



LOCAL GOVERNMENT SERVICE SECRETARIAT



LOCAL GOVERNMENT SERVICE SECRETARIAT
MEDIUM TERM DEVELOPMENT PLAN
MTDP (2014- 2017)

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LGSS
University Post Office
Private Mail Bag L-52, LEGON-ACCRA, GHANA
Tel. + 233 - 302 - 662799, 677929, 672439; Fax + 233 - 302 - 662799, 672438
Website: <http://www.lgs.gov.gh/>
E-mail: secretariat@lgs.gov.gh
(LGSS- Adjacent Afua Sutherland Children's Park, Opposite FAO office)

FOREWORD

The National Development Planning (System) Act, 1994 (Act 480) enjoins Ministries and Sector Agencies to undertake development planning functions in consultation with the National Development Planning Commission (NDPC). Furthermore, the law directs Ministries and Sector Agencies to ensure that the development planning undertaken is based on National Development guidelines issued by the NDPC.

The current framework issued by the NDPC is the Ghana Shared Growth and Development Agenda (GSGDA) II which would be implemented from 2014 – 2017. The framework, which has seven thematic areas, succeeded the GSGDA I (2010 – 2013).

The preparation of the Medium Term Development Plan (MTDP) by the Local Government Service Secretariat (LGSS) is in fulfillment of a statutory obligation. It is also to provide the Secretariat with a blue print and a directional guide in the forward march for the development and progress of the Service in the next years. Additionally, it is to serve as a marketing tool to which stakeholders of the Service can buy into and support in areas of interest.

The MTDP document contains the programmes, projects, detailed activities and budgets of each of the directorates of the LGSS. The implementation of the MTDP (2014 - 2017) is therefore to enhance efficiency and effectiveness in the management of Local Government Service (LGS) for the mutual benefit of all stakeholders.

The Secretariat would like to express its profound gratitude to the Council under the chairmanship of Mr. F.N Andan, the Plan Preparation Team and representatives of NDPC, namely Mr. Jonathan Azasoo and Mr. William Asare Dokyi who ably assisted the Secretariat in the preparation of the plan.



DR. CALLISTUS MAHAMA
(HEAD OF SERVICE)

ACRONYMS

AfD	-	French Development Agency
AGSD	-	Administration and General Services Directorate
CAGD	-	Controller & Accountant General's Department
CBC	-	Capacity Building Component
CIDA	-	Canadian International Development Agency
CS	-	Conditions of Service
CSO	-	Civil Society Organization
CWSA	-	Community Water and Sanitation Agency
DANIDA	-	Danish International Development Agency
DDF	-	District Development Facility
DDFS	-	District Development Facility Secretariat
DFR	-	Department of Feeder Roads
DWD	-	District Works Department
EU	-	European Commission
EWB	-	Engineers Without Border
FMD	-	Financial Management Directorate
FOAT	-	Functional and Organizational Assessment Tool
GPRS II	-	Growth Poverty Reduction Strategy Two
GTZ (GIZ)	-	Deutsche Gesellschaft für Technisches Zusammenarbeit
HIV-AIDS	-	Human Immunodeficiency Virus - Acquired Immune Deficiency Syndrome
HRMD	-	Human Resource Management Directorate
ILGS	-	Institute of Local Government Studies
IMCC	-	Inter Ministerial Coordinating Committee
IPPD	-	Integrated Personnel Payroll Database
KfW	-	Kreditbank für Widergebäude
LBT	-	Labour-Based Technology
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
MDA	-	Ministries, Department and Agencies
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
MTDF	-	Medium Term Development Framework
MTDP	-	Medium Term Development Plan
MTSD	-	Management and Technical Services Directorate
NALAG	-	National Association of Local Authorities of Ghana
NDPC	-	National Development Planning Commission
NGO	-	Non - Governmental Organization
OHCS	-	Office of the Head of Civil Service
PPBMED	-	Policy Planning, Budgeting, Monitoring and Evaluation Directorate
PPP	-	Public - Private Partnership
PWD	-	Public Works Department
RCC	-	Regional Coordinating Council
TA	-	Technical Assistance
UNDP	-	United Nation Development Programme
UTZA	-	Urban, Town and Zone Area
WB	-	World Bank

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EXECUTIVE SUMMARY

Background

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

The objective of this Medium Term Development Plan (MTDP) is to enhance efficiency and effectiveness in the total management of Local Government Service Secretariat (LGSS) for the mutual benefit of all its stakeholders.

LGSS was thus required to conduct a thorough performance review of the implementation of the Ghana Shared Growth and Development Agenda 2010-2013 (GSGDA 2010-2013), examine its vision, mission, objective and other relevant variables that impacted on the operations of the Service to serve as the basis for preparing a Medium Term Development Plan for a planning period of 4-years (2014 – 2017).

Methodology

As per the guidelines from NDPC, a participatory approach was adopted by the LGSS in the preparation of this plan. The Head of Service, Chief Director, Directors and Deputy Directors of LGSS were involved in the preparation of the MTDP. Technical support was also sought from the National Development Planning Commission (NDPC) for the preparation of the plan. The planning process involved a number of meetings and workshops.

Information was solicited and obtained from relevant officials of all seven Directorates of LGSS, Technical Advisers and specialists from Local Service Delivery and Governance Programme - LSDGP / Danida (LSDGP), Human Resource Support Programme- HRSP/ EU,

Local Government Capacity Support Programme LGCSP / WB as well as relevant documents.

Key Issues

Key issues (challenges) that affected the implementation of the last plan (2010-2013) were as follows:

- Attitudinal / Bureaucratic Resistance to Change
- Inadequate knowledge by MMDAs on the Local Government Service and administrative decentralization
- Slow implementation of the establishment of departments for MMDAs under LI 1961 (Schedule I & II)
- Resource limitation: Inadequate funds, logistics
- Inadequate staff (HR)
- Inadequate office accommodation
- Increased capacity building gaps due to increase of the number of Assemblies from 170 to 216
- Low capacity of MMDAs in service delivery
- Challenges in implementing the Integrated District Budget (Composite Budget)
- Inadequate coordination and cooperation among relevant institutions

Goal of LGS MTDP (2014-2017)

The goal of the LGSS Medium Term Development Plan is “to achieve the status of decentralised public administrative system with capacity to support the initiation and implementation of policies and plans to accelerate economic growth and poverty reduction towards improving the quality of life of the citizenry.

Development Agenda relevant to MTDP (2014-2017)

As per the functions of the LGSS, programmes, projects and activities in the current plan, address issues under two (2) thematic areas of the GSGDA II, namely;

- Human Resource Development, productivity and employment
- Transparent and Accountable Governance

Organization of Document for MTDP (2014 -2017)

The plan is structured into **seven chapters**.

- ❖ **Chapter one** is on the profile of Local Government Service.
- ❖ **Chapter two** consists of key issues linked to the thematic areas of GSGDA 11 (2014-2017),
- ❖ **Chapter three** is on development goals, adoption of objectives and strategies of the GSGDA II 2014-2017.
- ❖ **Chapter four** outlines the broad sector development programmes for 2014-2017 and its matrix, which indicates the broad programmes, strategies, activities, output indicators, timeframe and indicative budget.
- ❖ **Chapter five** consists of the annual action plan and its implementation plan.
- ❖ **Chapter six** is a brief on monitoring and evaluation plan, (*detailed Monitoring and Evaluation Plan would be prepared for the Service Medium – Term Development Plan 2014-2017 based on the guidelines to be provided by NDPC.*)
- ❖ **Chapter seven**, which is the last, is on the communication strategy of the Service.

Implementation Cost

The projected cost of implementing the current plan from 2014 – 2017 is estimated at three-hundred and forty-eight million, six-hundred and fifteen thousand Ghana Cedis (GhC348,615,000.00). About 64% (GhC223,897,000.00) is expected to be funded from the Government of Ghana while the remaining 36% (GhC124,718,000.00) is expected to be funded by the Development Partners. The annual requests are incorporated in the Annual Action Plans as contained in this document.

CHAPTER 1

CURRENT SITUATION/ BASELINE/PROFILE

Introduction

This chapter focuses on the Local Government Service’s legal frameworks, its mandate, Vision, Mission and Objectives for its establishment. The chapter also describes the performance of the Service under the GSGDA (2010-2013). The performance of the Service was reviewed under the appropriate thematic areas and on annual bases. The review also took into consideration cross-cutting issues such as HIV/AIDS, gender and environment. The income and expenditure statements of the Service were equally reviewed for the period 2010 – 2013. .

The review of the profile and the performance is to enable the Service identify challenges during the period 2010-2013 that may have implications in the 2014-2017 plan period. Lessons learnt were also documented. The chapter ends with the identification of key development issues that need to be addressed among others in 2014-2017.

Performance Review under GSGDA (2010 -2013)

Item No.	Key Activities	Current Status	Remarks: (<i>Current achievement, Process, planned, etc.</i>)
1	Passage of LI 1961 and Sensitize LI 1961 and Roles of LGS	Done	Sensitization workshops at all LGS level, TV & radio programmes were carried out.
2	Identify the migrating staff		
2.1	Ceremony on symbolic transfer of migrating staff from OHCS to LGSS	Completed	ceremony was carried out on 22 March 2011
3	Develop, validate and disseminate HR policy, Scheme of Service (SoS), Conditions of Service (CoS) and HR recruitment guidelines for members of the LGS	Various stages of completion	<ul style="list-style-type: none"> - SoS documents for 23 classes has been printed and distributed to MMDAs. - Draft SoS for Statistics and Environmental Health completed. Awaiting validation - SoS for transport Departments in formulation stages
3.1	Disseminate HR policy, SOS and COS to MMDAs	Carried out	- Sensitization workshops for all RCCs and MMDAs regarding HR policy and HR protocols

Item No.	Key Activities	Current Status	Remarks: (Current achievement, Process, planned, etc.)
			<p>were carried out as a first round</p> <ul style="list-style-type: none"> - Second round of sensitization for all District Coordinating Directors completed
4	Prepare Organogram and reporting relationship for the Departments of MMDA	Completed	<ul style="list-style-type: none"> - Completed and disseminated
4.1	Validation and sensitization on Organogram	Completed	<ul style="list-style-type: none"> - Completed and disseminated
4.2	Issue administrative instructions on new reporting relationships	Completed	<ul style="list-style-type: none"> - Carried out
5	Conduct Human Resource Audit of the Departments of the MMDAs on a District-by-District basis	Completed	<ul style="list-style-type: none"> - HR capacity and Physical Infrastructure Audit carried out in 2011. - HR gap was identified; - Financial clearance for LGS professional staff (2,602) for 2012
5.1	Determine staff establishment vacancies	Completed	Draft Report prepared.
5.2	Post staff of Category 1 Departments to specific MMDA's	On-going	
5.3	Determine and recruit urgently needed staff	ongoing	<ul style="list-style-type: none"> -2,600 staff recruited and posted all MMDAs -91 MMDCDs appointed in 2011 and 2012
5.4	Provide training on LG system and related issues for the newly recruited staff	Ongoing	<ul style="list-style-type: none"> - Orientation training carried out for all newly recruited staff of all professional classes except technicians and engineers.
6	Identify legislations already amended (Registry of Births and Deaths, Ghana Library Board and National Youth Council)	On-going	<ul style="list-style-type: none"> - Consolidated LG bill draft completed (facilitated by IMCC)
7	Establishment of the Departments of MMDA (Category I)		
7.1	Generic guidelines for the establishment of the departments of MMDAs	completed	Sensitization workshops for generic guidelines were conducted from 23 to 27 July 2012. Follow-

LGSS - Medium Term Development Plan (MTDP 2014 – 2017)

Item No.	Key Activities	Current Status	Remarks: (Current achievement, Process, planned, etc.)
			<i>up sensitizations to all MMDAs were carried out by regional technical teams.</i>
7.2	<i>Physical establishment / setting up of MMDA department under Category 1 of LI 1961</i>	<i>ongoing</i>	- 70 HR units and 106 District Works Department (DWD) established at the end of 2013
8	Legislations to be amended are Acts 455, 462, 480, 656, 658	<i>Draft completed</i>	- Draft bill completed (facilitated by IMCC)
9	Conduct physical resources and facilities audit of Departments of MMDAs on a district by-district basis	<i>Draft completed</i>	Included in HR & physical Infrastructure audits (refer to section 5, above)
10	Organize meetings with professional classes in the LGS on a regional basis on benefits	<i>Conducted once</i>	- 1 st and 2 nd meeting with LGS professional staff took place in Kumasi in September 2011 and November, 2013 respectively
11	Set up Performance Management Systems (HR & Service Delivery)	<i>On-going</i>	- Service Delivery Standard developed - Performance Management System ongoing
12	Prepare Medium Term Development Plan (MTDP) (2014 – 2017) and M&E Plan for the LGSS	<i>Completed</i>	- MTDP (2014 – 2017) completed - Draft M&E completed waiting finalization upon issuance of M&E Guidelines by NDPC.
13	Develop and Disseminate Framework for Participatory Planning and Budgeting (PPB)	<i>On-going</i>	- Framework on PPB developed and validated - First Round of sensitization held for selected officers of all 10 RCCs - Officers of MMDAs would be sensitized in 2014
14	Implement Communication Strategy of LGSS	<i>ongoing</i>	Website redeveloped with more features. Maiden Newsletter printed and distributed
15	Organize refresher training for officers in charge of IPPD inputs for MMDAs and departments	<i>ongoing</i>	First course organized 2013
16	Establishment of Management Information	<i>Pilot data</i>	-Validation completed

LGSS - Medium Term Development Plan (MTDP 2014 – 2017)

Item No.	Key Activities	Current Status	Remarks: (Current achievement, Process, planned, etc.)
	Systems (MIS) for LGS	validation completed with UNDP support for 10 MMDAs Linking RCCs and MMDAs to LGSS- ongoing	RCCs have been linked on NITAs platform to LGSS -LGSS now hooked on Government -Information Technology Policy developed. - Installation of IT equipment and servicing
17	Establishment of Human Resource Management Information System (HRMIS)	On going	-HR Template development in conjunction with HRM directorate. -Data management training completed with EU assistance.
18	Study on establishment of departmental staff ceiling	ongoing	-Data template developed - Data submitted by MMDAs -Data analysis is in progress.
19	Establishment of Expenditure patterns of MMDAs	ongoing	-Data template developed -Analysis of submitted data ongoing
20	High Level Strategic Committee (HLSC) on Administrative Decentralization (implementation of Road Map)	<i>Ongoing</i>	- <i>The organization of the HLSC taken over by the IMCC</i>
21	Capacity support programmes (DPs supported) to strengthen LGS in terms of Administrative Decentralization	<i>LSDGP Completed</i> <i>2 Programmes ongoing</i>	Danida support- Local Service Delivery and Governance Programme (LSDGP) Completed WB support - Local Government Capacity Support Programme (Capacity Building Component) – 3 rd year of Implementation EU support - Human Resource Support Programme- 2 nd Year of implantation
22	Other related achievement at LGSS		
22.1	<i>Implementation of the Composite Budget in 2012</i>	<i>completed</i>	<i>In collaboration with Ministry of Finance and Economic Planning and other stakeholders facilitated the training of members of the Regional</i>

LGSS - Medium Term Development Plan (MTDP 2014 – 2017)

Item No.	Key Activities	Current Status	Remarks: (Current achievement, Process, planned, etc.)
			<i>and District Budget Committees. This was to enable officers to prepare towards the implementation of the Composite Budget in 2012.</i>
22.2	<i>Implementation of DDF, Generic Capacity Building Component</i>	<i>ongoing</i>	<i>Generic Capacity Building training programme for 13 thematic areas identified by FOAT 2006, 2008, 2009 and part of 2010 targeted for all MMDAs has been carried out</i>
22.3	<i>LGSS staffing</i>	<i>ongoing</i>	The organogram and job description of LGSS have been developed with 75 Staff of LGSS being operationalized.
23	EU Support to Ghana Decentralization Programme		
23.1	<i>Develop database to improve knowledge-base on Human Resource Profile, Education, Training & and Development in the Districts to ensure that Management Information is available for effective HRM decision-making.</i>	<i>Ongoing</i>	<p>Mobilized one expert who completed the following according to the ToR:</p> <p>Follow- up on the pilot at the AMA & LGSS</p> <p>Developed a communication plan</p> <p>Feedback provided to five MMDAs – with regards to their Personal Data Template</p> <p>Develop new ToR for the mobilization of the roll-out to the regions for 2014</p>
23.2	<i>Ensure the establishment a basic Organisational Performance Management System in at least operational five Regions</i>	<i>Ongoing</i>	Service Delivery Questionnaires completed and can be distributed after approval
23.3	<i>Ensure the establishment of a Performance Management Appraisal Process and Contract in MMDAs</i>	<i>Ongoing</i>	<p>Two experts mobilized for job analysis at LGSS & LGS</p> <p>Experts have commenced activities and LGSS & LGS</p>
23.4	<i>Ensure the effective functioning of Human Resources Management (HRM) Units in all</i>	<i>Ongoing</i>	<p>Experts have been mobilized</p> <p>Retirement Planning Manual almost completed</p>

Item No.	Key Activities	Current Status	Remarks: (Current achievement, Process, planned, etc.)
	<i>MMDAs provided with funding and infrastructure.</i>		First four chapters of job analysis completed HR training has taken place for all HR staff on the basic skills they need to deliver on their KPAs.
23.5	<i>Train and coach staff of the LGS on Change Management to ensure an accurate mind set for effective decentralisation</i>	<i>Ongoing</i>	Experts would be mobilized in 2014
23.6	<i>Develop HR Planning Model to provide effective support for future planning of Human Resources in the MMDAs</i>	<i>Ongoing</i>	Mobilized a consultancy: Trust work consulting First four chapters practically completed.
23.7	<i>Develop Capacity building programmes for staff of the LGS and LGSS</i>	<i>Ongoing</i>	<i>Capacity Building Programme identified and implemented for staff at LGSS and selected HR staff at MMDA level</i>

District Development Facility / Functional Organizational Assessment Tools (DDF/ FOAT)

The Local Government Service Secretariat (LGSS) is responsible for the management of Capacity Building Grant (CBG) of the District Development Facility (DDF) which is aimed at addressing capacity needs of Metropolitan, Municipal and District Assemblies (MMDAs).

