven directorates of the Secretariat namely; Human Resource Development (HRD) Directorate; Human Resource Management (HRM) Directorate; Policy Planning, Budgeting, Monitoring and Evaluation (PPBME) Directorate, Research, Statistics and Information Management (RSIM) Directorate, Management and Technical Services (MTS) Directorate; Administration and General Services (AGS) Directorate. It also features the reports of the Internal Audit Unit (IAU) and the Public Affairs Unit (PAU) of the LGSS. Abridged versions of 2013 Annual Reports by the ten (10) Regional Coordinating Councils (RCCs) which summarize activities implemented by the Metropolitan Municipal and District Assemblies (MMDAs) within their respective jurisdictions have also been incorporated in this report.

The activities described in this report are those contained in the LGSS 2013 Annual Action Plan (AAP) in the 2010 – 2013 MTDP. It describes the actions undertaken by the various directorates and units of the Secretariat, RCCs and MMDAs leading to the achievement of the overall organizational objectives of the Service. The activities were either carried out solely by the directorates, RCCs, MMDAs or in partnership with other action units in the Service. Some of the activities were also carried out with partners outside of the LGSS and others with the support of Development Partners (Projects).

2.1 LGSS – Towards the Implementation of Administrative Decentralization

The passing and gazetting of Legislative Instrument (LI) 1961 in 2009 provided the legal basis for the full implementation of administrative decentralization in Ghana. It enabled the transfer of the management function of about 33,000 staff working at the local government level from the Office of the Head of Civil Service (OHCS) to the Local Government Service (LGS).

Again, the LI provided for the realignment and integration of 22 functional areas of central government at the local level into the departments of the Assembly. It distinguished between two (2) sets of departments (Schedules I & II depts.) at the MMDA level and the manner in which these departments were to be integrated into the departments of the Assembly. Schedule I departments were not set up by law and therefore were to join the departments of the MMDAs immediately after the passage of the LI. However, Schedule II departments were set up by law and therefore can only be integrated into the departments of the MMDAs with the amendment of their parent Acts.

With the passage of LI 1961, the LGSS consulted with the affected departments and revised the organizational structures of the MMDAs to accommodate the decentralized departments that had been brought on board. Guidelines to facilitate the mergers and realignment had also been developed and circulated to RCCs and MMDAs. Additionally, the LGSS has issued and sensitized both regional and MMDA officials on the new channels of communication and reporting relationships.

A major milestone to entrench administrative decentralization was the establishment of Human Resource Management Units (HRMUs) in the RCCs and MMDAs and the subsequent recruitment of personnel for these offices to facilitate the management of human resource at the sub-national (Regional and MMDA) levels. Additional personnel have also been recruited for all the 10 RCCs and 216 MMDAs to augment their staff strength. Officials of the RCCs and MMDAs are to lead in the institutionalization and integration of the function of the HRMUs into the day-to-day operations of the RCCs and MMDAs.

Furthermore, to facilitate the management of personnel issues, a Human Resource Management Policy, a Human Resource Management Manual, Conditions of Service, Code of Conduct and Schemes of Service have been developed for the various professional groups within the Service by the Secretariat. This was done in consultation with the relevant stakeholders to ensure that staff of the Service are managed in a consistent and coherent manner.

The LGSS had worked with the Ministry of Local Government and Rural Development (MLGRD) to champion the amendment of parent legislations of some Schedule II departments (Birth & Death Registry, Department of Town and Country Planning, National Youth Authority, Sports, Library Board and Department of Cooperatives). The Secretariat has also organised a number of Inter-Service Collaborative workshops to dialogue with interest groups and institutions on the way forward with regard to the integration of the Schedule II departments into the departments of the Assembly. A major outcome of the collaborative meetings is the establishment of a taskforce with representation from the various institutions to develop a strategy to facilitate the consultative meetings.

In this regard, change management orientation is very critical for regional and district officers to assert themselves and take on the roles and responsibilities assigned them in the various pieces of legislations available. There must be a paradigm shift in the perception of regional and district officers from being conduits to being key actors responsible for the implementation of decisions towards the realization of administrative decentralization.

2.2 Human Resource Development Directorate (HRDD)

For the period under review, the HRDD undertook a number of activities. The directorate collaborated with the Institute of Local Government Studies (ILGS) to design schematic training programmes as contained in the various Schemes of Service for the various job classes

within the Service. The final drafts of training programmes are yet to be validated for implementation.

The directorate developed the LGS Human Resource Operational Manual (HROM) for staff of the Service. Following the successful development of the manual, one thousand five hundred (1,500) copies of the HROM were printed and disseminated. Additionally, all Assistant Human Resource Managers as well as Departmental Heads of Agric and Urban Roads at the MMDA level have also been sensitized on the use of the manual.

The Service developed the Code of Conduct to moderate the behaviour of personnel within the local government sector. A total of four thousand (4,000) copies of the Code of Conduct have been printed and distributed.

It is the mandate of the directorate to lead the implementation of the Generic Capacity Building Component under the District Development Facility/Functional Organizational Assessment Tool (DDF/FOAT) arrangement. During the period under review, the HRDD through the DDF/FOAT arrangement organized orientation training for some of the newly recruited staff of the Service. The officers trained included: 391 Assistant Director IIBs; 697 Assistant Development Planning and Budget Officers; 391 Assistant Human Resource Managers; and 266 Internal Auditors and Internal Audit Trainees.

Under the DDF/FOAT arrangements, Service Providers (training institutions/firms) at both the national and sub-national levels are the major clients of the Service in the delivery of capacity building trainings. To facilitate the process for the procurement of service providers to deliver DDF/FOAT Capacity Building training, the HRDD published an Expression of Interest (EoI) in the newspapers for firms to express interest. Based on the outcomes of the responses received, the Secretariat updated the service providers list and disseminated the information to the MMDAs to facilitate the transaction processes.

Under continuous professional development, the directorate facilitated the training of 218 and 61 Departmental Heads of Agriculture and Urban Roads of MMDAs respectively on the provisions of administrative decentralization.

Please refer to Annex 1 for a tabular presentation of the progress status of activities implemented by the HRDD during the period under review.

2.3 Human Resource Management Directorate (HRMD)

The HRM directorate is responsible for the performance of sector-wide career management function for staff working at the regional and district levels. During the period under review, the HRMD undertook a number of career management related activities including postings, transfers and promotions. The directorate under-took postings to deploy staff to RCCs and MMDAs where their services are most needed. Again the directorate initiated a process which led to the promotion of 39 Principal Planning Officers, 12 Deputy Directors and 22 Principal Budget Analyst to Director Grades. The directorate also redeployed 66 Budget Analysts; 103 Coordinating Directors/Ag. Coordinating Directors; 86 Administrative Officers; and 129 Engineers.

Under the EU Support for Ghana Decentralization Programme, the Service supported some 50 selected MMDAs to set up Human Resource Management Units (HRMUs) as one of the milestones in the national efforts towards administrative decentralization. Office equipment were also procured and distributed to these MMDAs to ensure that the HRMU offices run efficiently and effectively.

Additionally, through the Support for Ghana Decentralization Programme, the Secretariat through the HRM directorate established HRM Database to facilitate the use of accurate data in the management of the human resources of the Service. The programme has been piloted in 10 MMDAs in the Greater Accra Region and the data validation process is currently on-going.

The Service through the collaborative effort of the HRMD and MTSD has consulted with stakeholders and has identified as well as defined some minimum basic level of service delivery standards for implementation by MMDAs. A comprehensive documentation of the standards have been compiled for validation and dissemination to MMDAs for implementation.

The directorate facilitated the organization of a study tour for 4 officers working in the field of human resource management of the Service to South Africa to learn and share best practices for implementation in Ghana.

Please refer to Annex 2 for a tabular presentation of the progress status of activities implemented by the HRMD during the period under review.

2.4 Administration and General Services Directorate (AGSD)

During the period under review, the directorate undertook and completed the various activities described below.

Organization of Local Government Service Council Meetings

The directorate in consultation with the Head of Service (HoS) and Council Chairman organized the statutory meetings of the Local Government Service Council (LGSC). The Local Government Service Council meetings review the activities of the Secretariat and give direction to the Secretariat to ensure that the Local Government Service (LGS) strives towards the achievement of the implementation of LI 1961 and ultimately the vision of the Local Government Service (LGS) “A World Class Decentralization and Client-Oriented Service”.

Rehabilitation and Refurbishment of Premises

In 2013 the Secretariat procured a new set of furniture (chairs) to replace the worn out ones in the LGSS conference room. Additionally, new curtains and fixtures were also provided to improve the environment in the conference room for the conduct of meetings.

