



**MEDIUM TERM DEVELOPMENT PLAN (MTDP 2018-2021)  
FOR THE OFFICE OF THE HEAD OF THE LOCAL  
GOVERNMENT SERVICE - FINAL DRAFT**

**ANCHORED ON THE  
AGENDA FOR JOBS (2017 - 2024)**

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## LIST OF ACRONYMS

AGSD	Administration and General Services Directorate
CIDA	Canada International Development Agency
DANIDA	Danish International development Agency
DACF	District Assemblies Common Fund
EU	European Union
GoG	Government of Ghana
GSGDA II	Ghana Shared Growth and Development Agenda II
HRD	Human Resource Development
HRM	Human Resource Management
HRMIS	Human Resource Management and Information System
LGCSP	Local Government Capacity Support Project
LGS	Local Government Service
LGSC	Local Government Service Council
LI	Legislative Instrument
MMDA	Metropolitan, Municipal and District Assemblies
MTDP	Medium Term Development Plan
MLGRD	Ministry of Local Government & Rural Development
MTSD	Management & Technical Services Directorate
NMTDPF	National Medium-Term Development Policy Framework
OGM	Office of Government Machinery
OHLGS	Office of Head of Local Government Service
PAU	Public Affairs Unit
PPBME	Policy, Planning, Budgeting and Monitoring & Evaluation
RCC	Regional Co-ordinating Council
RSGGP	Right to Service and Good Governance Project
RSIM	Research, Statistics and Information Management
SMPC	Sector Medium-Term Development Plan Preparation Committee
SMTDP	Sector Medium Term Development Plan
SDGs	Sustainable Development Goals
SWAp	Sector-Wide Approach

## EXECUTIVE SUMMARY

### General background of the OHLGS

The Office of Head of Local Government Service or the Local Government Secretariat as it was formally called serves as the headquarters of the Local Government Service (LGS) which was established in 2003 'to secure the effective administration and management of the decentralized local government system in the country' by the Local Government Service Act, 2003 (Act 656) now repealed and replaced by Act 936. The OHLGS is made up of the six line directorates, two units and the secretariat of the Head of Service named below:

- Policy Planning Budgeting Monitoring & Evaluation (PPBME) Directorate
- Administration and General Services Directorate (AGSD)
- Management & Technical Service Directorate (MTSD)
- Human Resource Management Directorate (HRMD)
- Research Statistics & Information Management (RSIM) Directorate
- Finance Directorate

The Units are:

- Internal Audit Unit
- Public Affairs Unit

The Vision, Mission, Motto and core values of the Office of the Head of Local Government Service is the same as that of the Local Government Service and are described below:

<b>Vision</b>	<b>A world-class, decentralized and client oriented service</b>
<b>Mission</b>	<b>To support LG to deliver value for money services through the mobilization, harmonization and utilization of qualified human capacity and material resources to promote local and national development</b>
<b>Motto</b>	<b>Decentralization – Democracy - Development</b>
<b>Core Values</b>	<b>Accountability, Client-oriented, Creativity, Diligence, Discipline, Equity, Integrity, Innovativeness, Loyalty, Commitment, Anonymity, Impartiality, Permanence, Timeliness and Transparency</b>

The LGS core values put together is reflected in the Service Delivery Standards made up of *Participation, Professionalism, Client Focus, Transparency, Accountability, Efficiency and Effectiveness in the use of resources.*

## **Functions**

The Local Government Service (LGS), was established by the Local Governance Act, 2016 Act 936 as one of the Public Services of Ghana with the objective; “to secure the effective administration and management of decentralised local governments in the country”. The functions of the LGS as defined in Act 936, Section 52 are to:

- Provide technical assistance to Regional Coordinating Councils (RCCs) & Metropolitan, Municipal and District Assemblies (MMDAs) to enable them effectively perform their functions and discharge their duties in accordance with the Constitution and the Local Government Act, 1993 (Act 462);
- Conduct organizational and job analysis for RCCs & MMDAs;
- Conduct management audits for RCCs & MMDAs in order to improve the overall management of the Service;
- Design and co-ordinate management systems and processes for RCCs & MMDAs;
- Assist the RCCs & MMDAs in the performance of their functions under the Local Government Act, 1993, (Act 462), the National Development Planning (Systems) Act, 1994, (Act 480) and under any other enactment; and
- Perform such other functions incidental or conducive to the achievement of the object of the LGS Act.

The OHLGS is committed to perform the above functions in line with the vision, mission and core values and the service delivery standards of the LGS’, “*To achieve the status of an effective 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*” within the 2018-2021 medium term.

## **The MTDP Preparation Process**

The plan preparation process began with the setting-up of a 15-member Sector Medium Term Development Plan (SMTDP) Preparatory Committee (SMPC) as defined by the guidelines for the 2018-2021 SMTDP. The committee put together a workplan for the preparation of the D-plan. The plan preparation began with the review of the OHLGS’ vision, mission and goal to ensure consistency with the Governance, Corruption and Public Accountability development dimension.

Performance review of the OHLGS over the last medium term (2014 – 2017) under GSGDA II was conducted. This included an assessment of the level of implementation of the previous plan, other interventions termed cross-cutting issues and the performance of Development Partner supported projects. Other areas assessed were the consolidation of budgets of the members of the

LGS and the provision of alternate and sustainable power supply for the office. Key challenges and lessons learnt over the period and their implications for the 2018- 2021 MTDP were also documented.

The existing situation of the OHLGS was analysed taking into account capacities of directorates/units in line with their roles, staffing, available office space and logistics. Resource availability for the various directorates were matched with their expected roles and established gaps documented. The implementation of planned activities of directorates/ units for the medium term (2014-2017, GSGDA II) and the extent of achievement of targets were also analysed and recorded.

### **Prioritised Issues**

Issues from the performance review of the last medium term and the implementation of projects such as LGCSP and RSGGP were collated, analysed and prioritised. Prioritised issues were aligned with GSGDA II and the An Agenda for Jobs, 2018-2021 and the subjected to a POCC analysis. These issues have also been regrouped under *OHLGS, MMDAs & RCCs* and *all three levels* where the issue is deemed to be felt most.

### **OHLGS**

The following were captured and highlighted as issues that should tackled exclusively by the OHLGS. They include:

- Weak capacity of local governance practitioners
- Lack of linkage between human resource planning and pay administration in the public service
- Weak implementation of Administrative decentralisation
- Weak coordination of administrative functions
- Poor coordination in preparation and implementation of development plans
- Ineffective internal controls
- Insufficient funding of Development communication
- Inadequate financial resources
- Ineffective M&E of implementation of development policies and plans
- Inadequacy of and delays in central government transfers
- Poor record keeping
- Ineffective internal controls
- Inadequate Monitoring of activities of MMDAs
- Poor Data collection
- Uncoordinated capacity interventions at all levels
- Weak Implementation and Compliance with the provision of Act 914 (procurement act)
- Inconsistencies in the format and content of policies formulated
- Successive governments have shown varied levels of commitment to decentralisation resulting in the slow pace of decentralisation reforms and effects on decentralised governance and development

## **MMDAs & RCCs**

The following development issues placed under MMDAs & RCCs are expected to be facilitated by the OHLGS as part of her mandate to strengthen service delivery. The inability of the OHLGS to deliver on these aspects of the mandate resulted in such issues listed below:

- Weak spatial planning capacity at the local level
- Weak ownership and accountability of leadership at the local level
- Poor service delivery at the local level
- Inefficient public service delivery
- Limited capacity and opportunities for revenue mobilisation
- Inadequate exploitation of local opportunities for economic growth and job creation

## **All three levels**

- Weak research capacity of MDAs and MMDAs
- Overlapping functions among public sector institutions
- Limited implementation of fiscal decentralisation policy
- Inadequate ownership and accountability for national development at all levels
- High perception of corruption among public office holders and citizenry
- Implementation of unplanned expenditures
- Inadequate office and residential facilities
- Inadequate Information management systems and practices
- Poor quality reporting and non-adherence to timelines

## **Development Projections**

The SMPC facilitated the process that carved-out development projections for the next medium term (2018-2021) in line with the prioritised development issues of the OHLGS. The following summarizes the development projections for the period:

- MMDAs would have full complement of departments to improve service delivery (i.e. 12/20 to 20/20 for Metros; 11/17 to 17/17 for Municipals; 7/15 to 15/15 for Districts)
- The OHLGS, RCCs and MMDAs would have the right number of staff with requisite skills mix distributed fairly across the country according to the desired protocols (For instance, Planning & Budget Officers should be 2, 3 and 5 each for District, Municipal and Metropolitan respectively).
- Adequate resources (funds, office accommodation, conducive environment, logistics and equipment) made available for service delivery.
- Capacities of staff developed in line with the Capacity Building Framework.
- Development Partner support facilities implemented in accordance with agreements
- Operational systems and Protocols standardized and institutionalized
- HRMIS decentralised at all levels of the Service
- Construction of OHLGS Office complex
- Achieve 70% of all monitoring targets across MMDAs and RCCs