During the years under MTDP 2010 - 2013 review, the Local Government Service Secretariat (LGSS) carried out nationwide training programmes as part of Generic Capacity Building under the following thematic areas:

The following thematic areas were identified based on the results of the four FOAT (2006, 2008, 2009 & 2010) Assessments: (as of June 2013)

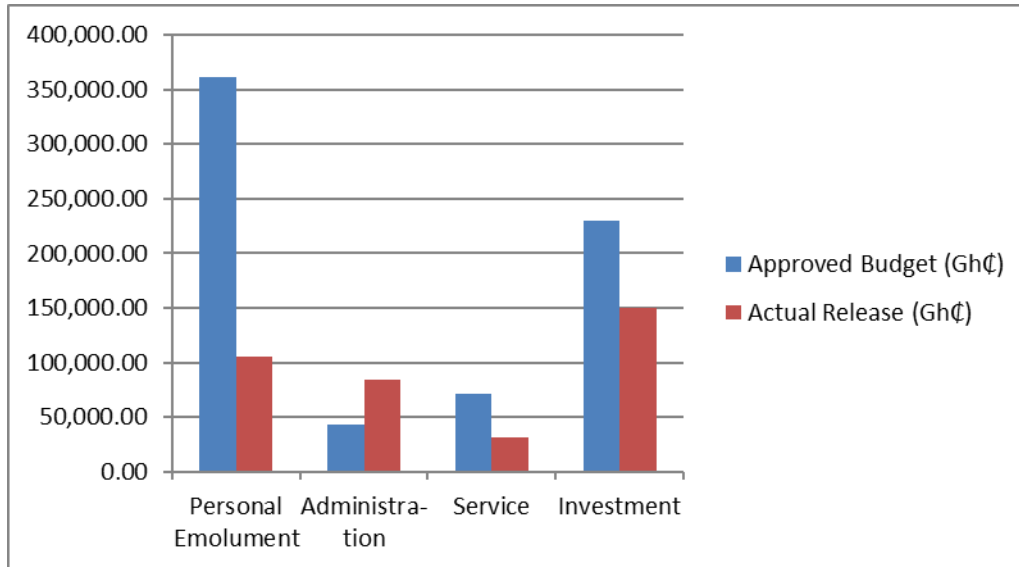
No.	Thematic Area	Identified from FOAT (Year for Assessment)	Year of training carried out	No. of Beneficiary Officers of MMDAs
1	Public Procurement	2006	2010	802

No.	Thematic Area	Identified from FOAT (Year for Assessment)	Year of training carried out	No. of Beneficiary Officers of MMDAs
	Management			
2	Documentation and Records Keeping	2006 & 2008	2010	665
3	Management and Leadership skills	2006	2010	772
4	Minutes and Report Writing	2006	2010	
5	Financial Regulation	2006	2010	1.106
6	Financial Management and Accounting	2006	2010	
7	Revenue Mobilisation	2006	2010	
8	Database Management	2006	2011	604
9	Training Needs Assessment (TNA)	2008 & 2009	2012	974
10	Internal Auditing	2008 & 2009	2012	312
11	Composite Budgeting	2008 & 2009	2012	886
12	Accounting	2008 & 2009	2012	
13	<i>Assets & Contract Management</i>	2008 & 2009	2013(May)	
14	<i>Procurement(2nd Round)</i>	2010	2013(June)	
15	<i>HR Management</i>	2010	to start in July 2013	
16.	Training of recruited Administrative Officers	2010	2013	455

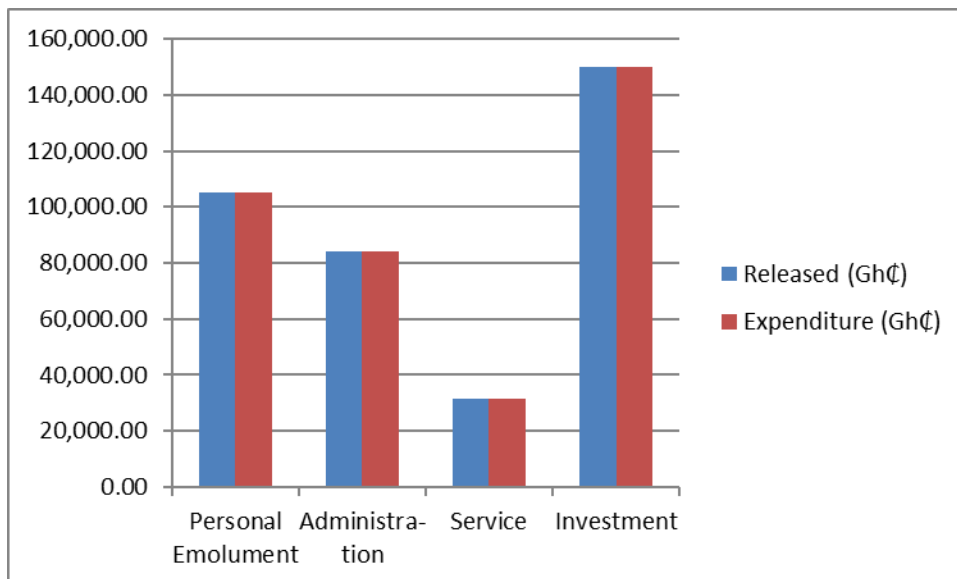
No.	Thematic Area	Identified from FOAT (Year for Assessment)	Year of training carried out	No. of Beneficiary Officers of MMDAs
17.	Training of recruited Assistant Human Resource Officers	2010	2013	350
18.	Training of recruited Budget and Planning Officers	2010	2013	628
19.	Training for recruited Internal Auditors	2010	2013	237
20.	Workshop for Regional/District Directors of Agriculture	2010	2013	253
21.	Workshop for Regional, Metropolitan and Municipal Assemblies of Urban Roads Department	2010	2013	46

Financial Performance Review

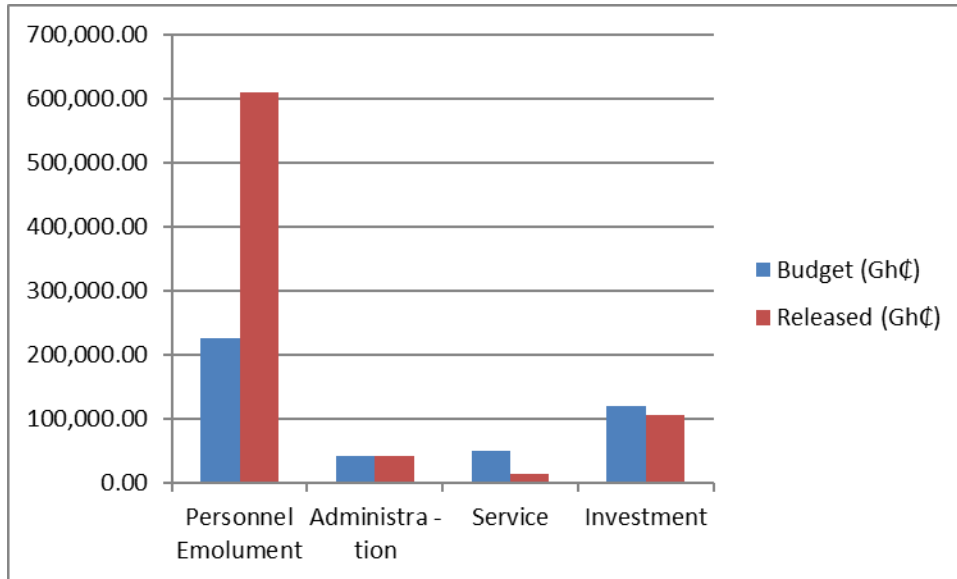
2010 Revenue Budget & Actual Release



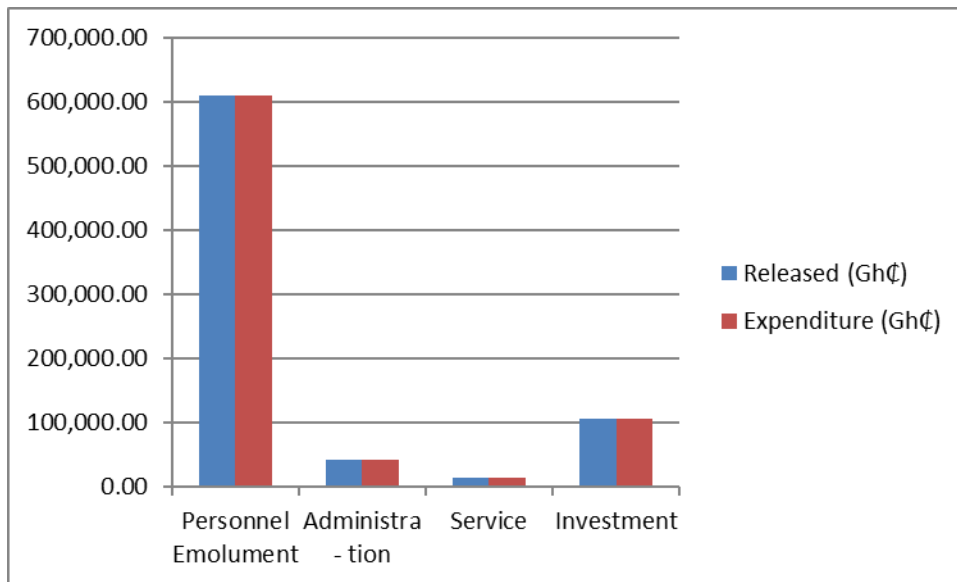
2010 Expenditure



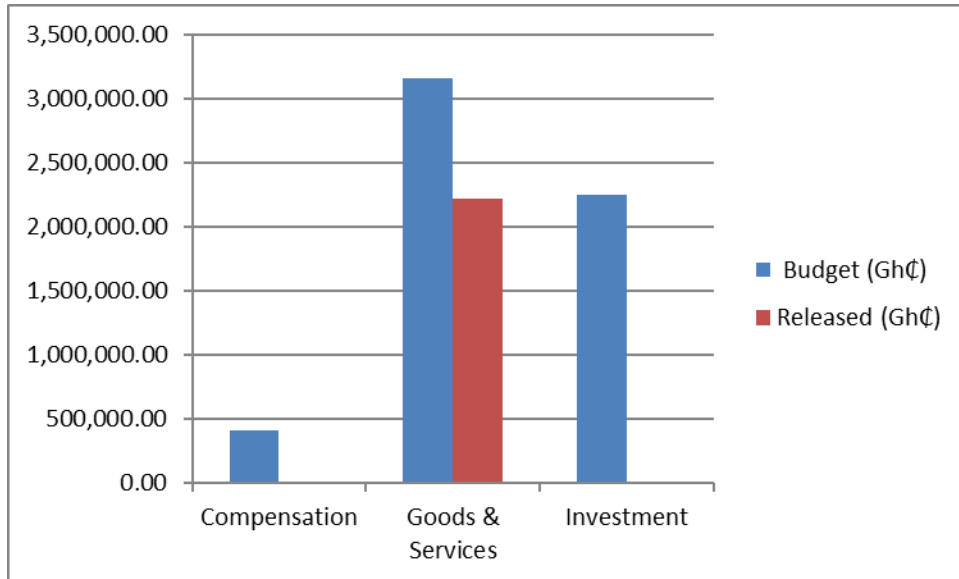
2011 Revenue Budget & Release



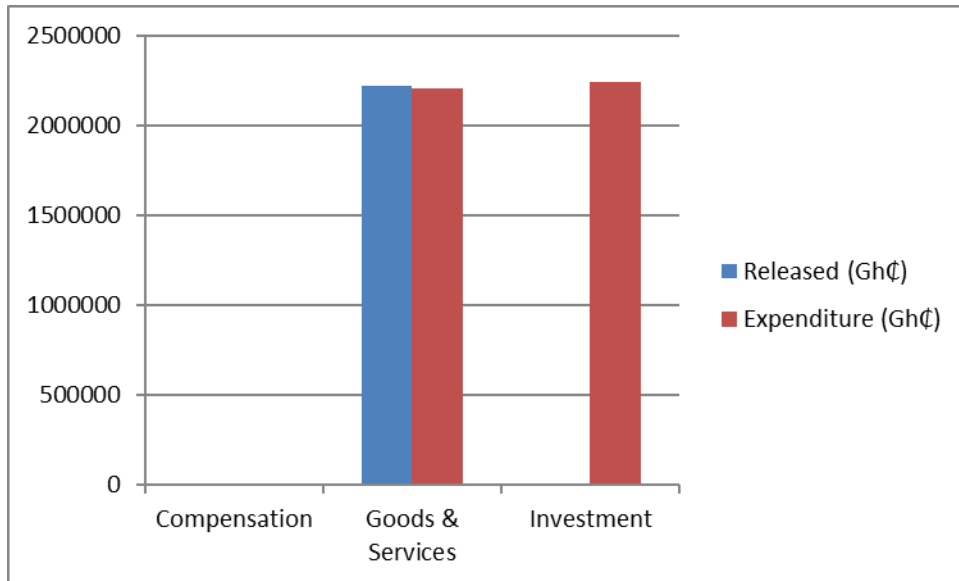
2011 Expenditure



2012 Revenue Budget & Release



2012 Expenditure



LGSS / GoG Financial statement for the year of 2010 –2012

The financial statement of LGSS under MTDP 2010 – 2017 are as follows:

A. LOCAL GOVERNMENT SERVICE -ANNUAL RETURNS FOR THE YEAR ENDING - 2010						
Item	Year-2010 Details	Budget	Release To Date	Actual / Comm.	Balance /Release	Balance Per Budget
		GHC	GHC	GHC	GHC	GHC
1	Personal Emolument	361,879.00	105,192.37	105,192.37	-	256,686.63
2	Administration	42,651.00	84,024.41	84,024.41	-	(41,373.41)
3	Service	71,895.00	31,743.80	31,743.80	-	40,151.20
4	Investment	230,000.00	150,132.00	150,108.00	24.00	79,892.00
				-		-
TOTAL (2010)		706,425.00	371,092.58	371,068.58	24.00	335,356.42

B. LOCAL GOVERNMENT SERVICE -ANNUAL RETURNS FOR THE YEAR ENDING- 2011						
Item	Details	Approved Budget	Released	Expenditure/ Commitment	Balance Per Release	Variance
1	Personnel Emolument.	226,157.00	609,253.00	609,253.00	-	(383,096.00)
2	Admin	42,651.00	41,301.70	41,302.40	-	1,348.60
3	Service	48,867.00	14,735.00	14,735.00	-	34,132.00
4	Investment	120,520.00	106,158.28	106,158.28	-	14,361.72
		438,195.00	771,447.98	771,448.68	-	(333,253.68)

C. LOCAL GOVERNMENT SERVICE -ANNUAL RETURNS FOR THE YEAR ENDING - 2012						
Item	Details	Approved Budget	Released	Expenditure/ Commitment	Balance Per Release	Variance Per Budget
1	Compensation	405,977.00		-	-	
2	Goods & Services	3,158,414.00	2,219,066.41	2,205,767.47	13,298.94	952,646.53
3	Investment	2,253,434.00	-	2,245,298.92	(2,245,298.92)	8,135.08
		5,817,825.00	2,219,066.41	4,451,066.39	(2,231,999.98)	960,781.61

D. LOCAL GOVERNMENT SERVICE -ANNUAL RETURNS FOR THE YEAR ENDING - 2013						
Item	Details	Approved Budget	Released	Expenditure/ Commitment	Balance Per Release	Variance Per Budget
1	Compensation	102,934,959.00	-	-	-	-
2	Goods & Services	1,500,000.00	8,688,423.87	-	-	-
3	Non Established Programmes	-	137,060.00	-	-	-
4	Investment	750,000.00	-	-	-	-
	Total	105,184,959.00	8,825,483.87	-	-	-

LGS Profile

Local Government Service & Secretariat (LGS & LGSS)

This section of the plan discusses a number of issues of the Service as a new Public Service in Ghana.

Relevant matters discussed include:

- The establishment of the Local Government Service;
- Object and functions of the Service
- Strategic Direction: Vision, mission, motto & core Values of LGS
- Local Government Service Council (LGSC)
- Head of Service
- The Secretariat (LGSS)
- Organisational structure of LGSS, Strategic Direction of LGSS, function & Staff
- Implementation of L.I. 1961
- General Status

Local Government Service

To ensure proper functioning of the District Assemblies, the Local Government Service was established by Act 656 (*Date of Assent: 24th December 2003*) in line with the 1992 Constitution provision in Article 240 (2d), which states that “as far as practicable, persons in the service of local government shall be subject to the effective control of local authorities”. To this end, the LGS is established with the objective “to secure an effective administration and management of local government in the country”.

In implementing the provision in the 1992 Constitution, Section 37.1 of the Local Government Act, Act 462 stipulated that: “There shall be established by Act of Parliament a Local Government Service which shall form part of the Public Services of Ghana”.

Objective of LGSS

The objective of the Local Government Service Secretariat (LGSS) is the same as the objective of LGS: *“to secure the effective administration and management of local Government in the country”*.

Vision of LGSS

The vision of LGSS is the same as the vision of LGS: *“A world-class, decentralized and client oriented service”*

Mission of LGSS

To support Local Government to deliver value for money services through the mobilization, harmonization and utilization of quality human capacity and material resources to promote local and national development. We do this through:-

- Communication of shared vision, clear expectations and accountabilities
- Promotion of team building and networking
- Dissemination of guidelines on manpower planning and budgeting
- Establishment of human resource information management systems
- Setting standards for service delivery

Core Values

LGSS’s core values are the same as the core value of LGS:” *“Accountability, Client-oriented, Creativity, Diligence, Discipline, Equity, Integrity, Innovativeness, Loyalty, Commitment, Anonymity, Impartiality, Permanence, Timeliness and Transparency”*

Goal of LGSS

To improve delivery of quality services 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

L.I. 1961 & Administrative Decentralization

With the establishment of the Local Government Service, staffs of the District Assemblies automatically become members of the Local Government Service. This is to be made effective by the Minister of

Local Government and Rural Development through the prescribed mode, a Legislative Instrument (L.I.), provided for in section 164 of Act 462.