Renovation works were carried out and shelves provided to improve on safe keeping of files in the registry. The LGSS reception was also given a face lift with the provision of adequate chairs to accommodate visitors.

Constructional Works

As part of measures to address the inadequate office accommodation at the Secretariat, the services of a construction company were procured to construct a prefabricated office at the Decentralization Park of the Secretariat, adjacent to the old block. A drivers' room was also constructed and furnished to provide the drivers with a place to rest. The National Commission on Culture drivers' room which had accommodated LGSS drivers over the period, was also renovated.

2.5 Policy, Planning, Budgeting, Monitoring and Evaluation Directorate (PPBMED)

The activities implemented during the period under review included the result areas documented below.

Preparation of the 2013 Annual Action Plan (AAP)

The PPBME Directorate developed AAP templates in line with the guidelines provided by NDPC and circulated to all the Directorates. The completed templates for each of the Directorates were collated, harmonised and validated to reflect the goal and strategic direction of the Secretariat.

Preparation of LGSS Budget for 2013

Ministry of Finance and Economic Planning (MOFEP) provided all MDAs with financial ceilings after the budget hearing. Consequently, MLGRD also issued ceilings to all its agencies. The LGSS was provided a ceiling of GH¢300,000.00 for Goods & Services and GH¢135,055.00 for Assets. This culminated in the re-prioritization of activities by the various directorates. The ceilings notwithstanding, no release was made as at the end of the first quarter (March) of 2013.

As part of the Budget Process, the Head of Service accompanied the Minister of Local Government and Rural Development (MLGRD) and representatives of agencies of MLGRD including LGSS to the Budget Hearing at the Parliament House. The Director, PPBMED on behalf of the Chief Director (LGSS) answered questions and clarified issues raised by members of the Parliamentary Select Sub- Committee on Local Government.

Preparation of 2012 Annual Progress Report (APR) - LGSS

As a public institution, the Service is mandated by law to produce annual reports which highlight its achievements and challenges for the benefit of the nation and other stakeholders of the Service. The preparation of the 2012 Annual Progress Report for the LGSS was initiated and had been successfully completed. The report has been printed and distributed widely to stakeholders.

Some highlights of the report include progress made in the area of staffing and the implementation of LI 1961, as the Service is charged with achievement of Administrative Decentralization. Another aspect touches on training and development, as capacity building forms the bedrock of the activities of the Secretariat. It features strides made with regard to

organizational development and the implementation of the Communication Strategy of the Service. It also details the achievements of the Service through the Technical and Financial support of our Development Partners and some challenges.

Preparation of the LGSS Medium Term Development Plan(MTDP) -2014-2017

The Medium Term Development Plan (MTDP) which was implemented from 2010 – 2013 was premised on the Ghana Shared Growth and Development Agenda (GSGDA) I Framework issued by NDPC. With the end of the period for the implementation of the MTDP 2010 – 2013, there was the need for the preparation of a new plan. Although NDPC had not finalized the guidelines for preparation of sector plans at the time, the Directorate initiated the preparation of a new MTDP (2014 – 2017) premised on GSGDA II.

With the issuance of GSGDA II Framework, there was the need to synchronize and realign the MTDP (2014 – 2017) with the objectives and strategies issued. The Secretariat through the Directorate organized a Retreat at Busua Beach Resort in the Western Region from the 18th – 20th of December, 2013 to align the draft plan with the current GSGDA II Framework with technical support from some officers of NDPC.

Due to the enormity of the task, the document was not completed at the end of the workshop. A core team headed by the Director of PPBME was constituted to complete the assignment. Consequently this team met at Smayak Hotel, Apam in the Central Region from the 22nd – 24th December, 2013 for the completion of the assignment. The MTDP (2014 – 2017) document was completed with its thrust on the GSGDA II thematic areas. The final document was also validated and approved for implementation by the Local Government Service Council (LGSC). The plan has since been printed and distributed.

Participatory Planning and Budgeting Framework

As part of the planning and budgeting process at the sub-national, citizens are required to be engaged thoroughly to ensure that their aspirations are reflected in the Assembly's plans and budget. However, over the years aspirations of the citizenry and local communities have not been adequately addressed.

The Secretariat therefore developed a framework for participatory planning and budgeting to be used by institutions at the sub-national levels to enhance the engagement process. The framework had been disseminated among the stakeholders at the RCC level. The Secretariat through the PPBMED carried out regional level sensitization and training for key officials of the ten (10) Regional Coordinating Councils. The participants included Regional Planning Officers, Budget Officers and heads of Department of Social Welfare and Community Development. The training workshop took place at Anita Hotel, Ejisu in the Ashanti Region on the 9th and 10th December, 2013.

Local Government Capacity Support Project (LGCSP)

Under component 2B of the Local Government Capacity Support Project (LGCSP) the PPBME directorate carried out the activities listed below.

Regional Technical Advisory Teams (RTATs) were engaged and oriented to provide project/technical support and coaching to MMAs under the project. As part of the contractual arrangements, the RTATs were to commence work within the same period under review. The RTATs delivered technical support in the Public Finance Management (PFM) areas, namely, Budgeting, Reporting and Auditing, Asset management, Revenue Mobilization and Social Accountability. Within the same period the Secretariat received a World Bank implementation support mission to ascertain the state of implementation of the component being executed by the Secretariat. Representatives of the LGSS supported the team to monitor the implementation of LGCSP activities at the MMA level.

The LGSS received an Ethiopian Delegation on a South-South exchange tour. As part of South – South Co-operation programme a six (6) member delegation from Ethiopia visited Ghana on an exchange programme to share and learn lessons on implementation of decentralization in the two countries. The delegation was also interested in the management and implementation of the performance based grant system and wanted to know more about the DDF and the UDG being implemented in the country.

2.6 Management and Technical Services Directorate (MTSD)

During the period under review, the Management and Technical Services Directorate of the Secretariat successfully implemented and completed a number of activities which included the following.

As part of national efforts to decentralise 22 functional areas of central government, the directorate on behalf of the Service played the lead role in coordinating stakeholder workshops/meetings with relevant MDAs and sensitized all 10 Regions on the set-up of departments of MMDAs in connection with the revised L.I 1961 - Schedule I& II departments. The directorate also facilitated the collaborative efforts between the Statistical Service and LGSS to ensure the integration of staff of Statistical Service into the departments of the Assembly.

The MTSD led the development of a Scheme of Service (SoS) for the Statistics Class to facilitate the process of integration. Additionally, the directorate collaborated with HRDD to harmonize the Scheme of Service of the Environmental Health Class developed by the Civil Service as part of an on-going process to review all SoS for the various occupational groups within the Service.

MMDAs are required to make informed developmental decisions through the use of credible database systems. However, in addition to the low capacity of MMDAs staff in the management of these database systems, MMDAs also operate different forms of database systems with support from some development partners. Evidence shows that there were about three (3) different types of database systems in use in different regions, including Project Database, Socio-Economic Database and Development Intervention Database. The MTSD through LSGDP support organized a workshop for stakeholders in District Database Management System to obtain baseline information on database management systems in use

by the various districts and to develop strategies for harmonisation, cooperation and future collaboration to improve evidence based decision making for effective planning and resource allocation.

To ensure that high quality services are rendered by District Assemblies, the Secretariat initiated a process to define and establish a universal framework for Service Delivery Standards in the Service. With financial and technical support from the EU-HRSP, inputs were solicited from stakeholders and an output in the form of a report had been prepared for validation.

During the period under review, the directorate coordinated training courses with Danida Fellowship Center in the following areas: Meeting the Millennium Development Goals: Results-Based Management for Sustainable Development; Public Sector Leadership: Taking charge of Public Sector Reforms; Role of Civil Society in Aid Effectiveness; and Human Rights Based Approach programming.

A project documentary was a requirement in the design of the LSDGP. The MTSD therefore led the process to produce a programme completion documentary to highlight the achievements and lessons learnt from the implementation of the project activities over the period. This it is hoped will inform the implementation of other projects and programmes to improve efficiency by replicating the successes to improve sustainability.

The completion of the LSGDP paved the way for a successor programme; Right to Services and Good Governance Programme (RSGGP). The directorate prepared Terms of Reference (ToR) to engage a Technical Advisor and led the review process of the framework on M&E specification and requirements for the programme.

Please refer to Annex 3 for a tabular presentation of the progress status of activities implemented by the MTSD during the period under review.

2.7 Research, Statistics and Information Management Directorate (RSIMD)

In an attempt by the Service to establish accurate manpower ceilings for the MMDAs, the directorate obtained data from the MMDAs for analysis and recommendation. The data has duly been analysed for dissemination.

