



**LOCAL GOVERNMENT SERVICE**



**AGRICULTURE DEPARTMENT**

**OPERATIONAL MANUAL**

**Establishment, Operationalization and Management for the Metropolitan,  
Municipal and District Assemblies (MMDAs)**

*November, 2018*



## **FOREWORD**

The core mandate of the Local Government Service (LGS) is to “secure effective administration and management of Local Government in the Country”.

The L.I 1961 has spelt out the various functions of each Department at the MMDA level. However, there are operational differences in the performance of functions by Departments of the MMDAs and this has resulted in the lack of consistency in the operations of the Departments.

The LGS as part of its functions of implementing administrative decentralization has developed this Operational Manual for the Agriculture Department. It aims at complimenting other LGS protocols in streamlining functions of the Department across all MMDAs, assigning specific functions and responsibilities to technical staff in the Department and providing a basis for the appraisal of technical staff across the Service.

The Operational Manual thus, has been carefully designed depicting the mandate of the Department, its Units and Sections; the services the Department renders; the communication and reporting relationship of the Department in relation to the MMDA, RCC and National level Institutions; and the qualifications, skills and competencies required for the various levels of positions within the Department.

It is the expectation of the LGS that this document will facilitate the co-ordination and integration of operations of the Department, reduce significantly duplication of functions and in the long term improve service delivery.

The LGS appreciates the contribution and support of various stakeholders at the National, Regional and Local levels and would like to thank the Denmark Government through its development agency, DANIDA for their support in the production of this manual.



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**November, 2018**



## TABLE OF CONTENTS

<b>FOREWORD</b> .....	<b>I</b>
<b>TABLE OF CONTENTS</b> .....	<b>II</b>
<b>LIST OF TABLES</b> .....	<b>V</b>
<b>LIST OF FIGURES</b> .....	<b>V</b>
<b>LIST OF ABBREVIATIONS</b> .....	<b>VI</b>
<b>1.0 INTRODUCTION</b> .....	<b>1</b>
<b>2.0 DECENTRALIZATION, ADMINISTRATIVE DECENTRALIZATION AND THE LOCAL GOVERNMENT SERVICE (LGS) ....</b>	<b>2</b>
2.1 DECENTRALIZATION .....	2
2.1.1 National Decentralization Policy Framework .....	2
2.2 ADMINISTRATIVE DECENTRALIZATION .....	2
2.3 LOCAL GOVERNMENT SERVICE (LGS) .....	4
2.3.1 Legal Backing for the establishment of LGS .....	4
2.3.2 Object of the LGS .....	4
2.3.3 Key Functions of the LGS (Section 52, Act 936).....	4
2.3.4 Strategic Direction of LGS.....	5
2.4 LOCAL GOVERNMENT SYSTEM .....	5
2.4.1 Regional Co-ordinating Council .....	6
2.4.2 Metropolitan, Municipal and District Assemblies (MMDAs) .....	6
2.4.3 Departments of District Assembly .....	6
2.4.4 Heads of Departments of District Assembly .....	6
2.4.5 Functions of Departments of District Assembly.....	7
2.5 LOCAL GOVERNMENT (DEPARTMENTS OF DISTRICT ASSEMBLIES) (COMMENCEMENT) INSTRUMENT, 2009 (L.I. 1961) .....	7
2.5.1 Objectives of L.I 1961.....	7
2.5.2 LI 1961: First Schedule (Departments of MMDAs).....	8
2.5.3 LI 1961: Second Schedule (Departments of MMDAs) .....	8
2.5.4 Existing Departments under MMDAs .....	9
<b>3.0 ESTABLISHMENT OF AGRICULTURE DEPARTMENT AT MMDA LEVEL .....</b>	<b>10</b>
3.1 STRATEGIC OVERVIEW OF AGRICULTURE DEPARTMENT.....	10
3.2 GENERAL FUNCTIONS AND RESPONSIBILITIES OF THE AGRICULTURE DEPARTMENT.....	10
3.3 COMMUNICATION AND REPORTING RELATIONSHIP DIAGRAM IN RELATION TO THE AGRICULTURE DEPARTMENT .....	12
<b>4.0 STRUCTURES, FUNCTIONS AND SPECIFIC RESPONSIBILITIES OF THE AGRICULTURE DEPARTMENT AT THE MMDA</b> .....	<b>13</b>

4.1 TECHNICAL STRUCTURE OF THE AGRICULTURE DEPARTMENT AT THE MMDA .....	13
4.1.1 <i>Technical Structure for the Crops Unit</i> .....	14
4.1.2 <i>Technical Structure for Animal Production Unit</i> .....	15
4.1.3 <i>Technical Structure for the Extension Unit</i> .....	16
4.1.4 <i>Technical Structure for the WIAD Unit</i> .....	17
4.1.5 <i>Technical Structure for the Agricultural Engineering Unit</i> .....	18
4.1.6 <i>Functions and Specific Responsibilities of the MIS Section</i> .....	19
4.1.7 <i>Functions and Specific Responsibilities of the Agricultural Extension Section</i> .....	19
<b>5.0 JOB DESCRIPTIONS AND COMPETENCIES / SKILLS.....</b>	<b>21</b>
5.1 JOB DESCRIPTIONS OF KEY POSITIONS .....	21
5.1.1 <i>Head, Agriculture Department</i> .....	21
5.1.2 <i>Head, Crops Unit</i> .....	22
5.1.3 <i>Head, Animal Production Unit</i> .....	23
5.1.4 <i>Head, Extension Unit</i> .....	24
5.1.5 <i>Head, WIAD Unit</i> .....	25
5.1.6 <i>Head, Agricultural Engineering Unit</i> .....	26
5.1.7 <i>Head, MIS Section</i> .....	27
5.1.8 <i>Head, Agriculture Extension Section</i> .....	28
<b>6.0 STAFFING REQUIREMENT, HUMAN RESOURCE (HR) POLICIES AND CAPACITY BUILDING MEASURES .....</b>	<b>29</b>
6.1 STAFFING REQUIREMENT RELATED TO THE DEPARTMENT.....	29
6.2 HR POLICIES AND PROCEDURES .....	29
6.3 APPOINTMENT OF HEADS OF DEPARTMENTS .....	29
6.4 CAPACITY BUILDING FOR AGRICULTURE DEPARTMENT .....	30
6.5 TRAINING MATRIX FOR AGRICULTURE DEPARTMENT .....	31
<b>7.0 SCHEME OF SERVICE (SOS).....</b>	<b>32</b>
7.1 PRINCIPLES.....	32
7.2 OBJECTIVES OF SCHEME OF SERVICE FOR AGRICULTURE DEPARTMENT .....	32
7.3 STAFFING STRUCTURE .....	32
<b>8.0 GENERIC GUIDELINES ON REPORTING RELATIONSHIP AND ADMINISTRATIVE PROCEDURE.....</b>	<b>34</b>
8.1 REPORTING RELATIONSHIP .....	34
8.2 ADMINISTRATIVE PROCEDURE.....	37
8.3 PLANNING AND BUDGETING .....	38
8.4 REQUIRED OFFICE / TECHNICAL FACILITIES FOR AGRICULTURE DEPARTMENT.....	41

8.5 MONITORING & EVALUATION (M&E).....	41
8.6 QUALITY ASSURANCE & QUALITY CONTROL.....	41
8.7 INTERNAL REPORTING DIRECTION, PLANNING AND BUDGETING.....	42
8.8 SERVICE DELIVERY STANDARDS .....	43
<b>9.0 ANNEX SECTION .....</b>	<b>44</b>
ANNEX 1: PROGRESS REPORT FORMAT .....	44
ANNEX 2: ANNUAL WORK PLAN FORMAT.....	46
ANNEX 3: PERFORMANCE OF AGRICULTURE DEPARTMENT (CHECK LIST).....	47
ANNEX 4: ASSET REGISTER.....	49
ANNEX 5: TRAINING AREAS.....	50
<b>APPENDICES .....</b>	<b>51</b>

## LIST OF TABLES

TABLE 1: ROLES AT DIFFERENT LEVELS OF GOVERNMENT .....	3
TABLE 2: METROPOLITAN, MUNICIPAL AND DISTRICT ASSEMBLIES (MMDAS) PER REGION .....	6
TABLE 3: FIRST SCHEDULE.....	8
TABLE 4: SECOND SCHEDULE .....	8
TABLE 5: DEPARTMENTS UNDER MMDAS AS PER SECOND SCHEDULE .....	9
TABLE 6: STAFFING REQUIREMENT OF THE AGRICULTURE DEPARTMENT .....	29
TABLE 7: TRAINING MATRIX FOR PROFESSIONAL CLASS.....	31
TABLE 8: TRAINING MATRIX FOR SUB-PROFESSIONAL CLASS .....	31
TABLE 9: REQUIRED OFFICE/TECHNICAL FACILITIES:.....	41

## LIST OF FIGURES

FIGURE 1: LOCAL GOVERNMENT SYSTEM .....	5
FIGURE 2: ORGANISATIONAL SET-UP OF METROPOLITAN, MUNICIPAL AND DISTRICT ASSEMBLY IN RELATION TO THE AGRICULTURE DEPARTMENT.....	12
FIGURE 3: TECHNICAL STRUCTURE OF THE AGRICULTURE DEPARTMENT .....	13
FIGURE 4: TECHNICAL STRUCTURE FOR THE CROPS UNIT .....	14
FIGURE 5: TECHNICAL STRUCTURE FOR THE ANIMAL PRODUCTION UNIT .....	15
FIGURE 6: TECHNICAL STRUCTURE FOR THE EXTENSION UNIT.....	16
FIGURE 7: TECHNICAL STRUCTURE FOR THE WOMEN IN AGRICULTURAL DEVELOPMENT (WIAD) UNIT .....	17
FIGURE 8: TECHNICAL STRUCTURE FOR THE AGRICULTURAL ENGINEERING UNIT .....	18
FIGURE 9: INTERNAL REPORTING DIRECTION .....	42

## LIST OF ABBREVIATIONS

AEA	- Agricultural Extension Agent
CoC	- Code of Conduct
CoS	- Conditions of Service
CSO	- Civil Society Organization
DAs	- District Assemblies
DFR	- Department of Feeder Roads
FBO	- Farmer Based Organization
GES	- Ghana Education Service
GHS	- Ghana Health Service
GIMPA	- Ghana Institute of Management and Public Administration
GoG	- Government of Ghana
GSS	- Ghana Statistics Service
HoD	- Head of Department
HR /HRM	- Human Resource / Human Resource Management
HRMOM	- Human Resource Management Operational Manual
ILGS	- Institute of Local Government Studies
IPC	- Interim Payment Certificate
L.I	- Legislative Instrument
LGS	- Local Government Service
LGSC	- Local Government Service Council
M&E	- Monitoring and Evaluation
MLGRD	- Ministry of Local Government and Rural Development
MMA	- Metropolitan and Municipal Assembly
MMDA	- Metropolitan, Municipal and District Assembly
MMDBO	- Metropolitan, Municipal and District Budget Officer
MMDCD	- Metropolitan, Municipal and District Co-ordinating Director
MMDCE	- Metropolitan, Municipal and District Chief Executive
MMDPCU	- Metropolitan, Municipal and District Planning Co-ordinating Unit
MMDPO	- Metropolitan, Municipal and District Planning Officer
MoF	- Ministry of Finance
MoFA	- Ministry of Food and Agriculture
NGO	- Non-Governmental Organization
NDPC	- National Development Planning Commission
OHLGS	- Office of the Head of the Local Government Service
PV	- Payment Voucher
RCC	- Regional Co-ordinating Council
RELC	- Research Extension Farmer Linkage Committee
RPCU	- Regional Planning Co-ordinating Unit
SDS	- Service Delivery Standard
SoS	- Scheme of Service
UTA	- Urban, Town and Area
WIAD	- Women in Agricultural Development

## **1.0 INTRODUCTION**

The Local Government Service (LGS) was established by the Local Government Service Act, 2003 (*Act 656*) and was amended by the Local Governance Act, 2016 (*Act 936*) with the objective “to secure an effective administration and management of local government in the country”. The Local Government Service has been in operation since October 2004.

The Service has developed and reviewed a number of protocols, such as the Scheme of Service (SoS), Conditions of Service (CoS), Code of Conduct (CoC), Service Delivery Standards (SDS), Staffing Norms, Human Resource Management Operational Manual (HRMOM) and the Generic Guidelines for the establishment of Departments of Metropolitan, Municipal and District Assemblies (MMDAs) to enhance Human Resource Management (HRM) as well as to ensure effective and efficient service delivery. This document presents the operational manual for the Agriculture Department at the MMDAs.

The Agriculture Department is one of the decentralized Departments of the MMDAs whose functions are crucial for effective implementation of agriculture related policies and programmes at the local level. The Office of the Head of the Local Government Service (OHLGS) has the oversight responsibility for the establishment of all such Departments.