Thus Section 164 of Act 462 is the trigger mechanism for the commencement of the establishment of the Departments of the District Assemblies. The passage of L.I. 1961 by the Minister of Local Government was therefore to achieve the following four (4) objectives:

- the commencement of the functioning of the decentralized departments at the district level as Departments of the District Assemblies;
- Transfer the functions in the Third Schedule to this Instrument to the relevant Departments of the District Assemblies;
- Introduce the composite budget system at the district level by integrating the budgets of the Departments of the District Assemblies into the budgets of the District Assemblies;
- Transfer of the staff of the Departments of the District Assemblies from the Civil Service to the Local Government Service.

The commencement date determined by the Minister was 25th February 2010.

Membership of LGS

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

Local Government Service Council (LGSC)

At the apex of the governance structure of the Local Government Service is the Local Government Service Council (LGSC), as provided for by Section (5.1) of the Local Government Service Act 2003, (Act 656).

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

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

The first Council was constituted and inaugurated in October 2004. The second Council was inaugurated in 1st September 2009.

Secretary to Council (LGSC)

The Secretary to the Council shall provide administrative and secretarial support to the Local Government Service Council in the performance of its duties. The Secretary to the Council is required to work closely with the Office of the Local Government Service Secretariat (LGSS) whose functions are spelt out in section (6) of the Local Government Service Act 1993 (PNDC Law 327) include:

- To oversee to the day-to-day administration of the LGSS.

- To provide technical and secretarial support services to the LGSS and the Local Government Service Council (LGSC) for the execution and performance of the functions under the Act.
- To ensure the effectiveness and efficiency of the LGSS.
- To carry out other functions specified by the Council.

LGSC Meetings & Activities (2009 – 2012)

Quarterly and emergency meetings were organized by LGSS for the LGSC. For the period (2009 – 2012) the Council worked assiduously to vet and validate the following protocols and activities which were key in advancing the Human Resource role of the Local Government Service Secretariat.

- Scheme of Service (SoS) for all categories of staff
- Terms and Conditions of Service
- Policy Guide lines on Appointments and Promotions
- Human Resource Policy and Action Plan.
- Annual action plan & budget
- Recruitment of staff for MMDAs
- Monitoring on the establishment of the departments of MMDAs

Local Government Service Secretariat (LGSS)

The LGS Act, 2003, Act 656 (Section 13.1) established the **Local Government Service Secretariat**, as the Headquarters of the Service and started functioning in October 2004. The functions of the Local Government Service Secretariat (LGSS) are spelt out in section (6) of the Local Government Service Act, 1993 (PNDC Law 327) as follows:

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

Head of the Service

The Local Government Service Act 656 (Section 15.1) also makes provision for the **Head of the Service** (who is also the head of LGSS) 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;

Organizational Structure

The Local Government Service Secretariat (LGSS) has developed an organizational structure which has been approved by the Council. The structure is to provide a framework or vehicle for operationalizing the Local Government Service.

The LGSS organizational structure seeks to clearly define roles, responsibilities and reporting relationships and lines of communication to facilitate effective and efficient service delivery. A number of factors and issues considered in the design of the organizational structure included the need to:

- ensure that all legal imperative or requirements are met
- group homogeneous functions and activities logically together for effective co-ordination, supervision and synergy
- avoid duplication of functions
- give prominence to core functions over support functions
- ensure strong monitoring and evaluation
- facilitate efficient work distribution
- have a manageable span of control and management levels

- promote communication and information flow
- promote flexibility to respond to changes and challenges, and
- Professionally trained and highly motivated staff

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 the Secretariat

- The Chief Director
- Units
 - Internal Audit Unit
 - Legal Unit
 - 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)

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

Internal Audit Unit

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, Financial Administration Act and reports directly to the Head of Service.

Legal Unit

This unit is part of the Office of the Head of Service and is required to provide legal and legislative support services to LGS by providing legal representation and input into formulation of standing orders and bye-laws. This unit has not been setup.

Public Affairs Unit

The Public Affairs Unit is part of the Office of the Head of Service Develops and is responsible for the implementation 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

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 LGS. The directorate is supported by the following units

- **Policy Unit:** - The unit initiates policies and provides technical support based on sound framework for the effective implementation of LGS programmes, projects and activities.
- **Planning Unit:** - The unit is responsible for planning and developing sustainable frameworks for implementing the activities and programs to achieve growth and development of LGS in relation to set targets.
- **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.
- **Monitoring and Evaluation Unit:** - The unit is responsible for providing an effective basis for measuring the various stages of programs and projects of LGS as well as providing an objective basis for assessing the effectiveness of its programs and projects.

Management and Technical Service 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 programs are designed and implemented to meet performance specification benchmarks and value for money.

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

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

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:

- **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.
- **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.
- **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.

Human Resource Development Directorate (HRDD)

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

- **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.
- **Career Development Unit:** -It prepares training modules necessary to enhance staff development. The unit also ensures the promotion of staff based on approved requirements.
- **Performance Management Unit:** - The unit is responsible for developing framework for staff performance management.

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

- **Government of Ghana Unit:** - Manages all financial matters of LGS from GOG in accordance with the approved Finance and Administration Regulations.
- **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.

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:

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

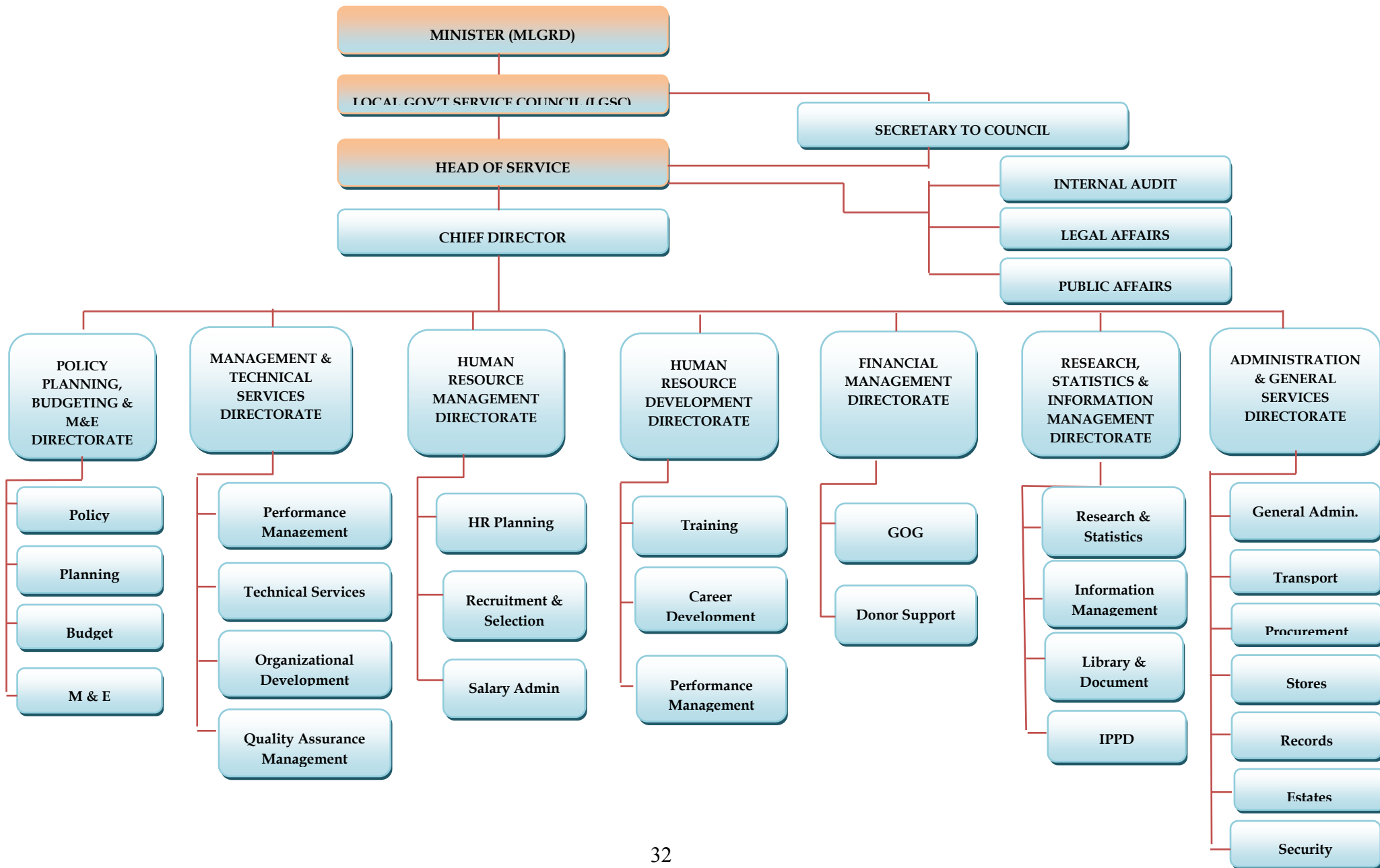
Administration and General Services Directorate (AGSD)

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 are available. It ensures the provision of an effective and efficient system of internal checks to enhance service delivery at the LGS. The units under this directorate includes

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

LGSS ORGANOGRAM



Summary of existing Human Resource of LGSS

Permanent Staff (LGSS)		43 M	26 F	= 70 Total	Office / Directorate	Perma- nent	NYE P &Pro g.	Tot al
63% =	% of Male out of total staff (Permanent + NYEP)			% out of Permanent staff (Male) = 62%	HEAD/COOD	2	0	2
37% =	% of Female out of total staff (Permanent + NYEP)			% out of Permanent staff (Female)= 38%	CH. DIR. OFF.	2	0	2
100%	of Target* (LGSS Permanent Staff= 70*)			(Target for new LGSS Organogram = 95)	PPBMD	4	2	6
PPMBD -	Policy, Planning, Budgeting, Monitoring & Evaluation Directorate				MTSD	6	1	7
MTSD -	Management & Technical Services Directorate				HRDD	2	0	2
HRDD -	Human Resource Development Directorate				HRMD	11	3	14
HRMD -	Human Resource Management Directorate				FMD	4	1	5
FMD -	Financial Management Directorate				RSIMD	4	0	4
RSIMD -	Research, Statistics & Information Management Directorate				AGSD	31	3	34
AGSD -	Administration & General Services Directorate				PAU	1	0	1
IAU -	Internal Audit Unit				IAU	2	0	2
IT -	Information Technology				LU			
IPPD	Integrated Personnel Payroll Department							
LU -	Legal Unit				TOTAL	69	10	79

* Note: the target for the full strength of LGSS staff as per new organizational structure = 95

Summary of Key Development Issues (2010 – 2014)

Key development issues identified are as follows:

- Attitudinal/Bureaucratic Resistance to Change
- Non establishment of some relevant of departments for MMDAs under LI 1961 (Schedule I & II)
- Inadequate funds, logistics and equipment
- Inadequate staff (HR)
- Inadequate office and residential accommodation
- Inadequate service delivery support to MMDAs
- Incomplete implementation of the District Composite Budget
- Inadequate coordination and cooperation among relevant institutions
- Weak integration of LED into the MMDAs plans
- Inadequate data and information at LGSS
- Low participation in the planning and budgeting process

Chapter 2

Development Priorities

Introduction

The GSGDA II has seven thematic areas. Under this Chapter, the key development issues identified in chapter one of this plan were prioritized and linked to the corresponding thematic areas. This is to enable the Service identify the relevant thematic areas that the planned programmes and sub-programmes would be aligned within the planned period. The key development issues were not only linked to the thematic areas but also to the key issues under the thematic areas of the GSGDA II.

Linking Development Issues to GSGDA II Thematic Areas

No.	GSGDA II THEMATIC AREAS	ADOPTED DEVELOPMENT ISSUES 2014 – 2017	DEVELOPMENT ISSUES 2010 - 2013
1	Ensuring & Sustaining Macroeconomic stability		
2	Enhancing competitiveness of Ghana's Private Sector		
3	Accelerated Agricultural Modernization and Sustainable Natural Resource Management		
4	Oil and Gas Development		
5	Infrastructure and Human Settlement		
6	Human Development, Productivity and Employment	Lack of a comprehensive National Human Resource Development policy Lack of reliable employment/labour data/statistics for policy decision-making, monitoring and evaluation	<ul style="list-style-type: none"> ▪ Inadequate staff (HR)
		Lack of reliable productivity indicators and measurements	<ul style="list-style-type: none"> ▪ Inadequate service delivery support to MMDAs
		Growing income disparities among socio-economic groups and between geographical areas Lack of adequate poverty data for planning and decision making	<ul style="list-style-type: none"> ▪ Weak integration of LED into the MMDAs plans
7	Transparent and Accountable Governance	Conflicting legal and policy framework and inherent challenges in Act 462	<ul style="list-style-type: none"> ▪ Inadequate coordination and cooperation among relevant institutions
		Non-functioning sub-district structures	<ul style="list-style-type: none"> ▪ Reluctance on the part of MMDAs in supporting sub District Structures to function effectively
		Inadequate infrastructure at the MMDA level especially the newly created districts	<ul style="list-style-type: none"> ▪ Inadequate office and residential accommodation
		Weak leadership and managerial	<ul style="list-style-type: none"> ▪ Non establishment of some

LGSS - Medium Term Development Plan (MTDP 2014 – 2017)

		capacity at MMDA level	relevant departments of MMDAs under LI 1961 (Schedule I & II)
		Weak financial base and management capacity of the District Assemblies	<ul style="list-style-type: none"> ▪ Inadequate funds, logistics & equipment
		Limited implementation of fiscal decentralisation policy including composite budgeting	<ul style="list-style-type: none"> ▪ Incomplete implementation of the District Composite Budget
		Gaps in communication and accountability between MMDAs and citizens	<ul style="list-style-type: none"> ▪ Low participation in the planning and budgeting process
		Weak orientation of MMDAs towards job creation Poor relationship between MMDAs and the Private Sector	<ul style="list-style-type: none"> ▪ Weak integration of LED into the MMDAs plans
		Lack of quality and relevant database to inform decision-making	<ul style="list-style-type: none"> ▪ Inadequate data and information at LGSS
			<ul style="list-style-type: none"> ▪ Attitudinal/Bureaucratic Resistance to Change

Chapter 3

Development Goals Objectives and Strategies

Introduction

This chapter outlines the goal, Objectives and Strategies of the Service. In line with the guidelines of the NDPC, the Service Objectives and Strategies were adopted from the GSGDA II. The alignment of the key development issues to the appropriate thematic areas enabled the Service to adopt the appropriate policy Objectives and their corresponding Strategies that the Service will focus on during the plan period 2014-2017.

Thematic Area 2014 - 2017	Issues	Adopted Objectives	Adopted Strategy
Human Development, Productivity and Employment	Lack of a comprehensive National Human Resource Development policy Lack of reliable employment/labour data/statistics for policy decision-making, monitoring and evaluation	Improve the policy environment and institutional capacity for effective human capital development, and employment policy management	Develop database on Human Resource capacity needs at all levels Develop capacity for effective use of data for decision-making Ensure integration of employment issues in policies and programmes at all levels
	Lack of reliable productivity indicators and measurements	Enhance labour productivity across all sectors	Develop and implement productivity measurement and enhancement programmes for the formal and informal sectors of the economy Strengthen capacity of the relevant institutions for effective implementation of productivity measurement and enhancement programmes
	Growing income disparities among socio-economic groups and between geographical areas	Reduce income disparities among socio-economic groups and between geographical areas	Implement local economic development activities to generate employment and ensure social protection
	Lack of adequate poverty data for planning and decision making	Ensure the provision of reliable poverty data at all levels	Develop capacity for analysis and effective use of data on poverty Ensure regular collection, compilation, analysis and dissemination of reliable poverty data for planning and policy making
Transparent and Accountable Governance	Conflicting legal and policy framework and inherent challenges in Act 462	Ensure effective implementation of the decentralisation policy and programmes	Implement the National Decentralization Action Plan Review and consolidate legislation on local governance
	Non-functioning sub-district structures	Ensure effective implementation of the	Enforce compliance of LI. 1967

Thematic Area 2014 - 2017	Issues	Adopted Objectives	Adopted Strategy
		decentralisation policy and programmes	
	Inadequate infrastructure at the MMDA level especially the newly created districts	Ensure effective implementation of the decentralisation policy and programmes	Promote Public Private Partnerships (PPPs) arrangements for infrastructural development for the newly created districts and ILGS
	Weak leadership and managerial capacity at MMDA level	Ensure effective implementation of the decentralisation policy and programmes	Implement the National Decentralization Action Plan
	Weak financial base and management capacity of the District Assemblies	Ensure effective and efficient resource mobilisation, internal revenue generation and resource management	<p>Provide investment and capacity building grants to MMDAs under District Development Facility (DDF) and Urban Development Grant (UDG)</p> <p>Improve the capacity of finance and administrative staff of MMDAs</p> <p>Ensure effective monitoring of revenue collection and utilisation of investment grants</p> <p>Develop reliable business and property database system including the street naming and property addressing</p>
	Limited implementation of fiscal decentralisation policy including composite budgeting	Integrate and institutionalise district level planning and budgeting through the participatory process at all levels	Build the capacity of MMDAs to implement the public expenditure management framework
	Gaps in communication and accountability between MMDAs and citizens	Integrate and institutionalise district level planning and budgeting through the participatory process at all levels	Strengthen engagement between assembly members and Citizens
	<p>Weak orientation of MMDAs towards job creation</p> <p>Poor relationship between MMDAs and the Private Sector</p>	Mainstream Local Economic Development (LED) for growth and local employment creation	<p>Facilitate the implementation Local Economic Development Programmes at the district levels</p> <p>Promote local business enterprises based on resource endowments for job creation</p>
	Lack of quality and relevant database to inform decision-making	Improve availability of quality data for policy formulation, analysis and decision-making	Develop administrative statistical system to routinely compile, analyse and disseminate reliable data from administrative processes and registers

Chapter 4

Development Programmes and Sub Programmes

Introduction

As part of the Programme Based Budgeting (PBB), all MDAs are supposed to develop appropriate programmes and sub-programmes under each of the policy Objectives adopted. This Chapter's focus is on the broad programmes and sub-programmes that the Service will be implementing from 2014 to 2017 financial years. These programmes have their broad activities as well as their annual budgets. As part of the format, lead and collaborating Agencies for the implementation of planned activities/operations were identified. The annual budgets for the Service would be based on these programmes and sub-programmes.