In the year 2013, the directorate analysed the expenditure patterns and priority needs of MMDAs. This was to feed into a database to facilitate the selection of beneficiary assemblies by Development Partners (DPs) and Non-Governmental Organizations (NGOs) for sector specific programmes and projects.

To enhance the revenue mobilization, spatial planning, street naming and property addressing functions of MMDAs, the Secretariat through the RSIM directorate signed a

Memorandum of Understanding (MoU) with the Department of Geography of the University of Ghana to train staff of District Assemblies on Geographic Information Systems (GIS).

In response to the national directive on the patronage of ICT services of National Information Technology Agency (NITA), the directorate in 2013 liaised with NITA officials for the provision of the under listed IT services;

1. *IT policy*
2. *Internet Connectivity*
3. *Antivirus Software (Trend Micro)*
4. *E-mail Services*
5. *Website (www.lgs.gov.gh)*

Consequently, the Service's official website has been redesigned after switching from the previous service provider (Explainer DC) onto NITA's platform in line with the official policy.

The IPPD Unit of the RSIMD during 2013 worked on a total of 6503 various inputs. The breakdown is as follows: 3907 New Entrants; 1412 Promotions; 705 Postings; 467 Retirements; and 12 Re – Instatements.

2.8 Financial Management Directorate (FMD)

The directorate's role includes advisory, custodial, managerial and production of financial statements. During the period under review, weekly, monthly, quarterly, half yearly and Annual Financial Statements were prepared and submitted to Management as part of the key mandates of the directorate. The financial statements were prepared for both internal and external consumption.

During the 2013 fiscal year, the total transfers to the Secretariat summed up to Ten Million, Six Hundred and Eighty Five Thousand, Three Hundred and Seventy One Ghana Cedis and Forty Pesewas (GH¢ 10,685,371.40).

Out of this amount, a total of Ten Million, Two Hundred and Ninety Eighty Thousand, and Four Ghana Cedis, Sixty Nine Pesewas (GH¢ 10,298,004.69) had been expended. Please, find below the breakdown of the Income and Expenditure Statement for the 4th Quarter of 2013.

Revenue and Expenditure Profile of the Various Accounts

Releases	Source	Amount
	World Bank	3,747,480.00
	DANIDA	2,862,277.93
	GoG	873,287.79
	DDF	709,424.73
	EU	647,785.68
	LGS – DECENT (P2)	591,540.00
	DACF	1,963,000.00
Total Releases for Year 2013		<u>10,963,000.00</u>
Less Expenditure		
	World Bank	3,347,120.61
	DANIDA	1,819,820.45
	GoG	981,450.06
	DDF	1,924,307.29
	EU	247,334.32
	LGS – DECENT (P2)	40,821.96
	DACF	1,937,150.00
Total Expenditure for Year 2013		<u>10,298,150.00</u>
Balance as at the End of Year 2013		<u>387,366.71</u>

2.9 Internal Audit Unit (IAU)

The Internal Audit Unit during the period under review examined the accounts and other related records of Local Government Service Secretariat in respect of GOG, LSDGP and LGCSP (Cash Management), in accordance with standards and procedures provided by the Internal Audit Agency as required by Section 16(3) of the Internal Audit Agency Act (658).

The Audit was done in consonance with the objectives below:

- To verify that all Remittances i.e. GOG and other Donor Funds are dully receipted and recorded in their appropriate Cash Books;
- To verify that all payments were made from the correct Budget lines;
- To verify that all payments made were dully budgeted for;
- To verify that all payments were made to correct parties and that, withholding Taxes were duly with-held and remitted to IRS;
- To ascertain whether policies, procedures, laws and regulations governing Income and expenditures were adhered to.

Again, the IAU examined the accounts and other related records of Local Government Service Secretariat in respect of procurement, examined in accordance with standards and procedures provided by the Internal Audit Agency as required by Section 16(3) of the Internal Audit Agency Act (658).

The Audit was done in realisation of the objectives below:

1. Verify if Projects, Goods and Services were procured at competitive prices.
2. Ascertain whether Purchasing of Goods and services were done in a transparent Manner.
3. Verify if procurement of Goods and Services were timely.
4. Verify if Management of public funds in the area of Procurement was done efficiently, effectively and economically.

2.10 Public Affairs Unit (PAU)

The establishment of the Public Affairs Unit (PAU) at the Local Government Service Secretariat is a fairly new intervention. This was to give visibility to the Service in the public landscape and to educate the general public on the mandate of the Service.

To achieve this objective, the Secretariat through the Unit ensured that an industrial billboard was mounted within the Decentralization Park to give visibility to the location of the Service. The Unit institutionalized the documentation of weekly work schedules and activities of the various directorates for display on the notice board of the Secretariat. This is intended to remind and inform staff of the Secretariat as well as the general public on the week-by-week activities of the Secretariat.

The Public Affairs Unit during the period under review ensured the prolific publications of success stories of the Service in the media. The Unit also facilitated the documentation of the progress report and long term strategic vision of the Service for inclusion in the presentations made by the Minister for Local Government during the “Meet the Press” at the Ministry of Information which took place on the 17th September, 2013.

The Secretariat through the Unit facilitated the Services’ participation in a number of fairs including the annual Ghana Policy Fair and African Public Service Fair. The Unit was in charge of organization of press to cover programmes and activities of the Service and also wrote a rejoinder in the National Dailies on the progress of the Service.

CHAPTER 3

SUMMARISED REGIONAL REPORTS

This section of the 2013 Annual Progress Report (APR) highlights some of the activities carried out by the Regional Coordinating Councils (RCCs). It is an abridged version of the detail reports submitted to the Secretariat by the RCCs.

3.1 Ashanti Regional Coordinating Council (ARCC)

Introduction

The Ashanti Region is centrally located in the middle belt of Ghana, and lies between longitudes 0.15W and 2.25W, and latitudes 5.50N and 7.46N. The region shares boundaries with four political regions namely, Brong-Ahafo in the North, Eastern, Central regions in the south and Western Region in the South West.

The Ashanti Regional Co-ordinating Council is the highest political and administrative Authority exercising oversight responsibility over all Government Departments, Agencies and Metropolitan, Municipal and District Assemblies (MMDAs) in the Region.

During the period 1st January to 31st December 2013, the council was led by the Regional Minister, Hon. Eric Opoku and assisted by Hon. Samuel Yaw Adusei. Mr. Kofi Dwomor-Asubonteng, Chief Director was the secretary to the Council.

Status of the region- No. of MMDAs in the Region

As at 31st December 2013, the Region was made up of Thirty (30) MMDAs comprising One Metropolitan, Eight Municipalities and twenty-one District Assemblies.

No.	Metropolitan	Municipal	District Assembly
1.	Kumasi	Asante Akim Central	Adansi North
2.		Asokore Manapong	Adansi South
3.		Bekwai	Afigya-Kwabre
4.		Ejisu Juaben	Ahafo Ano North
5.		Ejura Sekyeredumasi	Ahafo Ano South
6.		Mampong	Amansie Central
7.		Obuasi	Amansie West
8.		Offinso	Asante Akim North
9.			Asante Akim South
10.			Atwima Kwanwoma
11.			Atwima Mponua
12.			Antwima Nwabiagya
13.			Bosome Freho
14.			Bosomtwe
15.			Kwabre East
16.			Offinso North
17.			Sekyere Kumawu
18.			Sekyere Afram Plains South
19.			Sekyere Central
20.			Sekyere East
21.			Sekyere South

Training Activities and Programmes Undertaken

No.	Training programmes	Duration	Institution	Funding
1.	Orientation for new entrants	2days	ILGS	GOG
2.	Composite budget training and familiarization workshop	2days	Regional Budget Office, ARCC	GOG
3.	UNFPA programming inception workshop	5days	UNFPA	Donor funding
4.	Project Management and Information Systems	1 day	LGSS	GOG
5.	Capacity Building workshop for newly recruited internal auditors	3days	ARCC in collaboration with LGSS	GOG
6.	Towards the efficient and effective local Government administration	2days	ILGS,MLGRD	
7.	Orientation on framework for the preparation of the 2014-2017 MTDP	2days	NDPC	GOG
8.	Regional Investment Sensitization Workshop	1day	GIPC	GOG
9.	2010 PHC integrate Management Information System Database	1day	Statistical Service	GOG
10.	One day Regional Stakeholders workshop	1day	MLGRD	GOG
11.	Sensitization Workshop on Social Accountability under the local Government Capacity Support Project	1day	(LGSS)	RCD/AGD
12.	DDF Generic Capacity Training on Assets and Contract Management	1day	IAA	GOG

Summary of Status of implementation of Composite Budgets

All MMDAs prepared their composite Budgets and were defended by their respective Assemblies for approval and collation by the RCC last year for implementation in 2014. RCC monitoring report indicates that MMDAs conformed to procedures required for implementation for the composite budget system.