## 2.0 DECENTRALIZATION, ADMINISTRATIVE DECENTRALIZATION AND THE LOCAL GOVERNMENT SERVICE (LGS)

### 2.1 Decentralization

Ghana is pursuing a system of political and administrative decentralization. This involves:

- i) devolution of major political and administrative responsibilities from Central Government to District Assemblies (DAs), comprising partially elected representatives with a mandate for local government and community development; and
- ii) de-concentration practiced by Regional Co-ordinating Councils (RCCs) as the political institution and Ministries, Departments and Agencies (MDAs) as the bureaucratic and technocratic institutions. These institutions exist as an extension of national level MDAs.

#### 2.1.1 National Decentralization Policy Framework

The National Decentralization Policy Framework is based on the following five (5) Thematic/ Action Areas:

1. Political Decentralization and Legal Reforms
2. Administrative Decentralization
3. Decentralized Planning
4. Fiscal Decentralization
5. Popular Participation

### 2.2 Administrative Decentralization

Administrative Decentralization is a major pillar in the conceptual framework of Ghana's Decentralization policy which involves the restructuring of central administration.

The main policy objective of Administrative Decentralization is **“to improve the administrative and human resource capacity of the MMDAs and other local government stakeholders to ensure quality service delivery”**.

The key areas undergoing Administrative Decentralization are:

- *Establishment of a Local Government Service (LGS)*
- *Fusion of decentralized Departments and Local Government into one Administrative Unit*
- *Ministerial restructuring and the establishment of decentralized Departments of the District Assemblies.*

Administrative Decentralization aims at transferring decision making authority, resources and responsibilities for the delivery of a selected number of public services from the Central Government to other lower levels of government, Agencies and field offices of Central Government line Agencies.

In Ghana, the Civil Service Law, 1993 (*PNDCL 327*) and the Local Governance Act, 2016 (*Act 936*) (which is a merger of the District Assemblies Common Fund Act, 1993 (*Act 455*), Local Government Act, 1993 (*Act 462*), the Local Government Service Act, 2003 (*Act 656*) and the National Development Planning (Systems) Act, 1994 (*Act 480*) into one single legislation) are the main legislations governing Administrative Decentralization. Under these laws, the functions to be transferred have been identified. Eighteen sectors of national level administration have been decentralised (*Act 936*; First Schedule, Section 77).

Local Government (Departments of District Assemblies) (Commencement) Instrument, 2009 (Legislative Instrument 1961) (*LI 1961*) operationalized the decentralized Departments at the district level as the Departments of the District Assemblies (DAs). It specifies the functions of the Departments established. The Local Governance Act, 2016 (*Act 936*) makes provision for sub-structures such as: Sub-Metropolitan District Councils, Urban, Town and Area (UTA) Councils.

**Table 1: Roles at Different Levels of Government**

LEVEL	INSTITUTION	ROLES
CENTRAL	Ministries, Departments and Agencies (MDAs)	focusing on: <ul style="list-style-type: none"> <li>• policy formulation;</li> <li>• monitoring &amp; evaluation (M&amp;E);</li> <li>• standards setting; and</li> <li>• technical backstopping</li> </ul>
REGIONAL	Regional Co-ordinating Council (RCC)	assigned with functional responsibility to: <ul style="list-style-type: none"> <li>• harmonize and coordinate national level policies &amp; programmes and local level priorities;</li> <li>• monitor and evaluate performance of MMDAs; and</li> <li>• provide technical backstopping to MMDAs</li> </ul>
LOCAL	MMDA	assigned with functional responsibility for: <ul style="list-style-type: none"> <li>• policy formulation within the context of national sectoral policies;</li> <li>• local level integrated development planning through sectoral coordination;</li> <li>• resource mobilization; and</li> <li>• implementation of development policies and programmes</li> </ul>

## **2.3 Local Government Service (LGS)**

The Local Government Service (LGS) is established by the Local Governance Act, 2016 (Act 936).

### **2.3.1 Legal Backing for the establishment of LGS**

- Chapter 20 of the 1992 Constitution: Vests control of persons in the Service of Local Governments in Local Authorities, as far as possible;
- Section 50 of Act 936: Membership of the Service includes officers and staff of the following organisations:
  - (a) Offices of the District Assemblies;
  - (b) Departments of the District Assemblies;
  - (c) Offices of the Regional Co-ordinating Councils;
  - (d) Departments of the Regional Co-ordinating Councils;
  - (e) Offices of the Sub-Metropolitan District Councils, Urban, Town and Area Councils;
  - (f) Office of the Head of the Local Government Service; and
  - (g) Other persons as may be employed for the Service.

### **2.3.2 Object of the LGS**

To secure the effective administration and management of the decentralised Local Government system in the Country.

### **2.3.3 Key Functions of the LGS (Section 52, Act 936)**

To achieve its object, the Service shall:

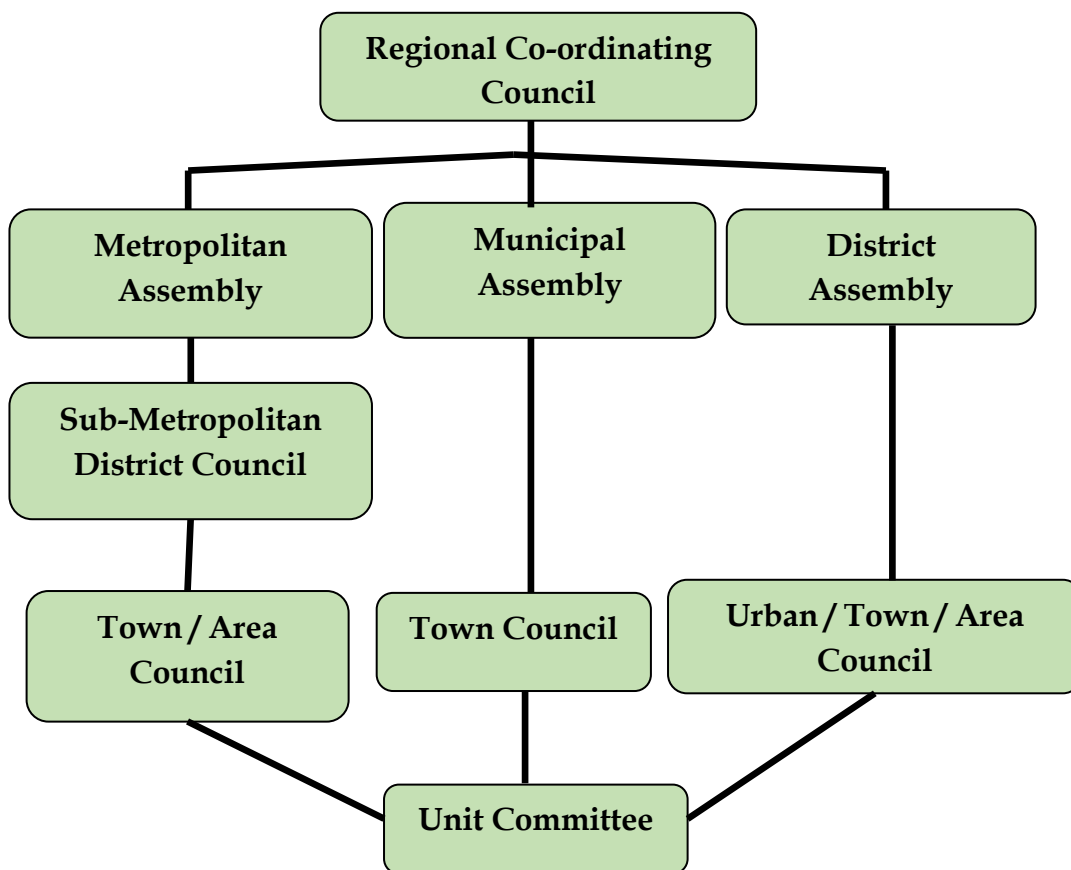
- (a) provide technical assistance to District Assemblies to enable the District Assemblies effectively perform their functions in accordance with the Constitution and this Act;
- (b) conduct organisational and job analysis for the District Assemblies;
- (c) conduct management audits for the District Assemblies in order to improve the overall management of the Service;
- (d) design and co-ordinate management systems and processes for the District Assemblies;
- (e) develop and co-ordinate the personnel plans and assess the personnel needs of the District Assemblies in consultation with the District Assemblies;
- (f) develop and co-ordinate the training implementation plans of the District Assemblies in consultation with the respective District Assemblies;
- (g) develop professional standards and guidelines for the various categories of staff who are members of the Service;
- (h) work in consultation and close co-operation with other Public Services;
- (i) assist the District Assemblies in the performance of their functions under any other enactment; and
- (j) perform other functions incidental or conducive to the achievement of the object of the Service.

### 2.3.4 Strategic Direction of LGS

- **VISION** - a world-class, decentralized and client-oriented Service
- **MISSION** - to support LGS 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
- **MOTTO** - Decentralization - Democracy - Development
- **CORE VALUES** - Accountability, Anonymity, Client-oriented, Commitment, Creativity, Diligence, Discipline, Equity, Impartiality, Innovation, Integrity, Loyalty, Permanence, Timeliness and Transparency
- **SERVICE DELIVERY STANDARDS** - Accountability, Client Focus, Effective and Efficient use of Resources, Participation, Professionalism and Transparency.

## 2.4 Local Government System

Figure 1: Local Government System



### 2.4.1 Regional Co-ordinating Council

The Regional Co-ordinating Council (RCC) exists in each region and is mandated to monitor, co-ordinate and evaluate the performance of the DAs in the Region. The RCC is also responsible for the provision of back-stopping support for the performance of any function assigned to the DAs in the Region in respect of which a particular District Assembly is deficient in terms of skills and workforce.

There are currently 10 RCCs under the Local Government Service and they are:

- Ashanti Regional Co-ordinating Council
- Brong Ahafo Regional Co-ordinating Council
- Central Regional Co-ordinating Council
- Eastern Regional Co-ordinating Council
- Greater Accra Regional Co-ordinating Council
- Northern Regional Co-ordinating Council
- Upper East Regional Co-ordinating Council
- Upper West Regional Co-ordinating Council
- Volta Regional Co-ordinating Council
- Western Regional Co-ordinating Council

### 2.4.2 Metropolitan, Municipal and District Assemblies (MMDAs)

A total of 254 Metropolitan, Municipal and District Assemblies (MMDAs) distributed within the 10 Regions are as follows:

**Table 2: Metropolitan, Municipal and District Assemblies (MMDAs) per Region**

No	Region / RCC	Metropolitan	Municipal	District	Total
1	Ashanti	1	19	23	43
2	Brong Ahafo	0	12	17	29
3	Central	1	7	14	22
4	Eastern	0	13	19	32
5	Greater Accra	2	20	4	26
6	Northern	1	8	19	28
7	Upper East	0	3	12	15
8	Upper West	0	4	7	11
9	Volta	0	8	17	25
10	Western	1	11	11	23
	<b>TOTAL</b>	<b>6</b>	<b>105</b>	<b>143</b>	<b>254</b>

### 2.4.3 Departments of District Assembly

The decentralized Departments in the District shall be known as the Departments of the District Assembly as shown in **Table 5**.

### 2.4.4 Heads of Departments of District Assembly

- Departments of a District Assembly shall be headed by Heads of Departments of the District Assembly who shall be responsible for the efficient and effective performance of the functions and responsibilities assigned to the Departments; and

- The Heads of Departments shall be answerable to the District Chief Executive through the District Co-ordinating Director.

#### ***2.4.5 Functions of Departments of District Assembly***

The Departments of the District Assembly shall:

- perform the functions assigned to them under the Local Government (Departments of District Assemblies) (Commencement) Instrument, 2009 (L.I. 1961) and any other enactment for the time being in force;
- be responsible for the implementation of the decisions of the District Assembly; and
- provide quarterly reports on the implementation of the decisions of the District Assembly to the Executive Committee of the District Assembly through the Office of the District Chief Executive.

#### **2.5 Local Government (Departments of District Assemblies) (Commencement) Instrument, 2009 (L.I. 1961)**

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

This came into force on 25th February, 2010 after the Gazette notification of 18th December, 2009.

##### ***2.5.1 Objectives of L.I 1961***

1. **The commencement of the functioning** of the Decentralized Departments at the District level as Departments of the District Assembly
2. **The transfer of staff** of the Departments of the District Assemblies from the Civil Service to the Local Government Service
3. **Transfer of the functions** in the third schedule of the L.I to the relevant Departments of the District Assembly
4. **The operationalization of the composite budget system** at the District level by the integration of the budgets of Departments of the District Assembly into the budget of the District Assembly.

**2.5.2 LI 1961: First Schedule (Departments of MMDAs)**

Departments of MMDAs established and ceasing to exist as per First Schedule are as shown in **Table 3**.