The SMPC reviewed the Policy framework (NMTDPF) under the Agenda for Jobs (2018 – 2021) and adopted the following strategies with their corresponding Policy objectives and the development dimension. The summary is as presented below:

### **Goal**

Maintain a stable, united and safe society

### **Objective**

2.1 Deepen political and Administrative decentralization

### **Strategies**

2.1.1 Ensure the election of District Chief Executives (DCEs) and formalise performance appraisal of MMDCEs (SDG Targets 16.7, 16.8, 16.a)

2.1.3 Complete the establishment of departments of MMDAs (SDG Targets 16.6, 16.7, 16.a)

2.1.4 Institute mechanism for effective inter-service/ inter-sectoral collaboration and cooperation at district, regional and national levels (SDG Targets 16.6, 16.7)

2.1.6 Review the Local Government Service regime and practice (SDG Targets 16.6, 16.a)

2.1.7 Strengthen sub-district structures (SDG Targets 16.6, 17.9)

### **Objective**

2.2 Improve decentralised planning

### **Strategies**

2.2.1 Strengthen local level capacity for participatory planning and budgeting (SDG Targets 16.6, 16.7)

2.2.2 Strengthen local capacity for spatial planning

2.2.3 Create enabling environment for the implementation of the Local Economic Development (LED) and Public Private Partnership (PPP) policies at the district level

2.2.4 Ensure implementation of planning and budgeting provisions in LI 2232 and the Public Financial Management Act 2016 (Act 921) (SDG Targets 16.5, 16.6, 16.a)

### **Objective**

2.3 Strengthen fiscal decentralization

### **Strategies**

2.3.1 Enhance revenue mobilisation capacity and capability of MMDAs (SDG Targets 16.6, 17.1)

2.3.2 Strengthen PPPs in IGF mobilization (SDG Targets 17.16, 17.17)

- 2.3.3 Implement approved Inter-Governmental Fiscal Framework (IGFF) and the Inter-Governmental Fiscal Transfers (IGFT) (SDG Targets 16.5, 16.6)
- 2.3.6 Enhance financial capacities of regional administrations (SDG Targets 16.6, 16.a, 17.3)
- 2.3.7 Improve service delivery at MMDA level (SDG Targets 16.6, 16.a)

### **Objective**

- 2.4 Strengthen the coordinating and administrative functions of regions

### **Strategies**

- 2.4.3 Strengthen regional structures in support of devolution of powers (SDG Targets 16.6, 16.a)

### **Objective**

- 2.5 Improve popular participation at regional and district levels

### **Strategies**

- 2.5.1 Promote effective stakeholder involvement in development planning process, local democracy and accountability (SDG Target 16.7)

### **Objective**

- 4.1 Build an effective and efficient government machinery

### **Strategies**

- 4.1.1 Clarify the roles of institutions to address conflicting mandates and improve coordination (SDG Targets 16.6, 17.14)
- 4.1.2 Design and implement a Client Service Charter for public institutions (SDG Targets 16.6, 16.a)
- 4.1.3 Modernise public service institutions for efficiency and productivity (SDG Targets 16.6, 16.a)
- 4.1.4 Improve leadership capability and delivery in the public service (SDG Targets 16.6, 16.a)
- 4.1.5 Improve accountability in the public service. (SDG Targets 16.6, 16.a)
- 4.1.7 Empower citizens to demand quality public services (SDG Targets 16.6, 16.7)
- 4.1.11 Implement comprehensive HR payroll system and database (SDG Targets 16.5, 16.6)
- 4.1.12 Improve documentation within the public sector (SDG Targets 16.6, 16.10, 16.a)

## **Objective**

5.1 Enhance capacity for policy formulation and coordination

## **Strategies**

5.1.2 Strengthen the implementation of development plans (SDG Targets 16.6, 17.9)

5.1.3 Strengthen the capacity of public institutions to undertake policy analysis, development planning, monitoring and evaluation, macro-econometric modelling and forecasting (SDG Target 17.9)

5.1.4 Strengthen capacity of research and statistical information management systems of MDAs and MMDAs (SDG Targets 16.6, 17.19)

## **Objective**

7.1 Promote the fight against corruption and economic crimes

## **Strategies**

7.1.1 Ensure continued implementation of the National Anti-Corruption Action Plan (NACAP) (SDG Targets 16.5)

## **Objective**

11.1 Ensure responsive Governance and citizen participation in the development dialogue

## **Strategies**

11.1.3 Integrate development communication across the public policy cycle (SDG Targets 16.7, 16.10)

11.1.4 Promote ownership and accountability for implementation for development and policy programmes (SDG Targets 16.7, 16.10)

## **Indicative Budget, Financial Plan and Expected Outcomes.**

In the medium term 2018-2021, the OHLGS expects to expend an amount of GH¢ 356,281,535.02 which includes One Hundred Five Million, Six Hundred and Forty-One Thousand, Eight Hundred and Eighty-One Ghana cedis Sixty-Four pesewas (GH¢105,641,881.64) from Government of Ghana for the financing of compensation, goods & services and capex; would be received from development partners to finance capacity building activities and support project implementation, monitoring and evaluation activities.

Table a: OHLGS Revenue In-flow

Year	GOG	DP	Other Sources	Total
2018	23,254,074.00	5,000,000.00	0	28,254,074.00
2019	56,321,514.40	18,277,484.92	15,894,369.76	90,495,388.08
2020	27,365,292.51	89,839,529.59	15,894,369.76	133,101,211.86
2021	30,288,441.13	89,839,529.59	15,894,369.76	136,024,361.48
<b>Total</b>	<b>105,641,881.64</b>	<b>202,956,544.1</b>	<b>47,683,109.28</b>	<b>356,281,535.02</b>

### Financial Plan

For the plan period (2018 - 2021), the OHLGS expects to receive an amount of GH¢ 356,281,535.02 for the implementation of activities. Government of Ghana (GoG) is expected to fund all compensation and compensation related activities, provide some resources for goods & services and capital expenditure. An amount of GHS 20 million is expected from DACF to finance the construction of an office block complex for the OHLGS. Some in-flows would be received through the Inter-Ministerial Coordinating Committee on Decentralisation to finance some activities such as capacity building and Institutional Strengthening under the SWAp.

For the same period, the World Bank through the GSCSP is expected to support the OHLGS with an amount of GHS 16 million.

### Expected Outcomes

- Full complement of Departments established over the next four years where Metropolitan, Municipal and Districts assemblies would have 20, 17 and 15 departments respectively.
- Operational manuals for job classes including those for departments to be established/integrated available
- Staff management systems (mechanisms, procedures & numbers) standardized and institutionalised
- Improved client satisfaction level
- Improved collaboration and cooperation among stakeholders in decentralisation
- Improved funding for the implementation of activities
- Timely production and delivery of reports
- Improved data collection, access and usage
- Compliance levels of MMDAs in Financial Management improved
- Capacities of staff developed in line with the Capacity Building Framework.
- Achieve 70% of all monitoring targets across MMDAs and RCCs

## CHAPTER ONE

### PERFORMANCE REVIEW, PROFILE AND BASELINE

#### 1.1 VISION, MISSION, CORE VALUES AND FUNCTIONS.

##### 1.1.1 Vision

The decentralised governance arrangement chosen by the people of Ghana to improve their lot required the establishment of the Local Government Service to see to its implementation. The vision of the Service was developed to respond to the demands of the citizenry. The **Vision** of the Service is “*a world-class, decentralised and client-oriented Service*”. With this, the Service ensures that it delivers quality services to stakeholders at all levels of governance (National and sub-national).

##### 1.1.2 Mission Statement

Following from the mandate of the Service as provided for in the Local Governance Act, 2016 (Act 936), the *Mission Statement* of the Service is: “*To support local governments to deliver value for money services through the mobilization, harmonization and utilization of qualified human capacity and material resources to promote local and national development*”.

##### 1.1.3 Core Values

The core values of the Service as enshrined in the Code of Conduct of the Service are: *Accountability, Client-oriented, Creativity, Diligence, Discipline, Equity, Integrity, Innovativeness, Loyalty, Commitment, Anonymity, Impartiality, Permanence, Timeliness and Transparency*. The Code of Conduct also articulates the principles upon which the requisite standards of conduct necessary to ensure the exhibition of the values in the Service can be clarified. The standards of conduct are intended to provide a clear direction for conduct by officers and staff of the Local Government Service.

##### 1.1.4 Mandate

In line with the provisions of Article 240 (2) (d) of the 1992 Constitution and the Local Governance Act, 2016 (Act 936), the LGS was established “*to secure effective administration and management of local government in the country*”.