Summary of Development Projects (RCC)

No.	Sector	No. of Project	No. On-Going	No. Completed
1.	Education*	40	22	18
2.	Health*	20	5	15
3.	Economic (Market and Agric)*	6	1	5
4.	Roads – Urban	3	2	1
	Feeder	6	4	2
	Highways	5	4	1
5.	Security: ❖ Construction of block sense wall and security fence at DEC's residence –Kumawu ❖ Police Headquarters at Ahodwo ❖ Construction of Juaso Police Headquarters	3	2	1
6.	❖ Institutional strengthening- support HIV/AIDs, Malaria roll back and national immunization at Mampong ❖ Support and encouragement of girl-child education	2	-	2
7.	Electricity have been extended to the following communities: Bungame; Mampong; Nkyesa; Teshie Praso; and Ankaase	23	18	5

3.2 Brong Ahafo Regional Coordinating Council (BARCC)

Introduction

The core function of the BARCC as enshrined in the 1992 Constitution and the Local Government Act, 1993 Act 462, is to co-ordinate, monitor, harmonize and evaluate the activities of the MMDAs in the region, to achieve effective performance leading to development in line with the Government's policies and prioritized areas for a better Ghana.

Status of region- no. of the MMDAs in the region (new ones)

The region is made up of twenty-seven (27) Assemblies; eight (8) Municipal Assemblies and nineteen (19) District Assemblies.

No.	Municipal	District Assembly
1.	Asunafo North	Asunafo South
2.	Berekum	Asutifi North
3.	Dormaa Central	Asutifi South
4.	Kintampo	Atebubu-Amantin
5.	Sunyani	Banda
6.	Wenchi	Dormaa East
7.	Techiman	Dormaa West
8.	Nkoranza South	Jaman North
9.		Jaman South
10.		Kintampo South
11.		Nkoranza North
12.		Pru
13.		Sene East
14.		Sene West
15.		Sunyani West
16.		Tain
17.		Tano North
18.		Tano South
19.		Techiman North

Training and Development

No	Workshop	Workshop Date
1.	A Three-Day Capacity Building Workshop for newly recruited Assistant Director IIBs	5-7 August, 2013 Glamossay Hotel, Sunyani
2.	Capacity Building Workshop for Newly Recruited Asst. Human Resource Managers And Personnel Officers	18-21 September, 2013. Wa
3.	Capacity Building Workshop for Recently Recruited Budget Analysts And Planning Officers	29 th October- 1 st November, 2013 Glamossay Hotel, Sunyani
4.	Capacity Building Workshop for Regional Directors Of Agriculture And Municipal/District Directors/Heads Of The Department Of Agriculture In The Region.	13-15 November, 2013
5.	Capacity Building Workshop for Metropolitan/ Municipal (MMAs) Road Engineers of the Department of Urban Roads Nation-wide and Coordinating Directors of MMAs that have Established Urban Roads Departments	11-13 December, 2013, Eusbett Hotel Sunayni

Other HR Related Activities

No.	Description of Activity	Beneficiaries		
		Male	Female	
1.0	Training and Development	1		
2.0	Promotions			
2.1	Works	2		
2.2	Records	1		
2.3	Secretarial Class		1	
2.4	Drivers	3		
3.0	Replacements	2	3	

Summary of Development Projects

No.	Sector	No. of Projects	No. of On- Going	No. Completed
1	Health	10	4	6
2	Road	146		
3	Water and Sanitation	14	8	6
4	Logistics	1		1
5	Agriculture	5	4	1
6	Dept of Children	3		3
7	Dept of Community devt	5		5
8	Dept of Soc Welfare	7		7
9	Dept of Parks and Gardens	1		1
10	Dept of Gender	1		1

3.3 Central Regional Coordinating Council (CRCC)

The 2013 Annual Performance Report of the Central Region covers the period January to December, 2013. The report covers the implementation of planned projects and programmes by the Regional Co-ordinating Council (RCC), the Metropolitan, Municipal and District Assemblies as well as Regional Departments during the year under review.

The distribution of MMDAs is presented in the Table Below:

No.	Metropolitan	Municipal	District Assembly
1.	Cape Coast	Komenda-Edina-Eguafo-Abrem (KEEA)-Elmina	Abura Asebu Kwamankese (AAK) -Abura Dunkwa
2.		Efutu Municipal- Winneba	Gomoa East – Afransi
3.		Mfantseman -Saltpond	Gomoa West- Apam
4.		Agona West –Agona Swedru	Ekumfi- Essaakyir
5.		Awutu Senya East- Kasoa	Agona East-Nsaba
6.		Assin North- Assin Foso	Twifo Ati Morkwa- Twifo Praso
7.		Upper Denkyira East- Dunkwa-On-Offin	Asikuma-Obeng-Brakwa-Breman-Breman Asikuma
8.			Ajumako Enyan Esiam-Ajumako
9.			Assin South- Kyekyewere/Nsueam
10.			Awutu Senya-Senya Breku
11.			Hemang Lower Denkyira- Hemang
12.			Upper Denkyira West- Diaso

On the Integration of the Decentralized Departments into the Departments of the MMDAs, it is gratifying to note that whilst these decentralized departments have been established, the Assemblies are grappling with infrastructure and logistics difficulties to enable most of the decentralized departments operate fully.

On Staff Recruitment, Assin North Municipal Assembly replaced six (6) workers who went on retirement. Upper Denkyira East Municipal Assembly also replaced two workers. At Agona West Municipal Assembly, 16 replacements were effected. The Komenda/Edina/Eguafo/ Abrem (KEEA) Municipal Assembly also mechanized seven (7) casual workers and effected 28 replacements as a result of retirements and deaths during the year under review.

The Ekumfi District Assembly on the other hand recruited eleven (11) personnel and replaced one while Gomoa East District Assembly recruited four new (4) staff.

Efutu Municipal Assembly replaced seven (7) staff. The Central Regional Co-ordinating Council (CRCC) on the other hand effected five (5) replacements during the year under review. These included two secretarial staff, one executive officer and two drivers.

Under Training Activities and Programmes Undertaken, a lot of training activities and programmes took place during the year under review which the Regional Co-ordinating Council fully participated. Among some of the activities were:

1. European Union Grant Contracts to Regional Co-ordinating Council Training on European Union Projects.
2. Sensitization workshop on Local Government capacity Support Project (LGCSP)-Urban Development Grant (UDG).
3. Consultation on the National Medium Term Development Policy Framework (2014-2017).
4. Capacity building workshop for training of Budget Analysts and Planning Officers.
5. Local Government Capacity Support Project (LGCSP) Training Workshop on Procurement.
6. Three-day residential workshop for Regional Directors of Agriculture and Metropolitan, Municipal and District Directors/Heads of Department of Agriculture.
7. Second Conference of Local Government Service Professionals.
8. Government of Ghana/UNFPA CP6 2014 Annual Work Plan (AWP) Development Workshop for selected Regions, Municipal/District Assemblies and National level partners.
9. A Two-day Orientation Workshop for newly recruited Local Government Service Staff in the Central Region.
10. A Three- day Capacity Building workshop for newly recruited Administrative Officers in the Central Region.
11. Workshop on Local Governance Service Delivery. In all, the above programmes enhanced the monitoring capacity of the Regional Co-ordinating Council over the MMDAS.

On the Status of Implementation of Composite Budgets, the Local Government Act (*Act 462*) mandates Assemblies to adopt Composite Budget to assist the Financial Administration of Metropolitan/Municipal/District Assemblies.

Under the implementation of the Composite Budget: The Regional Co-ordinating Council (RCC) organized series of orientation workshops for key officers of District Assemblies, such as District Co-ordinating Directors, Finance Officers, Budget Officers, Internal Auditors to enhance their capacity in the implementation of the composite budget. To this end, the RCC ensured that the official implementation date was complied with by the MMDAs in the Region. Monitoring and Evaluation exercises organized within the year under review all enabled the RPCU of the RCC to address some of the weaknesses of the Assemblies.

With regards to staffing especially in the Budget Class: In 2013, the staffing situation amongst the budget class improved significantly mainly due to recruitment of new budget analysts. With the exception of the Upper Denkyira West District Assembly, each of the twenty (20) Metropolitan, Municipal and District Assemblies had at least two (2) budget analysts/officers to handle the software used in the preparation and implementation of the composite budget and other related duties. Additionally, plans are far advanced to send an

[illegible]

3.4 Eastern Regional Coordinating Council (ERCC)

Introduction

This report is submitted to the Local Government Service Secretariat as part of its oversight responsibility of the Regional Co-ordinating Councils. The report provides summary of collated projects and programs of all Metropolitan/Municipal/Assemblies in the Region including all Government Agencies.