**Table 3: First Schedule**

No.	Department established	No.	Department ceasing to exist
1	Central Administration Department	1	Department of Social Welfare
2	Works Department.	2	Department of Community Development
3	Physical Planning Department	3	Public Works Department
4	Department of Trade and Industry	4	Department of Feeder Roads
5	Agriculture Department	5	Department of Parks and Garden
6	Department of Social welfare and Community Development	6	Department of Rural Housing and Cottage Industries
7	Legal Department	7	Department of Animal Health and Production
8	Waste Management Department	8	Agricultural Extension Services Division
9	Urban Roads Department	9	Crop Services Division
10	Budgeting and Rating Department	10	Department of Agricultural Engineering
11	Transport Department		

**2.5.3 LI 1961: Second Schedule (Departments of MMDAs)**

Departments of MMDAs established and ceasing to exist as per Second Schedule are as shown in **Table 4**.

**Table 4: Second Schedule**

	Department established		Department ceasing to exist
1.	Physical Planning Department	1.	Department of Town and Country Planning
2.	Department of Trade and Industry	2.	Department of Co-operatives
3.	Finance Department	3.	Controller and Accountant General's Department
4.	Department of Education, Youth and Sports	4.	Ghana Library Board
5.	Disaster Prevention and Management Department	5.	National Youth Organising Commission
6.	Natural Resources Conservation, Forestry, Game and Wildlife Department	6.	Registry of Birth and Deaths
7.	District Health Department	7.	Office of the District Sports Organiser

### 2.5.4 Existing Departments under MMDAs

Departments existing under the MMDAs as per the Second Schedule of Act 936 are as shown in **Table 5**.

**Table 5: Departments under MMDAs as per Second Schedule**

METROPOLITAN ASSEMBLY		MUNICIPAL ASSEMBLY		DISTRICT ASSEMBLY	
1	Central Administration Department	1	Central Administration Department	1	Central Administration Department
2	Finance Department	2	Finance Department	2	Finance Department
3	Education, Youth and Sports Department	3	Education, Youth and Sports Department	3	Education, Youth and Sports Department
4	Metropolitan Health Department	4	Municipal Health Department	4	District Health Department
5	Agriculture Department	5	Agriculture Department	5	Agriculture Department
6	Physical Planning Department	6	Physical Planning Department	6	Physical Planning Department
7	Social Welfare and Community Development Department	7	Social Welfare and Community Development Department	7	Social Welfare and Community Development Department
8	Works Department	8	Works Department	8	Works Department
9	Trade and Industry Department	9	Trade and Industry Department	9	Trade and Industry Department
10	Natural Resources Conservation, Forestry Game & Wildlife Department	10	Natural Resources Conservation, Forestry Game & Wildlife Department	10	Natural Resources Conservation, Forestry Game & Wildlife Department
11	Disaster Prevention Department	11	Disaster Prevention Department	11	Disaster Prevention Department
12	Roads Department	12	Roads Department		
13	Transport Department	13	Transport Department		
14	Waste Management Department				
15	Budget and Rating Department				
16	Legal Department				

### **3.0 ESTABLISHMENT OF AGRICULTURE DEPARTMENT AT MMDA LEVEL**

The Agriculture Department is established at MMDAs as per Second Schedule of the Local Governance Act, 2016 (*Act 936*).

#### **3.1 Strategic Overview of Agriculture Department**

The guiding principles for the functioning of the Agriculture Department are as follows:

***Vision:***

*A modernized, climate responsive and sustainable agriculture and food systems.*

***Mission:***

*To facilitate the attainment of a modernized agriculture and food systems through the provision of demand cost effective and efficient extension services that builds capacity of actors along commodity value chains. The Department will promote/disseminate gender responsive technologies/practices that enhance productivity, build resilience and supports environmental sustainability.*

#### **3.2 General Functions and Responsibilities of the Agriculture Department**

The Agriculture Department in the MMDA shall:

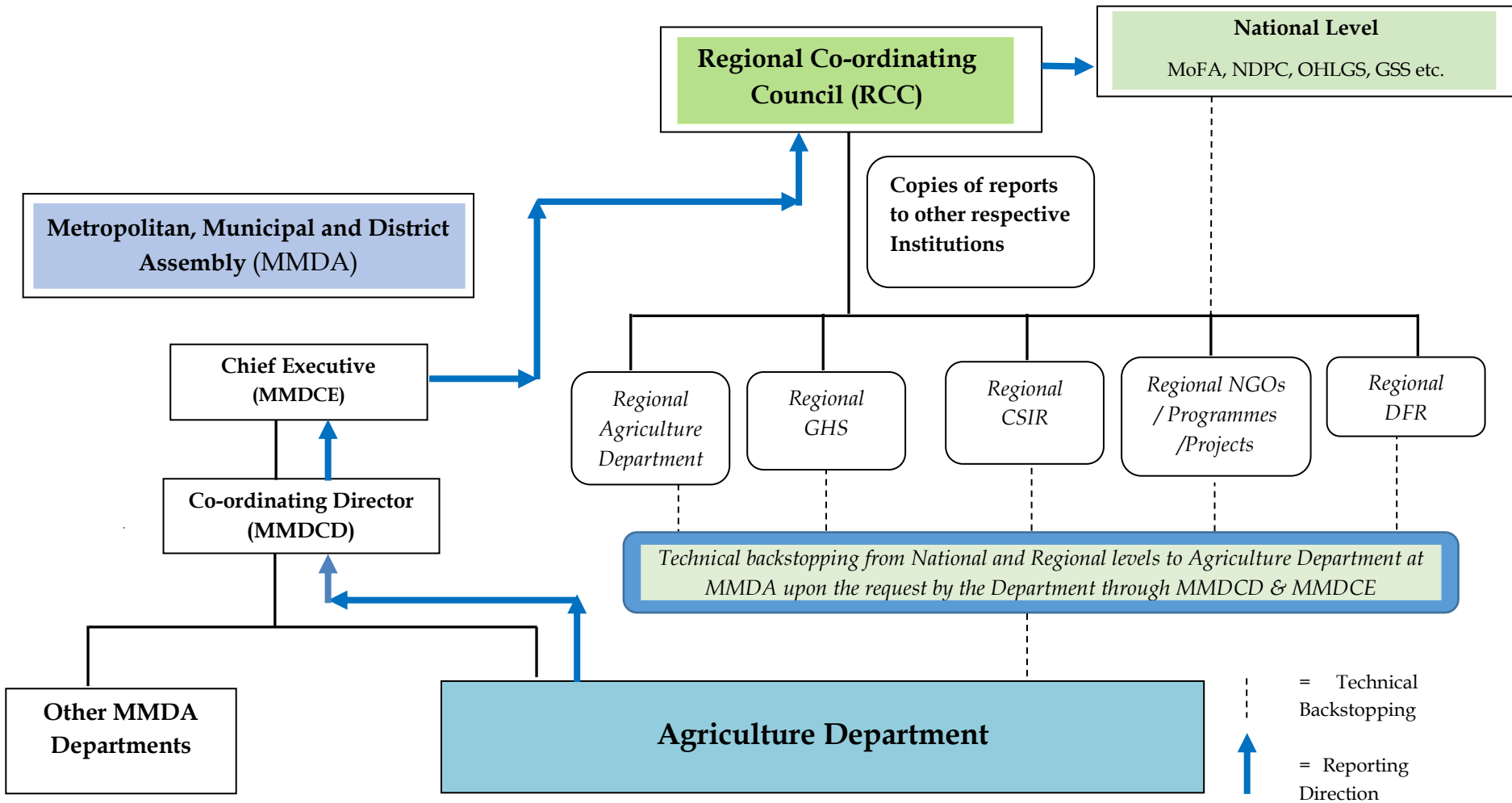
- (a) participate in provision of extension services in the areas of natural resources management, rural infrastructural and small scale irrigation in the MMDA;
- (b) assist in the formulation and implementation of Agricultural Policy for the MMDA within the framework of national policies;
- (c) submit report on the implementation of policies and programmes to the MMDA;
- (d) advise the MMDA on matters related to Agricultural development in the MMDA;
- (e) promote extension services to farmers;
- (f) assist and participate in on-farm adaptive research;
- (g) lead the collection of data for analysis on cost effective farming enterprises;
- (h) participate in the education and enforcement of legislation on fisheries;
- (i) promote the formation of viable fishermen associations and assist in fish farming;
- (j) promote soil and water conservation measures by the appropriate agricultural technology;
- (k) disseminate and adopt improved soil and water conservation methods;
- (l) promote agro-forestry development to reduce the incidence of bush fires;
- (m) promote an effective and integrated water management;
- (n) assist and facilitate sustained pasture and forage production and act as out grower to farmers;
- (o) assist development of animal health services infrastructure;
- (p) facilitate the development, operation and maintenance of livestock water supplies;
- (q) assist in developing forage production, ranges and farmlands;

- (r) encourage improvement in livestock breeds;
- (s) assist in developing early warning systems on animal diseases;
- (t) facilitate and encourage vaccination and immunization of livestock and control of animal diseases;
- (u) advise and encourage crop development through nursery propagation;
- (v) assist in the development, rehabilitation and maintenance of small scale irrigation schemes;
- (w) facilitate the assessment of the economic, financial and environmental viability of providing canals;
- (x) assist the construction, rehabilitation and maintenance of fish landing sites;
- (y) promote agro-processing and storage;
  - i) facilitate the development of programmes and the establishment of close linkage between the various sub-sectors in the MMDA;
  - ii) supervise the agricultural extension staff in the field;
  - iii) co-ordinate the systematic and regular training of frontline staff;
  - iv) monitor and evaluate projects;
  - v) promote investment in agriculture by assisting to identify and prepare pre-feasibility reports;
  - vi) develop proposal writing capacity at the MMDA level;
  - vii) facilitate capacity building at the district level through training, workshops and other related activities; and
  - viii) assist to supervise projects planned, designed and implemented centrally.

### 3.3 Communication and Reporting Relationship Diagram in relation to the Agriculture Department

The organogram below shows the Reporting Relationship and Technical backstopping arrangement of the Agriculture Department in relation to the National, Regional and Local levels.

**Figure 2: Organisational set-up of Metropolitan, Municipal and District Assembly in relation to the Agriculture Department**



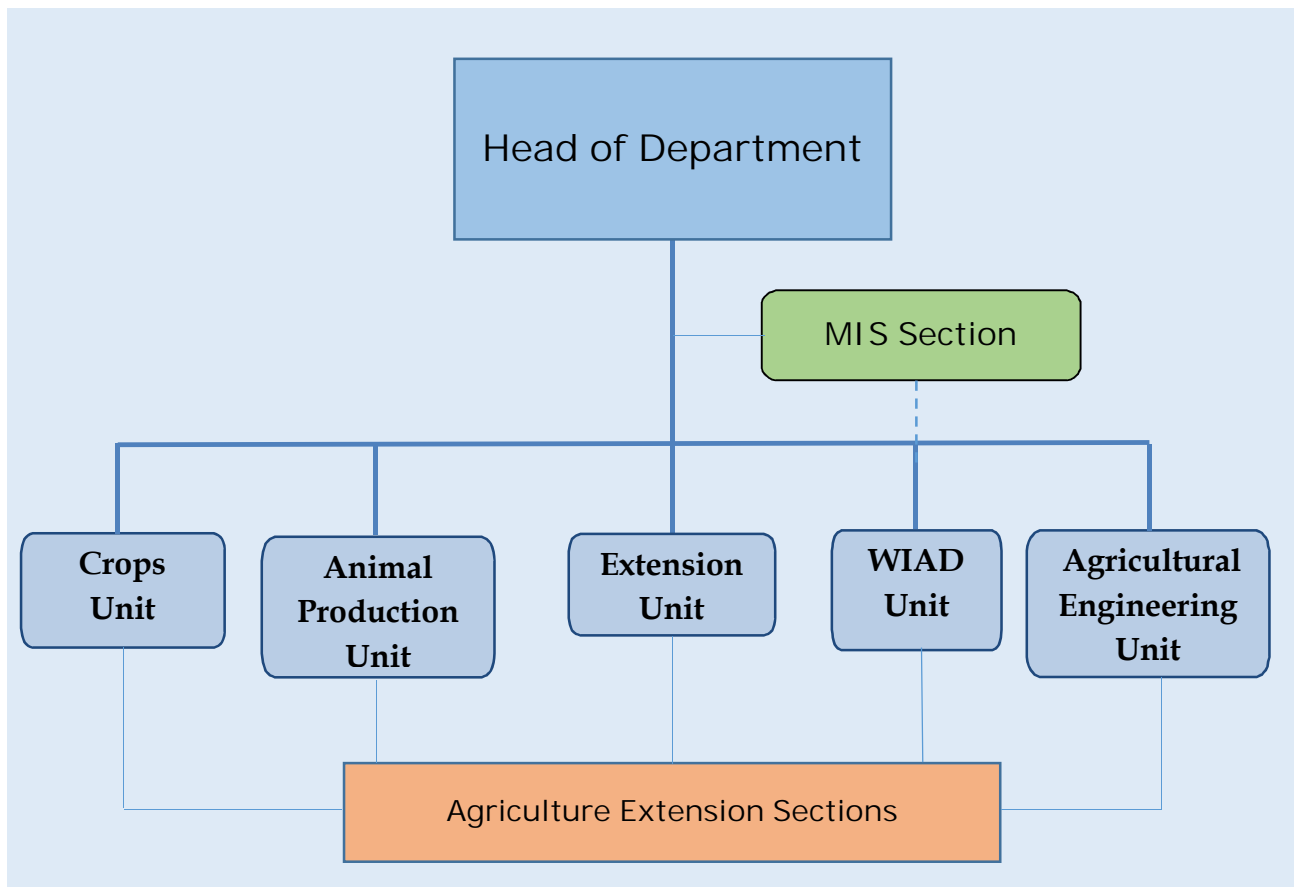
## 4.0 STRUCTURES, FUNCTIONS AND SPECIFIC RESPONSIBILITIES OF THE AGRICULTURE DEPARTMENT AT THE MMDA