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					2014	2015	2016	2017	GoG	IGF	Donor	Lead	Collaborator
THEMATIC AREA: HUMAN DEVELOPMENT, PRODUCTIVITY AND EMPLOYMENT													
Improve the policy environment and institutional capacity for effective human capital development, and employment policy management	Ensure integration of employment issues in policies and programmes at all levels	Management & Administration 1. Human Resource Development and Mgt	Develop capacity for effective use of data for decision-making	MMDAs/RCCs/LGSS		X	X	X	7.35		8.0	LGSS	RCCs/MMDAs
			Recruit the requisite personnel	LGSS	X	X	X	X	4.75		1.55	LGSS	MLGRD/MoF/PSC
			Develop database on Human Resource capacity needs at all levels (MMDAs/RCCs/LGSS)	LGSS		X	X	X	9.75		2.56	LGSS	RCCs/MMDAs
		2. Research Statistics and Information Mgt	Carry out sensitization activities on LGS protocols (LI 1961, HR Policy, SoS, CoS, etc.)	Nation - Wide	X	X	X	X	61.62			LGSS	RCCs/MMDAs
			Complete the transfer of staff and assets from the civil service to the local government service	Nation - Wide		X			1.45		0.2	LGSS	OHCS/RCCs/MMDAs
			Build LGSS office complex (land, preliminary study, design & drawing and construction)	LGSS	X	X	X	X	19.61			LGSS	MoF/PPA
			Procure office equipment, furniture & for LGSS staff	LGSS	X	X	X	X	2.1			LGSS	MoF/PPA
			Procure office vehicles and Generator	LGSS	X	X	X	X	5.1			LGSS	MoF/PPA
			Develop Decentralization Park as a social centre for LGS	LGSS	X	X	X	X	2.8			LGSS	

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					2014	2015	2016	2017	GoG	IGF	Donor	Lead	Collaborator
								Rehabilitate & maintenance of X no. of LGSS staff Residential bungalow	LGSS	X	X	X	X
			Provide office consumables, utilities, sanitation and cleaning services etc for LGSS staff	LGSS	X	X	X	X	3.68			LGSS	
			Provide fuel, oil and lubricants for office vehicles and equipment routine maintenance for office buildings, vehicles and equipment	LGSS	X	X	X	X	5.18		2.0	LGSS	
			Organize four (4) quarterly + two (2) emergency LGS Council Meetings	LGSS	X	X	X	X	2.0			LGSS	
			Organize LGSS Management Meetings (average twice per month)	LGSS	X	X	X	X	0.59			LGSS	
			Execution of Internal Audit Activities	LGSS	X	X	X	X	1.27			LGSS	
			Participate in the Policy Fair	Nation - Wide	X	X	X	X	1.36			LGSS	MLGRD
			Continue & Complete the implementation of LGSS communication Strategy	Nation - Wide	X	X	X	X	15.1		0.6	LGSS	

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies		
					2014	2015	2016	2017	GoG	IGF	Donor	Lead	Collaborator	
Enhance labour productivity across all sectors	Strengthen capacity of the relevant institutions for effective implementation of productivity measurement and enhancement programmes	Management & Administration 1. Human Resource Development and Mgt	Promote, upgrade and build capacity of LGS staff (performance Agreements)	LGSS/RCCs /PSC	X	X	X	X	17.69		12.52	LGSS (HRM/D)	PWD/FR/UR/G RF	
			Prepare technical manual, specifications and standards for infrastructure works for MMDAs	LGSS	X			X	0.48			LGSS (MTSD)		
		2. Policy Planning Monitoring & Evaluation	Establish LGS professional Staff Association & hold Annual Conference	Nation - Wide	X	X	X	X	4.5				LGSS	RCCs/MMDAs
			Operationalise activities on cross cutting issues (gender, HIV/AIDS, Evt' safety, Climate Change)	Nation - Wide	X		X	X	1.8				LGSS	RCCs/MMDAs
			Ensure the Efficient & Effective Functioning of LGSS	LGSS		X	X	X	0.92				LGSS	
			Review LGSS MTDP (2014-2017), prepare and print out MTDP 2014-2017 together with AAP&B, procurement Plan & M&E Framework	LGSS	X	X	X	X	1.6		0.56		LGSS	NDPC
			Monitor & evaluate the performance of sector policies (setup Dpts & programmes, etc)	Nation - Wide	X	X	X	X	2.52				LGSS	RCCs/MMDAs
			Conduct M & E activities at all levels	Nation - Wide	X	X	X	X	3.87				LGSS	RCCs/MMDAs

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					2014	2015	2016	2017	GoG	IGF	Donor	Lead	Collaborator
					(MMDAs/RCCs/LGSS)								
Ensure effective implementation of the decentralisation policy and programmes	Implement the National Decentralization Action Plan	Management & Administration a. Human Resource Development & Mgt	Complete the recruitment & Appointment of Coordinating Directors for all MMDAs	Nation-Wide		X			0.35			LGSS	PSC/MLGRD
			Complete the recruitment of complementary staff for all MMDAs	LGSS		X			0.5			LGSS	MLGRD/PSC
THEMATIC AREA: TRANSPARENT & ACCOUNTABLE GOVERNANCE													
Ensure effective implementation of the decentralization policy and programmes	Implement the National Decentralization Action Plan	Decentralization	Complete the revision and consolidation of relevant legislations on Local Governance	Nation-Wide		X			0.3			IMCC	MLGRD /AGD/LGS
			Complete workshops / meetings with related MDAs for the setting up of merged departments and units in line with L.I 1961	Nation - Wide	X	X	X	X	2.45			LGSS	GES/GHS/Fire Service/Agric/ TCP/DCD/DS W/DRH/etc
			Establish Dept of MMDAs under LI 1961	Nation - Wide	X	X	X	X	68.57		4.8	LGSS	GES/GHS/Fire Service/Agric/ TCP/DCD/DS W/DRH/etc
			Develop & undertake change management sessions for affected MDAs & MMDA	Nation - Wide	X	X	X	X	4.9			LGSS	
Ensure effective	Enforce	Decentralization	Sensitize MMDAs on LI	Nation-		X	X	X	1.9			LGSS	MLGRD/RCCs/

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					2014	2015	2016	2017	GoG	IGF	Donor	Lead	Collaborator
implementation of the decentralization policy and programmes	compliance of LI. 1967		1967, 2010	wide									MMDAs
			Print and disseminate 11000 copies of LI 1967 to MMDAs	Nation-wide		X	X	X	2.35			LGSS	MLGRD/RCCs/ MMDAs
			Establish performance appraisal for sub-district structures (NDPAP)	Nation - Wide	X		X	X	1.55			LGSS	MLGRD/RCCs/ MMDAs
Ensure effective implementation of the decentralization policy and programmes	Promote Public Private Partnerships (PPPs) arrangements for infrastructural development for the newly created districts and ILGS	Local Level Development & Management b. urban and Rural Development	Identify and document potential PPP project areas in all MMDAs	Nation-Wide		X	X		0.9			LGSS	MLGRD/MoF/ MMDAs/NDPC
			Support MMDAs in the identification of PPP partners	Nation - Wide		X	X		1.0			LGSS	
			Sensitize all MMDAs on PPP Policies	Nation - Wide		X	X		1.3			LGSS	
Integrate and institutionalise district level planning and budgeting through the participatory process at all levels	Build the capacity of MMDAs to implement the public expenditure management framework	Decentralization	Sensitize all MMDAs on the framework for participatory Planning and Budgeting	Nation-Wide	X				0.6			LGSS	NDPC/MoF/RC Cs
			Collaborate with relevant agencies in the monitoring of the implementation of the composite budget	Nation - Wide								LGSS	NDPC/MoF/RC Cs
Mainstream Local Economic Development (LED) for growth and	Facilitate the implementation Local Economic Development	Decentralization	Facilitate the establishment LED coordinating teams in all MMDAs	Nation-Wide	X	X	X	X	1.61			LGSS	MLGRD/MMD As

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					2014	2015	2016	2017	GoG	IGF	Donor	Lead	Collaborator
local employment creation	Programmes at the district levels		Sensitize LED Coordinating teams on LED Policies	Nation - Wide	X	X	X	X	1.91			LGSS	MLGRD/MMDAs
Improve availability of quality data for policy formulation, analysis and decision-making	Develop administrative statistical system to routinely compile, analyse and disseminate reliable data from administrative processes and registers	Decentralization	Carry out research on decentralization, LG system, service delivery, governance, etc.	LGSS	X	X	X	X	2.5			LGSS	MLRD/MMDA s/ILGS/IMCC
Ensure effective implementation of the decentralization policy and programmes	Implement the National Decentralization Action Plan	Decentralization	Implement Capacity Building Component of DDF	Nation - Wide	X	X	X	X			36.8	LGSS	MLGRD/DDFS/RCCs/MMDAs
			Implement Component 2B of the UDG	Nation - Wide	X	X	X	X			51.61	LGSS	MLGRD/DDFS/RCCs/MMDAs

Chapter Five

Annual Action Plan

Introduction

This chapter identifies planned activities under the various programmes and sub-programmes on annual bases. The activities are also linked to the various policy objectives and strategies under each thematic area that has been adopted from GSGDA 11. The annual activities and their corresponding indicative budgets form the basis for the Local Government Service’s annual budgetary request to Ministry of Finance. The outer year activities are subject to review annually based on successive implementations. The table below presents the specific interventions, estimated budget, timeframe as well as sources of funding for the implementation of planned activities for the period 2014-2017.

2014 LGSS Annual Action Plan (AAP)

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies		
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator	
THEMATIC AREA: HUMAN DEVELOPMENT, PRODUCTIVITY AND EMPLOYMENT														
Improve the policy environment and institutional capacity for effective human capital development, and employment policy management	Ensure integration of employment issues in policies and programmes at all levels	Management & Administration 1. Human Resource Development and Mgt	Identify HR gaps and seek financial clearance from MoF for recruitment of staff (salaries-IPPD)	Nation - Wide	X	X	X	X			0.1	LGSS/HR MD	HRD/RSIM/	
			Recruitment of new professional staff (interview, posting)	LGSS	X	X	X	X			0.40	LGSS/HR MD	PSC/MLGRD	
			Recruitment of new non-professional staff (interview, posting)	LGSS	X	X	X	X			0.40	LGSS/HR MD	PSC/MLGRD	
		2. Research Statistics and information Mgt	Appoint MMDCDs & HoDs (interview, posting)	Nation - Wide	X	X	X	X			0.40	LGSS/HR MD	PSC/MLGRD	
			Select heads of Department integrated (interview, posting)	Nation - Wide	X	X	X	X			0.20	LGSS/M TSD, HRMD	PSC/MLGRD/ MMDAs	
			Recruit full complement of staff for LGSS	LGSS	X	X	X	X			0.05	LGSS/AG SD HRMD	Other Directorates	
			Carry out sensitization activities on LGS protocols (LI 1961, HR Policy, SoS, CoS, etc.)	Nation - Wide	X	X	X	X	0.14				LGSS	
			Review Human Resource Policy for LGS, disseminate and implement the action plan	LGSS	X	X	X	X	0.14				LGSS/HR MD	PSC/MLGRD/ RCCs/MMDAs
			Develop LGS Code of Conduct and	Nation - Wide	X	X	X	X	0.14				LGSS/ HRDD	RCCs/MMDAs

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
			disseminate										
			Build LGSS office complex (land, preliminary study, design & drawing and construction)	LGSS	X	X	X	X	0.3			LGSS/AG SD, MTSD	Other Directorates
			Procure office equipment, furniture & for LGSS staff	LGSS	X	X	X	X	0.20		0.18	LGSS/AG SD	Other Directorates
			Procure office vehicles and Generator	LGSS	X	X	X	X	0.8			LGSS/AG SD	Other Directorates
			Rehabilitate & maintenance of 3No. of LGSS staff Residential bungalow	LGSS	X	X	X	X	0.06			LGSS/AG SD	MTSD
			Continue & Complete the implementation of LGSS communication Strategy	Nation - Wide	X	X	X	X	0.005			LGSS	
			LGS Website – Advanced Development including Regional & MMDA Sessions & Update regularly	LGSS	X	X	X	X	0.005			LGSS/RSI MD	Other Directorates
			Develop LGSS communication strategy and implementation Guidelines (Communication, community outreach	LGSS	X	X	X	X	0.005			LGSS/PA U	Other Directorates, MMDAs

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
			and consultation)										
			Produce LGS Brochures, news letter, calendars, diaries, etc.	LGSS	X	X	X	X	0.005			LGSS/AG SD, PAU	Other Directorates
			Organize TV programme and Radio shows on LG issues	Nation - Wide	X	X	X	X	0.005			LGSS/PA U	Other Directorates
			Set up & maintain LGSS library	LGSS	X	X	X	X	0.125			LGSS/RSI MD	Other Directorates
			Produce LGSS Annual & quarterly reports	LGSS	X	X	X	X	0.125			LGSS/ PPBMED	Other Directorates
			Monitor & evaluate the performance of sector policies, setup Dpts & programmes	Nation Wide	X	X	X	X	0.167			LGSS/ PPBMED	Other Directorates
			Operationalise activities on cross cutting issues (gender, HIV/AIDS, Emt' safety, Climate Change)	LGSS	X	X	X	X	0.05			LGSS/ HRMD	Other Directorates/ NADMO/EPA
			Provide office consumables, utilities, sanitation and cleaning services etc for LGSS staff	LGSS	X	X	X	X	0.125			LGSS/AG SD,	Other Directorates
			Provide fuel, oil and lubricants for office vehicles and equipment routine maintenance for	LGSS	X	X	X	X	0.125		0.50	LGSS/AG SD,	Other Directorates

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
			office buildings, vehicles and equipment										
			Organize four (4) quarterly + two (2) emergency LGS Council Meetings	LGSS	X	X	X	X	0.10			LGSS/AG SD	Other Directorates
			Organize LGSS Management Meetings (average twice per month)	LGSS	X	X	X	X	0.125			LGSS/AG SD	Other Directorates
			Participate in the Policy Fair	LGSS	X	X	X	X	0.025				
			Review LGSS MTDP (2014-2017), prepare and print out MTDP 2014-2017 together with 2015: AAP&B, procurement Plan & M& E Framework	LGSS	X	X	X	X	0.10		0.14	LGSS/ PPBMED , AGSD	Other Directorates
			Execution of Internal Audit Activities	LGSS	X	X	X	X	0.125				
			Establish LGS professional Staff Association & hold Annual Conference	Nation Wide	X	X	X	X	0.80			LGSS/ AGSD, MTSD	Other Directorates
			Promote, upgrade and build capacity of LGS staff (performance Agreements)	LGSS/RCC s/PSC	X	X	X	X	0.133			LGSS/HR MD	Other Directorates

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
			Implement capacity building plan (Provide appropriate training as per capacity needs assessment for all LGSS & MMDA staff)	Nation - Wide	X	X	X	X	0.133		0.38	LGSS/HR DD	Other Directorates
			Organize orientation or induction trainings for newly recruited staff of the MMDAs	Nation - Wide	X	X	X	X	0.133		1.12	LGSS/HR DD	Other Directorates
			Train and build capacity of LGS staff in short, medium and long term courses & study tour <u>internationally</u>	Nation - Wide	X	X	X	X	1.00		0.62	LGSS/HR DD & Programme Coordinators	Other Directorates
			Develop training modules for scheme based training areas as indicated in scheme of service (SoS) & Train LGS staff	LGSS	X	X	X	X	1.00		1.20	LGSS/HR DD	CS Institute & ILGS
			Prepare technical manual, specifications and standards for infrastructure works for MMDAs	LGSS	X	X	X	X	0.075			LGSS/M TSD	MDAs & MMDAs
			Develop Service Delivery standards and establish Performance Management System at LGS (all MMDAs)	LGSS	X	X	X	X	2.00		0.60	LGSS/M TSD	Oth. Directorates

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
THEMATIC AREA: TRANSPARENT & ACCOUNTABLE GOVERNANCE													
Ensure effective implementation of the decentralisation policy and programmes	Implement the National Decentralization Action Plan	Management & Administration 1. Human Resource Development & Mgt	Complete the recruitment & Appointment of Coordinating Directors for all MMDAs	Nation-Wide	X	X	X	X				LGSS	PSC/MLGRD
Ensure effective implementation of the decentralization policy and programmes	Implement the National Decentralization Action Plan	Decentralization	Complete the revision and consolidation of relevant legislations on Local Governance	Nation-Wide	X	X	X	X				IMCC	MLGRD /AGD/LGS
			Complete workshops / meetings with related MDAs for the setting up of merged departments and units in line with L.I 1961	Nation - Wide	X	X	X	X				LGSS	GES/GHS/Fire Service/Agric /TCP/DCD/DS W/DRH/etc
			Develop & undertake change management sessions for affected MDAs & MMDA	Nation - Wide	X	X	X	X	1.00			LGSS/HR DD, AGSD	MDAs & MMDAs
			Revise generic guidelines for the setting up of the departments of MMDA (including integration of decentralized departments) for Schedule I & II and	LGSS	X	X	X	X	0.003		0.80	LGSS/M TSD, HRDD	MDAs & MMDAs