Status of the Region

The Region has Twenty Six (26) Municipal and District Assemblies comprising Sixteen (16) District Assemblies and Ten (10) Municipal Assemblies. The detail is provided in the table below.

MMDAs in the Region

No.	Municipal	District Assembly	Remarks
1.	New Juaben	Asuagyaman	
2.	Brim Central	Akwapim South	No means of communication
3.	Kwahu West	Birim North	
4.	East Akim	Birim South	
5.	Akuapim North	Akyemansa	No means of communication
6.	Lower Manya Krobo	Kwaebibirem	
7.	Nsawam Adoagyiri	Denkyembour	No means of communication
8.	Suhum	Fanteakwa	
9.	West Akim	Ayensuano	
10.	Yilo Krobo	Upper West Akim	No means of communication
11.		Upper Manya Krobo	
12.		Kwahu South	
13.		Kwahu East	
14.		Kwahu Afram Plains North	
15.		Kwahu Afram Plains South	No means of communication
16.		Atiwa	

Status of the Region Setting up of Decentralized Departments

Operationalisation of L1 1961 is being executed in the Region. All Departments under schedule 1 of LI are in place. Substantive Heads of Departments for the Community and Social Welfare Departments have been appointed.

Currently, applications to fill the vacancies for Heads of Works Department have been initiated by the Local Government Service Secretariat. The Department of Urban Roads is yet to have its presence in some of the Municipalities. The Regional Co-ordinating Council is in liaison with the Departments to have the full complement achieved.

Summary of Status of Implementation of 2012 Composite Budget

The implementation of Composite Budget (CB) at the Metropolitan, Municipal and District Assemblies (MMDAs) in the Region started in January, 2012 as per the directive from the Government. All the 26 MMDAs followed the budget guidelines released by the Ministry of Finance (MOF) in the preparation of the 2012 Composite Budget (CB).

The highlight of the Composite Budget (CB) so far prepared by the Assemblies in the Region was the organisation of Regional Budget Hearings by the Regional Coordinating Council which were attended by Stakeholders including Traditional Authorities, Assembly Members and Civil Society Organisations etc. Another significant aspect of the Composite Budget was the active participation of Municipal District Chief Executives in the Region. Almost all the Hearings were led by the respective Chief Executives thereby making them part of the process.

Data on Newly Recruited Officers to the Region by District

No.	MMDA/RCC	Number of New Recruits
1.	ERCC	7
2.	New Juaben	27
3.	Nsawam Adoagyiri	19
4.	Kwahu West	8
5.	Akwapim North	16
6.	Suhum	14
7.	Birim Central	17
8.	Yilo Krobo	12
9.	Lower Manya Krobo	10
10.	West Akim	11
11.	East Akim	7
12.	Asuogyaman	19
13.	Akwapim South	18
14.	Birim North	7
15.	Birim South	13
16.	Akyemansa	4
17.	Kwaebibirem	11
18.	Denkyembour	7
19.	Fanteakwa	13
20.	Ayensuano	11
21.	Upper West Akim	17
22.	Upper Manya Krobo	11
23.	Kwahu South	9
24.	Kwahu East	10
25.	Kwahu Afram Plains North	10
26.	Kwahu Afram Plains South	6
27.	Atiwa	10

Data on Newly Recruited Officers to the Region by Job Class

No.	Class	Total
1.	Administration	62
2.	Humana Resource	35
3.	Budget	26
4.	Internal Audit	25
5.	Internal Audit Trainee	4
6.	Planning	33
7.	Executive	41
8.	Procurement	13
9.	Social Development	38
10.	Community Development	24
11.	Quantity Surveyor	2
12.	Technician Engineers	15
13.	IT	5
14.	Stenographer Secretary	1

Summary of Development Projects

A number of development projects were implemented by MMDAs and departments at the Regional Level to improve living standards throughout the Region. The projects are summarized in the table below.

Table 1: Projects Implemented by MMDAs and Regional Departments in 2013

No.	Sector	# of Projects	# Completed	N# Uncompleted
A.	Economic			
	• Revenue / Income Generation	30	30	0
	• Market Infrastructure	29	12	17
	• Energy (Electricity)	7	3	4
B.	Social			
	• Education	229	95	134
	• Road and Related Infrastructure	57	27	30
	• Health	53	37	16
	• Water and Sanitation	86	57	29
	• Human Settlement Development	28	24	4
C.	Agriculture			
	• Agriculture	28	26	2
D.	Good Governance			
	• Justice & Security	52	46	6
	• Administration Infrastructure	86	37	49
E.	Human Resource Development			
	• Capacity Building	23	23	0

3.5 Greater Accra Regional Coordinating Council (GARCC)

Introduction

The 2013 Annual Performance Report is aimed at reviewing the general performance of the Regional Co-coordinating Council, the decentralized departments and the Sixteen MMDAs in the Greater Accra Region.

The report throws light on the profile and status of the region, information on staff recruitment and training undertaken, status of implementation of the Composite Budget, information on the setting up of Decentralized Departments at the MMDAs, Development Projects, highlights of key achievements, challenges and the way forward.

Status of region – no. of the MMDAs in the region (new ones)

There are two (2) Metropolitan Assemblies, nine (9) Municipal Assemblies and five (5) District Assemblies.

No.	Metropolitan	Municipal	District Assembly
1.	Tema	Ga West	Ada West
2.	Accra	Ga East	Ada East
3.		Ledzokuku-Kruwor	Kpone Katamanso
4.		Adentan	Ningo Pampram
5.		La-Nkwantanag Madina	Shai Osu-Doku
6.		Ga Central	
7.		Ga South	
8.		La Dade-Kotopon	
9.		Ashaiman	

Information on Setting up of decentralized Depts. at MMDAs

Decentralized departments of the Assemblies have been established in the 16 MMDAs in the region. The merger of the Department of Social Welfare and Community Development has also been done in all the assemblies.

However, not all the Nine (9) Metropolitan and Municipal Assemblies have the Transport and Legal Departments established.

Besides, the Department of Trade and Industry is yet to be established in the various MMDAs.

Staff recruitment/training activities and programmes undertaken

No.	Name of MMDA	Recruitment Undertaken	Training & Development		Academic Training
			Scheme based training	competency based training	
1.	RCC		4	4	
2.	Tema	1	1	9	1
3.	Shai Osudoku	5	-	-	2
4.	Ga South	60	28	-	1
5.	Kpone Katamanso				
6.	Adentan	22	23	-	-
7.	Ashaiman	-	15	5	14
8.	Nigo Prampram				
9.	La Nkwantang	5	17	13	4
10.	Ga West			17	-
11.	Accra	*			
12.	Ga Central	32	8	50	-
13.	Ga East				
14.	La Dadekotopong	*			
15.	Ada East	*			
16.	Ada West	*			

*=No Report submitted.

Summary of status of implementation of Composite Budgets

All the Districts are involved in the implementation of the public financial management reforms currently underway in the country. These are the implementation of the Warrant System and the Composite Budget.

Currently, greater part of expenditures incurred at the Assemblies in the Region pass through the Warrant System. The Composite Budget has also been prepared in all the Assemblies, since its inception. Its implementation has however not met with much success, leading to varying degrees of frustration on the part of the staff of the Decentralized Departments.

Summary of Development Projects

No.	Sector	No. Of projects	No. On-going	No. Completed	Remarks
1	Rehabilitation of Greater Accra Regional Minister's Bungalow	1	1	0	There was no release of warrant for commencement therefore no expenditure was made.

3.6 Northern Regional Coordinating Council (NRCC)

Introduction

The office of the NRCC is the secretariat which is the highest political and administrative decision making body of the region. In terms of land size it is the largest in the country, occupying about a third of the landmass of Ghana. It is thus challenging running the region in terms of reaching out to every corner especially with the poor road network.

Status of the region- No. of MMDAs in the Region

The region has 26 MMDAs summarized in the table below.