### 4.1 Technical Structure of the Agriculture Department at the MMDA

The Agriculture Department is made up of the following Units and Sections:

- Crops Unit
- Animal Production Unit
- Extension Unit
- WIAD Unit
- Agriculture Engineering Unit
- MIS Section and
- Agriculture Extension Section for each Unit

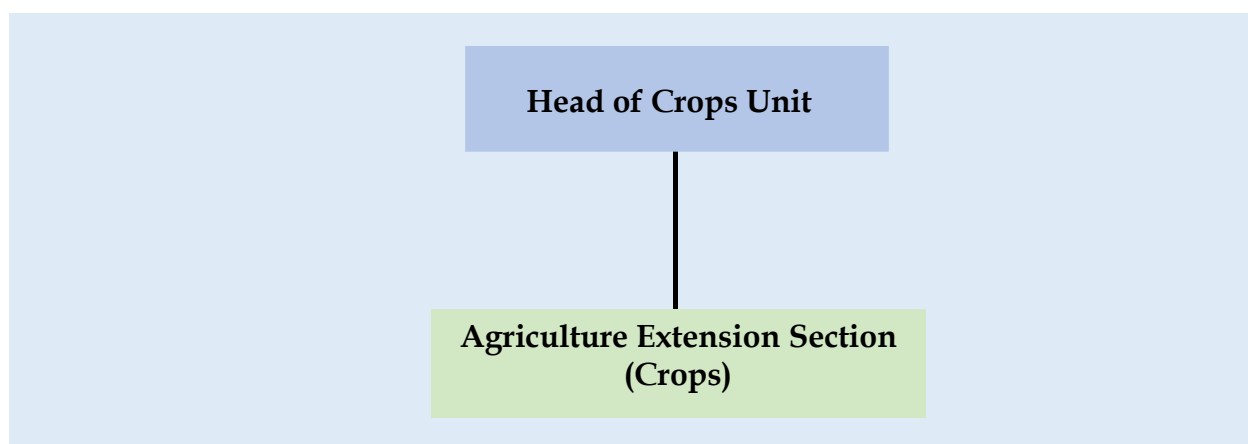
Figure 3: Technical Structure of the Agriculture Department



### 4.1.1 Technical Structure for the Crops Unit

The Crops Unit is made up of the Agriculture Extension Section.

**Figure 4: Technical Structure for the Crops Unit**



#### 4.1.1.1 Functions related to the Crops Unit

- Develop crop production in the MMDA;
- Supervise Agricultural Extension Agents (AEAs).

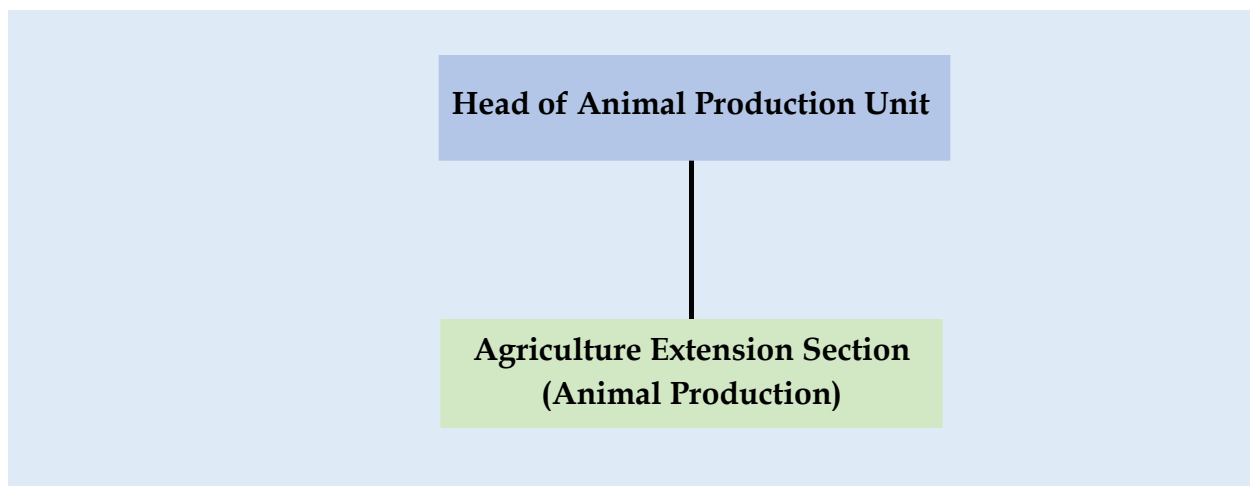
#### 4.1.1.2 Specific Responsibilities related to the Crops Unit

- Gather and disseminate new technical information on crops to farmers and other end users along the value chain;
- Train Extension Officers on emerging and new technologies along crop value chains;
- Provide technical backstopping to AEAs in the field;
- Supervise AEAs within an extension zone;
- Collaborate with Unit Heads (District Agriculture Officers) to establish and maintain an early warning system to facilitate timely response to climate change effects.

### 4.1.2 Technical Structure for Animal Production Unit

The Animal Production Unit is made up of the Agriculture Extension Section.

**Figure 5: Technical Structure for the Animal Production Unit**



#### 4.1.2.1 Functions related to the Animal Production Unit

- Responsible for development of livestock and poultry production within the MMDA;
- Supervise AEAs.

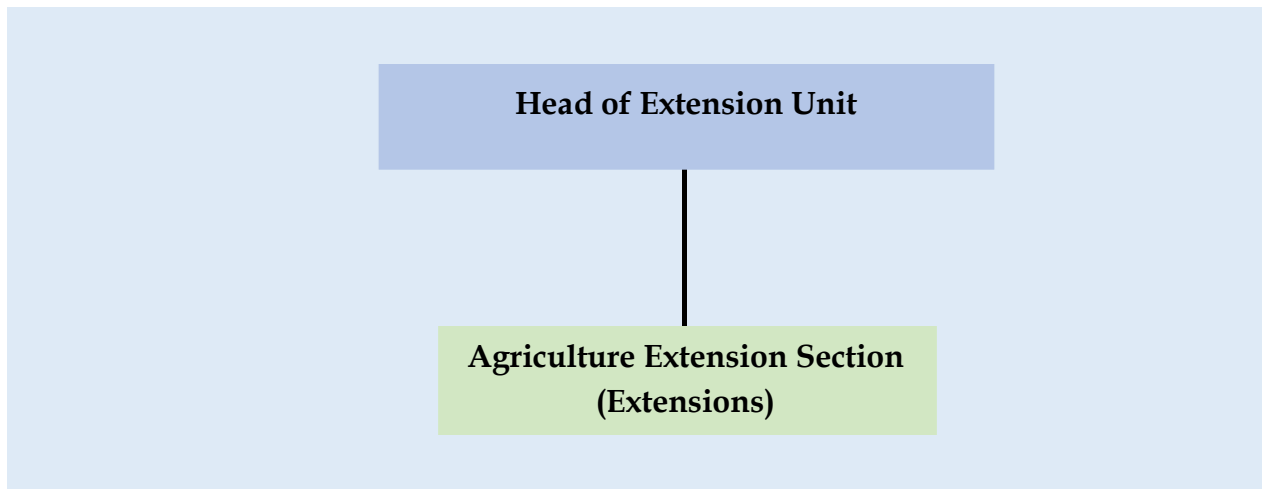
#### 4.1.2.2 Specific Responsibilities related to the Animal Production Unit

- Develop and manage database of all livestock and poultry produced in the MMDAs;
- Develop/prepare production manuals including budgets for all livestock and poultry;
- Gather and disseminate new technical information on livestock and poultry to farmers, and other end users along the value chain;
- Train extension officers on emerging and new technologies along livestock and poultry value chains;
- Provide technical backstopping to AEAs in the field;
- Supervise Agricultural Extension Agents within an extension zone;
- Collaborate with Unit Heads (District Agriculture Officers) to establish and maintain an early warning system to facilitate timely response to climate change effects.

### 4.1.3 Technical Structure for the Extension Unit

The Extension Unit is made up of the Agriculture Extension Section

**Figure 6: Technical Structure for the Extension Unit**



#### 4.1.3.1 Functions related to the Extension Unit

- Coordinate all agriculture extension activities in the MMDA;
- Supervise AEAs;
- Facilitate training of technical staff and farmers within the MMDA.

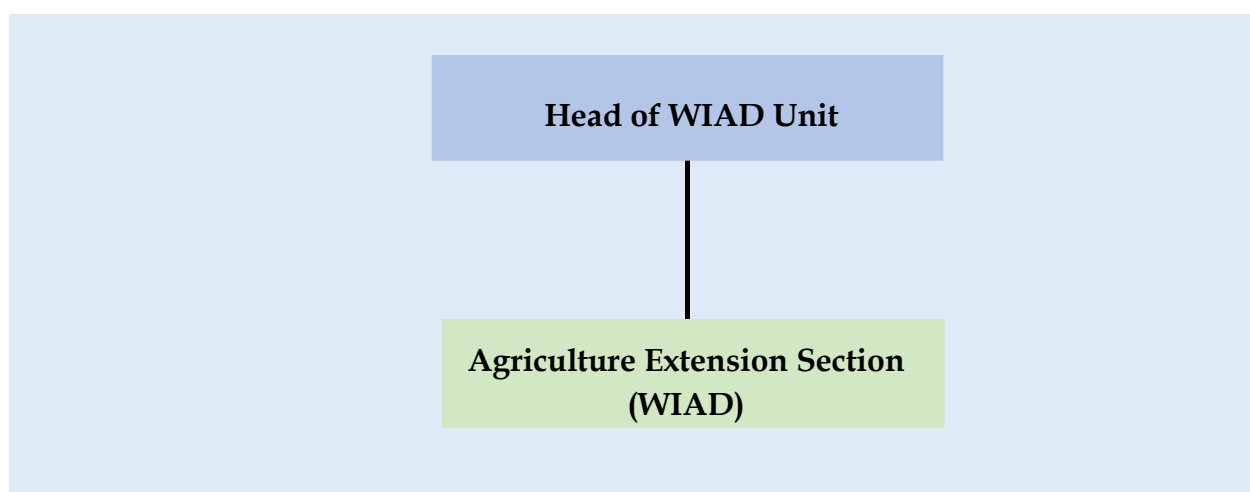
#### 4.1.3.2 Specific Responsibilities related to the Extension Unit

- Facilitate delivery of quality extension services to all actors along the value chains within the MMDA;
- Develop/prepare production manuals including budgets for all crops and live stocks;
- Facilitate organization and implementation of Research Extension Farmer Linkage Committee (RELC) planning and review sessions;
- Facilitate development of functional Farmer Based Organization (FBO);
- Collaborate with other Unit Heads to develop extension information materials within the MMDA;
- Review extension service delivery standards annually and make recommendations for improvement;
- Monitor extension activities in the MMDA;
- Supervise extension activities within an extension zone;
- Coordinate operations of other extension service providers in the MMDA;
- Collaborate with Unit Heads (District Agriculture Officers) to establish and maintain an early warning system to facilitate timely response to climate change effects.

#### 4.1.4 Technical Structure for the WIAD Unit

The WIAD Unit is made up of the Agriculture Extension Section.

**Figure 7: Technical Structure for the Women in Agricultural Development (WIAD) Unit**



##### 4.1.4.1 Functions related to the Women in Agricultural Development (WIAD) Unit

- Ensure and coordinate gender inclusion in agriculture development planning and implementation within MMDA;
- Supervise AEAs.