##### 1.1.5 Functions

The Local Government Service (LGS), as one of the Public Services of Ghana has an objective of securing effective administration and management of decentralised local governments in the country. The functions of the LGS as defined in Act 936, Section 52 are to:

- Provide technical assistance to Regional Coordinating Councils (RCCs) & Metropolitan, Municipal and District Assemblies (MMDAs) to enable them effectively perform their functions and discharge their duties in accordance with the Constitution and the Local Government Act, 1993 (Act 462);

- Conduct organizational and job analysis for RCCs & MMDAs;
- Conduct management audits for RCCs & MMDAs in order to improve the overall management of the Service;
- Design and co-ordinate management systems and processes for RCCs & MMDAs;
- Assist the RCCs & MMDAs in the performance of their functions under the Local Government Act, 1993, (Act 462), the National Development Planning (Systems) Act, 1994, (Act 480) and under any other enactment; and
- Perform such other functions incidental or conducive to the achievement of the object of the LGS Act.

## 1.2 PERFORMANCE REVIEW

This section of the plan analyses the performance of OHLGS in implementing programmes and projects under GSGDA II (2014-2017) themes.

### 1.2.1 Progress of Implementation of 2014-2017 MTDP

During the planned period, the Office of the Head of Local Government Service (OHLGS) adopted two thematic areas and seven (7) policy objectives from the Ghana Shared Growth and Development Agenda (GSGDA II) spanning the period 2014-2017. The performance review was done under the adopted thematic areas namely: Human Development, Productivity and Employment; and Transparent and Accountable Governance. These were consistent with the mandate of the OHLGS.

The operations (activities) of OHLGS in line with Programme Based Budget (PBB) were categorized under the Management and Administration programme area with three (3) sub-programmes namely Finance and Administration, Human Resource Management and Internal Audit. These operations were further categorized into core and sub areas depicted in Table 1 below.

*Table 1: Core and Sub Areas of OHLGS Operations*

No.	Core Areas	Sub-Areas
1	Integration & operationalization of established Departments	1.1 Establishment and integration of Departments 1.2 Development of standardised operational manuals for integration and establishment of departments
2	Recruitment & management of staff	2.1 Recruitment and management of Staff
3	Service Delivery	3.1 Review and implementation of Service Delivery Standards 3.2 Strengthen Inter-service and Sectoral collaboration and cooperation system (ISCCS) framework 3.3 Implementation support and funding of programmes 3.4 Strengthen SWAp implementation
4	Monitoring and Evaluation (M&E)	4.1 M&E and coordination

No.	Core Areas	Sub-Areas
		4.2 Compilation of M&E reports 4.3 Data and information management
5	Performance management	5.1 Implementation of Performance Management Systems 5.2 Compliance with Financial, Accounting and procurement procedures 5.3 Review of MMDA/RCC IA quarterly reports 5.4 Performance reviews and audit of OHLGS activities
6	Salary Administration	6.1 Rollout and management of HRMIS at all levels 6.2 Monthly salary validation (ESPV functional at all levels)
7	Career Management	7.1 Revision and implementation of CoS, SoS, & other Protocols
8	Capacity Development	8.1 Strengthen social accountability and governance measures 8.2 Link Capacity Building Framework (CBF) with national policy frameworks 8.3 Strengthen the implementation of the CBF at all levels
9	Welfare, Safety and security management	9.1 Enhancement of safety of work environment 9.2 Improvement of security 9.3 Promotion of staff welfare issues

The main sources of funding for the implementation of the plan were GoG (Intergovernmental Fiscal Transfers, DACF and DDF), DANIDA (RSGGP), CIDA, EU and the World Bank (LGCSP).

Over the period of implementation, the following achievements were made:

- improvement in the co-ordination and the monitoring of MMDAs especially those in the peripheral areas
- Integration of established departments at the MMDA level (4 out of 11 at District level; 6 out of 13 at Municipal level; and 9 out of 16 at Metro level)
- Improved Human Resource Management practices through the establishment of LGS HRMIS system at HR units at all levels
- Directorates and units of the OHLGS were strengthened

Other activities implemented that were not in the 2014 – 2017 Medium Term Plan included:

- Acquisition of 30-seater coaster bus and installed a solar power system for the OHLGS offices
- Capacity building and training for 170 Assemblies (non – LGCSP) nationwide
- Amendment and the repeal of the Local Government Act 462, Local Government Service Act 2003, Act 656, Financial Administration Act, Internal Audit Service Act, District Assemblies Common Fund Act
- Enactment of the Local Governance Act, 2016 (Act 936)

- Decoupled budgets of the ten RCCs and the OHLGS from OGM and MLGRD respectively and consolidated them with those of the MMDAs into the LGS budget.

### **1.2.2 Adopted Thematic Areas**

- 1.0 Human Development, Productivity and Employment
- 2.0 Transparent and accountable governance

### **1.2.3 Adopted Objectives:**

- 1.1 Improve the policy environment and institutional capacity for effective human capital development, and employment policy management
- 1.2 Enhance labour productivity across all sectors
- 2.1 Ensure effective implementation of the decentralisation policy and programmes
- 2.2 Integrate and Institutionalize district level planning and budgeting through the participatory process at all levels
- 2.3 Improve availability of quality data for policy formulation, analysis and decision making

**Table 2a: 2014 Performance of the OHLGS**

<b>Thematic Area:</b> Human Development, Productivity and Employment					
<b>Policy Objective:</b> Improve the policy environment and institutional capacity for effective human capital development, and employment policy management					
Programmes	Sub-Programmes	Indicators			Remarks
		Baseline (2013)	MTDP Targets	Achievements	
Management & Administration	Finance & General Administration	2010 – 2013 SMTDP available	Prepare SMTDP (2014-2017) and M&E Plan	SMTDP and M&E Plan Prepared	500 copies each of the SMTDP and M&E Plan printed and distributed
	Finance & General Administration	N/A (LGSS was an agency under MLGRD)	Prepare 2015 PBB	2015 PBB prepared	
	Finance & General Administration	2012 APR available	Prepare 2013 Annual Progress Report	2013 APR prepared	500 copies printed and distributed
	Finance & General Administration		Organise 2014 Performance Review retreat	2014 performance review retreat organised.	Review retreat was held from 19 <sup>th</sup> to 21 <sup>st</sup> December 2014
<b>Thematic Area</b>	Transparent and accountable governance				
<b>Policy Objective:</b>	Ensure effective implementation of the decentralisation policy and programmes				
	Finance & General Administration	Separate departments/ units for DFR, Works, PWD, DWST	Establish DWD & appoint Heads of Departments	<ul style="list-style-type: none"> <li>DWD established</li> <li>HoDs appointed</li> </ul>	DWD established through merger of DFR, PWD, DRH, W&S, and Works Unit of Assembly.  106 out of 216 MMDAs had fully functional DWDs.
	Finance & General Administration	NA	Organise orientation and induction trainings for LGS staff	<ul style="list-style-type: none"> <li>Induction training organised for 435 engineers</li> <li>Orientation organised for RCDs &amp; RDs on the service protocols and Performance Management.</li> </ul>	

				<ul style="list-style-type: none"> <li>Orientation organised for newly appointed Heads of SWCD department</li> </ul>	
<b>Thematic Areas:</b>	Human Development, Productivity and Employment				
<b>Policy Objective:</b>	Improve the policy environment and institutional capacity for effective human capital development, and employment policy management				
	Finance & General Administration		Facilitate Inter-Service Collaboration & develop Service Delivery Standards	<ul style="list-style-type: none"> <li>Inter Service Collaboration framework for MDA's developed for the implementation of LI 1961</li> </ul>	6,000 copies of the ISCCS and SDS printed and distributed
	Finance & General Administration			<ul style="list-style-type: none"> <li>service delivery standards developed</li> </ul>	
	Finance & General Administration	OHCS Code of Conduct was in use	Develop Code of Conduct	Code of Conduct developed	40,000 copies printed and distributed
<b>Thematic Area:</b>	Transparent and accountable governance				
<b>Policy Objective:</b>	Ensure effective implementation of the decentralisation policy and programmes				
	Human Resource Management		Upgrade and appoint staff to head of department positions	xx Staff upgraded xx of HoDs appointed	Aptitude test conducted for 239 engineers, 176 EH and 216 SWCD officers
	Human Resource Management		Conduct recruitment, promotions, postings & transfers of staff	<ul style="list-style-type: none"> <li>72 officers promoted to Director and analogous grades</li> <li>517 officers posted across the Service</li> </ul>	No recruitment was undertaken
	Human Resource Management	NA	Deploy HRMIS (EU) to remaining 8 Regions	HRMIS deployed to GAR, CR, NR, UWR, UER, BAR, WR & ER	HRMIS was piloted in two regions (VR & AR) in 2013
<b>Thematic Area:</b>	Human Development, Productivity and Employment				
<b>Policy Objective:</b>	Improve the policy environment and institutional capacity for effective human capital development, and employment policy management				
	Human Resource Management		Review of Schemes of Service	Reviewed and added IA, EHD, Stats., Agric., SWCD, & Legal	