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
			carry out sensitization workshops										
			Set-up HR Performance Management System at LGSS & MMDAs	Nation - Wide	X	X	X	X	2.00		0.60	LGSS/HR MD	Oth. Directorates
			Complete the establishment of District Works Department in 216 MMDAs (Danida, GoG & Oth. DPs)	Nation - Wide	X	X	X	X	0.0033			LGSS/M TSD	Other Directorates
			Establish Social Welfare and Community Development Departments in 216 MMDAs	Nation - Wide	X	X	X	X	0.0033			LGSS/M TSD	Other Directorates
			support district Departments of Social Welfare, Community Dpt & relevant agencies to monitor observance of child rights and availability of legal aid	Nation - Wide	X	X	X	X	0.0033			LGSS	
			Establish Trade and Industry Department	Nation - Wide	X	X	X	X	0.0033			LGSS/M TSD	Other Directorates
			Establish Education, Youth and Sports Dpt (Schedule II, LI 1961)	Nation - Wide	X	X	X	X	0.0033			LGSS/M TSD	Other Directorates
			Establish Natural Resources	Nation - Wide	X	X	X	X	0.0033			LGSS/M TSD	Other Directorates

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
			Conservation Dpt, Forestry, Game and Wildlife Division										
			Establish Health Departments in all 216 MMDAs (Schedule II, LI 1961)	Nation - Wide	X	X	X	X	0.0033			LGSS/M TSD	Other Directorates
			Establish other new Departments (Statistic, ...)	Nation - Wide	X	X	X	X	0.0033			LGSS/M TSD	Oth. Directorates
			Conduct M&E on the set-up of dpts in the MMDAs (L.I 1961 Schedule I & II)	Nation - Wide	X	X	X	X	0.167			LGSS/ PPBMED	Other Directorates
			Conduct role clarification wkshops between LGSS & RCC; LGSS & MMDAs and RCC & MMDAs	Nation - Wide	X	X	X	X	0.40		0.30	LGSS (Facilitator)	RCC, MMDAs
			Inter-service collaboration (LGS 656 & 462 Vs. GHS, GES, Forestry Service, Fire Service, GRF, CWSA Acts, etc.) coordinating meetings (in line with Roadmap)	Nation - Wide	X	X	X	X	0.60				GES/GHS/Fire Service/Agric /TCP/DCD/DS W/DRH/etc
Ensure effective implementation of the decentralization	Enforce compliance of LI. 1967	Decentralization	Establish performance appraisal for sub-district structures	Nation - Wide	X	X	X	X	0.40			LGSS / HRDD	Other Directorates

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
policy and programmes			(NDPAP)										
Ensure effective and efficient resource mobilisation, internal revenue generation and resource management	Improve the capacity of finance and administrative staff of MMDAs	Decentralization	Build capacities of MMDAs on effective revenue mobilization and management	Nation-Wide	X	X	X	X				LGSS	RCCs/ILGS/MMDAs
Integrate and institutionalise district level planning and budgeting through the participatory process at all levels	Build the capacity of MMDAs to implement the public expenditure management framework	Decentralization	Sensitize all MMDAs on the framework for participatory Planning and Budgeting	Nation-Wide	X	X	X	X	0.80			LGSS/PPBMED	Oth. Directorates
			Conduct M & E activities at all levels (MMDAs/RCCs/LGSS)	Nation-Wide	X	X	X	X	0.167			LGSS/PPBMED	Oth. Directorates
			Carry out sensitization workshops for LGS staff on Composite budgeting, reporting and procurement issues	Nation - Wide	X	X	X	X	0.60		0.20	LGSS/PPBMED	Other Directorates
Mainstream Local Economic Development (LED) for growth and local employment creation	Facilitate the implementation Local Economic Development Programmes at the district	Decentralization	Facilitate the establishment for LED coordinating teams in all MMDAs	Nation-Wide	X	X	X	X	0.013			LGSS	MLGRD/MMDAs
			Sensitize LED	Nation -	X	X	X	X	0.013			LGSS	MLGRD/MM

Adopted Objectives	Adopted Strategies levels	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
			Coordinating teams on LED Policies	Wide									DAs
Improve availability of quality data for policy formulation, analysis and decision-making	Develop administrative statistical system to routinely compile, analyse and disseminate reliable data from administrative processes and registers	Decentralization	Carry out research on decentralization, LG system, service delivery, governance, etc.	LGSS	X	X	X	X	0.2			LGSS	MLRD/MMD As/ILGS/IMCC
Ensure effective implementation of the decentralization policy and programmes	Implement the National Decentralization Action Plan	Decentralization	LGCSPP - Training on 5 PFM areas (highlight on Financial Mgt., Revenue Mobilization & Social Accountability)	Nation - Wide	X	X	X	X			1.20	LGSS/ PPBMED , HRDD	Oth. Directorates
			LGCSPP / Capacity Support Fund (CSF) Mgt (Fund is mged from MLGRD)	Nation - Wide	X	X	X	X				LGSS/ PPBMED	Oth. Directorates
			LGCSPP/ Regional Technical Adviser Input in 4 zones	Nation - Wide	X	X	X	X			9.00	LGSS/ PPBMED	RTATS
			LGCSPP / Long term TA & Procurement Specialist Input at LGSS	LGSS	X	X	X	X			0.85	LGSS/ PPBMED	TA, Proc. Specialist
			LGCSPP / Capacity Appraisals of 46	Nation - Wide	X	X	X	X				LGSS/ PPBMED	Consultants

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
			MMAAs_ Generic CBS										
			Establish programme & Project database mgt system in all MMDAs (EWB Piloted)	Nation - Wide	X	X	X	X	1.00		2.00	LGSS/ RSIMD, MTSD	EWB, Oth. Directorates
			DDF/FOAT-CBC: Manage generic training on the thematic areas identified by FOAT assessment (Planning, manual, orientation, service providers, training, etc.)	Nation - Wide	X	X	X	X			8.00	LGSS / HRDD	Other Directorates
			DDF/FOAT-CBC: Monitor generic training for MMDAS on the thematic areas identified by FOAT assessment (including coaching sessions)	Nation - Wide	X	X	X	X	X		0.40	LGSS / HRDD	Other Directorates
			Strengthen the mgt and M&E capacities at LGSS in the mgt of DDF capacity building component	LGSS	X	X	X	X	X		0.80	LGSS / HRDD	Other Directorates
			Peer learning workshop for MMAAs on CSF, UDG, Role of RCC in the project Zone 1,2,3,4	Nation - Wide		X	X				0.24	PPBMED	MLGRD, RCCs

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
			Peer learning and exchange visits (on UDG, CSF)	Nation - Wide			X				0.03	PPBMED	MMA
			Training in Procurement, Financial Mgt, M&E, Project management	Nation - Wide	X						0.05	MLGRD	LGSS, MoFEP
			Consultancy Services for the Delivery of training in Financial Mgt, Revenue Mobilization, Social Accountability and Financial reporting	Nation - Wide	X						0.32	PPBMED	LGSS, MoFEP C&AGD
			Wkshp for the delivery of core training in PFM (Financial Mgt, Revenue Mobilization, Social Accountability and Financial Reporting)	Nation - Wide		X	X	X			0.84	PPBMED	LGSS, MoFEP C&AGD
			workshops on the work of the RTAT Zone One, Two, Three & Four	Nation - Wide		X	X				0.24	PPBMED	MLGRD, RTAT
			M&E Support to RCCs	Nation - Wide	X	X	X	X			0.132	PPBMED	MLGRD, RCC
Total									15.631		32.292		

2015 LGSS Annual Action Plan (AAP)

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
THEMATIC AREA: HUMAN DEVELOPMENT, PRODUCTIVITY AND EMPLOYMENT													
Improve the policy environment and institutional capacity for effective human capital development, and employment policy management	Ensure integration of employment issues in policies and programmes at all levels	Management & Administration 1. Human Resource Development and Mgt	Develop database on Human Resource capacity needs at all levels (MMDAs/RCCs/LGSS)	LGSS	X	X	X	X	2.00		0.60	LGSS/HRM	RCCs/MMDAs
			Assess the capacity needs of the staff of LGS (LGSS & MMDAs) & Develop capacity building plan for short, medium and long terms	Nation - Wide	X	X	X	X	0.35			LGSS/HRDD	Other Directorates
		2. Research Statistics and information Mgt	Develop capacity for effective use of data for decision-making	MMDAs/RCCs/LGSS	X	X	X	X	0.40			LGSS	RCCs/MMDAs
			Develop and apply GPS based infrastructure development planning database system for MMDAs (in line with GIZ database system)	Nation - Wide	X	X	X	X	0.35			LGSS/RSI MD	Other Directorates
			Finalize staffing norms for the departments of MMDAs	LGSS	X	X	X	X	0.15			LGSS/HRMD, MTSD	Oth. Directorates
			Appoint MMDCDs & HoDs (interview, posting)	Nation - Wide	X	X	X	X	0.40			LGSS/HRMD	Oth. Directorates
			Select heads of Department	Nation - Wide	X	X	X	X	0.25			LGSS/MTSD,	MMDAs

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
			integrated (interview, posting)									HRMD	
			Recruit full complement of staff for LGSS	LGSS	X	X	X	X	0.10			LGSS/AG SD HRMD	Other Directorates
			Carry out sensitization activities on LGS protocols (LI 1961, HR Policy, SoS, CoS, etc.)	Nation - Wide	X	X	X	X	0.50			LGSS	
			Continue public education and awareness on revised Act 462, L.I. 1961 and revised L.I. 1589 (2015)	Nation - Wide	X	X	X	X	0.50			LGSS	
			Review Human Resource Policy for LGS, disseminate and implement the action plan	LGSS	X	X	X	X	0.45			LGSS/HR MD	HRDD
			Develop criteria for gradual handing over process of departments under Schedule II of LI 1961	LGSS	X	X	X	X	0.45		0.20	LGSS/M TSD, HRMD	MDAs & MMDAs
			Develop additional required Scheme of Service for other occupational groups / classes and disseminate	LGSS	X	X	X	X	0.55			LGSS/ HRDD, MTSD	Other Directorates, MMDAs
			Implement the transfer of staff (CS to LGS) - Interview ,	LGSS	X	X	X	X	0.55			LGSS/HR MD	Other MDAs Directorates RCC

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
			meeting										
			Implement the transfer of assets (CS to LGS)	LGSS	X	X	X	X	0.45			LGSS	MDAs & MMDAs
			Build LGSS office complex (land, preliminary study, design & drawing and construction)	LGSS	X	X	X	X	6.25			LGSS/AG SD, MTSD	Other Directorates
			Procure office equipment, furniture & for LGSS staff	LGSS	X	X	X	X	0.45		0.18	LGSS/AG SD	Other Directorates
			Procure office vehicles and Generator	LGSS	X	X	X	X	1.25			LGSS/AG SD	Other Directorates
			Develop Decentralization Park as a social centre for LGS	LGSS	X	X	X	X	0.75			LGSS/AG SD, MTSD	PAU
			Rehabilitate & maintenance of 3 no. of LGSS staff Residential bungalow	LGSS	X	X	X	X	0.45			LGSS/AG SD	MTSD
			Continue & Complete the implementation of LGSS communication Strategy	Nation - Wide	X	X	X	X	0.255			LGSS	
			LGS Website – Advanced Development including Regional & MMDA Sessions & Update regularly	Nation - Wide	X	X	X	X	0.35			LGSS/RSI MD	Other Directorates

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
			Develop LGSS communication strategy and (implementation the Communication Guidelines of through community outreach and consultation)	Nation - Wide	X	X	X	X	0.35			LGSS/PAU	Other Directorates, MMDAs
			Produce LGS Brochures, news letter, callender, diaries, etc.	LGSS	X	X	X	X	0.65			LGSS/AGSD, PAU	Other Directorates
			Organize TV programme and Radio shows on LG issues	Nation - Wide	X	X	X	X	0.31			LGSS/PAU	Other Directorates
			Produce LGSS Annual & quarterly reports	LGSS	X	X	X	X	0.27			LGSS/PPBMED	Other Directorates
			Monitor & evaluate the performance of sector policies, setup Dpts & programmes	Nation - Wide	X	X	X	X	0.60				
			Operationalise activities on cross cutting issues (gender, HIV/AIDS, Env't safety, Climate Change)	Nation - Wide	X	X	X	X	0.60			LGSS/HRMD	Other Directorates/ NADMO/EPA
			Provide office consumables, utilities, sanitation and cleaning services etc for LGSS staff	LGSS	X	X	X	X	1.00			LGSS/AGSD,	Other Directorates

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
			Provide fuel, oil and lubricants for office vehicles and equipment routine maintenance for office buildings, vehicles and equipment	LGSS	X	X	X	X	1.50		0.50	LGSS/AG SD,	Other Directorates
			Organize four (4) quarterly + two (2) emergency LGS Council Meetings	LGSS	X	X	X	X	0.45			LGSS/AG SD	Other Directorates
			Organize LGSS Management Meetings (average twice per month)	LGSS	X	X	X	X	0.30			LGSS/AG SD	Other Directorates
			Participate in the Policy Fair	LGSS	X	X	X	X	0.257				
			Review LGSS MTDP (2010-2013), prepare and print out MTDP 2014-2017 together with 2014: AAP&B, procurement Plan & M& E Framework	LGSS	X	X	X	X	0.30		0.14	LGSS/ PPBMED , AGSD	Other Directorates
			Execution of Internal Audit Activities	LGSS	X	X	X	X	0.29			LGSS	
			Establish LGS professional Staff Association & hold Annual Conference	Nation - Wide	X	X	X	X	1.05			LGSS/ AGSD, MTSD	Other Directorates
Enhance labour	Strengthen	Management &	Promote, upgrade	Nation -	X	X	X	X	0.45			LGSS/HR	Other

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
productivity across all sectors	capacity of the relevant institutions for effective implementation of productivity measurement and enhancement programmes	Administration 1. Human Resource Development and Mgt	and build capacity of LGS staff (performance Agreements)	Wide								MD	Directorates
			Implement capacity building plan (Provide appropriate training as per capacity needs assessment for all LGSS & MMDA staff)	Nation - Wide	X	X	X	X	1.25		0.38	LGSS/HR DD	Other Directorates
		2. policy Planning Monitoring & Evaluation	Organize orientation or induction trainings for newly recruited staff of the MMDAs	Nation - Wide	X	X	X	X	1.00		1.12	LGSS/HR DD	Other Directorates
			Train and build capacity of LGS staff in short, medium and long term courses & study tour. (Locally & internationally)	Nation - Wide	X	X	X	X	1.25		0.62	LGSS/HR DD & Programme Coordinators	Other Directorates
			Develop training modules for scheme based training areas as indicated in scheme of service (SoS) & Train LGS staff	LGSS	X	X	X	X	1.25		1.20	LGSS/HR DD	CS Institute & ILGS
			Finalize and disseminate LGSS Organizational Structure & Function and Job Description for all Directorates & Divisions	LGSS	X	X	X	X	0.30			LGSS/M TSD	Other Directorates

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
			Setup units/divisions under the directorates of LGSS (refer to LGSS Organogram)	LGSS	X	X	X	X	0.31			LGSS/M TSD	Other Directorates
THEMATIC AREA: TRANSPARENT & ACCOUNTABLE GOVERNANCE													
Ensure effective implementation of the decentralisation policy and programmes	Implement the National Decentralization Action Plan	Management & Administration 1. Human Resource Development & Mgt	Complete the recruitment & Appointment of Coordinating Directors for all MMDAs	Nation-Wide	X	X	X	X	0.35			LGSS	PSC/MLGRD
			Complete the recruitment of complementary staff for all MMDAs	Nation - Wide	X	X	X	X	0.50			LGSS	
Ensure effective implementation of the decentralization policy and programmes	Implement the National Decentralization Action Plan	Decentralization	Complete the revision and consolidation of relevant legislations on Local Governance	Nation-Wide	X	X	X	X	0.30			IMCC	MLGRD /AGD/LGS
			Complete workshops / meetings with related MDAs for the setting up of merged departments and units in line with L.I 1961	Nation - Wide	X	X	X	X	0.50			LGSS	
			Develop & undertake change management sessions for affected MDAs & MMDA	Nation - Wide	X	X	X	X	1.25			LGSS/HR DD, AGSD	MDAs & MMDAs
			Revise generic	Nation -	X	X	X	X	0.45		0.80	LGSS/M	MDAs &

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
			guidelines for the setting up of the departments of MMDA (including integration of decentralized departments) for Schedule I & II and carry out sensitization workshops	Wide								TSD, HRDD	MMDAs
			Establish HR Management units in 216 MMDAs (GoG, EU)	Nation - Wide	X	X	X	X	1.00			LGSS/HR MD	MMDAs
			Set-up HR Performance Mgt System at LGSS & MMDAs	Nation - Wide	X	X	X	X	2.00		0.60	LGSS/HR MD	Oth. Directorates
			Establish District Works Dpt in 216 MMDAs (Danida, GoG & Oth. DPs)	Nation - Wide	X	X	X	X	2.00			LGSS/M TSD	Other Directorates
			Establish Social Welfare and Community Dvt Dpts in 216 MMDAs	Nation - Wide	X	X	X	X	2.00			LGSS/M TSD	Other Directorates
			Support District Dpts of Social Welfare, Community Dpt and relevant agencies to monitor observance of child rights and availability	Nation - Wide	X	X	X	X	1.00			LGSS	

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
			of legal aid										
			Establish Trade and Industry Dpt	Nation - Wide	X	X	X	X	2.00			LGSS/M TSD	Other Directorates
			Establish Education, Youth and Sports Dpt (Schedule II, LI 1961)	Nation - Wide	X	X	X	X	2.00			LGSS/M TSD	Other Directorates
			Establish Natural Resources Conservation Dpt, Forestry, Game and Wildlife Division	Nation - Wide	X	X	X	X	2.00			LGSS/M TSD	Other Directorates
			Establish Health Dpts in all 216 MMDAs (Schedule II, LI 1961)	Nation - Wide	X	X	X	X	2.20			LGSS/M TSD	Other Directorates
			Establish other new Dpts (Statistic, ...)	Nation - Wide	X	X	X	X	2.00			LGSS/M TSD	Oth. Directorates
			Conduct M&E on the set-up of dpts in the MMDAs (L.I 1961 Schedule I & II)	Nation - Wide	X	X	X	X	0.50			LGSS/ PPBMED	Other Directorates
			Continue public education and awareness on revised Act 462, L.I. 1961 and revised L.I. 1589 (2015)	Nation - Wide	X	X	X	X	0.55			LGSS	
			Conduct role clarification wkshops between LGSS & RCC; LGSS & MMDAs and RCC & MMDAs	Nation - Wide	X	X	X	X	0.65		0.30	LGSS (Facilitator)	RCC, MMDAs
			Inter-service	Nation -	X	X	X	X	0.82			LGSS	

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
			collaboration (LGS 656 & 462 Vs. GHS, GES, Forestry Service, Fire Service, GRF, CWSA Acts, etc.) coordinating meetings (in line with Roadmap)	Wide									
Ensure effective implementation of the decentralization policy and programmes	Enforce compliance of LI. 1967	Decentralization	Sensitize MMDAs on LI 1967, 2010	Nation-wide	X	X	X	X	0.45			LGSS	MLGRD/RCCs /MMDAs
			Print and disseminate 11000 copies of LI 1967 to MMDAs	Nation-wide	X	X	X	X	0.60				MLGRD/RCCs /MMDAs
Ensure effective implementation of the decentralization policy and programmes	Promote Public Private Partnerships (PPPs) arrangements for infrastructural development for the newly created districts and ILGS	Local Level Development & Management a. urban and Rural Development	Identify and document potential PPP project areas in all MMDAs	Nation-Wide	X	X	X	X	0.35			LGSS	MLGRD/MoF/ MMDAs/NDP C
			Support MMDAs in the identification of PPP partners	Nation - Wide	X	X	X	X	0.40			LGSS	MLGRD/MoF/ MMDAs/ NDPC
			Sensitize all MMDAs on PPP Policies	Nation - Wide	X	X	X	X	0.60			LGSS	MLGRD/MoF/ MMDAs/ NDPC
Integrate and institutionalise district level planning and budgeting through the participatory	Build the capacity of MMDAs to implement the public expenditure	Decentralization	Sensitize all MMDAs on the framework for participatory Planning and Budgeting	Nation-Wide	X	X	X	X	1.05			LGSS/ PPBMED	Oth. Directorates
			Conduct M & E	Nation-	X	X	X	X	1.05			LGSS/	Oth.