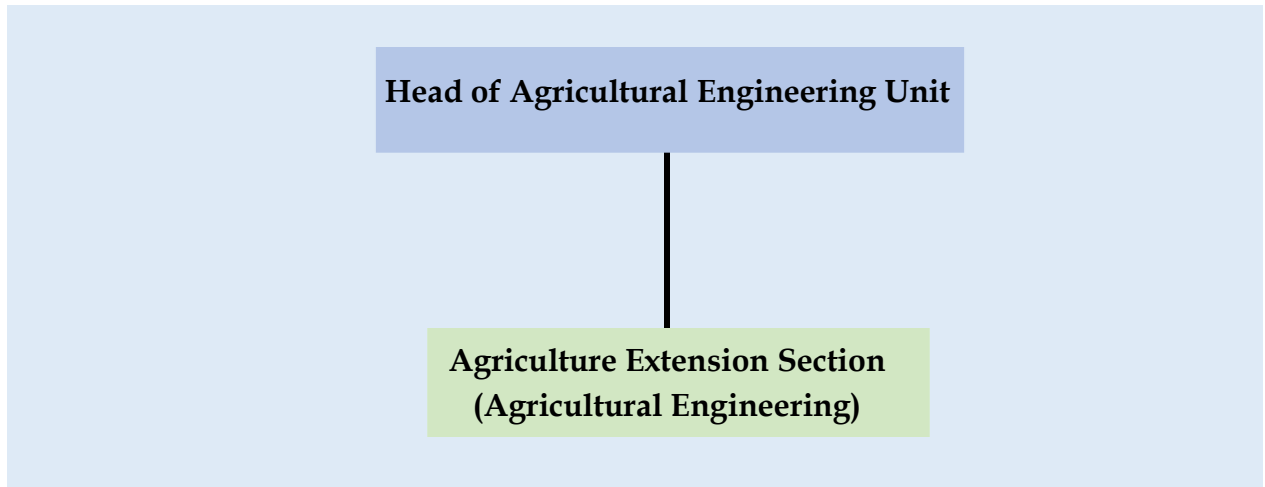
##### 4.1.4.2 Specific responsibilities related to the Women in Agricultural Development (WIAD) Unit

- Facilitate delivery of gender responsive extension service delivery to actors along the value chain;
- Facilitate the promotion of home management and nutrition education;
- Facilitate the promotion of alternative livelihood and income generation activities among women, youth and the vulnerable;
- Facilitate the promotion of value addition (processing, packaging labelling) and food safety;
- Collaborate with other District Officers to promote food safety along the value chain;
- Collaborate with identifiable groups and institutions to promote market extension to ensure food quality and safety;
- Monitor extension activities in the MMDA;
- Supervise extension activities within an extension zone;
- Collaborate with Unit Heads (District Agriculture Officers) to establish and maintain an early warning system to facilitate timely response to climate change effects;
- Advocacy for gender friendly agricultural machinery for women and the vulnerable in Agriculture.

#### 4.1.5 Technical Structure for the Agricultural Engineering Unit

The Agriculture Engineering Unit is made up of the Agriculture Extension Section

**Figure 8: Technical Structure for the Agricultural Engineering Unit**



##### 4.1.5.1 Functions related to the Agricultural Engineering Unit

- Promote agricultural engineering technologies (Irrigation, Mechanization, Post-Harvest etc.) in the MMDA;
- Supervise AEAs.

##### 4.1.5.2 Specific Responsibilities related to the Agricultural Engineering Unit

- Train technical officers and farmers/operators/owners in the efficient and effective use of Agricultural machinery and tools;
- Monitor extension activities in the MMDA;
- Supervise extension activities within an extension zone;
- Train technical officers and farmers in soil, water and land management technologies;
- Facilitate promotion of water use efficient production methods including small scale irrigation;
- Train technical officers and farmers on improved post-harvest management;
- Collaborate with Unit Heads (District Agriculture Officers) to establish and maintain an early warning system to facilitate timely response to climate change effects.

#### **4.1.6 Functions and Specific Responsibilities of the MIS Section**

The MIS Section serves the management and information technology needs of the department

##### *4.1.6.1 Functions related to the MIS Section*

- Ensure the establishment and management of an agricultural database for planning and information dissemination in the district;
- Collate all reports within the Department.

##### *4.1.6.2 Specific Responsibilities related to the MIS Section*

- Ensure collection, collation and analysis of all basic data on agriculture in the district;
- Collaborate with District Agriculture Officers to establish and maintain an early warning system to facilitate timely response to climate change effects;
- Document and disseminate relevant information on agriculture in the district (eg. Weekly commodity prices);
- Facilitate quarterly performance review meetings for the Department;
- Lead the preparation of annual departmental work plans and budgets;
- Compile situational, quarterly and annual reports.

#### **4.1.7 Functions and Specific Responsibilities of the Agricultural Extension Section**

The Agricultural Extension sections of the various units are responsible for providing extension services needed in the Department

##### *4.1.7.1 Functions related to the Agriculture Extension Section*

- Provide extension services to farmers and other value chain actors in support of improved productivity, food quality, increased income and enhanced livelihoods.

##### *4.1.7.2 Specific Responsibilities related to the Agriculture Extension Section*

- Deliver extension services to farmers and other actors along agriculture value chains in a specified extension area;
- Deliver climate change responsive extension service actors along the value chain;
- Promote home management, food safety and nutrition education along the value chain;
- Promote alternative livelihood and income generation activities among women, youth and the vulnerable;
- Facilitate the promotion of value addition, (processing, packaging labelling) and food safety;
- Collaborate with other Field Level Extension Service Providers in the delivery of extension services;

- Facilitate formation, development and management of Farmer Based Groups/Organizations;
- Collect data on market prices and commodity movement; and promote market extension to ensure food quality and safety;
- Facilitate and monitor the implementation of government projects and programmes within communities;
- Prepare and submit situational and monthly reports on extension activities within a specified area.

## **5.0 JOB DESCRIPTIONS AND COMPETENCIES / SKILLS**

Job description is the day to day duties to be performed by a job holder. The MMDA Agriculture Department and the relevant Units are to collaborate to write job descriptions using the relevant Scheme of Service (SoS) and Conditions of Service (CoS) as guides.

Competencies are the skills needed by an employee to be able to perform his/her duties effectively. When developing job descriptions, competencies are considered. Examples of such competencies are:

- Leadership skills
- Negotiation skills
- Interpersonal and Communication skills
- Professional skills
- ICT skills
- Quantitative and Analytical skills
- Managerial skills etc.

### **5.1 Job Descriptions of Key Positions**

Officers to occupy the under listed positions must be staff of the LGS.

#### **5.1.1 Head, Agriculture Department**

##### **Qualification and Experience:**

Bachelor of Science in Agriculture and MPhil/MSc in Agriculture or a related technical field with a minimum of 8 years' experience in a technical managerial position.

##### **Required Competencies:**

- Good understanding of agriculture and food system within the MMDAs
- Ability to effectively manage a multi-technical team
- Knowledge of public sector operations, ethics and good governance
- Good understanding of decentralization and local governance
- Interpersonal and Communication skills
- Leadership skills
- Managerial skills
- ICT skills etc.

##### **Span of Control:**

Manage and supervise the human and material resources of the Department and report to the Metropolitan/Municipal/District Chief Executive (MMDCE) through the Metropolitan/Municipal/District Co-ordinating Director (MMDCD).

## **Duties**

- Facilitate the implementation of agricultural policies at the MMDA level;
- Coordinate and monitor the effective and efficient delivery of agriculture extension services within the MMDA;
- Implement and monitor specific agriculture related Government programmes and projects within the MMDA;
- Prepare annual work plans and budget for the Department;
- Produce basic and economic data sets and indicators for the purpose of planning, monitoring and evaluation of the agriculture and food systems within MMDAs;
- Establish and maintain a comprehensive District agriculture-related database;
- Participate in meetings of the District Planning and Co-ordinating Unit
- Participate in General Assembly meetings of the MMDA;
- Organize Departmental meetings, workshops and seminars;
- Identify training needs of all subordinates, recommend appropriate training and quality assure training programmes;
- Undertake annual appraisal of staff of the Department and;
- Perform any other functions that may be assigned by the MMDCD.

### **5.1.2 Head, Crops Unit**

#### **Qualification and Experience:**

Bachelor of Science in Agriculture (Crops/Soil/Horticulture/Agronomy) or a related technical field with a minimum of 4 years' experience in a technical managerial position.

#### **Required Competencies:**

- Appreciation of the Crops sub-sector of the MMDA
- Establishment and management of demonstration
- Data collection and analysis
- Ability to work in teams
- Adult training techniques
- Communication and interpersonal relation skills
- Report writing skills
- ICT skills

#### **Span of Control:**

The Head of Unit is responsible for all crop development activities in the MMDA and also supervises Extension Agents in a defined extension zone.

## **Duties**

- Data collection and analysis;
- Work plan and budgeting;

- Collaborate with research officers to establish and manage adaptive trials;
- Support AEAs to establish and manage demonstrations;
- Participate in field days;
- Conduct training for AEAs and stakeholders e.g. FBOs and CSOs;
- Undertake supervision visits;
- Collaborate with research and extension officers to develop technical materials and;
- Prepare and submit situational, quarterly and annual reports.

### **5.1.3 Head, Animal Production Unit**

#### **Qualification and Experience:**

Bachelor of Science in Agriculture (Animal Science/Livestock technology etc.) or a related technical field with a minimum of 4 years' experience in a technical managerial position.

#### **Required Competencies:**

- Appreciation of the livestock sub-sector of the MMDA
- Establishment and management of demonstrations
- Data collection and analysis
- Ability to work in teams
- Adult training techniques
- Communication and interpersonal relation skills
- Report writing skills
- ICT skills

#### **Span of Control:**

The Head of Unit is responsible for all livestock and poultry development activities in the MMDA and also supervises Extension Agents in a defined extension zone.

#### **Duties**

- Data collection and analysis;
- Work planning and budgeting;
- Collaborate with research officers to establish and manage adaptive trials;
- Support AEAs to establish and manage demonstrations;
- Participate in field days;
- Participate in Research Extension Linkage Committee (RELC) planning and review meetings;
- Conduct training for AEAs and stakeholders e.g. Farmer Based Organizations (FBOs) and Civil Society Organizations (CSOs);
- Undertake supervision visits;
- Collaborate with research and extension officers to develop technical materials and;
- Prepare and submit situational, quarterly and annual reports.

### **5.1.4 Head, Extension Unit**

#### **Qualification and Experience:**

Bachelor of Science in General Agriculture or Agriculture Extension with a minimum of 4 years' experience in a technical managerial position.

#### **Required Competencies:**

- Appreciation of the agriculture system of the MMDA
- Ability to establish and manage demonstrations
- Data collection and analysis
- Group/Team development and management
- Ability to work in teams
- Adult training techniques
- Extension Communication techniques
- Interpersonal relations and conflict management skills
- Report writing skills
- ICT skills

#### **Span of Control:**

The Head of the Unit will be responsible for ensuring effective and efficient delivery of extension services across the MMDA and also supervise directly Extension Agents within an extension zone

#### **Duties**

- Data collection and analysis;
- Work planning and budgeting;
- Collaborate with research officers and other District Officers to identify new and improved technologies for dissemination;
- Support AEAs to establish and manage demonstrations;
- Participate in field days;
- Organize annual RELC planning and review meetings;
- Conduct training for AEAs and stakeholders e.g. FBOs and CSOs;
- Undertake supervision visits;
- Collaborate with research and other District officers to develop extension information materials;
- Appraise the performance of AEAs in an extension zone half yearly;
- Prepare and submit situational, quarterly and annual reports and;
- Coordinate the activities of other extension service providers within the MMDA.

### **5.1.5 Head, WIAD Unit**

#### **Qualification and Experience:**

Bachelor of Science in Agriculture (Post Harvest Management), Agriculture Extension, Food and Nutrition, Family and Consumer Science or a related technical field with a minimum of 4 years' experience in a technical managerial position.

#### **Required Competencies:**

- Appreciation of the agriculture and food system of the MMDA
- Ability to conduct and manage demonstrations
- Data collection and analysis
- Group/Team development and management
- Ability to work in teams
- Adult training techniques
- Extension Communication techniques
- Interpersonal relations and conflict management skills
- Report writing skills
- ICT skills

#### **Span of Control:**

The Head of Unit will be responsible for ensuring gender mainstreaming and delivery of extension service across the MMDA. He or she will work to facilitate the promotion of value addition and food safety. The officer will also supervise directly Extension Agents within a specified extension zone.