Table 2b: 2015 Performance of the OHLGS

<b>Thematic Area:</b>	Human Development, Productivity and Employment				
<b>Policy Objective:</b>	Improve the policy environment and institutional capacity for effective human capital development, and employment policy management				
	Finance & General Administration		Procure logistics for OHLGS	<ul style="list-style-type: none"> <li>• 26No. computers &amp; accessories, 5No. Laptops, 2No. LCD projectors, 1No. 4x4 station wagon, furniture and other office equipment procured.</li> <li>• manuals and other materials printed</li> </ul>	
	Finance & General Administration	Budget of OHLGS use to be part of MLGRD budget.	Prepare 2016 PBB	2016 LGS PBB prepared	
<b>Thematic Area:</b>	Human Development, Productivity and Employment				
<b>Policy Objective:</b>	Enhance labour productivity across all sectors				
	Finance & General Administration	Only staff appraisal was conducted	Establish and implement a performance management system (Upgrade staff appraisal, establish and implement Performance Management Contracts)	<ul style="list-style-type: none"> <li>• Performance appraisal established and implemented</li> <li>• Performance management contracts introduced and implemented</li> </ul>	PMS operational
	Finance & General Administration	Two LGS professionals conferences organised	Organise annual LGS Professionals Conference	2015 annual professionals conference organized	The 3rd LGS Professionals Conference took place in Sunyani.
<b>Thematic Area:</b>	Human Development, Productivity and Employment				
<b>Policy Objective:</b>	Improve the policy environment and institutional capacity for effective human capital development, and employment policy management				

	Finance & General Administration	NA	Construct LGSS New Office Block Complex	Evaluation report for a Transaction Adviser (TA) sent to the World Bank through Ministry of Finance for a "No Objection".	
<b>Thematic Area:</b>	Transparent and Accountable Governance				
<b>Policy Objective:</b>	Ensure effective implementation of the decentralisation policy and programmes				
	Finance & General Administration	ISCCS developed	Strengthen the implementation of ISCCS	Held meetings with MDAs to foster decentralisation and collaboration among departments and agencies.	
<b>Thematic Area:</b>	Human Development, Productivity and Employment				
<b>Policy Objective:</b>	Improve the policy environment and institutional capacity for effective human capital development, and employment policy management				
	Finance & General Administration	Actual receipt for 2014 was GH¢7,073,598.68	expected receipt for 2015 was GH¢11,731,636.33	Actual receipt for 2015 GHC GH¢9,142,630.50	
<b>Thematic Area:</b>	Transparent and Accountable Governance				
<b>Policy Objective:</b>	Ensure effective implementation of the decentralisation policy and programmes				
	Finance & General Administration	Total financial support from DP's (EU, DANIDA and DDF) in 2014 was GHS6,674,469.25	Expected total Donor Support was GHS9,484,990.97	GHS6,908,951.08 was achieved	
<b>Thematic Area:</b>	Human Development, Productivity and Employment				
<b>Policy Objective:</b>	Improve the policy environment and institutional capacity for effective human capital development, and employment policy management				
	Finance & General Administration	2015 APR available	Prepare 2016 LGS APR	2016 LGS APR prepared	Harmonised reports of OHLGS, RCCs & summarised issues of MMDAs

<b>Thematic Area:</b>	Transparent and Accountable Governance				
<b>Policy Objective:</b>	Ensure effective implementation of the decentralisation policy and programmes				
	Human Resource Management	Not available	Develop capacity & train staff	<ul style="list-style-type: none"> <li>▪ Trained IT and HR staff of RCCs and MMDAs on the HRMIS</li> <li>▪ Granted 170 study leaves</li> <li>▪ 30 staff trained in CPA/DPA;</li> <li>▪ 83 officers trained in LG Admin.;</li> <li>▪ 13 Agric. Officers trained in China</li> <li>▪ 2 officers trained in Fish Culture Dev't. in Egypt.</li> <li>▪ 63No. participated in DANIDA Fellowship Courses.</li> </ul>	
	Human Resource Management		Undertake recruitment, upgrading, promotion, postings and transfers of staff	<ul style="list-style-type: none"> <li>▪ 157No. Tech. Eng. upgraded to Engineers and QS.</li> <li>▪ 74No. EH Technologist, Officers and Assist upgraded to EH Analysts and Public Health Engineers.</li> <li>▪ 138 staff transferred to the LGSS in 2015.</li> <li>▪ 1,117 promotions were effected.</li> <li>▪ 254 posting instructions were issued</li> <li>▪ Payroll issues for 3,213 staff were handled.</li> <li>▪ 728 officers exited the Service in 2015.</li> </ul>	
	Human Resource Management		Appoint MMDCDs and select Heads of Departments	<ul style="list-style-type: none"> <li>▪ 4No. Chief Dir. &amp; 52No. MMDCDs were appointed;</li> <li>▪ 41No. and 6No. HoDs were appointed for DUR &amp; Waste Mgt. Dept. resp.</li> <li>▪ Applicants for Heads of Agriculture and Central Admin have been shortlisted</li> </ul>	

**Table 2c: 2016 Performance of the OHLGS**

<b>Thematic Area:</b>	Human Resource Development, Productivity and Employment				
<b>Policy Objective:</b>	Improve the policy environment and institutional capacity for effective human capital development, and employment policy management				
	Finance & General Administration		Procure vehicles and logistics for OHLGS	<ul style="list-style-type: none"> <li>• 1No. laptop, 1No. photocopier, 1No. Nikon digital camera &amp; other assorted stationery procured;</li> <li>• 2No. 4X4 Toyota Prado procured</li> </ul>	
	Finance & General Administration	2016 PBB available	Prepare 2017 PBB Budget	2017 PBB prepared	
<b>Thematic Area:</b>	Human Resource Development, Productivity and Employment				
<b>Policy Objective:</b>	Enhance labour productivity across all sectors				
	Finance & General Administration	PMS introduced in 2015	Implement the LGS Performance Management System	<ul style="list-style-type: none"> <li>• RCCs and MMDDAs assessment conducted on PMS in 2016 with average performance exceeding 70%.</li> <li>• 10No. RCDs, 216No. DCDs and 8 Directors at the OHLGS signed the PMCs.</li> </ul>	
<b>Thematic Area:</b>	Human Resource Development, Productivity and Employment				
<b>Policy Objective:</b>	Improve the policy environment and institutional capacity for effective human capital development, and employment policy management				
	Finance & General Administration	NA	Organize 2016 Mid-Year Conference and Awards Ceremony	2016 Mid-Year Conference and Awards Ceremony on PMC organized in Koforidua	the first three MMDAs & RCCs were awarded
	Finance & General Administration	NA	Prepare Handing Over Notes for the transition of HoS	Handing over notes prepared	
	Finance & General Administration	Not available	Strengthen Directorates & Units	Directorates (MTSD, AGSD & HRMD) and units strengthened	Public Affairs Unit operationalized

<b>Thematic Area:</b>	Transparent and accountable governance				
<b>Policy Objective:</b>	Ensure effective implementation of the decentralisation policy and programmes				
	Finance & General Administration		Implement Development Partner Support Projects	LGCSP, RSGGP, DDF & the GIFT funded by World Bank, DANIDA and Amplify Governance of Canada respectively were implemented as designed.	
<b>Thematic Area:</b>	Human Resource Development, Productivity and Employment				
<b>Policy Objective:</b>	Improve the policy environment and institutional capacity for effective human capital development, and employment policy management				
	Finance & General Administration		Ensure effective use of financial resources  Financial performance	OHLGS resources used in with planned activities and budget  The situation revealed underfunding: <ul style="list-style-type: none"> <li>▪ OHLGS realized 57.54% of budgeted revenue,</li> <li>▪ RCCs had 37% of budgeted revenue.</li> <li>▪ MMDAs had 4.29% of total national revenue</li> </ul>	
	Finance & General Administration	2014 APR available	Prepare 2015 APR	2015 APR prepared with the harmonization of OHLGS, RCCs and summarized issues of MMDAs	
<b>Thematic Area:</b>	Transparent and Accountable Governance				
<b>Policy Objective:</b>	Ensure effective implementation of the decentralisation policy and programmes				
	Human Resource Management		Develop capacity Train & staff	<ul style="list-style-type: none"> <li>▪ Developed CBF to guide capacity building at all levels of the Service.</li> </ul>	
	Human Resource Management		Undertake recruitment, upgrading, promotion, postings and transfers of staff	<ul style="list-style-type: none"> <li>▪ 48No. officers recruited.</li> <li>▪ 108No. officers were upgraded or converted.</li> <li>▪ 1,543No. officers were promoted to various grades</li> <li>▪ 1,538No. officers were issued with posting instructions.</li> </ul>	

				<ul style="list-style-type: none"> <li>17No. officers were seconded to other public service organisations</li> </ul>	
	Human Resource Management	LGS HRMIS was stand-alone	Integrate LGS and PSC - HRMIS	<ul style="list-style-type: none"> <li>LGS HRMIS integrated with that of the PSC.</li> <li>Integrated HRMIS updated with Staffing Norms of the LGS</li> </ul>	