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
process at all levels	management framework		activities at all levels (MMDAs/RCCs/LGSS)	Wide								PPBMED	Directorates
Mainstream Local Economic Development (LED) for growth and local employment creation	Facilitate the implementation Local Economic Development Programmes at the district levels	Decentralization	Facilitate the establishment for LED coordinating teams in all MMDAs	Nation-Wide	X	X	X	X	0.35			LGSS	MLGRD/RCCs /MMDAs
			Sensitize LED Coordinating teams on LED Policies	Nation-Wide	X	X	X	X	0.45			LGSS	MLGRD/RCCs / MMDAs
Improve availability of quality data for policy formulation, analysis and decision-making	Develop administrative statistical system to routinely compile, analyse and disseminate reliable data from administrative processes and registers	Decentralization	Carry out research on decentralization, LG system, service delivery, governance, etc.	LGSS								LGSS	MLRD/MMD As/ILGS/IMCC
					X	X	X	X	0.50				
Ensure effective implementation of the decentralization policy and programmes	Implement the National Decentralization Action Plan	Decentralization	LGCSF - Training on 5 PFM areas (highlight on Financial Mgt., Revenue Mobilization & Social Accountability)	Nation – Wide	X	X	X	X			1.20	LGSS/ PPBMED , HRDD	Oth. Directorates
			LGCSF / Capacity Support Fund (CSF) Mgt (Fund is mged from MLGRD)	LGSS	X	X	X	X				LGSS/ PPBMED	Oth. Directorates
			LGCSF/ Regional	Nation –	X	X	X	X			9.00	LGSS/	RTATs

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
			Technical Adviser Input in 4 zones	Wide								PPBMED	
			LGCSPP / Long term TA & Procurement Specialist Input at LGSS	LGSS	X	X	X	X			0.85	LGSS/ PPBMED	TA, Proc. Specialist
			LGCSPP / Capacity Appraisals of 46 MMAs_ Generic CBS	Nation – Wide	X	X	X	X				LGSS/ PPBMED	Consultants
			Establish programme & Project database mgt system in all MMDAs (EWB Piloted)	Nation – Wide	X	X	X	X	1.00		2.00	LGSS/ RSIMD, MTSD	EWB, Oth. Directorates
			DDF/FOAT-CBC: Manage generic training on the thematic areas identified by FOAT assessment (Planning, manual, orientation, service providers, training, etc.)	LGSS	X	X	X	X			8.00	LGSS / HRDD	Other Directorates
			DDF/FOAT-CBC: Monitor generic training for MMDAS on the thematic areas identified by FOAT assessment (including coaching sessions)	Nation – Wide	X	X	X	X			0.40	LGSS / HRDD	Other Directorates
			Strengthen the mgt and M&E capacities at LGSS in the mgt of	LGSS	X	X	X	X			0.80	LGSS / HRDD	Other Directorates

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
			DDF capacity building component										
			Peer learning wkshop for MMAs on CSF, UDG, Role of RCC in the project Zone 1,2,3,4	Nation – Wide		X	X				0.24	PPBMED	MLGRD, RCCs
			Peer learning and exchange visits (on UDG, CSF)	Nation – Wide			X				0.03	PPBMED	MMAs
			Training in Procurement, Financial Mgt, M&E, Project mgt	Nation – Wide	X						0.05	MLGRD	LGSS, MoFEP
			Consultancy Services for the Delivery of training in Financial Mgt, Revenue Mobilization, Social Accountability and Financial reporting	LGSS	X						0.32	PPBMED	LGSS, MoFEP C&AGD
			Workshop for the delivery of core training in PFM (Financial Mgt, Revenue Mobilization, Social Accountability and Financial Reporting)	Nation – Wide		X	X	X			0.84	PPBMED	LGSS, MoFEP C&AGD
			workshops on the work of the RTAT Zone One, Two, Three & Four	Nation – Wide		X	X				0.24	PPBMED	MLGRD, RTAT
			M&E Support to RCCs		X	X	X	X			0.132	PPBMED	MLGRD, RCC
Total									61.812		30.742		

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Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
THEMATIC AREA: HUMAN DEVELOPMENT, PRODUCTIVITY AND EMPLOYMENT													
Improve the policy environment and institutional capacity for effective human capital development, and employment policy management	Ensure integration of employment issues in policies and programmes at all levels	Management & Administration 2. Human Resource Development and Mgt	Update and manage database on Human Resource capacity needs at all levels (MMDAs/RCCs/LGSS)	LGSS	X	X	X	X	2.20		0.60	LGSS/H RM	RCCs/MMDAs
			Assess the capacity needs of the staff of LGS (LGSS & MMDAs) & Develop capacity building plan for short, medium and long terms	Nation - Wide	X	X	X	X	0.30			LGSS/H RDD	Other Directorates
		3. Research Statistics and information Mgt	Implement capacity building plan (Provide appropriate training as per capacity needs assessment for all LGSS & MMDA staff)	Nation - Wide	X	X	X	X	1.20		0.38	LGSS/H RDD	Other Directorates
			Develop capacity for effective use of data for decision-making	Nation - Wide	X	X	X	X	0.60			LGSS	RCCs/MMDAs
			Develop and apply GPS based infrastructure development planning database system for MMDAs (in line with GIZ database system)	Nation - Wide	X	X	X	X	0.55			LGSS/R SIMD	Other Directorates
			Identify HR gaps and seek financial clearance from MoF for recruitment of staff (salaries-IPPD)	Nation - Wide	X	X	X	X	0.50			LGSS/H RMD	Other Directorates (IPPD Unit)

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
			Recruitment of new professional staff (interview, posting)	Nation - Wide	X	X	X	X	0.45			LGSS/H RMD	Oth. Directorates
			Recruitment of new non-professional staff (interview, posting)	Nation - Wide	X	X	X	X	0.45			LGSS/H RMD	Oth. Directorates
			Continue the appointment of MMDCDs (interview, posting)	Nation - Wide	X	X	X	X	0.50			LGSS/H RMD	Oth. Directorates
			Select Heads of Department integrated (interview, posting)	Nation - Wide	X	X	X	X	0.45			LGSS/M TSD, HRMD	MMDAs
			Carry out sensitization activities on LGS protocols (LI 1961, HR Policy, SoS, CoS, etc.)	Nation - Wide	X	X	X	X	0.70			LGSS	
			Continue public education and awareness on revised Act 462, L.I. 1961 and revised L.I. 1589 (2015)	Nation - Wide	X	X	X	X	0.70			LGSS	
			Develop additional required Scheme of Service for other occupational groups / classes and disseminate	LGSS	X	X	X	X	0.75			LGSS/ HRDD, MTSD	Other Directorates, MMDAs
			Build LGSS office complex (land, preliminary study, design & drawing and construction)	LGSS	X	X	X	X	6.45			LGSS/A GSD, MTSD	Other Directorates
			Procure office equipment, furniture & for LGSS staff	LGSS	X	X	X	X	0.65		0.18	LGSS/A GSD	Other Directorates

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
			Procure office vehicles	LGSS	X	X	X	X	1.45			LGSS/A GSD	Other Directorates
			Develop Decentralization Park as a social centre for LGS	LGSS	X	X	X	X	0.95			LGSS/A GSD, MTSD	PAU
			Rehabilitate & maintenance of X no. of LGSS staff Residential bungalow	LGSS	X	X	X	X	0.65			LGSS/A GSD	MTSD
			Continue & Complete the implementation of LGSS communication Strategy	Nation - Wide	X	X	X	X	0.455				
			LGS Website – Advanced Development including Regional & MMDA Sessions & Update regularly	Nation - Wide	X	X	X	X	0.55			LGSS/R SIMD	Other Directorates
			Develop LGSS communication strategy and implementation Guidelines (Communication, community outreach and consultation)	Nation - Wide	X	X	X	X	0.55			LGSS/P AU	Other Directorates, MMDAs
			Produce LGS Brochures, news letter, callender, diaries, etc.	LGSS	X	X	X	X	0.85			LGSS/A GSD, PAU	Other Directorates
			Organize TV programme and Radio shows on LG issues	Nation - Wide	X	X	X	X	0.51			LGSS/P AU	Other Directorates
			Produce LGSS Annual & quarterly reports	LGSS	X	X	X	X	0.47			LGSS/ PPBME D	Other Directorates

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
			Monitor & evaluate the performance of sector policies, setup Dpts & programmes	Nation - Wide	X	X	X	X	0.80			LGSS	
			Operationalise activities on cross cutting issues (gender, HIV/AIDS, Env't safety, Climate Change)	Nation - Wide	X	X	X	X	0.80			LGSS/HRMD	Other Directorates/NADMO/EPA
			Provide office consumables, utilities, sanitation and cleaning services etc for LGSS staff	LGSS	X	X	X	X	1.20			LGSS/A GSD,	Other Directorates
			Provide fuel, oil and lubricants for office vehicles and equipment routine maintenance for office buildings, vehicles and equipment	LGSS	X	X	X	X	1.70		0.50	LGSS/A GSD,	Other Directorates
			Organize four (4) quarterly + two (2) emergency LGS Council Meetings	LGSS	X	X	X	X	0.65			LGSS/A GSD	Other Directorates
			Organize LGSS Management Meetings (average twice per month)	LGSS	X	X	X	X	0.07			LGSS/A GSD	Other Directorates
			Participate in the Policy Fair	LGSS	X	X	X	X	0.457			LGSS	
			Review LGSS MTDP (2014-2017), prepare and print out MTDP 2014-2017 together with 2017: AAP&B, procurement	LGSS	X	X	X	X	0.50		0.14	LGSS/PPBME D, AGSD	Other Directorates

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
			Plan & M& E Framework										
			Execution of Internal Audit Activities	LGSS	X	X	X	X	0.35			LGSS	MLGRD/MIN. of Comm.
			Establish LGS professional Staff Association & hold Annual Conference	LGSS	X	X	X	X	1.25			LGSS/ AGSD, MTSD	Other Directorates
Enhance labour productivity across all sectors	Strengthen capacity of the relevant institutions for effective implementation of productivity measurement and enhancement programmes	Management & Administration 1. Human Resource Development and Mgt	Promote, upgrade and build capacity of LGS staff (performance Agreements)	LGSS/RCC s/PSC	X	X	X	X	0.65			LGSS/H RMD	Other Directorates
			Organize orientation or induction trainings for newly recruited staff of the MMDAs	LGSS	X	X	X	X	1.20		1.12	LGSS/H RDD	Other Directorates
		2. policy Planning Monitoring & Evaluation	Train and build capacity of LGS staff in short, medium and long term courses & study tour. (locally & internationally)	Nation - Wide	X	X	X	X	1.45		0.62	LGSS/H RDD /MTSD	Other Directorates
			Develop training modules for scheme based training areas as indicated in scheme of service (SoS) & Train LGS staff	LGSS	X	X	X	X	1.45		1.20	LGSS/H RDD	CS Institute & ILGS
			Continue with the setup units/divisions under the directorates of LGSS (refer to LGSS Organogram)	LGSS	X	X	X	X	0.08			LGSS/M TSD	Other Directorates

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
THEMATIC AREA: TRANSPARENT & ACCOUNTABLE GOVERNANCE													
Ensure effective implementation of the decentralization policy and programmes	Implement the National Decentralization Action Plan	Decentralization	Complete the revision and consolidation of relevant legislations on Local Governance	Nation-Wide	X	X	X	X	0.70			IMCC	MLGRD /AGD/LGS
			Complete workshops / meetings with related MDAs for the setting up of merged departments and units in line with L.I 1961	Nation - Wide	X	X	X	X	0.90				
			Develop & undertake change management sessions for affected MDAs & MMDA	Nation - Wide	X	X	X	X	1.25			LGSS/H RDD, AGSD	MDAs & MMDAs
			Revise generic guidelines for the setting up of the departments of MMDA (including integration of decentralized departments) for Schedule I & II and carry out sensitization workshops	LGSS	X	X	X	X	0.65		0.80	LGSS/M TSD, HRDD	MDAs & MMDAs
			Continue the establishment of HR Management units in 216 MMDAs (GoG, EU)	Nation - Wide	X	X	X	X	1.75			LGSS/H RMD	MMDAs
			Set-up HR Performance Management System at LGSS & MMDAs	Nation - Wide	X	X	X	X	2.00		0.60	LGSS/H RMD	Oth. Directorates
			Establish District Works Department in 216	Nation - Wide	X	X	X	X	2.00			LGSS/M TSD	Other Directorates

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
			MMDAs (Danida, GoG & Oth. DPs)										
			support district Departments of Social Welfare, Community Department and relevant agencies to monitor observance of child rights and availability of legal aid	Nation - Wide	X	X	X	X	2.00			LGSS	
			Establish Trade and Industry Department	Nation - Wide	X	X	X	X	2.00			LGSS/M TSD	Other Directorates
			Establish Education, Youth and Sports Dpt (Schedule II, LI 1961)	Nation - Wide	X	X	X	X	2.00			LGSS/M TSD	Other Directorates
			Establish Natural Resources Conservation Dpt, Forestry, Game and Widelife Division	Nation - Wide	X	X	X	X	2.00			LGSS/M TSD	Other Directorates
			Establish Health Dpts in all 216 MMDAs (Schedule II, LI 1961)	Nation - Wide	X	X	X	X	2.40			LGSS/M TSD	Other Directorates
			Establish other new Dpts (Statistic, ...)	Nation - Wide	X	X	X	X	2.00			LGSS/M TSD	Oth. Directorates
			Conduct M&E on the set-up of departments in the MMDAs (L.I 1961 Schedule I & II)	Nation - Wide	X	X	X	X	0.70			LGSS/ PPBME D	Other Directorates
			Continue public education & awareness on revised Act 462, L.I. 1961 and revised L.I.	Nation - Wide	X	X	X	X	0.75			LGSS	

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
			1589 (2015)										
			Conduct role clarification wkshps between LGSS & RCC; LGSS & MMDAs and RCC & MMDAs	Nation - Wide	X	X	X	X	0.85		0.30	LGSS (Facilitator)	RCC, MMDAs
			Inter-service collaboration (LGS 656 & 462 Vs. GHS, GES, Forestry Service, Fire Service, GRF, CWSA Acts, etc.) coordinating meetings (in line with Roadmap)	Nation - Wide	X	X	X	X	0.90			LGSS	
Ensure effective implementation of the decentralization policy and programmes	Enforce compliance of LI. 1967	Decentralization	Sensitize MMDAs on LI 1967, 2010	Nation-wide	X	X	X	X	0.65			LGSS	MLGRD/RCCs/MMDAs
			Print and disseminate 11000 copies of LI 1967 to MMDAs	Nation-wide	X	X	X	X	0.80			LGSS	MLGRD/RCCs/MMDAs
			Establish performance appraisal for sub-district structures (NDPAP)	Nation-wide	X	X	X	X	0.50			LGSS / HRDD	Other Directorates
Ensure effective implementation of the decentralization policy and programmes	Promote Public Private Partnerships (PPPs) arrangements for infrastructural development for the newly created districts and ILGS	Local Level Development & Management a. urban and Rural Development	Identify and document potential PPP project areas in all MMDAs	Nation-Wide	X	X	X	X	0.55			LGSS	MLGRD/MoF/MMDAs/NDPC
			Support MMDAs in the identification of PPP partners	Nation - Wide	X	X	X	X	0.60			LGSS	MLGRD/MoF/MMDAs/NDPC
			Sensitize all MMDAs on PPP Policies	Nation - Wide	X	X	X	X	0.70			LGSS	MLGRD/MoF/MMDAs/NDPC