No.	Metropolitan	Municipal	District Assembly
1.	Tamale	Savelugu Nanton	Bole
2.		Yendi	Bunpurugu - Yunyo
3.			Central Gonja
4.			Chereponi
5.			East Gonja
6.			East Mamprusi
7.			Gushiegu
8.			Karaga
9.			Kpandai
10.			Nanumba North
11.			Nanumba South
12.			Saboba
13.			Sawla - Tuna Kalba
14.			Sagnerigu
15.			Tolon
16.			Kumbugu
17.			West Gonja
18.			North Gonja
19.			Mamprugu - Moagduri
20.			Mion
21.			Zabzugu
22.			Tatale Sanguli

Summary of development Projects (RCC)

No.	Sector	No. of Projects
1	Education	216
2	Health	36
3	Water and sanitation	59
4	Electrification	15
5	Roads	35
6	Other	44
7	Total	405
8	No. of On going	239
9	Completed	116

3.7 Upper East Regional Coordinating Council (UERCC)

Introduction

This report covers a summary of the Annual Progress report of the Upper East Region for the Year 2013. Hon. Alhaji Limuna Mohammed Muniru was the Regional Minister and Hon. Daniel A. Syme the Deputy Regional Minister, whilst Mr. Paul Kant Abdul-Korah as the Regional Coordinating Director/Chief Director.

The Council was able to hold its mandatory one meeting in December where the Regional Minister outlined activities that have been carried out since his assumption of duty and the vision he has for the region. There was also monitoring of the performance of all the (13) thirteen Assemblies in the region.

Status of the Region No. of MMDAs in the Region

There are three Municipal and ten District Assemblies in the region out of which 4 were created in 2012, namely, Pusiga, Binduri, Nabdam and Builsa South. It is only Binduri that has a problem in the citing of its capital. All the Assemblies have substantive Chief Executive.

Information on the Set-Up of Decentralised Departments at Metropolitan/Municipal District Assemblies

In line with the provision of L1 1961 (2009) all the Assemblies are making frantic efforts at integrating the decentralised departments into the Assembly. The challenge remains as to the headship of the new departments. However all the schedule one departments are involved in the programmes of the Assemblies.

Moreover, the recruitment of personnel by the Local Government Service during the year under review enhanced the capacity of the decentralised departments in the Metropolitan, Municipal and District Assemblies.

Staff Recruited (Numbers & Categories)

The year saw unprecedented postings of middle level person to the Metropolitan, Municipal and District Assemblies to enhance their service delivery. The breakdown is as follows:

No.	Job Class	Number
1.	Assistant Human Resource Managers	11
2.	Senior Procurement Assistants	5
3.	Engineering Class	15
4.	Executive Class	2
5.	Social and Community Development Officers	9
6.	Assistant Budget Analysts	19
7.	Assistant Development Planning Officers	30
8.	Internal Audit Personnel	10
9.	Assistant Director IIBs	26

Training Activities & Programmes Undertaken

During the period under review, the Local Government Service Secretariat organised series of training programmes particularly for the newly recruited personnel and these included:

No.	Area of Training
1.	Training on Accounting Procedures and Composite Budgeting
2.	Contract and assets management
3.	Training of newly recruited administrative officers on their work schedule
4.	Training of newly recruited human resource and personnel staff
5.	Training of newly recruited internal auditors
6.	There was also a refresher training programme for coordinating directors in the Northern Ghana at Tamale

Summary of Status of Implementation of Composite Budgets

The aggregated expected inflows to all the 13 MMDAs in the region for 2013 stood at GHC 85,798,442.14 out of which GHC 43,503,595.77 was the actual revenue inflow and GHC 41,992,994.77 the actual expenditure

Summary of Development Projects (RCC)

No.	Sector	No of Projects	On Ongoing	No Completed
1	Education	70	58	12
2.	roads	141	66	75
3.	Local government	11	11	-
	Total	222	135	87

3.8 Upper West Regional Coordinating Council (UWRCC)

Introduction

The Upper West Region which lies in the extreme North Western part of Ghana was until 1983 part of the then Upper Region. The region still remains the youngest in the country.

At its inception it had five (5) districts which increased first to nine (9) and now there are eleven (11) local government administrative areas known as Municipal/District Assemblies.

Metropolitan, Municipal and District Assemblies (MMDAs)

As indicated above in the area of decentralization and local governance, the region is divided into eleven (11) administrative Municipal/District Assemblies.

These are as listed below with their district capitals:

S/N	Municipal/District Assembly	Capital
1	Wa Municipal Assembly	Wa
2	Lawra District Assembly	Lawra
3	Sissala East District Assembly	Tumu
4	Sissala West District Assembly	Gwollu
5	Jirapa District Assembly	Jirapa
6	Nadowli/Kaleo District Assembly	Nadowli
7	Wa East District Assembly	Funsi
8	Wa West District Assembly	Wechiau
9	Lambussie/ Karni District Assembly	Lambussie
10	Nandom District Assembly	Nandom
11	Daffiama-Bussie-Issa District Assembly	Issa

Decentralized Departments at the MMDAs

The promulgation of legislative instrument (L I) 1961 specifies 11, 13 and 16 departments under Districts, Municipal and Metropolitan Assemblies respectively. The Upper West Region however does not have a Metropolitan Assembly. The departments that are constituted and operational under the Municipal/District Assemblies in the region are listed in the table below:

MMDAs/ DEPARTMENT	CA	FD	EYS	HD	WM	AD	PP	SW- CD	NRC- FGW	WD	TID	UR
Wa Muni	Y	Y	Y	Y	Y	Y	Y	Y	N	Y	N	Y
Nadowli-Kaleo	Y	Y	Y	Y	Y	Y	N	Y	N	Y	N	N
Lawra	Y	Y	Y	Y	Y	Y	Y	Y	N	Y	N	N
Lambussie - Karni	Y	Y	Y	Y	Y	Y	N	Y	N	Y	N	N
Sissala West	Y	Y	Y	Y	Y	Y	N	Y	N	Y	N	N

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MMDAs/ DEPARTMENT	CA	FD	EYS	HD	WM	AD	PP	SW- CD	NRC- FGW	WD	TID	UR
Sissala East	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	N	N
Wa West	Y	Y	Y	Y	Y	Y	N	Y	N	Y	N	N
Dbi	Y	Y	Y	Y	Y	N	N	Y	N	Y	N	N
Wa East	Y	Y	Y	Y	Y	N	N	Y	N	Y	N	N
Nandom	Y	Y	Y	Y	Y	N	N	Y	N	Y	N	N

Legend

A: Y – YES; N – No

B: AD – Agriculture; CA - Central Administration; EYS. - Education, Youth and Sports; FD - Finance Department; HD – Health; NRCFG W - Natural Resource Conservation, Forestry, Game and Wildlife; PP - Physical Planning; SWCD - Social Welfare and Community Development; TI - Trade and Industry; UR - Urban Roads; WD – Works Department; WM - Waste Management

Staff Recruited (Numbers/Category/MDAS)

List of Newly Recruited Officers at Post in the Upper West Region

a. Administrative Officers	-	1
b. Assistant Budget Analyst	-	3
c. Social Development Officers	-	8
d. Internal Auditors	-	3
e. Executive Class	-	2
f. Assistant Human Resource Managers	-	2
g. Assistant Development Planning Officers	-	4
h. Engineering Group	-	1
i. Records Class	-	1
j. Assistant Information Technology Manager	-	1
k. Security/Watchman	-	1
Total	-	27

Training Activities & Programmes Undertaken by UWRCC for the Year 2013

- (1) Training on Accounting Procedures and Composite Budgeting for District Coordinating Directors, District Finance Officers, District Budget officers and Internal Auditors by LGSS/RCC 28th - 31st January, 2013.
- (2) Contract and asset management for District Coordinating Directors, District Finance Officers, Procurement officers and District Work Engineers by LGSS/RCC 17th – 19th April, 2013
- (3) Training of newly recruited Administrative officers on Administrative Instructions by LGSS/ RCC 5th – 7th August, 2013

- (4) Training of newly recruited Human Resource and Personnel Officers for Upper West and Brong Ahafo regions by LGSS/RCC 18th – 21st September, 2013.
- (5) Human resource management training for District Coordinating Directors and Assistant Human Resource managers for Upper West, Upper East, Northern and Brong Ahafo Regions in Sunyani by LGSS/EU, 24th – 25th January, 2013
- (6) Ghana Integrated Financial Management System (GIFMIS) training workshop for RCCs Internal Auditors and selected Internal Auditors of MMDAs organized by GIFMIS Secretariat, August, 2013.

Report on Implementation Status of 2013 District Assemblies Composite Budget

This section of the report presents highlight on how the Districts performed in the areas of IGF, delivery on Goods and Services and execution of development projects. A comparison is made between 2012 and 2013 in respect of IGF, Goods/Services and Assets.