Table 2d: 2017 Performance of the OHLGS

<b>Thematic Area:</b>	Transparent and Accountable Governance				
<b>Policy Objective:</b>	Ensure effective implementation of the decentralisation policy and programmes				
	Finance & General Administration	N/A	Undertake familiarization and fact-finding visits	10 Regions and 40 MMDAs visited	Issues, grey areas and bottlenecks were iron-out
<b>Thematic Area:</b>	Human Resource Development, Productivity and Employment				
<b>Policy Objective:</b>	Improve the policy environment and institutional capacity for effective human capital development, and employment policy management				
	Finance & General Administration	Two previous conferences held	Organise Coordinating Directors Conference	<ul style="list-style-type: none"> <li>Coordinating Directors Conference organized in November, 2017</li> <li>Sensitized MMDCDs on flagship programmes.</li> </ul>	Proposal for the adoption of innovation and technology in IGF mobilization workplace environ.; and sanitation Mgt
<b>Thematic Area:</b>	Human Resource Development, Productivity and Employment				
<b>Policy Objective:</b>	Enhance labour productivity across all sectors				
	Finance & General Administration	226 PMCs signed in 2016	Implement the LGS Performance Management System	Reviewed assessment indicators for implementation of the PMC in 2018	PMCs not signed in 2017 due to the transition process

<b>Thematic Area:</b>	Transparent and Accountable Governance				
<b>Policy Objective:</b>	Ensure effective implementation of the decentralisation policy and programmes				
	Human Resource Management		Undertake recruitment of Staff	1049No. staff recruited	Engineers, HR Managers and procurement officers among others were engaged
	Human Resource Management		Develop capacity train & staff	Capacities of 629 staff build. <ul style="list-style-type: none"> <li>▪ HR Managers - 328</li> <li>▪ Client Service - 210</li> <li>▪ EH Officers - 91</li> </ul>	

#### 1.2.4 Progress on Administrative Decentralization

In the discharge of its administrative decentralization mandate, the OHLGS amongst others is to facilitate and implement the following policy measures;

- Ensure the availability of staff necessary for the proper and effective performance of functions
- Integration of established MMDAs departments and appoint Heads of department
- Sensitize stakeholders on the Local Governance Act 2016 (Act 936) to create awareness and secure buy-in.
- Deepen the implementation of effective inter-service or inter-sectoral collaboration and cooperation at the district, regional and national levels
- Enhance the capacity of MMDAs to effectively and efficiently deliver municipal services
- Develop an implementation instrument for Act 936

##### *Staffing*

The number of job classes for staff of the various professional and sub-professional groups being managed were 28 as at end of 2016. Generally, Assemblies in urban and well-endowed areas appear to be better staffed than those in rural and less-endowed areas. Similarly, older Assemblies appear better staffed compared to the new ones. Staffing levels also vary from one department to the other and from one Assembly to the other. Instances also exists where some departments have only one officer.

##### *Integration of Established Departments*

Established departments integrated into the Departments of Assemblies were 9 out of 16 for Metros; 6 out of 13 for municipals; 4 out of 11 for District Assemblies. Whereas Heads have been appointed to some of these departments, efforts are on-going to ensure that substantive heads are appointed for the remaining departments that have been set up or integrated.

Section 78(1-4) of Act 936 provides for the establishment of four additional departments of MMDAs to bring the number of departments of MMDAs to 20, 17 and 15 respectively. With Statistics Department being one of the new departments, the Ghana Statistical Service (GSS) undertook institutional restructuring and handed over statistical officers working at the MMDA level to the Local Government Service to enable the take-off of the department as provided in the Fourth Schedule of Act 936. With this department in operation, it is envisaged that difficulties associated with data management and co-ordination will be minimized. Efforts should be made to establish and operationalize the other departments.

##### *Inter Service and Sectoral Collaboration and Sensitization*

The demands of administrative decentralization require sensitization of central and sub-national governmental and non-governmental agencies on the National Decentralization Policy Framework (NDPF) and Action Plan to address the bottlenecks for full operationalization. Additionally, there should be a closer collaboration among stakeholders in decentralization to ensure the achievement of the national decentralization agenda. In that

regard, a number of ISCCS meetings and sensitization programmes were undertaken at national regional and District levels.

#### *Enhance Capacities of MMDAs*

Institutional capacity of the LGS in the areas of Management systems, processes & procedures, communication arrangements and standards required to support performance of the LGS were strengthened. Areas that require further attention are:

- Redefinition of roles and responsibilities of directorates in line with emerging issues
- adequate staffing of directorates/units
- Provision of resources to facilitate effectiveness of systems, processes & procedures, communication arrangements and standards.
- Sensitisation of stakeholders in decentralisation

### **1.2.5 Review of DPs Supported Programmes**

#### *Progress of Implementation of LGCSP*

The OHLGS implemented Component 2B of the Local Government Capacity Support Project (LGCSP) which involves training of MMAs in 5 PFM areas; provision of hands-on or on-the-job technical assistance to MMAs by Regional Technical Advisory Teams (RTATs); use of Capacity Support Fund for the procurement of consultancy services; provision of financial support to RCCs; and monitoring of participating MMAs by OHLGS. The implementation of LGCSP in the 46 MMAs triggered the following:

- Supported the improvement of revenue mobilization strategies
- Institutionalization of social accountability mechanisms
- Replication and expansion of training to non-participating MMDAs
- Development of enhanced Revenue Improvement Action Plan and Asset Register of Assemblies
- Improved knowledge sharing, feedback and management of services among MMDAs
- Improved monitoring of MMDA activities by the RCCs

However, some of the concerns are that, MMAs are likely to face funding challenges after the close of project in June 2018. Also, the management of some of the huge projects MMAs invested in under the LGCSP could face some difficulties though sustainability concerns are factored into their preparation. Some of the specialized skills hitherto offered by RTATs may not be available to MMAs.

#### *Progress of Implementation of RSGGP*

The Rights to Service and Good Governance Project (RSGGP) was designed to stimulate the demand side of accountability by encouraging citizen participation in national development initiatives and demand for improved service and justice delivery. The OHLGS implemented Component 2.2 of the RSGGP to achieve the following:

- strengthen the institutional capacity of LGSS,
- provide core funding to LGSS to implement its strategic plan for 2013-2018

- respond to the Human Rights Based Approach (HRBA) and addresses participation and inclusion

Under the RSGGP, release of funds was timely and adequate ensuring smooth implementation of planned activities and the achievements of project objectives. The RSGGP implementation led to institutional strengthening of participating agencies. It also led to the development of standardized procedures and prototype designs for adoption and use by MMDAs

#### *Progress of GIFTS Implementation*

Ghana Internally Generated Fund Technical Support (GIFTS) project funded by the Department of Foreign Affairs, Trade and Development (DFATD) - Canada was implemented in three (3) MMDAs namely Savelugu-Nanton, Hohoe, Sunyani Municipal Assemblies. The project assisted improvement of revenue mobilization and management in the participating assemblies.

#### *Progress of Implementation of DDF support*

The achievements over the period include the development of training manuals, delivery of training and capacity building programmes for staff of the Service. The capacity building programmes under the DDF support were mainly generic covering MIS, and human resource management. Other areas funded with DDF resources included technical training for Environmental Health and Engineering classes.

### **1.2.6 Statement of income and expenditure of OHLGS**

The OHLGS, RCCs and MMDAs in the performance of their mandates depend on the adequacy of funds for:

- recruitment of staff (Obtaining financial clearance)
- the provision of Goods and Services
- Replacement of equipment, retooling and the provision of other logistics

Sources of funding for MMDAs, RCCs and the OHLGS to implement projects and programmes are from GoG, Development Partners and Internally Generated Funds (IGF) in the case of the MMDAs. Service delivery by MMDAs have been challenged due to inadequate resources. In several instances MMDAs have limited skills for the identification of new revenue sources and strategies for collection. At the district level, the effective and efficient delivery of services in line with their mandates depend on their ability to mobilize adequate human and financial resources.

For the period 2014 to 2017, the OHLGS received funding from a number of sources including GoG, DACF, DDF, and other Development Partners for the implementation of the SMTDP. Total receipts for the period amounted to GHS 39,750,502.00 and this was expended on planned programmes and projects including compensation of employees, staff development, preparation and publication of protocols, operational guidelines, monitoring and evaluation, etc as described in the table below:

Table 3: Analysis of Application of DPs Funding

S#	Type	Source	Area of Application
1	IGFT	GoG	Compensation and G&S
2	DACF	GoG	Capacity Building (Expanded PFM Training)
3	DDF	GoG/ DP	Capacity Building (generic training)
4	RSGGP	DANIDA	Governance (including provision of logistics)
5	LGCSP	WB	Governance & Service Delivery
6	GIFTS	Canada	Revenue improvement in selected MMDAs
7	EU-HR Programme	EU	HR Management

The DP funded projects mentioned above have all ended. It is important for OHLGS to secure alternative sources of funding to finance its activities and programmes. It is expected that GoG allocations will be increased and released on time.