#### **Duties**

- Data collection and analysis;
- Work planning and budgeting;
- Collaborate with research officers and other Unit Heads to identify new and improved technologies for dissemination;
- Conduct training and demonstrations for AEAs and stakeholder groups;
- Support AEAs to conduct demonstrations on related technologies /practices
- Participate in field days;
- Participate in annual RELC planning and review meetings;
- Conduct training for AEAs and stakeholders e.g. FBOs and CSOs;
- Undertake supervision visits;
- Collaborate with research and other district officers to develop extension information materials;
- Collaborate with other institutions (eg. GES, GHS, NGOs etc) to educate stakeholders on improved nutrition;
- Prepare and submit situational, quarterly and annual reports;
- Coordinate the activities of other extension service providers within the MMDA.

### **5.1.6 Head, Agricultural Engineering Unit**

#### **Qualification and Experience:**

Bachelor of Science in Agriculture Engineering or Post Harvest Management or Agriculture (Mechanization) or a related technical field with a minimum of 4 years' experience in a technical managerial position.

#### **Required Competencies:**

- Appreciation of the agriculture and food system of the MMDA
- Ability to conduct and manage demonstrations
- Data collection and analysis
- Group/Team development and management
- Ability to work in teams
- Adult training techniques
- Extension Communication techniques
- Interpersonal relations and conflict management skills
- Report writing skills
- ICT skills

#### **Span of Control:**

The Head of Unit will be responsible for ensuring the implementation of Agricultural Engineering activities across the MMDA. He or she will also work to facilitate the promotion of the use of appropriate tools and technologies. The officer will also supervise directly, Extension Agents within a specified extension zone.

#### **Duties**

- Data collection and analysis;
- Work planning and budgeting;
- Collaborate with research and other District Officers to identify new and improved technologies for dissemination;
- Conduct training and demonstrations for AEAs and stakeholder groups;
- Support AEAs to conduct demonstrations on related technologies /practices;
- Participate in field days;
- Participate in annual RELC planning and review meetings;
- Conduct training for AEAs and stakeholders e.g. FBOs and CSOs;
- Undertake supervision visits;
- Collaborate with research and other Unit Heads to develop extension information materials;
- Prepare and submit situational, quarterly and annual reports, and;
- Coordinate the activities of other extension service providers within the MMDA.

### **5.1.7 Head, MIS Section**

#### **Qualification and Experience:**

Bachelor of Science in Agriculture (Economics or Agribusiness) or General Agriculture or Statistics or a related technical field with a minimum of 2 years' experience in a technical managerial position.

#### **Required Competencies:**

- ICT skills
- Appreciation of the agriculture and food system of the MMDA
- Data collection and analysis
- Ability to work in teams
- Adult training techniques
- Extension Communication techniques
- Interpersonal relations and conflict management
- Report writing skills

#### **Span of Control:**

The Sectional Head will be responsible for establishing and managing an agriculture information database for the MMDA and report to the Head of Department.

#### **Duties**

- Data collation and analysis;
- Coordinate the preparation of department annual work plan and budget;
- Support AEAs to conduct yield studies;
- Facilitate/conduct annual sample surveys of agriculture;
- Participate in field days;
- Participate in annual RELC planning and review meetings;
- Undertake monitoring visits;
- Facilitate collection of market price data and commodity movement on agriculture commodities in identified markets within the district;
- Appraise the performance of Enumerators half yearly, and;
- Prepare and submit situational, quarterly and annual reports.

### **5.1.8 Head, Agriculture Extension Section**

#### **Qualification and Experience:**

Bachelor of Science in General Agriculture/Extension or Higher National Diploma or National Diploma in General Agriculture or Extension from recognized institution or General Certificate in Agriculture with a minimum of 2 years' experience in a technical managerial position.

#### **Required Competencies:**

- Rudiments of extension services
- Data collection
- Ability to work in teams
- Adult training techniques
- Understanding of groups and group dynamics
- Extension Communication techniques
- Interpersonal relations and conflict management
- Report writing skills
- ICT skills

#### **Span of Control:**

An Extension Agent will be responsible for the delivery of extension services to farmers, and other value chain actors within a specified agriculture extension area.

#### **Duties**

- Data collection;
- Prepare and implement monthly extension work plans in collaboration with supervisor;
- Collaborate with farmers to establish and manage trial and demonstration plots;
- Organize and implement field days;
- Organize and train agriculture value chain actors on improved technologies;
- Conduct yield studies to establish average yields of commodities;
- Facilitate/conduct annual sample surveys of agriculture;
- Participate in field days;
- Participate in annual RELC planning and review meetings;
- Participate in regular in-service training for extension officers;
- Undertake home and farm visits to disseminate technologies, and;
- Collect market price data and information on commodity movements in identified markets within the specified extension area.

## 6.0 STAFFING REQUIREMENT, HUMAN RESOURCE (HR) POLICIES AND CAPACITY BUILDING MEASURES

### 6.1 Staffing Requirement related to the Department

Table 6 shows the minimum and maximum staffing required in the Units and Sections under the Department. Schedules are specific to a Department and are based on workload.

**Table 6: Staffing Requirement of the Agriculture Department**

Unit/Section	District		Municipal		Metropolitan	
	Min	Max	Min	Max	Min	Max
Head of Department	1	1	1	1	1	1
Units, Sections, *VET	6(7)	6(7)	6(7)	6(7)	6(7)	6(7)
**Agriculture Extension Agents	20	35	20	35	20	35
<b>TOTAL</b>	<b>27(28)</b>	<b>42(43)</b>	<b>27(28)</b>	<b>42(43)</b>	<b>27(28)</b>	<b>42(43)</b>

\*VET are not decentralized but operate under the Agriculture Department

\*\*Extension areas should be aligned with either Urban/Town/Area councils

### 6.2 HR Policies and Procedures

#### *Conditions of Service (CoS)*

The Conditions of Service is a standard guideline to manage the human resources within the Service.

#### *HR Policies and Procedures*

HR Policy includes:

- Recruitment procedures
- Promotion procedures
- Disciplinary procedures
- Transfer and posting procedures
- Institutional co-operation between the Local Government Service (LGS) and other branches of the public services
- Training and Development
- Compensation

HR Policies and its protocols (SoS, CoS, Recruitments, etc.) can be accessed at LGS website: [www.lgs.gov.gh](http://www.lgs.gov.gh)

### 6.3 Appointment of Heads of Departments

Heads of Departments shall be appointed in accordance with the Scheme and Conditions of Service. The appointment shall be through interviews based on merit and in accordance with the following criteria:

- (a) Seniority which shall be determined from the date of last promotion
- (b) Qualification and experience in area of work

- (c) Number of years in technical managerial position
- (d) Efficiency
- (e) Attitude towards work and general behaviour
- (f) Leadership qualities
- (g) Performance appraisal

The selection criteria of the Heads of the Agriculture Departments will be facilitated by OHLGS in collaboration with respective RCCs.

#### **6.4 Capacity Building for Agriculture Department**

The essence of capacity building is to support the goals of the Agriculture Department by bringing about changes in the performance of personnel and improvements in the processes used to achieve its objectives as well as engendering the right attitude for service delivery. The output of capacity building therefore is the development of the needed skills, knowledge and attitude required for the attainment of the objectives of the Agriculture Department.

There should be a consistent approach to training. The basic capacity development will as far as possible be carried out in Ghana and complemented with overseas training in the form of appropriate attachments and study tours. While the completion of specific training will not be the sole determinant of promotion, the successful completion of relevant management and professional training will be considered in the promotion process of staff.

The core competencies that will influence recruitment, selection, performance management, training and development are:

- a) Technical and functional expertise
- b) Understanding the agriculture and food systems
- c) Achieving results
- d) Serving the clientele
- e) Team work
- f) Interpersonal and communication skills
- g) Leadership and personal effectiveness

Based on these principles, each MMDA is encouraged to develop a systematic capacity building programme for its staff. It can liaise for that purpose with the Human Resource Directorate of OHLGS, GIMPA, Civil Service Training School, Agric Colleges, Institute of Local Government Studies (ILGS) or other accredited training institutions (Universities and Technical Colleges) to develop appropriate training modules to cater for both induction and other staff training and development programmes.

A special concern would be the induction training for new entrants. This is intended to introduce the new employee /upgrade to his /her new environment and help him/her

fit smoothly into it by providing him/her with all the information he/she needs concerning the Department/Unit, such as:

- The history, growth and nature of work of the Agriculture Department
- Organizational Structure of the Agriculture Department and its Units
- Policy, practices; in particular, personnel policy and practices
- Rules and regulations such as hours and conditions of work and procedures in his/her own duties, responsibilities and status
- Client orientation
- The mandate of the Agriculture Department
- The Local Government Service
- Writing Skills (depending on the level of the post holder)

### 6.5 Training Matrix for Agriculture Department

Tables 7 and 8 show the Training Matrices for Agriculture Department.

**Table 7: Training Matrix for Professional Class**

	Training Requirements
1	Higher Academic Development - MPhil/MSc, PhD levels
2	Post Graduate Certificate/Diploma in Management
3	Workshops/Seminars for Specific Technical Skills Development
4	Strategic and Annual Work Planning, Budgeting, Monitoring and Evaluation
5	Project Planning and Management
6	Organizational Management - management of work teams
7	Interpersonal, Communication and Conflict Management Skills

**Table 8: Training Matrix for Sub-Professional Class**

	Training Area
1	Higher Academic qualifications - Diploma, BSc. Agriculture
2	Continuous regular Technical Training
3	Training on Group/Team Development and Management
4	Organizational Processes

## **7.0 SCHEME OF SERVICE (SoS)**

### **7.1 Principles**

The Scheme of Service is a management tool crafted to provide a coherent framework to facilitate recruitment, career development and progression of staff.

The purpose of the Scheme of Service is to provide a policy guideline which will ensure that all staff are:

- Highly motivated
- Disciplined
- Loyal
- Equipped with the relevant skills and knowledge
- Provided with a career path

A typical Scheme of Service provides the following information:

- Job title:
- Grade level:
- Job purpose:
- Job summary
- Qualification and Experience:
- Mode of Entry:
  - In-Service: through the ranks, career progression
  - Direct : through recruitment
- Career progression
- Training needs of a particular occupational class.

### **7.2 Objectives of Scheme of Service for Agriculture Department**

The objectives of the Scheme of Service are to;

- Attract talents to the classes
- Serve as a valuable aid to recruitment
- Provide frame work for career development
- Define progression in the job and
- Facilitate effective succession planning

### **7.3 Staffing Structure**

MMDAs are expected to operate within the SoS as defined by LGS. The relevant class/ classes for the staff of Agriculture Department in LGS-SoS will depend upon their profession, qualification and experiences. The following is the list of relevant classes and staff required for the Agriculture Department:

#### **(a) Professional Class**

- Chief Agricultural Officer/Director
- Principal Agricultural Officer/Deputy Director
- Senior Agricultural Officer

- Agricultural Officer
- Assistant Agricultural Officer

**Sub - Professional Class**

- Chief Production Officer
- Assistant Chief Production Officer
- Principal Production Officer
- Senior Production Officer
- Production Officer

**Technical Class**

- Chief Technical Officer
- Assistant Chief Technical Officer
- Principal Technical Officer
- Senior Technical Officer
- Technical Officer

## **8.0 GENERIC GUIDELINES ON REPORTING RELATIONSHIP AND ADMINISTRATIVE PROCEDURE**

### **8.1 Reporting Relationship**

#### **LOCAL GOVERNMENT SERVICE ADMINISTRATIVE INSTRUCTIONS ON METROPOLITAN/MUNICIPAL/ DISTRICT DEPARTMENTAL AND METROPOLITAN/MUNICIPAL/ DISTRICT ASSEMBLY ORGANOGRAMS AND REPORTING RELATIONSHIPS**

##### **A. INTRODUCTION**

Following the enactment of the Local Government (Departments of District Assemblies) (Commencement) Instrument, 2009, L.I. 1961, which came into force on 24<sup>th</sup> February 2010, and following the ceremonial transfer of the affected staff from the Civil Service to the Local Government Service, the following Administrative Instructions are issued with respect to the new district level departmental organograms, the District Assembly Organograms as well as the reporting relationships at the district level.

L.I. 1961 commences the operation of the Departments of the Metropolitan, Municipal and District Assemblies (MMDAs) as such and the cessation of the 17 Departments listed in the Local Government Service Act, 2003, Act 656 to function as de-concentrated Departments at the district level. As provided for in the Local Governance Act, 2016, (Act 936), Metropolitan Assemblies are to establish 20 Departments, while Municipal Assemblies are to establish 17 Departments with District Assemblies mandated to establish 15 Departments.

##### **B. STRUCTURE AND ORGANOGRAM OF THE DEPARTMENTS AT THE MMDA LEVEL**

A model structure and Organogram has been attached to these Administrative Instructions for each of the District, Municipal and Metropolitan Assemblies. These have been attached as Appendices.