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
Integrate and institutionalise district level planning and budgeting through the participatory process at all levels	Build the capacity of MMDAs to implement the public expenditure management framework	Decentralization	Preparation of a manual for participatory Planning and Budgeting	Nation-Wide	X	X	X	X	1.25			LGSS/PPBME D	Oth. Directorates
			Conduct M & E activities at all levels (MMDAs/RCCs/LGSS)	Nation-Wide	X	X	X	X	1.25			LGSS/PPBME D	Oth. Directorates
Mainstream Local Economic Development (LED) for growth and local employment creation	Facilitate the implementation Local Economic Development Programmes at the district levels	Decentralization	Facilitate the establishment for LED coordinating teams in all MMDAs	Nation-Wide	X	X	X	X	0.55			LGSS	MLGRD/MMD As
			Sensitize LED Coordinating teams on LED Policies	Nation - Wide	X	X	X	X	0.65			LGSS	MLGRD/MMD As
Improve availability of quality data for policy formulation, analysis and decision-making	Develop administrative statistical system to routinely compile, analyse and disseminate reliable data from administrative processes and registers	Decentralization	Carry out research on decentralization, LG system, service delivery, governance, etc.	LGSS								LGSS	MLRD/MMDA s/ILGS/IMCC
					X	X	X	X	0.80				
Ensure effective implementation of the decentralization policy and	Implement the National Decentralization Action Plan	Decentralization	LGSP - Training on 5 PFM areas (highlight on Financial Mgt., Revenue Mobilization & Social Accountability)	Nation – Wide	X	X	X	X			1.20	LGSS/PPBME D, HRDD	Oth. Directorates

Adopted Objectives programmes	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
			LGCCSP / Capacity Support Fund (CSF) Management (Fund is managed from MLGRD)	LGSS	X	X	X	X				LGSS/PPBME D	Oth. Directorates
			LGCCSP/ Regional Technical Adviser Input in 4 zones	Nation – Wide	X	X	X	X			9.00	LGSS/PPBME D	RTATs
			LGCCSP / Long term TA & Procurement Specialist Input at LGSS	LGSS	X	X	X	X			0.85	LGSS/PPBME D	TA, Proc. Specialist
			LGCCSP / Capacity Appraisals of 46 MMAs_ Generic CBS	Nation – Wide	X	X	X	X				LGSS/PPBME D	Consultants
			Establish programme & Project database management system in all MMDAs (EWB Piloted)	Nation – Wide	X	X	X	X	1.00		2.00	LGSS/RSIMD, MTSD	EWB, Oth. Directorates
			DDF/FOAT-CBC: Manage generic training on the thematic areas identified by FOAT assessment (Planning, manual, orientation, service providers, training, etc.)	LGSS	X	X	X	X			8.00	LGSS / HRDD	Other Directorates
			DDF/FOAT-CBC: Monitor generic training for MMDAS on the thematic areas identified by FOAT assessment (including coaching sessions)	Nation – Wide	X	X	X	X			0.40	LGSS / HRDD	Other Directorates
			Strengthen the management and M&E capacities at LGSS in the	LGSS	X	X	X	X			0.80	LGSS / HRDD	Other Directorates

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
			management of DDF capacity building component										
			Peer learning workshop for MMAs on CSF, UDG, Role of RCC in the project Zone 1,2,3,4	Nation – Wide		X	X				0.24	PPBME	MLGRD, RCCs
			Peer learning and exchange visits (on UDG, CSF)	Nation – Wide			X				0.03	PPBME	MMAs
			Training in Procurement, Financial Management, M&E, Project management	Nation – Wide	X						0.05	MLGRD	LGSS, MoFEP
			Consultancy Services for the Delivery of training in Financial Management, Revenue Mobilization, Social Accountability and Financial reporting	LGSS	X						0.32	PPBME	LGSS, MoFEP C&AGD
			Workshop for the delivery of core training in PFM(Financial Management, Revenue Mobilization, Social Accountability and Financial Reporting)	Nation – Wide		X	X	X			0.84	PPBME	LGSS, MoFEP C&AGD
			workshops on the work of the RTAT Zone One, Two, Three & Four	Nation – Wide		X	X				0.24	PPBME	MLGRD, RTAT
			M&E Support to RCCs		X	X	X	X			0.132	PPBME	MLGRD, RCC
Total									69.142		30.542		

2017 LGSS Annual Action Plan (AAP)

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
THEMATIC AREA: HUMAN DEVELOPMENT, PRODUCTIVITY AND EMPLOYMENT													
Improve the policy environment and institutional capacity for effective human capital development, and employment policy management	Ensure integration of employment issues in policies and programmes at all levels	Management & Administration 4. Human Resource Development and Mgt	Update and manage database on Human Resource capacity needs at all levels (MMDAs/RCCs/LGSS)	LGSS	X	X	X	X	2.35		0.60	LGSS/HR M	RCCs/MMDAs
			Implement capacity building plan (Provide appropriate training as per capacity needs assessment for all LGSS & MMDA staff)	Nation - Wide	X	X	X	X	1.35		0.38	LGSS/HR DD	Other Directorates
		5. Research Statistics and information Mgt	Develop capacity for effective use of data for decision-making	MMDAs/RCCs/LGSS	X	X	X	X	0.75			LGSS	RCCs/MMDAs
			Develop and apply GPS based infrastructure development planning database system for MMDAs (in line with GIZ database system)	Nation - Wide	X	X	X	X	0.70			LGSS/RSI MD	Other Directorates
			Identify HR gaps and seek financial clearance from MoF for recruitment of staff (salaries-IPPD)	Nation - Wide	X	X	X	X	0.65			LGSS/HR MD	Other Directorates (IPPD Unit)
			Continue appoint of MMDAs (interview, posting)	Nation – Wide	X	X	X	X	0.65			LGSS/HR MD	Oth. Directorates
			Continue select of	Nation -	X	X	X	X	0.60			LGSS/M	MMDAs

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
			Heads of Department integrated (interview, posting)	Wide								TSD, HRMD	
			Carry out sensitization activities on LGS protocols (LI 1961, HR Policy, SoS, CoS, etc.)	Nation - Wide	X	X	X	X	0.85			LGSS	
			Continue public education and awareness on revised Act 462, L.I. 1961 and revised L.I. 1589 (2015)	Nation - Wide	X	X	X	X	0.85			LGSS	
			Develop additional required Scheme of Service for other occupational groups / classes and disseminate	LGSS	X	X	X	X	0.90			LGSS/ HRDD, MTSD	Other Directorates, MMDAs
			Build LGSS office complex (land, preliminary study, design & drawing and construction)	LGSS	X	X	X	X	6.60			LGSS/AG SD, MTSD	Other Directorates
			Procure office equipment, furniture & for LGSS staff	LGSS	X	X	X	X	0.80		0.18	LGSS/AG SD	Other Directorates
			Procure office vehicles	LGSS	X	X	X	X	1.60			LGSS/AG SD	Other Directorates
			Develop Decentralization Park as a social centre for LGS	LGSS	X	X	X	X	1.10			LGSS/AG SD, MTSD	PAU
			Rehabilitate &	LGSS	X	X	X	X	0.80			LGSS/AG	MTSD

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
			maintenance of 3No. of LGSS staff Residential bungalow									SD	
			Continue & Complete the implementation of LGSS communication Strategy	Nation - Wide	X	X	X	X	0.605			LGSS	
			LGS Website – Advanced Development including Regional & MMDA Sessions & Update regularly	Nation - Wide	X	X	X	X	0.70			LGSS/RSI MD	Other Directorates
			Develop LGSS communication strategy and implementation Guidelines (Communication, community outreach and consultation)	Nation - Wide	X	X	X	X	0.70			LGSS/PA U	Other Directorates, MMDAs
			Produce LGS Brochures, news letter, callender, diaries, etc.	LGSS	X	X	X	X	1.00			LGSS/AG SD, PAU	Other Directorates
			Organize TV programme and Radio shows on LG issues	Nation - Wide	X	X	X	X	0.66			LGSS/PA U	Other Directorates
			Produce LGSS Annual & quarterly reports	LGSS	X	X	X	X	0.62			LGSS/ PPBMED	Other Directorates

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
			Monitor & evaluate the performance of sector policies, setup Dpts & programmes	Nation - Wide	X	X	X	X	0.95			LGSS	
			Operationalise activities on cross cutting issues (gender, HIV/AIDS, Env't safety, Climate Change)	Nation - Wide	X	X	X	X	0.95			LGSS/ HRMD	Other Directorates/ NADMO/EPA
			Provide office consumables, utilities, sanitation and cleaning services etc for LGSS staff	LGSS	X	X	X	X	1.35			LGSS/AG SD,	Other Directorates
			Provide fuel, oil and lubricants for office vehicles and equipment routine maintenance for office buildings, vehicles and equipment	LGSS	X	X	X	X	1.85		0.50	LGSS/AG SD,	Other Directorates
			Organize four (4) quarterly + two (2) emergency LGS Council Meetings	LGSS	X	X	X	X	0.80			LGSS/AG SD	Other Directorates
			Organize LGSS Management Meetings (average twice per month)	LGSS	X	X	X	X	0.09			LGSS/AG SD	Other Directorates

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
			Participate in the Policy Fair	LGSS	X	X	X	X	0.607			LGSS	
			Review LGSS MTDP (2014-2017), prepare and print out MTDP 2018-2021 together with 2018: AAP&B, procurement Plan & M& E Framework	LGSS	X	X	X	X	0.70		0.14	LGSS/ PPBMED , AGSD	Other Directorates
			Execution of Internal Audit Activities	LGSS	X	X	X	X	0.50			LGSS	
			Establish LGS professional Staff Association & hold Annual Conference	LGSS	X	X	X	X	1.40			LGSS/ AGSD, MTSD	Other Directorates
Enhance labour productivity across all sectors	Strengthen capacity of the relevant institutions for effective implementation of productivity measurement and enhancement programmes	Management & Administration 1. Human Resource Development and Mgt	Promote, upgrade and build capacity of LGS staff (performance Agreements)	LGSS/RCCs /PSC	X	X	X	X	0.80			LGSS/HR MD	Other Directorates
			Organize orientation or induction trainings for newly recruited staff of the MMDAs	Nation - Wide	X	X	X	X	1.35		1.12	LGSS/HR DD	Other Directorates
		2. policy Planning Monitoring & Evaluation	Train and build capacity of LGS staff in short, medium and long term courses & study tour <u>internationally</u>	Nation - Wide	X	X	X	X	1.60		0.62	LGSS/HR DD & Programme Coordinators	Other Directorates
			Develop training	LGSS	X	X	X	X	1.60		1.20	LGSS/HR	CS Institute &

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
			modules for scheme based training areas as indicated in scheme of service (SoS) & Train LGS staff									DD	ILGS
			Review manual on technical specifications and standards for infrastructure works for MMDAs	LGSS	X	X	X	X	0.40			LGSS/M TSD	MDAs & MMDAs
			Review Service Delivery standards and establish Performance Management System at LGS (all MMDAs)	LGSS	X	X	X	X	2.20		0.60	LGSS/M TSD	Oth. Directorates
			Continue with Setup units/divisions under the directorates of LGSS (refer to LGSS Organogram)	LGSS	X	X	X	X	0.23			LGSS/M TSD	Other Directorates
THEMATIC AREA: TRANSPARENT & ACCOUNTABLE GOVERNANCE													
Ensure effective implementation of the decentralization policy and programmes	Implement the National Decentralization Action Plan	Decentralization	Complete the revision and consolidation of relevant legislations on Local Governance	Nation-Wide	X	X	-	-	0.85			IMCC	MLGRD /AGD/LGS
			Complete workshops / meetings with related MDAs for the setting up of merged	Nation-Wide	X	X	X	X	1.05			LGSS	

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
			departments and units in line with L.I 1961										
			Develop & undertake change management sessions for affected MDAs & MMDA	Nation-Wide	X	X	X	X	1.40			LGSS/HR DD, AGSD	MDAs & MMDAs
			Revise generic guidelines for the setting up of the departments of MMDA (including integration of decentralized departments) for Schedule I & II and carry out sensitization workshops	Nation-Wide	X	X	X	X	0.80		0.80	LGSS/M TSD, HRDD	MDAs & MMDAs
			Continue the establishment of HR Management units in 216 MMDAs (GoG, EU)	Nation - Wide	X	X	X	X	1.90			LGSS/HR MD	MMDAs
			Set-up HR Performance Management System at LGSS & MMDAs	Nation - Wide	X	X	X	X	2.15		0.60	LGSS/HR MD	Oth. Directorates
			Establish District Works Department in 216 MMDAs (Danida, GoG & Oth. DPs)	Nation - Wide	X	X	X	X	2.15			LGSS/M TSD	Other Directorates
			Support district	Nation -	X	X	X	X	1.15			LGSS	

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
			Departments of Social Welfare, Community Department and relevant agencies to monitor observance of child rights and availability of legal aid	Wide									
			Establish Trade and Industry Department	Nation - Wide	X	X	X	X	2.15			LGSS/M TSD	Other Directorates
			Establish Education, Youth and Sports Department (Schedule II, LI 1961)	Nation - Wide	X	X	X	X	2.15			LGSS/M TSD	Other Directorates
			Establish Natural Resources Conservation Department, Forestry, Game and Wildlife Division	Nation - Wide	X	X	X	X	2.15			LGSS/M TSD	Other Directorates
			Establish Health Departments in all 216 MMDAs (Schedule II, LI 1961)	Nation - Wide	X	X	X	X	2.55			LGSS/M TSD	Other Directorates
			Establish other new Departments (Statistic, ...)	Nation - Wide	X	X	X	X	2.15			LGSS/M TSD	Oth. Directorates
			Conduct M&E on the set-up of departments in the MMDAs (L.I 1961 Schedule I & II)	Nation - Wide	X	X	X	X	0.85			LGSS/ PPBMED	Other Directorates
			Continue public	Nation -	X	X	X	X	0.90			LGSS	

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
			education and awareness on revised Act 462, L.I. 1961 and revised L.I. 1589 (2015)	Wide									
			Conduct role clarification workshops between LGSS & RCC; LGSS & MMDAs and RCC & MMDAs	Nation - Wide	X	X	X	X	1.00		0.30	LGSS (Facilitator)	RCC, MMDAs
			Inter-service collaboration (LGS 656 & 462 Vs. GHS, GES, Forestry Service, Fire Service, GRF, CWSA Acts, etc.) coordinating meetings (in line with Roadmap)	Nation - Wide	X	X	X	X	1.05				
Ensure effective implementation of the decentralization policy and programmes	Enforce compliance of LI. 1967	Decentralization	Sensitize MMDAs on LI 1967, 2010	Nation-wide	X	X	X	X	0.80			LGSS	MLGRD/RCCs /MMDAs
			Print and disseminate 11000 copies of LI 1967 to MMDAs	Nation-wide	X	X	X	X	0.95			LGSS	MLGRD/RCCs /MMDAs
			Establish performance appraisal for sub-district structures (NDPAP)	Nation-wide	X	X	X	X	0.65			LGSS / HRDD	Other Directorates

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
Integrate and institutionalise district level planning and budgeting through the participatory process at all levels	Build the capacity of MMDAs to implement the public expenditure management framework	Decentralization	Sensitize all MMDAs on the manual for participatory Planning and Budgeting	Nation-Wide	X	X	X	X	1.40			LGSS/ PPBMED	Oth. Directorates
			Conduct M & E activities at all levels (MMDAs/RCCs/LGSS)	Nation-Wide	X	X	X	X	1.40			LGSS/ PPBMED	Oth. Directorates
Mainstream Local Economic Development (LED) for growth and local employment creation	Facilitate the implementation Local Economic Development Programmes at the district levels	Decentralization	Facilitate the establishment for LED coordinating teams in all MMDAs	Nation-Wide	X	X	X	X	0.70			LGSS	MLGRD/MM DAs
			Sensitize LED Coordinating teams on LED Policies	Nation-Wide	X	X	X	X	0.80			LGSS	MLGRD/MM DAs
Improve availability of quality data for policy formulation, analysis and decision-making	Develop administrative statistical system to routinely compile, analyse and disseminate reliable data from administrative processes and registers	Decentralization	Carry out research on decentralization, LG system, service delivery, governance, etc.	LGSS	X	X	X	X	1.00			LGSS	MLRD/MMD As/ILGS/IMCC
Ensure effective implementation of the decentralization policy and	Implement the National Decentralization Action Plan	Decentralization	LGCSPP - Training on 5 PFM areas (highlight on Financial Mgt., Revenue Mobilization & Social	Nation – Wide	X	X	X	X			1.20	LGSS/ PPBMED , HRDD	Oth. Directorates

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
programmes			Accountability)										
			LGCSF / Capacity Support Fund (CSF) Management (Fund is managed from MLGRD)	LGSS	X	X	X	X				LGSS/ PPBMED	Oth. Directorates
			LGCSF/ Regional Technical Adviser Input in 4 zones	Nation – Wide	X	X	X	X			9.00	LGSS/ PPBMED	RTATs
			LGCSF / Long term TA & Procurement Specialist Input at LGSS	LGSS	X	X	X	X			0.85	LGSS/ PPBMED	TA, Proc. Specialist
			LGCSF / Capacity Appraisals of 46 MMAs_ Generic CBS	Nation – Wide	X	X	X	X				LGSS/ PPBMED	Consultants
			Establish programme & Project database management system in all MMDAs (EWB Piloted)	Nation – Wide	X	X	X	X	1.00		2.00	LGSS/ RSIMD, MTSD	EWB, Oth. Directorates
			DDF/FOAT-CBC: Manage generic training on the thematic areas identified by FOAT assessment (Planning, manual, orientation, service providers, training, etc.)	LGSS	X	X	X	X			8.00	LGSS / HRDD	Other Directorates
			DDF/FOAT-CBC: Monitor generic	Nation – Wide	X	X	X	X			0.40	LGSS / HRDD	Other Directorates

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
			training for MMDAS on the thematic areas identified by FOAT assessment (including coaching sessions)										
			Strengthen the management and M&E capacities at LGSS in the management of DDF capacity building component	LGSS	X	X	X	X			0.80	LGSS / HRDD	Other Directorates
			Peer learning workshop for MMAs on CSF, UDG, Role of RCC in the project Zone 1,2,3,4	Nation – Wide		X	X				0.24	PPBMED	MLGRD, RCCs
			Peer learning and exchange visits (on UDG, CSF)	Nation – Wide			X				0.03	PPBMED	MMAs
			Training in Procurement, Financial Management, M&E, Project management	Nation – Wide	X						0.05	MLGRD	LGSS, MoFEP
			Consultancy Services for the Delivery of training in Financial Management, Revenue Mobilization, Social Accountability and Financial reporting	LGSS	X						0.32	PPBMED	LGSS, MoFEP C&AGD
			Workshop for the delivery of core	Nation – Wide		X	X	X			0.84	PPBMED	LGSS, MoFEP C&AGD

Adopted Objectives	Adopted Strategies	Programmes & Sub Programmes	Projects/operations/ activities	Location	Time Frame				Indicative Budget			Implementing Agencies	
					Q1	Q2	Q3	Q4	GoG	IGF	Donor	Lead	Collaborator
			training in PFM(Financial Management, Revenue Mobilization, Social Accountability and Financial Reporting)										
			workshops on the work of the RTAT Zone One, Two, Three & Four	Nation – Wide		X	X				0.24	PPBMED	MLGRD, RTAT
			M&E Support to RCCs	Nation – Wide	X	X	X	X			0.132	PPBMED	MLGRD, RCC
Total									77.312		31.142		

ESTIMATED EXPENDITURE FROM 2014 - 2017

YEARS	ESTIMATED EXPENDITURES		
	GoG (GHC'000)	Donor (GHC'000)	Totals
2014	15.631	32.292	47.923
2015	61.812	30.742	92.554
2016	69.142	30.542	99.684
2017	77.312	31.142	108.454
Grand Total	223.897	124.718	<u>348.615</u>

CHAPTER 6

MONITORING AND EVALUATION

Introduction

The importance of monitoring in the implementation of the Medium –Term Development Plans, Programmes and Projects cannot be over emphasised. The M&E framework of LGSS is being developed as a set of planning, information gathering, synthesis, reflection and reporting processes and capacities required for the results to make a valuable contribution to decision- making and learning.