Table 4: Total Releases from Government of Ghana

COMPENSATION OF EMPLOYEES (Wages & Salaries)						
Year	Requested (A)	Approved (B)	Released (C)	Deviation (A-C)	Actual Expenditure (D)	Variance (C-D)
2014	1,786,678.80	1,786,678.80		1,786,678.80		0.00
2015	1,543,430.40	1,115,856.00	1,605,874.38	-62,443.98	1,605,874.38	0.00
2016	1,813,810.00	1,813,810.00	1,333,315.27	480,494.73	1,333,315.27	0.00
2017	1,851,825.00	1,851,825.00	1,651,756.09	200,068.91	1,651,756.09	0.00
CAPITAL EXPENDITURE (ASSETS)						
2014	697,500.00	800,000.00	0	697,500.00	0	0.00
2015	2,000,000	500,000.00	0	2,000,000.00	0	0.00
2016	800,000.00	2,000,000.00	0	800,000.00	0	0.00
2017	2,000,000.00	2,000,000.00	0	2,000,000.00	0	0.00
GOODS & SERVICES						
2014	8,395,000	3,000,000.00	2,027,383.96	6,367,616.04	2,027,383.96	0.00
2015	14,000,000	2,000,000.00	639,398.76	13,360,601.24	639,398.76	0.00
2016	1,000,000.00	1,050,000.00	405,049.88	594,950.12	405,049.88	0.00
2017	1,300,000.00	1,030,000.00	722,938.11	577,061.89	722,938.11	0.00

Note: Budget ceilings are given by MoF for all expenditure items namely compensation, G&S and Capex hence, the Requested is therefore the same as Approved.

Table 5: All Sources of Financial Resources for the OHLGS

Sources	2014			2015			2016			2017		
	Planned	Actual Received	Variance	Planned	Actual Received	Variance	Planned	Actual Received	Variance	Planned	Actual Received	Variance
GOG		-	-	3,615,856.00	2,246,645.36	1,369,210.64	4,863,810.00	1,738,365.15	3,125,444.85	4,881,825.00	2,374,694.20	2,507,130.80
DACF	-	94,389.00	-94,389.00	200,000.00	200,000.00	-	4,799,400.00	4,631,414.35	167,985.65	4,800,876.22	3,254,085.49	1,546,790.73
DDF	1,843,213.87	976,026.51	867,187.36	1,212,639.87	983,077.82	229,562.05	2,832,642.05	1,933,839.08	898,802.97	898,802.97	533,953.68	364,849.29
<b>DPs</b>												
DANIDA	1,963,741.83	1,790,802.54	172,939.29	6,570,247.29	4,256,777.96	2,313,469.33	5,453,469.33	5,101,828.30	351,641.03	1,721,641.03	1,620,718.44	100,922.59
WB	1,792,961.07	1,525,518.23	267,442.84	1,463,709.42	1,456,467.30	7,242.12	2,556,468.52	2,108,738.19	447,730.33	1,061,233.00	596,922.54	464,310.46
EU	550,718.04	235,985.66	314,732.38			-			-			-
GIFTS	2,090,479.80	2,052,085.41	38,394.39	38,394.39	12,628.00	25,766.39	25,766.39	25,539.26	227.13	227.00	-	227.00
OTHER (specify)												
<b>Total</b>	<b>8,241,115</b>	<b>6,674,807</b>	<b>1,566,307</b>	<b>13,100,847</b>	<b>9,155,596</b>	<b>3,945,251</b>	<b>20,531,556</b>	<b>15,539,724</b>	<b>4,991,832</b>	<b>13,364,605</b>	<b>8,380,374</b>	<b>4,984,231</b>

### **1.2.7 Key challenges encountered during implementation**

Among others, key challenges encountered during the implementation of the 2014-2017 SMTDP included:

- inadequate funding for planned programmes and projects;
- slow pace of decentralisation implementation;
- varied understanding and commitment among governance players on the direction of decentralised local governance;
- inadequate skilled personnel; and
- Weak cooperation of some agencies under Schedule II of LI 1961 whose support is required for the full operationalisation of the departments of District Assemblies.

### **1.2.8 Lessons learnt which have implications for the SMTDP**

- Over the years, successive governments have shown varied levels of commitment to decentralisation resulting in the slow pace of reforms
- Creation of District Assemblies with weak resource base effects their functionality.
- Resources available to local governments are inadequate for the delivery of improved services.
- There is a greater interest and commitment to issues on political decentralisation as compared to others such as administrative and fiscal decentralisation.

## **1.3 SITUATIONAL ANALYSIS**

### **1.3.1 Analysis of current sector development situation and profile of the MDA.**

The Office of the Head of Local Government Service (OHLGS) has namely the Head of Service, the Chief Director and the Directorates & Units.

#### **The Head of Service**

The Head of the Local Government Service is responsible for the efficient organisation and management of the Service and for the day to day operation of the Office of the Head of the Local Government Service.

#### **The Chief Director**

The Chief Director is responsible to the Head of Service and for the co-ordination of the structures and functional areas of the OHLGS machinery for the effective discharge of the mandate and objectives of the OHLGS Directorates.

#### **Directorates**

##### **Policy, Planning, Budgeting, 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 activities and programs to achieve growth and development of LGS in relation to set targets.

*Budget Unit:* - The unit is responsible for preparing budgets and the provision of technical guidance to Management on budgetary matters. The unit 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 puts in place and implements quality assurance and technical services framework and systems to ensure that the OHLGS, 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 the 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 OHLGS, 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 OHLGS, 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 career planning of staff of the Local Government Service. This involves regular deployments, secondments, postings, transfers, and the 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 the orientation of newly recruited 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 are developed to deliver necessary services for the achievement of the mandate of LGS. The directorate is made up of three (3) Units. These are:

*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 OHLGS. The Directorate is made up of the following Units.

*Government of Ghana Unit:* - Manages all financial matters of OHLGS from GoG in accordance with the approved Financial Administration Regulations.

*Donor Support Unit:* - Manages all financial procedures of OHLGS from Donor Support in accordance with the Financial Administration 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 OHLGS. 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 OHLGS are available. These include administrative support, records, transport, stores and procurement as well as security services. It ensures the provision of an effective and efficient system of internal checks to enhance service delivery at the OHLGS. The units under this directorate include:

*General Administration Unit:* - The Unit is responsible for providing administrative support, guidance and management to help OHLGS achieve its mandate.

*Transport Unit:* - The Unit is responsible for effective and efficient management of the transport system of the OHLGS.

*Procurement Unit:* - The Unit is responsible for managing procurement services and providing technical support on procurement processes for the OHLGS.

*Stores Unit:* - The Unit ensures the storage and proper custody of goods procured and ensures that stocks are replaced on time at the OHLGS.

*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 equipment are properly carried out at the OHLGS.

*Security Unit:* - The Unit is responsible for ensuring the safety of the staff and property of OHLGS.

## **Units**

**Internal Audit Unit** This unit ensures transparency and accountability in the use of state resources through compliance with financial management and best 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 is yet to be setup.

**Public Affairs Unit:** The Public Affairs Unit is part of the Office of the Head of Service and is responsible for the execution and review of communication strategies to market and communicate the ideals and benefits of the Service to the public and also handle client service relations.