Revenue

Table 1: IGF Budget Performance

S/N	District	2012 (%)	2013 (%)	% Change
1	Nadowli	24	19	5
2	Jirapa	54	82	28
3	Lawra	35	59	24
4	Lambusie	50		
5	Wa East	78		
6	Wa West	40	122	82
7	Sissala East		55	
8	Sissala West	28	50	22
9	Wa Municipal	61	136	75
10	Nandom	39	91	52
11	Daffiama-Bussie-Issa	23	30	7
	Total	55	77	

In the 2013 financial year, District IGF improved tremendously over 2012. The number of Districts with actual IGF above 80% stood at 4 in 2013 against 0 in 2012. With the exception of Nadowli and Daffiama-Bussie-Issa (DBI) Districts, 9 Districts IGF % change stood above 20%. Follow ups by the RCC are on-going to further push Districts to enhance IGF collection in 2014 while prudence on discretionary spending and value for money are emphasized.

Table 2: Grants Budget Performance

S/N	District	2012 (%)	2013 (%)	% Change
1	Nadowli	60	146	80
2	Jirapa	47	68	21
3	Lawra	17	71	54
4	Lambusie	72		
5	Wa East	16		
6	Wa West	70	107	37
7	Sissala East	70	70	0
8	Sissala West		10	(90)
9	Wa Municipal	121	31	
10	Nandom		91	
11	Daffiama-Bussie-Issa		47	
	Total	76	53	

On grants, the performance of 2013 Budget improved. Available data indicate over 20 percentage (%) change of 2012 District actual grants were received. Advocacy for improved Central Government transfers is required

Expenditure

Table 3: Goods and Services Budget Performance Variance below 50%

S/N	District	2012 (%)	2013 (%)	Remarks
1	Nadowli	18	21	Declined
2	Jirapa	81	27	Improved
3	Lawra	99	63	Improved
4	Lambusie	98		
5	Wa East	91		
6	Wa West	87	24	Improved
7	Sissala East	50	99	Improved
8	Sissala West		94	
9	Wa Municipal	73	(63)	Improved
10	Nandom		(36)	
11	Daffiama-Bussie-Issa		41	
	Total			

At the close of the 2013 financial year, only five Districts (Nadowli, Jirapa, Wa West, Wa Municipal and Nandom) had their Goods & Services variance below 50%. The implication is that most of the Districts could not implement operations in the composite Budget. Transfer from Central Government was poor which partially explains the unsatisfactory budget performance. Central Government transfer to the Municipal and District Assemblies needs serious improvement, while the RCC strives to push District Assemblies to enhance IGF collection.

Table 4: Assets Performance Variance below 50%

S/N	District	2012 (%)	2013 (%)	Remarks
1	Nadowli	64	75	Declined
2	Jirapa	60	-3	Improved
3	Lawra	55	10	Improved
4	Lambusie	70		
5	Wa East	92		
6	Wa West	51	26	Improved
7	Sissala East	91	74	Improved
8	Sissala West		9	
9	Wa Municipal	9	14	Declined
10	Nandom		78	
11	Daffiama-Bussie-Issa		41	
	Total			

Performance of Districts Assets budget in the 2013 fiscal year was not also equally encouraging. Five Districts namely Lawra, Jirapa, Wa West, Wa Municipal and Sissala West had Assets budget variance below 50%. The implication is that most of the Districts development projects could not be implemented.

Apart from delay and non-transfer of grants, Assemblies' budgets need to be focused on the core mandate of the departments of the Assemblies. It is observed that the Assemblies tend to overload the budget, opening room for non-delivery on the budget. The RCC will work to rectify the situation.

SUMMARY OF DEVELOPMENT PROJECTS - 2013

No.	Sector	No. of Projects	No. Ongoing	No. Completed
A	Feeder Roads			
	i. Construction/Rehabilitation/Spot Improvement Projects	59	54	5
	ii. Routine Maintenance of Feeder Roads	66	10	56
B	Ghana Highway Authority			
	i. Upgrading/Surfacing/Rehabilitation/Spot Improvement Projects	79	46	0
	ii. Routine Maintenance of Trunk Roads	33	0	33
C	Education (GETFUND)	169	130	39
D	Water & Sanitation			
	i. SRWSP (Small Town Water Systems)	10	10	0
	ii. SRWSP & UNICEF (Boreholes)	350	350	0
	iii. GWCL (Expansion of Water Supply in Wa Township)	1	1	0
	iv. Extension of Water from Jamboso (Black Volta) to Wa Township	1	1	0
E	GSOP (Dams/Dugouts, Feeder Roads & Climate Change Projects)	95	55	40
F	Health			
	i. Construction of CHPS compounds	48	37	11
	ii. Procurement of medical & Non-Medical Equipment	2	0	2
	iii. Construction of Regional Hospital	1	1	0
	TOTAL	914	695	186

3.9 Volta Regional Coordinating Council (VRCC)

Introduction

The report covers the period January to December 2013 and covers the activities of the VRCC, Departments and agencies in the region and Municipal/District Assemblies.

Status of the Region - no. of MMDAs in the region (new ones)

The region is made of twenty-five municipals and district assemblies.

No.	Municipal	District Assembly
1.	Ho	Adaklu
2.	Hohoe	Afadzato South
3.	Keta	Agortime – Ziope
4.	Ketu South	Akatsi North
5.	Kpando	Akatsi South
6.		Biokoye
7.		Central Tongu
8.		Ho West
9.		Jasikan
10.		Kedjebi
11.		Ketu North
12.		Krachi East
13.		Krachi Nchumuru
14.		Krachi West
15.		Nkwanta North
16.		Nkwanta South
17.		North Dayi
18.		North Tongu
19.		South Dayi
20.		South Tongu

Summary of HR Related Activities

No.	Description of Activity		
		Male	Female
1.0	Training and Development	2	1
2.0	Promotions		
2.1	Administrative Class	5	
2.2	Engineering Class	8	
2.3	Human Resource Class		1
2.4	Executive Officers Class	1	1
2.5	Catering		5
2.6	Secretarial Class	4	28
2.7	Revenue Class	2	
2.8	Postal Class	5	1

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2.9	City Guards		2
2.10	Radio Operator Class	10	3
2.11	Budget Class	8	
2.12	Internal Audit Class	11	1
2.13	Social Development Class	10	3
2.14	Messengers	4	
2.15	Drivers	22	
2.16	Artisans/Tradesmen	11	2
2.17	Agricultural Class	7	1
2.18	Agricultural Class (Technical/Production)	21	2
2.19	Labourers	12	18
3.0	Intra – Regional Postings		
3.1	Executive Officer	11	2
3.2	Engineering	29	
3.3	Human Resource	2	
3.4	Administration	17	
3.5	Driver	21	
3.6	Yard Foreman	6	
3.7	Clerical Officer	3	
3.8	Stenographer	1	11
3.9	Typist(Senior)	1	16
3.10	Receptionist	1	
3.11	Sanitary Labourer	1	1
3.12	Procurement		1
3.13	Planning Officer	3	
3.14	Works Supt	2	
3.15	Soc. Devt.		1
3.16	Radio Operator (Prin/ Ass/Snr)	10	4
3.17	Storekeeper (Prin)	1	
3.18	Internal Auditor (Ass)	1	
3.19	Personnel Officer	1	
4.0	Newly Recruited Staffed transferred to VRCC by LGSS		
4.1	Administration	21	3
4.2	Devt Planning Officer	27	2
4.3	Human Resource	21	6
4.4	ICT Officer	2	
4.5	Procurement	11	2
4.6	Budget Analyst class	21	7
4.7	Quantity Surveyor class	2	
4.8	Engineer class	29	
4.9	Internal Audit class	15	5
4.10	Social Devt Class	18	3
4.11	Executive Class	13	3

3.10 Western Regional Coordinating Council (WRCC)

Introduction

This report states the general profile of the western regional coordinating council (WRCC) and gives an overview of the various programmes, services and general activities that were undertaken by the council, by the period 1st January to 31st December, 2013

Status of the Region- No. of MMDAs in the Region (new ones)

Currently there are 22 MMDAs in the region including the new ones

No.	Metropolitan	Municipal	District Assembly
1.	Sekondi - Takoradi	Tarkwa Nsuaem	Ahanta West
2.		Nzema East	Aowin
3.		Sefwi Wiawoso	Bia East
4.			Bia West
5.			Bodi
6.			Bibiani – Anhwiaso - Bekwai
7.			Ellembelle
8.			Jomoro
9.			Juabeso
10.			Mpohor
11.			Pristea-Huni Valley
12.			Sefwi Akontombra
13.			Shama
14.			Suaman
15.			Wassa Amenfi Central
16.			Wassa Amenfi East
17.			Wassa Amenfi West
18.			Wassa East

Training activities and programmes undertaken

In the reporting period the under listed training and capacity building activities were undertaken by the various institutions and organisations in the region.