In view of the fact that resources are limited, result- based Monitoring and Evaluation is being used in most parts of the world. This situation is not different in Ghana, with increasing emphasis on public sector transparency and accountability.

Results-based monitoring would help to measure progress towards explicit short, intermediate and long-term results. It can provide feedback on progress (or lack of progress) to staff and decision- makers who can use the information in various ways to improve performance.

The Monitoring and Evaluation Plan would help institute effective and efficient system for tracking the progress of programmes, plans and projects of the RCCs and MMDAs.

Systematic monitoring and evaluation of the strategic plan of LGSS will show the extent of progress made towards the implementation of Government development priorities and will further help to:

- Assess whether the LGSS developmental targets are being met.
- Identify achievement, constraints and failures so that improvements can be made to the Plan and Project designs to achieve better impact in the future.
- Provide information for effective coordination of RCCs and MMDAs
- Improve service delivery and influence allocation of resources to RCCs and MMDAs.

- Provide Council Members, the Government, Development Partners, RCCs, MMDAs and the general public with better means for learning from past experience.

Monitoring of LGSS activities would be conducted from the District, Regional and National levels. As a management tool, monitoring would be organized at each level of management, thus the DPCUs at the district level, would be expected to keep track of the activities and carry out correction action where possible.

Monitoring and Evaluation at District Level would be aimed at two broad goals, that is, tracking project performance and building strong and effective M&E capacity within the decentralized district assemblies.

The Regional Level monitoring will involve tracking of performance of the District Assemblies within a Region and project outcomes and impacts.

Monitoring at the national level will also involve tracking of overall implementation performance of programmes and projects through the Regional Level.

The National Development Planning Commission (NDPC) and Regional Co-ordinating Council shall monitor periodically programmes and projects undertaken by MMDAs, especially financed from DDF and District Assemblies Common Fund.

Monitoring and Evaluation reports will be co-ordinated by the Monitoring & Evaluation Unit of LGSS and presented to the Local Government Service Council periodically.

Detailed Monitoring and Evaluation Plan would be prepared for the 2010-2013 Service Medium –Term Development Plan based on the guidelines provided by NDPC.

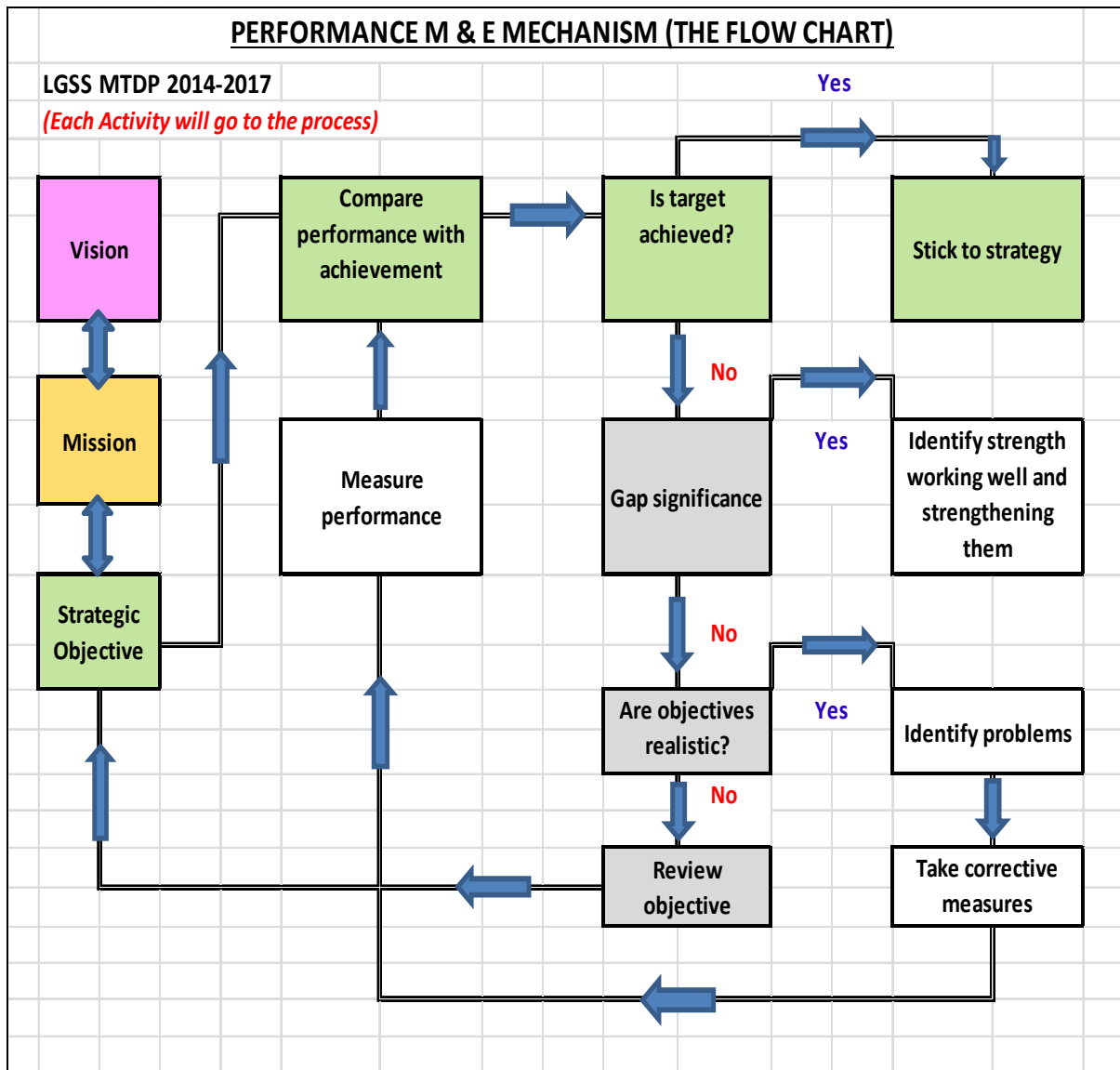
Control and Monitoring & Evaluation Mechanism

A diagram for Control M&E Mechanism is demonstrated. The purposes of the M&E diagram are:

- Monitoring and Evaluation will help to check whether the performance/ results of activities in the action plan are on course (to meet the target) or there is deviation particularly negative ones.
- To compare the set objectives & strategies against actual performance.

- Where the differences are significant, there is the need to find out whether the objectives or strategies are right and realistic as indicated step-by-step in the diagram.

Diagram for Control M&E Mechanism is presented as below:



NOTE

A detailed monitoring and evaluation plan would be prepared in the future when the guideline is issued by NDPC.

CHAPTER 7: COMMUNICATION STRATEGY

Introduction

The chapter presents in details the strategy for dissemination of this plan to all key stakeholders.

The communication strategy of the plan is intended to create awareness about the Medium Term Development Plan of the LGS. It is also to inform all stakeholders about the programmes, sub-programmes and activities that the LGS intends to implement during the period 2014-2017. The programmes are strategically mapped out to enable the LGS contribute to the achievement of the goal of the National Medium Term Policy Framework 2014-2017. In this strategy, efforts will be made to foster greater collaboration and coordination with all stakeholders in the achievement of set targets. There would be greater emphasis on transparency and accountability so as to maximum benefits to be derived from the implementation of planned interventions.

Objectives of the Communication Strategy

The objective of the Communication Strategy is to:

- a. create awareness, eliminate any misunderstanding and distortions, and foster greater understandings, appreciation and acceptance of the Service and bring the bureaucracy towards decentralization;
- b. communicate effectively the Mission, Goals and Objectives of Decentralization Policy in general and the Local Government Service in particular;
- c. develop a process to promote and sustain stakeholder involvement -participation, consultation, support, and collaboration in the life of the Service;
- d. promote donor orientation, support, involvement, and co-ordination;
- e. build and equip organizational participants with requisite knowledge, skills and attitudes to cope the challenges and to enhance the performance of technical staff.

Target Groups

The Communication Strategy identified the following as major target groups on account of their involvement in legislation, policy, funding, implementation, monitoring, evaluation and reporting arrangements: The major stakeholders/institutions identified include:

- a. Members of Parliament and relevant Parliamentary Sub-Committees, especially the Committees on Local Government and Rural Development, Finance, and Manpower, Youth and Employment
- b. Ministers and Deputy Ministers, Chief Directors and Directors
- c. Regional Co-ordinating Councils, Regional Ministers and Heads of Departments
- d. District Assemblies, Chief Executives and heads of Departments, and Sub-District Councils
- e. Traditional Leaders, Opinion Leaders and General Public
- f. Academia/Research (including UGBS, KNUST Department of Planning, GIMPA, ILGS, MDPI, etc.)
- g. Development Partners
- h. Private Sector
- i. NALAG and Local Government Workers Union
- j. NGOs/CSOs (including Religious Bodies as Catholic Secretariat, Christian Council, IEA, CDD, etc.).

These are illustrated in the matrix below:

Target Institutions	Target Stakeholders	Basic Objective of Communication
Ministries, Departments and Agencies	<ul style="list-style-type: none"> * Ministers * Deputy Minister * Chief Directors/Directors 	<ul style="list-style-type: none"> * Create politically enabling environment and ensure top management support * develop co-operative atmosphere for a breakdown of barriers for successful implementation
Parliament	<ul style="list-style-type: none"> * Members of Parliament * Members of Select Committees on Local Government, and * Members of other Select Committees especially Committee on Finance 	<ul style="list-style-type: none"> * Create political goodwill and legislative support and resource allocation
Regional Co-ordinating Councils	<ul style="list-style-type: none"> * Regional Ministers * Deputy Regional Ministers * Regional Co-ord. Directors * Heads of Department of RCC 	<ul style="list-style-type: none"> * ensure preparedness, capacity availability, and ownership of project
District Assemblies	<ul style="list-style-type: none"> * District Chief Executives * Presiding Members * Heads of Departments * Assembly Members 	<ul style="list-style-type: none"> * impart knowledge, abilities and skills necessary for successful implementation and sustainability
Sub-District Councils	<ul style="list-style-type: none"> * Traditional Authorities * Sub-District Councillors * Sub-District Officers * People 	
NALAG/LGWU and other Civil Society and Non-Govern-mental Organizations	<ul style="list-style-type: none"> * Leadership of Organizations 	<ul style="list-style-type: none"> * advocacy * support and * training at community levels
Development Partners	<ul style="list-style-type: none"> * Multi-Lateral Agencies * Bilateral Agencies 	<ul style="list-style-type: none"> * inform on developments and progress towards agreed objectives

	* CSOs/NGOs	* financing support
Universities and Institutes	* Academics * Researchers	* provide general knowledge and database * training support and feedback
Private Sector	* Businessman	* provide general knowledge and awareness on area of private sector participation in service delivery

Approaches/Channels

The approaches outlined below focus on group and individual approaches or organizational change through interaction, information dissemination, training, management development programmes, team building and survey feedback techniques. The training programmes would be designed to improve stakeholder’ awareness and understanding of problems, the develop employees job skills, to help them to adapt. Team building programmes would be designed so as to define goals or priorities, analyze tasks and the way they are performed, and examine the relationship among the employees.

The approaches identified to be used to achieve the above-objectives are:

- a. Newspapers/Newsletter Publications
 - Local Dailies
 - Local Government Information Digest
 - Service’s Own Information Digest
- b. Broadcast media, TV and radio, public service announcements and panel discussions and call-ins;
- c. Workshops/Seminars (including LGS Launch Workshop);
- d. Focus Group Discussions
- e. Consultative Meetings
- f. Follow-ups
- g. Briefing of RCCs and MMDAs during their meetings
- h. Website Development

The Communication channels envisaged are:

Using Discussion Programmes

- a. Electronic Media: Radio (National Radio G.B.C. and Selected FM stations and other stations available in the Districts) and Television: GTV, TV3, Metro, Using Discussion Programmes eg. Talking Point Breakfast Shows
- b. Print Media: Selected Newspaper for publication of Articles
- c. Using Information Services Division of the Ministry of Local Government

In all, Seminars, Radio, TV Discussion programmes, newspaper articles, brochures and flyers would be used to reach out generally to the various stakeholders. The specifics for the respective target groups/institutions are shown in the matrix below.

Matrix Showing Target Institutions, Stakeholders and Approaches

Target Institutions	Target Stakeholders	Means of Communication
Parliament	<ul style="list-style-type: none"> * Members of Parliament * Members of Select Committees on Local Government, * Members of other Select Committees especially: Committee on Finance, Manpower, Youth & Employment 	<ul style="list-style-type: none"> * Seminars * Policy Forums * Workshops * Consultative Meetings
Ministries, Department and Agencies	<ul style="list-style-type: none"> * Minister, * Deputy Minister * Chief Directors * Directors 	<ul style="list-style-type: none"> * Seminars * Policy Forums * Workshops * Consultative Meetings * Follow-ups
Regional Co-ordinating Councils	<ul style="list-style-type: none"> * Regional Ministers * Deputy Regional Ministers * Regional Co-ord. Directors 	<ul style="list-style-type: none"> * Seminars * Workshops * Consultative Meeting

	* Heads of Department of RCC	* Follow-ups.
District Assemblies	* District Chief Executives * Presiding Members * Heads of Departments * Assembly Members	* Seminars * Workshops * Follow-ups
Sub-District Councils	* Traditional Authorities * Sub-District Councillors * Sub-District Officers * People	* Training Workshops * Follow-ups * Durbars * Calls-ins, etc.
NALAG/LGWU and other Civil Society and Non-Govern-mental Organizations	* Leadership of Organizations	* Seminars * Workshops * Consultative Meetings * Follow-ups
Development Partners	* Multi-Lateral Agencies * Bilateral Agencies * CSOs/NGOs	* Workshops * Consultative Meetings * Follow-ups
Universities and Institutes	* Academics * Researchers	* Seminars * Policy Forums * Workshops
Private Sector	* Businessman	* Seminars * Workshops * Meetings

Implementation Time-Table

The following activities to be carried out during the planned period 2010-2013:

- a. institute quarterly meeting with MDAs to identify and agree on the functions, personnel and resources to transfer to the DAs and RCCs;
- b. undertake stakeholders consultations and discussions to accelerate the decentralization process;

- c. constitute Inter-Service Working Committee(s) to facilitate and strengthen the exchange of information between services quarterly;
- d. institute LGS/MLGRD/MoF/ CAGD/ GAS/ NDPC/RCC/DA quarterly interface of issues of financial management;
- e. undertake policy dialogues monthly for the purposes of education, communication, information, common understanding, deepening the process and advocacy;
- f. undertake quarterly LGS/PSC/OHCS Interface;
- g. institute quarterly LGS/NGO/CSO/Private Sector Interface;
- h. institute LGSC/Donor Interface for the purposes of resource mobilization and utilization.

Recommendation/Way Forward

In the light of the fore-going it is recommended as follows:

- **Designing of Appropriate Message:** appropriate messages are designed with the view of: reaching out to reach out to the various stakeholders: Parliamentarian, MDAs, RCCs, MMDAs, Development Partners, Private Sector, etc.
- **Briefing of RCC and Assembly Meetings:** Council should consider undertaking briefing sessions during RCC and Assembly Meetings. Also Council should consider the possibility of doing same during Regional Ministers Conferences and Conferences of District Chief Executives. In this respect the Secretariat is to find out the calendars of meetings for the RCCs and MMDAs.
- **Scheme and Conditions of Service of LGS:** For the immediate take-off of the Service, the following have been identified to facilitate the establishment of the Service. Administrative Manuals, Scheme and Conditions of Service, Organizational Chart and the Job Description of the various positions.
- **Attracting Right Calibre of Staff into the Service:** It is further recommended for improved conditions to be instituted to attract the right calibre of staff into the Service. In this respect there is the need to start with interviews to recruit, retain and attract others into the Service.
- **Undertaking Image Building Workshops:** There is the need to create a New Image for the Service, against the background of the negative things people say about the

local government bodies. In addition, Council should consider instituting a TV/Radio programme: Our Local Government System.

In conclusion, we envisage that the Medium Term Development Plan of the Service would be implemented judiciously to enhance the growth and Better Ghana Agenda.