## Organogram for the Office of the Head of Local Government Service

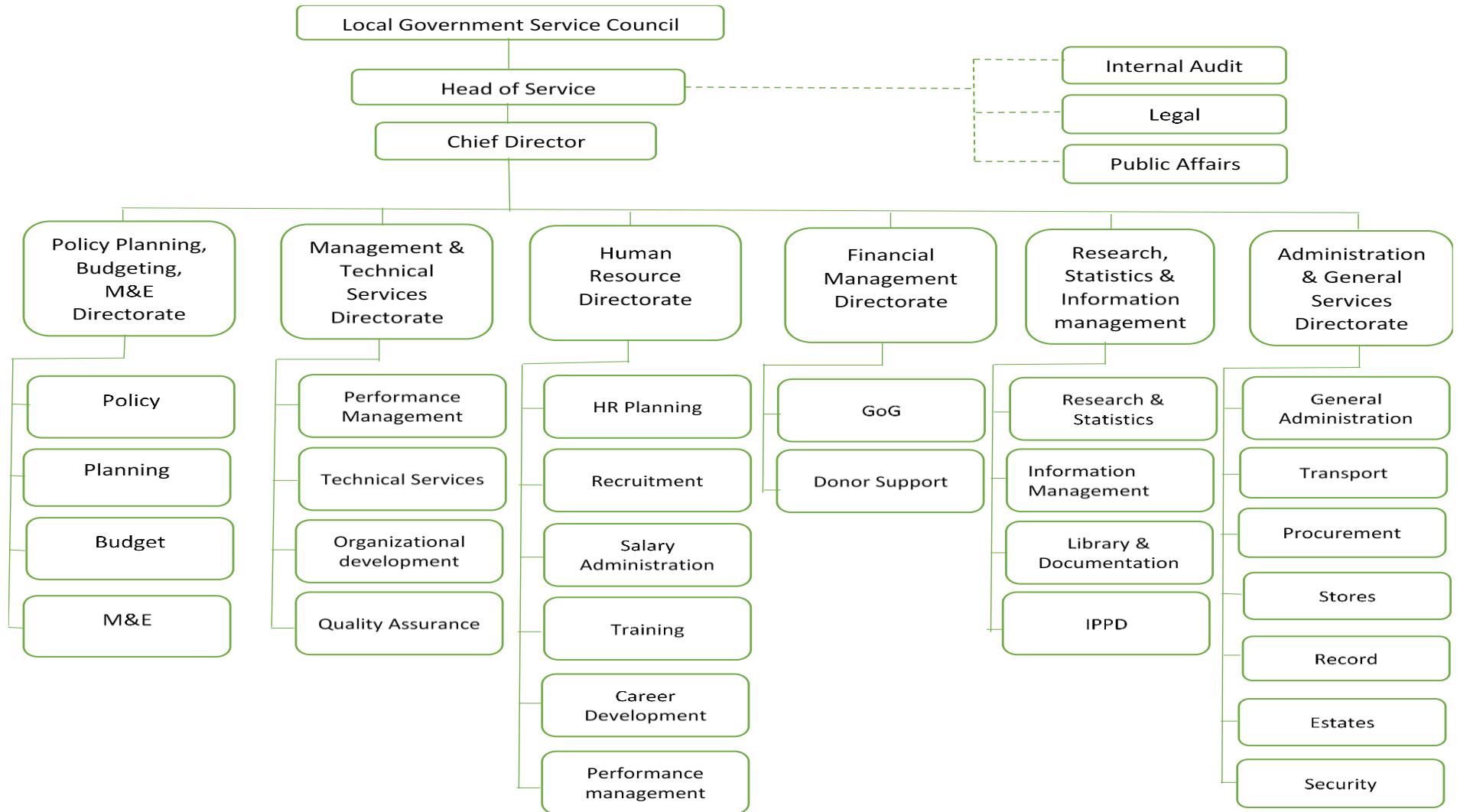


Table 6: Staffing of OHLGS

YEAR	2014	2015	2016	2017
Male		42	56	54
Female		22	23	23
TOTAL		64	79	77

The staffing norms (2014 edition) requires that the OHLGS is manned by a minimum staff strength of 94 however, over the years, the staff strength falls short as depicted in the table above. There is therefore the need to improve staffing levels to ensure effective functioning of the OHLGS.

### Office Accommodation and Facilities

The OHLGS has only a twenty-six (26) room office space, one (1) conference room, two (2) security rooms, a visitor's latrine and a drivers' room serving a staff of 77 and this has created congestion due to inadequate of office space.

### Vehicles

One of the main functions of the OHLGS includes providing monitoring support and technical backstopping to the other members of the LGS. This function depends on the availability of good and reliable vehicles in their right numbers. However, the vehicles of OHLGS are few and over aged.

Table 7: Staffing of OHLGS

Vehicle Type	Quantity	Year Procured	Remarks
Toyota Land cruisers (V8)	1		1No. in good condition
Toyota Land cruisers (Prado)	3		1No. over aged
Nissan Patrol	7		5No. over aged and 2No. unserviceable
Toyota Fortuner	2		2No. in good condition
Toyota Hilux Pickups	2		2No. in good condition
Nissan Pickup	2		1No. over aged and
Nissan Saloon cars	3		1No. in good condition 1No. over aged
Toyota Saloon car	1		1No. in good condition

From the table above, only nine out of the twenty-one vehicles are in good condition, of the fourteen (14) cross-country vehicles suitable for monitoring activities nine are road worthy. The OHLGS therefore needs to augment the fleet of vehicles to enable it perform its mandate.

The availability of a reliable internet and internet resources ensures that the OHLGS perform optimally and, participate in Government of Ghana's e-governance programme. However, the

providers of these services are not meeting the requirement of the Service. For the OHLGS to perform at the expected level, efforts would have to be made to improve internet connectivity and internet resources.

### 1.3.2 Funding

Over the past ten years, DANIDA through the Local Service Delivery and Governance Programme (LSDGP) and the Rights to Service and Good Governance Programme (RSGGP) have contributed extensively in financing the operations and the strengthening institutional of the Office of the Head of the Local Government Service (OHLGS) in line with its mandate. Achievement with these funding included:

- Institutional strengthening and guidance of the OHLGS through its establishment and take-off stages.
- resources for the construction of a three-storey office block,
- support for the operations of the Office
- monitoring and evaluation
- Implementation of the performance management system
- logistical support for local level service delivery and
- capacity building for staff

The DANIDA supported programmes ended in 2018 with the introduction of the Sector Wide Approach (SWAp) to finance decentralisation in Ghana. With the adoption of the SWAp, DANIDA did not commit to partner the LGS in another programme. The implications are that, resources required for the institutional strengthening and financing have been curtailed in anticipation that this will be received through the SWAp.

*Table 8: Summary of Issues under GSGDA II*

<b>Thematic Area of GSGDA II</b>	<b>Identified Issues</b>
Human Development, Productivity & Employment	<ul style="list-style-type: none"> <li>• Inadequate staff (skills and numbers) and difficulty in obtaining financial clearance for recruitment</li> <li>• Inequitable distribution of staff especially for the MMDAs</li> </ul>
Transparent and Accountable Governance	<ul style="list-style-type: none"> <li>• Successive governments have shown varied levels of commitment to decentralisation resulting in the slow pace of decentralisation reforms and effects on decentralised governance and development</li> <li>• Inadequate funding for monitoring of activities of MMDAs, data collection, analysis and management</li> <li>• Weak cooperation of some agencies under Schedule II of LI 1961 whose support is required for the full operationalisation of the departments of District Assemblies</li> <li>• Mismatch between funding and functions at various levels of the LGS</li> </ul>

Thematic Area of GSGDA II	Identified Issues
	<ul style="list-style-type: none"> <li>• Inadequate funding for capacity building, administrative functions and facilities, monitoring of activities of MMDAs, data collection, analysis and management</li> <li>• Inadequate office and residential accommodation for the OHLGS and MMDAs</li> <li>• Late releases of funds</li> <li>• Inadequate transportation and other logistics such as internet resources and services <ul style="list-style-type: none"> <li>▪ Poor Data collection</li> </ul> </li> <li>• Inadequate Information management systems and practices</li> <li>• Inadequate staff (skills and numbers) and difficulty in obtaining financial clearance for recruitment</li> <li>• Successive governments have shown varied levels of commitment to decentralisation resulting in the slow pace of decentralisation reforms and effects on decentralised governance and development</li> <li>• Weak cooperation of some agencies under Schedule II of LI 1961 whose support is required for the full operationalisation of the departments of District Assemblies</li> <li>• Inadequate funding for planned projects and programmes</li> <li>• Successive governments have shown varied levels of commitment to decentralisation resulting in the slow pace of decentralisation reforms and effects on decentralised governance and development</li> </ul>

## CHAPTER TWO

### DEVELOPMENT ISSUES FOR 2018-2021

#### **2.1 Introduction**

Through the review of development programmes and activities within the last medium term 2014 - 2017 and the situational analysis of the OHLGS, development issues that were identified were summarised and prioritised. These issues were aligned to the adopted issues in the Agenda for Jobs (2018 -2021) as indicated in the table below (Table 8).

Table 8: Identified development issues under GSGDA II & Agenda for Jobs

GSGDA II 2014 - 2017		AGENDA FOR JOBS 2018 - 2021	
Thematic Area	Issues	Development Dimension	Adopted Issues
Human Development, Productivity and Employment	<ul style="list-style-type: none"> <li>▪ Inadequate staff (skills and numbers) and difficulty in obtaining financial clearance for recruitment</li> <li>▪ Inequitable distribution of staff especially for the MMDAs</li> </ul>	Governance, Corruption and Public Accountability	<ul style="list-style-type: none"> <li>▪ Weak spatial planning capacity at the local level</li> <li>▪ Weak capacity of local governance practitioners</li> <li>▪ Weak research capacity of MDAs and MMDAs</li> <li>▪ Lack of linkage between human resource planning and pay administration in the public service</li> </ul>
Transparent and Accountable Governance	<ul style="list-style-type: none"> <li>▪ Over the years, successive governments have shown varied levels of commitment to decentralisation resulting in the slow pace of reforms</li> <li>▪ Inadequate funding for monitoring of activities of MMDAs, data collection, analysis and management</li> <li>▪ Weak cooperation of some agencies under Schedule II of LI 1961 whose support is required for the full operationalisation of the departments of District Assemblies</li> <li>▪ Mismatch between funding and functions at various levels of the LGS</li> <li>▪ Inadequate funding for capacity building, administrative functions and facilities, monitoring of activities of MMDAs, data collection, analysis and management</li> <li>▪ Inadequate office and residential accommodation for the OHLGS and MMDAs</li> <li>▪ Late releases of funds</li> <li>▪ Inadequate transportation and other logistics such as internet resources and services</li> <li>▪ Poor Data collection</li> </ul>		<ul style="list-style-type: none"> <li>▪ Weak implementation of Administrative decentralisation</li> <li>▪ Overlapping functions among public sector institutions</li> <li>▪ Limited implementation of fiscal decentralisation policy</li> <li>▪ Weak coordination of administrative functions</li> <li>▪ Poor coordination in preparation and implementation of development plans</li> <li>▪ Weak ownership and accountability of leadership at the local level</li> <li>▪ Inadequate ownership and accountability for national development at all levels</li> <li>▪ High perception of corruption among public office holders and citizenry</li> <li>▪ Poor service delivery at the local level</li> <li>▪ Inefficient public service delivery</li> <li>▪ Limited capacity and opportunities for revenue mobilisation</li> <li>▪ Ineffective M&amp;E of implementation of development policies and plans</li> <li>▪ Inadequacy of and delays in central government transfers</li> <li>▪ Inadequate financial resources</li> <li>▪ Insufficient funding of Development communication</li> <li>▪ Ineffective internal controls</li> <li>▪ Inadequate exploitation of local opportunities for economic growth and job creation</li> </ul>