- Two-day workshop on the fisheries law was held for the leaders of fishermen groups and fisheries technical staff;
- Two-week training for twenty-five (25) personnel of the newly-created Marine Police Unit was held in September, 2012;
- The National Board for Small Scale Industries trained Heads of Business Advisory Councils in the Region;
- The department of Social welfare trained 84 PWD in ICT and supervised 131 day care centres;
- The department of women and children affairs educated women on reproductive health rights and breast cancer as well as business management for training women.

Summary of development Projects (RCC)

No.	Sector	No. of Projects	No. On-going	No. Completed
1	Education	24	9	15
2	Road	3	3	-
3	Electricity	1	-	1
4	Social	12	5	7
5	Economic	2	-	2
6	Administrative	4	3	1

CHAPTER 4

CHALLENGES

4.0 Introduction

In the process of implementation of the national decentralization agenda and ensuring the entrenchment of administrative decentralization in Ghana, the Service encountered a number of challenges which have been described as much as possible in this section. It is imperative for these challenges to be addressed in order for Ghana to achieve the full effect of the decentralization reform initiative.

4.1 Attitudinal / Bureaucratic Resistance to Change

One of the major challenges that the Local Government Service had had to contend with and is still grappling with is the fact that there is a lack-luster attitude on the part of key officials of some MDAs and institutions whose oversight or managerial roles would be eroded with the full implementation of administrative decentralization.

Consequently, these officials drag their feet with the implementation of activities which are very critical to trigger the roll-out to the process. This attitude had resulted from the fear of the unknown. Some have expressed concern about the fact that they do not foresee what their services would be in the near future and that they feel their services would no more be required. Others think that if they fully support the implementation of administrative decentralization they would lose the “turf” under their control.

4.2 Inadequate knowledge of some staff of MDAs and the LGS on administrative decentralization

Again, some of the resistance that had been experienced over the past years with the implementation of the process stems from the fact that some key officials of both national institutions and MMDAs do not have adequate knowledge of the legal provisions contained in the various pieces of legislation available.

Furthermore, officials of decentralized departments both at the national and regional levels do not fully appreciate the process of ministerial re-alignment and restructuring to ensure that they fully integrated into the national structure for policy formulation and provision of technical assistance and advice to the government.

4.3 Inadequate Data and information at LGSS

The inadequacy of Management Information data available at the Secretariat adversely affects the efficient and effective management of the human resources in the Service. This has come about due to lack of prompt update of information on each staff coupled with scanty information received from RCCs and MMDAs on personnel management activities.

4.4 Inadequate funds, logistics and equipment

More often than not the funds received from GoG are inadequate to support the implementation of activities leading to the achievement of the mandate of the Secretariat and MMDs as contained in the Medium Term Development Plans as well as the Annual Action Plans. The erratic nature of budgetary releases also makes it impossible for the RCCs to exercise their supervisory and monitoring roles on the MMDAs.

It is important to note that some of the MMDAs are also faced with acute problems of both office and residential accommodation for staff making it next to impossible to retain the personnel posted to these assemblies, especially the newly created ones.

The inadequate funds has resulted in insufficient logistics and equipment as well as office accommodation for the growing number of staff required to attend to the business of the Service, especially at the Secretariat and MMDA level. Moreover, the funds are not only inadequate, the late releases also tend to hamper the implementation of planned activities.

4.5 Inadequate service delivery support to MMDAs

Although the directive principle of state policy in the 1992 constitution addresses the issue of service delivery to the citizenry at large and the Local Government Act (Act 462) specifies the services to be delivered to the local communities, little or no information exists with regard to the manner in which these services should be delivered and the minimum standards against which service delivery may be measured.

4.6 Poor coordination and cooperation among relevant institutions

The various legislations on decentralization and local governance provide that relevant institutions affected by the reform collaborate to ensure successful implementation. However, these legislations did not detail the process and manner in which the collaborations are to be done. The Service therefore initiated the process for collaboration with other stakeholder Institutions on how to move the decentralisation agenda forward. The responses from some of the stakeholders has been rather slow.

4.7 Conclusion

The inadequate allocation of resources notwithstanding, the Local Government Service has endeavoured to make monumental strides in the national efforts towards the realization of administrative decentralization. Despite the fact that Regional Coordinating Councils do not have enough funding sources, they have not relented in their efforts at ensuring the realization

of this national agenda. The MMDAs have lived up to expectation although much still remains to be accomplished.

The Service would like to thank all its numerous stakeholders especially those of the development partner fraternity. Their support and collaboration has gone a long way to assist the Service in the realization of almost all the successes that have been discussed in this report. The Service will continue to collaborate with all stakeholders to accelerate the decentralisation process in the country for the benefit of the citizenry.

CHAPTER 5

ANNEXES

ANNEX 1: HRDD

No.	Activity	Status	Remarks
1.	Design schematic training programs for the various classes of staff within the Service	Ongoing	Draft schematic training plan for staff of Central Administration and other Decentralised departments designed
2.	Development of a Human Resource Operational Manual (HROM) for all MMDAs	Completed	HROM was validated and 1,500 Manuals Printed and disseminated
3.	Development and Distribution of a Code of Conduct	completed	Code of Conduct validated. 40,000 copies printed and disseminated.
4.	Carry out Capacity building training programmes for recently recruited staff under the DDF/FOAT generic capacity training programme	Completed	In all, 391 ADIIBs, 697 Planning and Budget Officer, 391 Assistant Human Resource Managers and 266 Internal Auditors trained
5.	Continuous professional development of staff	Completed	In all, 218 and 61 Heads of Agricultural and Urban Roads Department respectively were oriented.
6.	Update Register of Suppliers and Service Providers for Demand Driven Capacity Building under the DDF	Completed	Service Providers list updated and MMDAs informed as appropriate

ANNEX 2: HRMD

No.	Activity	Status	Remarks
1.	Establishment of 50 additional HR Units in the MMDAs.	Completed	50 additional MMDAs were selected and officers trained to establish HRMUs
2	Procurement and distribution of office equipment to the fifty newly established HRMUs	Completed	Office equipment provided to the 50 HRMUs to make the units fully functional
3.	Monitoring of fifty (50) newly established HR Units.	Completed	Fifty (50) newly created HRM Units in the MMDAs monitored.
4.	Organization of Change Management and Coaching training organized for staff of LGS	Completed	Staff of LGSS/MMCDs/HR officers of MMDAs participated in the training
5.	Develop and institutionalize HR database for LGSS	Ongoing	HRMIS established & data gathering process being piloted in selected MMDAs
6.	Train staff of LGSS on MS Access database system.		Two staff of LGSS trained on MS Access database system.
7.	Career Management		
7.1	Initiate process leading to the promotion of 39 Planning Officers, 12 Deputy Directors and 22 Principal Budget Analyst to Director grades	Completed	73 officers interviewed at the PSC
7.2	Initiated process to re-deploy 66 Officers Budget Analysts, 103 Coordinating Directors/Ag. Coordinating Directors, 86 Administrative Officers and 129 Engineers	Completed	A total of 384 officers were posted.
8.	Organization of a Study Tour for officers of the Service	Completed	Four (4) officers successfully embarked on a Study Tour to South Africa

ANNEX 3: MTSD

No.	Activity/Event	Status	Remarks
1.	Develop Scheme of Service (SoS) for Statistics Class	Draft Completed	<i>SoS is under review as part of an on-going process to review SoS for all job classes in the LGS</i>
2.	Harmonization of Scheme of Service of the Environmental Health Class developed by the Civil Service and LGS.	Draft Completed	<i>SoS is under review as part of an on-going process to review SoS for all job classes in the LGS</i>
3.	Collate inputs from all directorates for the preparation of document on job description of the Secretariat.	Completed	LGSS yet to validate draft document
4.	Coordinate the participation of 30 LGS staff in International Society for Organizational Development (ISOD) Conference to be held in July, 2013.	Completed	
5.	Develop programme completion documentary for the LSDGP	Pending	<i>Documentary production scheduled to be completed by March, 2014</i>
6.	Train newly recruited engineers of the Service in collaborations with HRDD	Pending	<i>Activity still pending due to delay in the release of funds</i>
7.	Sensitize all 10 Regions on set-up of departments of MMDAs in connection with revised L.I 1961 in by December 2013	Pending	<i>Activity still pending due to delay in the release of funds</i>
8.	Sensitization of LGSS staff on adaptation to the impacts and reduce vulnerability to climate change.	Pending	<i>Activity still pending due to delay in the release of funds</i>
9.	Coordinate stakeholder workshops / meetings with relevant MDAs with regard to the establishment of merged departments and units in line with L.I 1961-Schedule I& II.	On-going	<i>2nd round of ISC workshop scheduled in the first quarter of 2014</i>