The MMDA Departments and their Units, have been shown on the Organograms. The Departments themselves have been clustered into 6 functional groups namely:

##### ***Social Sector Departments***

1. Education, Youth and Sports Department
2. Social Welfare and Community Development Department
3. District Health Department
4. Birth and Death Department

##### ***Infrastructure Sector Departments***

1. Works Department
2. Physical Planning Department
3. Roads Department (Municipal and Metropolitan Assemblies only)
4. Housing Department

***Economic Sector Departments***

1. Trade and Industry Department
2. Agriculture Department
3. Transport Department (Metropolitan and Municipal Assemblies only)
4. Statistics Department

***Environmental Sector Departments***

1. Disaster Prevention Department
2. Waste Management Department (Metropolitan Assemblies only)
3. Natural Resources Conservation, Forestry, Game and Wildlife Department.

***Budget/Financial Sector Departments***

1. Finance Department
2. Budget and Rating Department (Metropolitan Assemblies only)

***Administration & Planning Sector Department***

1. Central Administration Department
2. Human Resource Department

***Miscellaneous Department***

1. Legal Department (Metropolitan Assemblies only)

**C. REPORTING RELATIONSHIP**

**Personnel Arrangements & Reporting Lines (General)**

1. All staff of the Departments of the MMDAs are officers of the MMDAs. In this regard, they are subject to the Scheme of Service (SoS), Conditions of Service (CoS) and other Protocols and Regulations issued from the OHLGS for and on behalf of the LGS.
2. Performance of functions of Departments shall be channelled through the Metropolitan/Municipal/District Co-ordinating Director (MMDCD) to the Metropolitan/Municipal/District Chief Executive (MMDCE).
3. For all matters relating to administration, the reporting line shall be through the Head of the Central Administration Department to the MMDCD.
4. For all matters relating to planning and budget, the reporting line shall be through the Metropolitan/Municipal/District Planning Officer (MMDPO) or Metropolitan/Municipal/District Budget Officer (MMDBO) to the MMDCD as the case may be.
5. For purposes of budgetary expenditure, the MMDCE shall be the authorizing officer and the MMDCD shall be the spending officer.

## **Reporting Relationship between the MMDA & the Structures above the MMDA Level (General)**

1. In all matters relating to human resource management and development (including personnel administration), capacity-building (including training), professional standards, performance reporting (see Annex 3), service delivery standards, the MMDA shall, acting through the MMDCE, report to OHLGS through the RCC.
2. On issues relating to Inter-Service and Sectoral Collaboration and Cooperation, the MMDA shall, acting through the MMDCE, report to the OHLGS through the RCC.
3. In matters relating to District Development Plans and Budgets, as and when required, the MMDA shall, acting through the MMDCE, report to the NDPC and the MoF through the RCC and copied to OHLGS.
4. In matters relating to local government and decentralization policy, legislation and finance including the District Composite Budget, as and when required, the MMDA shall, acting through the MMDCE, submit reports to the MoF, MLGRD and OHLGS through the RCC.
5. In matters relating to sector policy, the RCC will collate and report to the appropriate MDA as the case may be.

## **Channel of Communication (General)**

1. Communication from Heads of MDAs at the National and Regional levels intended for the Departments of the MMDA shall be addressed to the MMDCE in all cases especially where it relates to major policy, operational and management issues.
2. Copies of such communication shall be addressed to the District Head in charge of the relevant Department. The MMDCE shall issue directives indicating the appropriate course of action to be taken. For example, in major policy and management issues relating to Agricultural Engineering, the communication shall be addressed to:

*The Metropolitan Chief Executive  
Sekondi-Takoradi Metropolitan Assembly  
Sekondi*

and copied to:

*The Head of Department  
Agriculture Department  
Sekondi-Takoradi Metropolitan Assembly  
Sekondi*

3. All communication addressed by District Head to Regional and National Heads as well as members of the general public will be issued on the appropriate letterhead of the Assembly and will be signed over their departmental title for the MMDCE. For example, in the case of Agriculture Department, the letterhead will read:

***Berekum Municipal Assembly  
Agriculture Department  
Berekum***

And the communication will be signed by the Head of Department for the MMDCE;

For example:

***Alima Kafui  
Head, Agriculture Department  
For MCE***

4. To enable the MMDCE harmonize the activities of the de-concentrated Departments, State-owned Organizations and other Central Government Agencies in the District with those of the MMDA, all communication addressed to the District Officer in charge of those non-MMDA Departments shall be copied to the MMDCE for his information.
5. Communication from MDAs to MMDAs relating to matters of general policy affecting all MMDAs shall be addressed to RCCs and copied to MMDAs.
6. In all matters relating specifically to a particular Assembly or Assemblies and in cases of emergency as well as in those areas where the MDAs ask for reports, statistical data and related information, communication shall be addressed directly to the MMDCEs and copied to the RCCs.
7. The MMDCEs shall, in such cases, address the responses directly to the MDAs with copies to the RCC.

## **8.2 Administrative Procedure**

### ***Provision of Office Space and Logistics***

MMDAs have the responsibility to provide office space and logistics for all Departments. For Departments that are being merged, efforts should be made to house them in the same office block to ensure effective and efficient coordination of activities of the Department.

MMDAs should also provide adequate logistics and facilities to enhance the work of the Departments.

### ***Administrative Procedures***

Administrative procedures are measures put in place with the purpose of ensuring effective and efficient functioning of an organization. Below are some of the administrative procedures that can be put in place and operationalized to ensure an effective and efficient administration of a Department:

- Staff Attendance Monitoring System
- Receipts & Dispatch Books

- Vehicle Log Book
- Office Filing System
- Asset Register (see Annex 4)
- Contract Register
- Planning & Reporting format, etc.

### ***Office Letter Head***

A Department under an Assembly may have its letter head for administrative purposes. However, such letter heads should have the name of the Assembly, followed by the Department concerned. For example, in the case of Agriculture Department, the letterhead will read:

**Accra Metropolitan Assembly  
Agriculture Department, Accra**

### **8.3 Planning and Budgeting**

Departmental Plans and Budgets shall be harmonized in the Medium Term Development Plan and Composite Budget. As practical as possible, these shall be broken down into Annual, Quarterly and Monthly work plans and budgets. (See Annex 2)

### ***FLOW OF FUNDS***

Flow of funds relates to the processes/procedures that are put in place to access funds from the Composite Budget and Internally Generated Funds. Refer to the MMDAs/GoG Accounting Procedures and Composite Budget Manual for MMDAs.

### ***REQUEST FOR FUNDS FROM MINISTRY OF FINANCE (MoF)***

#### ***Goods and Services***

MMDAs shall initiate the process to request for the release of funds to undertake programmed activities under Goods and Services from MoF through OHLGS on a quarterly basis. OHLGS shall forward the request from the Assemblies to MoF based on quarterly cash ceilings received from MoF. The MoF shall then authorise Controller and Accountant General's Department (CAGD) to transfer the funds to the Assemblies.

#### ***Non-Financial Assets***

For non-financial assets, MMDAs shall initially request for commencement warrants from MoF after going through the Public Procurement process as required by the Public Procurement (Amendment) Act 2016 (*Act 914*).

The MMDAs shall apply for the release of funds to MoF through OHLGS upon receipt of invoices, Interim Payment Certificates (IPCs) and other relevant documents.

It should be noted that this process is the current situation for requesting for funds from MoF in respect of Government of Ghana (GoG) funds or sector transfers to Departments.

## **REQUEST FOR THE RELEASE OF FUNDS FROM THE MMDA**

### ***Goods and Services***

The Head of Department shall request for funds to undertake their programmed activities as spelt out in the budget estimates. The request shall be sent to the MMDCD for consideration and further action for the release of funds.

### ***Non-Financial Assets***

Release of funds for activities under non-financial assets shall be based on the submission of Interim Payment Certificates (IPCs) and invoices by the Head of the Department to the MMDCD of the Assembly.

In both cases, the Budget Unit based on the availability of funds shall issue specific warrants to accompany the memo in respect of the request for approval by the MMDCE and MMDCD. The approved warrant shall be forwarded to the Finance Office and vetted by responsible officers (*including Internal Auditor*) before payments are made to the beneficiary Department.

### ***Other payment requirements for Non-Financial Assets***

The Metropolitan/Municipal/District Planning Co-ordinating Unit (MMDPCU) and Regional Planning Co-ordinating Unit (RPCU) shall undertake monthly and quarterly project monitoring respectively to inspect and assess project execution status. The MMDPCU shall prepare and submit progress reports (See Annex 1) which will be the basis for payment for the assessed value of work done. The inspection team shall include the Chairpersons of Development Planning, Finance and Administration and Works Sub- Committees as well as service providers, community leaders and beneficiary Assembly Members.

## **STEPS FOR REQUEST FOR GOODS AND SERVICES**

1. The Department shall initiate the process for request for funds by applying to the MMDCD;
2. MMDCE/MMDCD shall refer the request to the MMDBO to commence the process;
3. After checking the relevant budget provision, cash ceiling and relevant documentation, the MMDBO shall prepare the specific warrant and forward it to the MMDCE/MMDCD for approval;
4. The approved specific warrant shall be forwarded to the Finance Office for the preparation of Payment Vouchers (PVs) and supporting documents. Responsible officers including the Internal Auditor shall vet and ensure the consistency of the PV, warrant and other supporting documents;
5. The vetted documents shall be returned to the Finance Office for final payment to the beneficiary Department.

**STEPS FOR REQUEST FOR NON-FINANCIAL ASSETS (CAPITAL EXPENDITURE)**

1. The Head of Department shall apply for a commencement warrant to procure Goods, Works and Services through the Management of the Assembly. This activity must be in the Procurement Plan and in line with the appropriate procurement process as stated in the Public Procurement (Amendment) Act 2016 (*Act 914*).
2. MMDCE/MMDCD shall refer the request to the MMDBO.
3. After checking the relevant budget provision, cash ceiling and relevant documentation including the Entity Tender Committee Minutes, Award of Contract letter, Pro-forma Invoices, Bills of Quantities etc., the MMDBO through the MMDCE/MMDCD shall commit the Assembly to the tune of the value of the assets to be procured by issuing a Commencement Warrant to the Department.
4. The Department upon receipt of the invoices or Interim Payment Certificates shall apply for the release of funds from the Assembly with copies of the relevant documents and commencement certificates.
5. The MMDBO shall prepare the specific warrant for approval by the MMDCE and MMDCD.
6. The approved specific warrant shall be forwarded to the Finance Office for the preparation of PVs and supporting documents. The PV together with the warrant and other supporting documents shall be forwarded to responsible officers (*including Internal Auditor*) for vetting and consistency checks.
7. The vetted documents shall be returned to the Finance Office for payment to the beneficiary Department.

*NOTE: No payment shall be made without the PV and appropriate supporting documents including the specific warrant duly approved.*

## 8.4 Required Office / Technical Facilities for Agriculture Department

**Table 9: Required Office/Technical Facilities:**

FACILITY TYPE	MINIMUM No.
Office rooms (furnished)	7
Meeting room	1
Store room	2
Vehicles	1
Motor Bikes	27
Desktop Computers	3
Laptops	9
Printers	1
Photocopy machine	1
Projector	1
Filing Cabinet	9
GPS	4
Camera	1

## 8.5 Monitoring & Evaluation (M&E)

Departments of MMDAs shall put in place M&E systems for management of activities and works to ensure value for money. M&E reports shall include quality assurance and quality control procedures of the MMDAs. Monitoring will cover all aspects of agriculture development with the Agriculture Department being responsible for data collection, processing, analysis and utilisation of results.

## 8.6 Quality Assurance & Quality Control

### *Quality Assurance (Monitoring of the System)*

Quality Assurance refers to planned and systematic processes/activities implemented in a quality framework so that quality requirements of a product or a service could be fulfilled. Quality Assurance focuses on reducing deficiencies in the service levels. The goal of quality assurance is to improve development and test processes so that defects do not arise when the product is being developed.

### *Quality Control (Monitoring of the Works)*

Quality Control is a process that is used to ensure a certain level of quality in a product or service. It might include whatever actions an organization or a business deems necessary to provide for the control and verification of certain characteristics of a product or service. Most often, it involves thoroughly examining and testing the quality of products or the results of services.

The basic goal of this process is to ensure that the products or services that are provided meet specific requirements and characteristics, such as being dependable, satisfactory, safe and physically sound. Quality Control focuses on identifying defects. The goal of Quality Control is to identify defects before and after a product is developed.

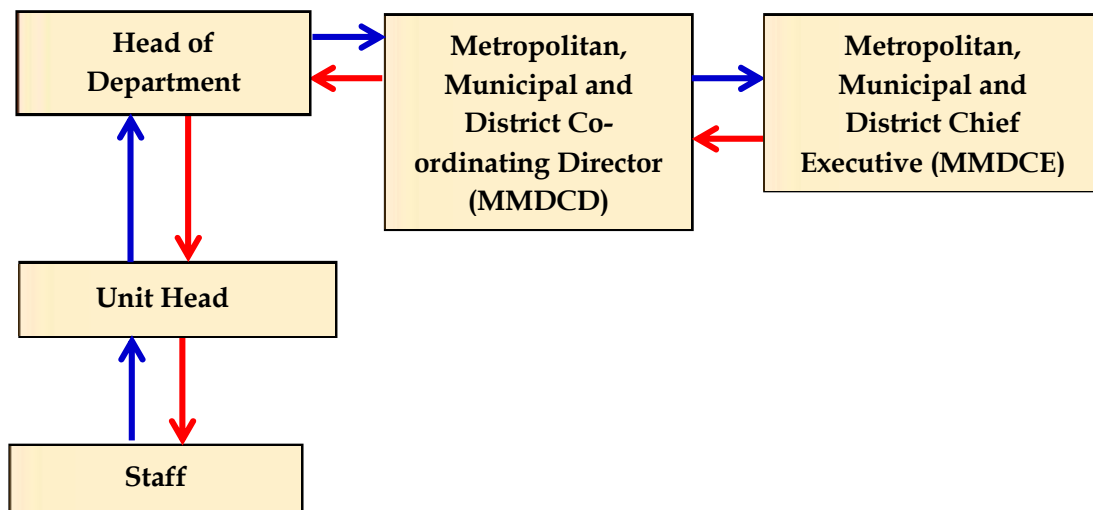
Departments/Units within the MMDAs are expected to put in place strategies to ensure both quality assurance and control in their services and product provisions within the broad framework of the LGS.

### 8.7 Internal Reporting Direction, Planning and Budgeting

The establishment of the LGS, with its attendant reorganization of the structures, systems and processes has made it imperative that internal reporting relationships are properly defined.

As outlined below, the system flows in both a bottom-up and top-down formation. The key element is the need for a unity of command and respect for the hierarchy to ensure consistency and focused service delivery.

Figure 9: Internal Reporting Direction



## 8.8 Service Delivery Standards

Six (6) Service Delivery Standards of the LGS are listed below:

1. **Accountability** - taking responsibility for one's actions and/or in actions in rendering services and informing citizens on the use of public resources.
2. **Client focus** - using client requirements to prioritize and consistently develop affordable and accessible services in a timely manner.
3. **Effective and Efficient use of Resources** - the optimal use of resources (including time, human resource, natural resources, funds etc.) to provide services and products that satisfies the requirements of users in a timely manner.
4. **Participation** - the involvement of relevant stakeholders including Civil Society Groups, Media, NGOs, Private Sector and Community Members in the planning, implementation, monitoring and evaluation of service delivery at the MMDA level.
5. **Professionalism** - the demonstration of requisite skills and competencies, and the ability to adapt best practices in the delivery of services to the satisfaction of the client whilst adhering to ethical standards.
6. **Transparency** - providing all stakeholders with the understanding of how MMDAs operate, and furnish them with easy access to adequate and timely information regarding decisions and actions taken by MMDAs.

## 9.0 ANNEX SECTION

### Annex 1: Progress Report Format

#### AGRICULTURE DEPARTMENT QUARTERLY PROGRESS REPORT

REGION:.....MMDA:.....

QUARTERLY STATUS REPORT: NO .....QUARTER ENDING: .....

#### 1. Activity Summary

Output	Indicators	Planned Activities (according to approved annual work plans)	Progress in Quarter	Expenditure	
				Approved Budget (GH¢)	Actual to Date (GH¢)
1.					
2.					

**2. Problems and Constraints**

Output	Problems	Proposed Action

**3. Other Issues:**

.....

**4. Report prepared by:.....**

**Annex 2: Annual Work Plan Format**

**AGRICULTURE DEPARTMENT  
ANNUAL WORK PLAN..... (Year)**

**REGION:**.....**MMDA:** .....

Output	Indicators	Planned Activities	Start (Yr/M)	End (Yr/M)	Proposed Budget (M GH¢)
1.					
<b>Sub-total</b>					
2.					
<b>Sub-total</b>					
3.					
<b>Sub-total</b>					
<b>GRAND TOTAL</b>					

Prepared by: ..... Approved by:.....  
 Signature:..... Signature:.....  
 Date:..... Date:.....

**Annex 3: Performance of Agriculture Department (Check List)**

..... MMDA  
**AGRICULTURE DEPARTMENT**  
**PERFORMANCE MONITORING FORM COMPLETED BY MMDCD**

**PERFORMANCE OF ..... DURING THE ..... QUARTER OF 20.....**

<b>Activity</b>	<b>Remarks</b>
1.	
2.	
3.	
4.	

<b>Progress of Activities in the Quarter</b>	
<b>Unit</b>	<b>Progress</b>
1.	
2.	
<b>Other Comments:</b>	

**Signed by Unit Head:** .....

**Date:** .....



**Annex 5: Training Areas**

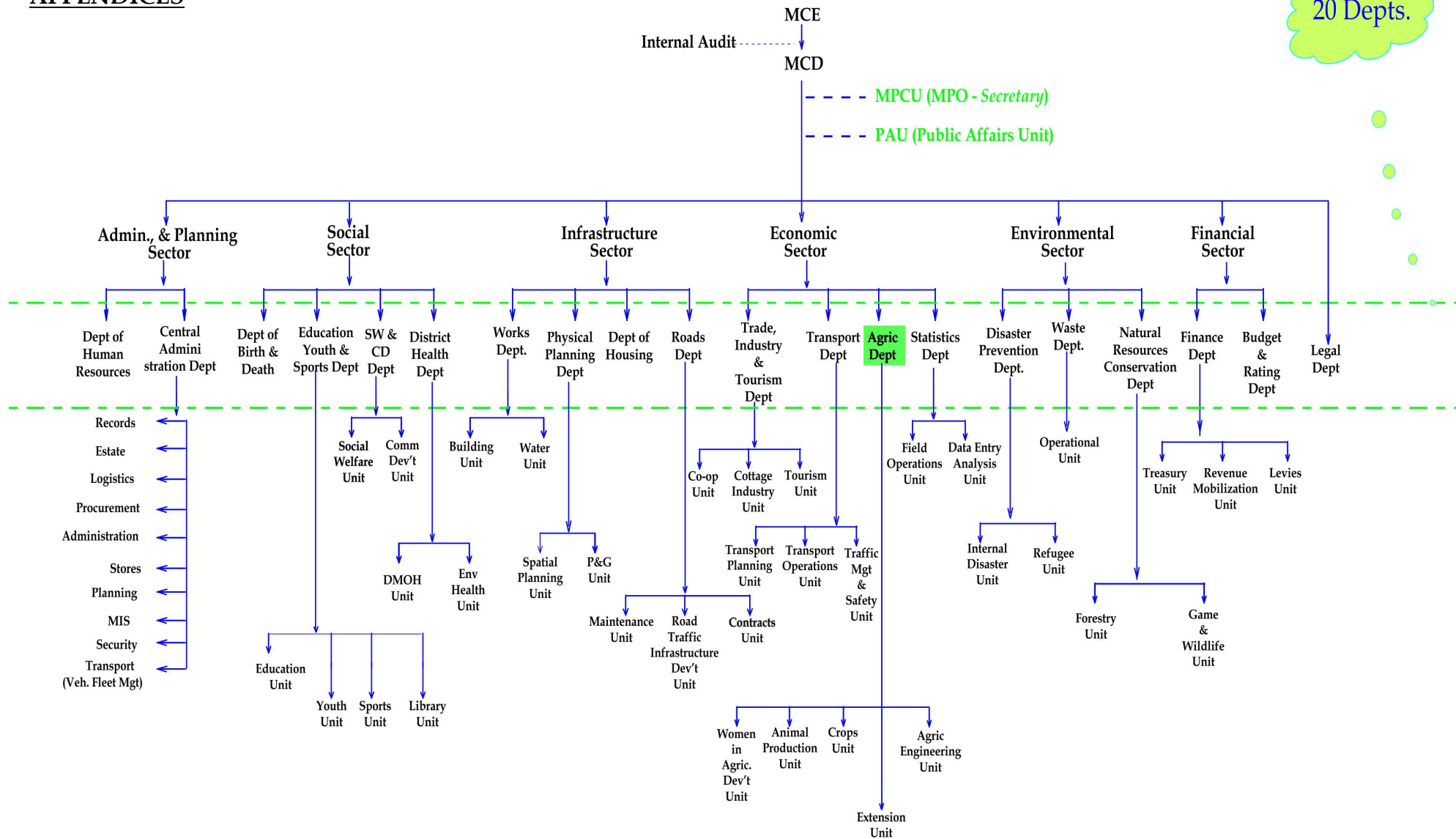
..... MMDA  
AGRICULTURE DEPARTMENT

Training Area	Target Participants

### METROPOLITAN DEPARTMENTS ORGANOGRAM (FUNCTIONAL)

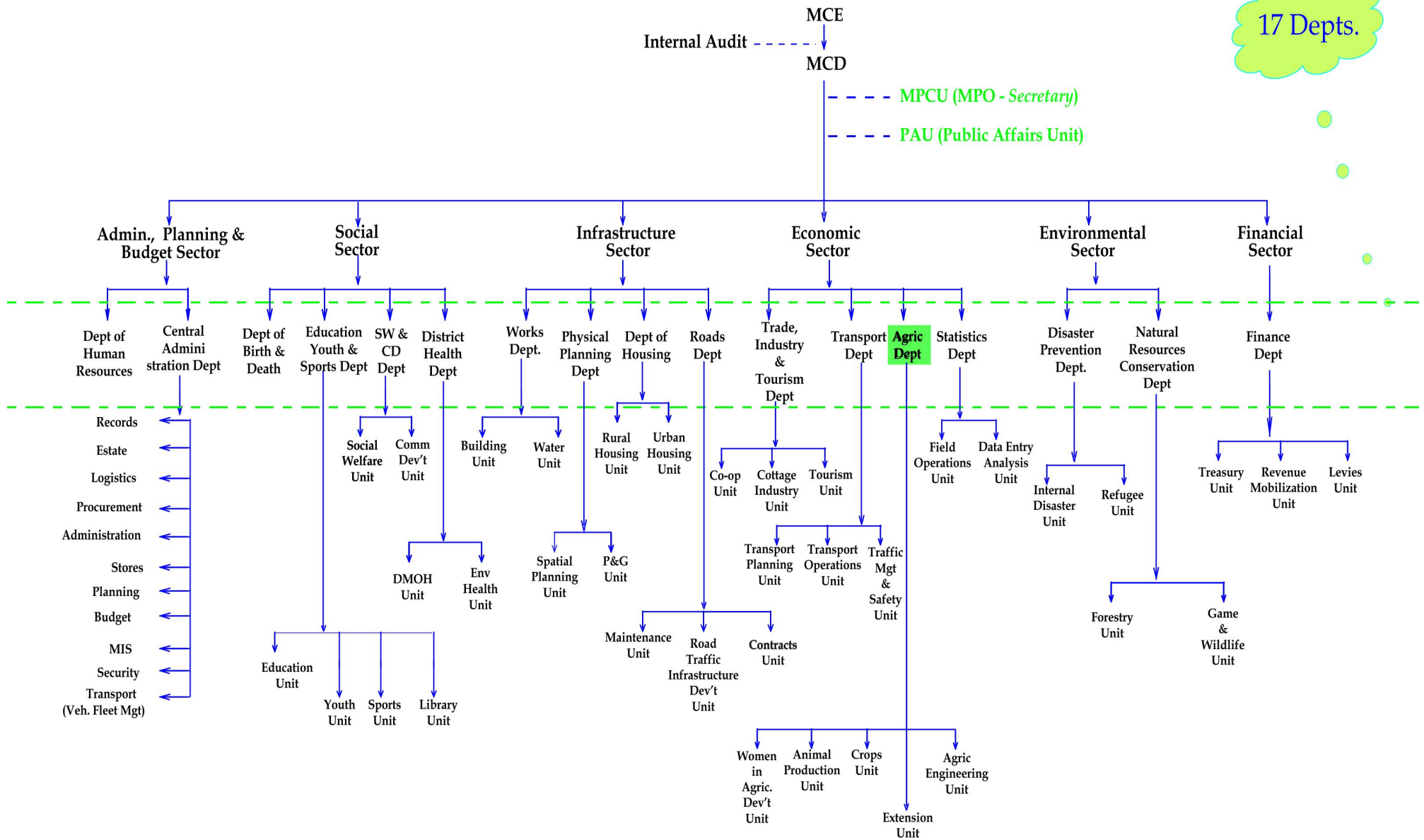
#### APPENDICES

20 Depts.



### MUNICIPAL DEPARTMENTS ORGANOGRAM (FUNCTIONAL)

17 Depts.



## DISTRICT DEPARTMENTS ORGANOGRAM (FUNCTIONAL)