GSGDA II 2014 - 2017		AGENDA FOR JOBS 2018 - 2021	
Thematic Area	Issues	Development Dimension	Adopted Issues
	<ul style="list-style-type: none"> <li>▪ Inadequate Information management systems and practices</li> <li>▪ Inadequate staff (skills and numbers) and difficulty in obtaining financial clearance for recruitment</li> <li>▪ Weak cooperation of some agencies under Schedule II of LI 1961 whose support is required for the full operationalisation of the departments of District Assemblies</li> <li>▪ Inadequate funding for planned projects and programmes</li> </ul>		<ul style="list-style-type: none"> <li>▪ Poor record keeping</li> <li>▪ Inadequate Monitoring of activities of MMDAs</li> <li>▪ Inadequate office and residential facilities</li> <li>▪ Poor Data collection</li> <li>▪ Inadequate Information management systems and practices</li> <li>▪ Uncoordinated capacity interventions at all levels</li> <li>▪ Weak Implementation and Compliance with the provision of Act 914 (procurement act)</li> <li>▪ Ineffective internal controls</li> <li>▪ Poor quality reporting and non-adherence to timelines</li> </ul>

The table below depicts the adopted issues from the NMTDPF- Agenda for Jobs and their corresponding development dimensions applicable to the OHLGS.

Table 9: Development dimensions and adopted issues of SMTDP

Development Dimensions		Adopted Issues
Governance, Corruption and Public Accountability	1	<ul style="list-style-type: none"> <li>▪ Weak implementation of Administrative decentralisation</li> <li>▪ Overlapping functions among public sector institutions</li> <li>▪ Limited implementation of fiscal decentralisation policy</li> </ul>
	2	<ul style="list-style-type: none"> <li>▪ Weak coordination of administrative functions</li> <li>▪ Poor coordination in preparation and implementation of development plans</li> </ul>
	3	<ul style="list-style-type: none"> <li>▪ Weak ownership and accountability of leadership at the local level</li> <li>▪ Inadequate ownership and accountability for national development at all levels</li> <li>▪ High perception of corruption among public office holders and citizenry</li> </ul>
	4	<ul style="list-style-type: none"> <li>▪ Poor service delivery at the local level</li> <li>▪ Inefficient public service delivery</li> <li>▪ Weak Implementation and Compliance with the provision of Act 914 (procurement act)</li> </ul>
	5	<ul style="list-style-type: none"> <li>▪ Weak spatial planning capacity at the local level</li> <li>▪ Weak capacity of local governance practitioners</li> <li>▪ Weak research capacity of MDAs and MMDAs</li> <li>▪ Limited capacity and opportunities for revenue mobilisation</li> <li>▪ Uncoordinated capacity interventions at all levels</li> </ul>
	6	<ul style="list-style-type: none"> <li>▪ Ineffective M&amp;E of implementation of development policies and plans</li> <li>▪ Inadequate Monitoring of activities of MMDAs</li> </ul>
	7	<ul style="list-style-type: none"> <li>▪ Inadequacy of and delays in central government transfers</li> <li>▪ Inadequate financial resources</li> <li>▪ Insufficient funding of Development communication</li> <li>▪ Ineffective internal controls</li> </ul>
	8	<ul style="list-style-type: none"> <li>▪ Inadequate exploitation of local opportunities for economic growth and job creation</li> </ul>
	9	<ul style="list-style-type: none"> <li>▪ Inadequate office and residential facilities</li> </ul>
	10	<ul style="list-style-type: none"> <li>▪ Lack of linkage between human resource planning and pay administration in the public service</li> </ul>
	11	<ul style="list-style-type: none"> <li>▪ Poor record keeping</li> <li>▪ Poor Data collection</li> <li>▪ Inadequate Information management systems and practices</li> <li>▪ Poor quality reporting and non-adherence to timelines</li> </ul>

## **2.2 Summary of Adopted Issues**

- Weak implementation of Administrative decentralisation; Inadequate financial resources; Inadequacy of and delays in central government transfers; Weak capacity of local governance practitioners; Ineffective M&E of implementation of development policies and plans; Lack of linkage between human resource planning and pay administration in the public service
- Weak spatial planning capacity at the local level; Limited capacity and opportunities for revenue mobilisation; Limited implementation of fiscal decentralisation policy; Weak research capacity of MDAs and MMDAs; Weak coordination of administrative functions; Inefficient public service delivery; High perception of corruption among public office holders and citizenry; Insufficient funding of Development communication; Overlapping functions among public sector institutions; Poor record keeping; Poor service delivery at the local level
- Inadequate ownership and accountability for national development at all levels; Poor coordination in preparation and implementation of development plans; Inadequate exploitation of local opportunities for economic growth and job creation; Poor linkage between planning and budgeting at national, regional and district levels; Weak ownership and accountability of leadership at the local level

## **2.3 Prioritization of Adopted Key Development Issues**

Weights were given to the adopted key development issues in order to arrive at the priorities of the OHLGS. Additional criteria considered in the prioritization process included centrality, compatibility, complementarity, resilience, significant multiplier effects, significant linkage effect etc. Below are the prioritized issues of the OHLGS.

- Weak implementation of Administrative decentralisation; Inadequate financial resources; Inadequacy of and delays in central government transfers; Weak capacity of local governance practitioners; Ineffective M&E of implementation of development policies and plans; Lack of linkage between human resource planning and pay administration in the public service
- Weak spatial planning capacity at the local level; Limited capacity and opportunities for revenue mobilisation; Limited implementation of fiscal decentralisation policy; Weak research capacity of MDAs and MMDAs; Weak coordination of administrative functions; Inefficient public service delivery; High perception of corruption among public office holders and citizenry; Insufficient funding of Development communication; Overlapping functions among public sector institutions; Poor record keeping; Poor service delivery at the local level

- Inadequate ownership and accountability for national development at all levels; Poor coordination in preparation and implementation of development plans; Inadequate exploitation of local opportunities for economic growth and job creation; Poor linkage between planning and budgeting at national, regional and district levels; Weak ownership and accountability of leadership at the local level

Table 10: Development Dimension, Focus Area and Adopted Prioritised Issues

Development Dimension	Focus Areas of MTDP 2018-2021	Adopted Prioritised Issues
Governance, Corruption and Public Accountability	Local Government and Decentralisation	▪ Weak implementation of Administrative decentralisation
		▪ Weak ownership and accountability of leadership at the local level
		▪ Poor service delivery at the local level
		▪ Weak capacity of local governance practitioners
		▪ Poor coordination in preparation and implementation of development plans
		▪ Poor linkage between planning and budgeting at national, regional and district levels
		▪ Weak spatial planning capacity at the local level
		▪ Inadequate exploitation of local opportunities for economic growth and job creation
		▪ Limited capacity and opportunities for revenue mobilisation
		▪ Limited implementation of fiscal decentralisation policy
	• Inadequacy of and delays in central government transfers	
	Public Policy Management	▪ Weak research capacity of MDAs and MMDAs
	Local Government and Decentralisation	▪ Weak coordination of administrative functions
	Corruption & Economic Crimes	▪ High perception of corruption among public office holders and citizenry
Development Communication	▪ Insufficient funding of Development communication	
	▪ Inadequate ownership and accountability for national development at all levels	
Public Sector (Institutional) Reform	▪ Overlapping functions among public sector institutions	
	▪ Inefficient public service delivery	
	▪ Lack of linkage between human resource planning and pay administration in the public service	
	▪ Poor record keeping	
Public Policy Management	▪ Ineffective M&E of implementation of development policies and plans	
	▪ Inadequate financial resources	
	▪ Weak research capacity of MDAs and MMDAs	
	▪ MMDAs	

Table 11: Application of POCC

Issues to be addressed	Potentials	Opportunities	Constraints	Challenges
<ul style="list-style-type: none"> <li>▪ Weak implementation of Administrative decentralisation</li> <li>▪ Overlapping functions among public sector institutions</li> <li>▪ Limited implementation of fiscal decentralisation policy</li> </ul>	<p>Availability of skilled and experienced staff</p> <p>Availability of guidelines for the setup of departments and units</p> <p>Availability of an ISCCS to facilitate stakeholder engagements</p>	<p>Availability of Act 936 which consolidated five (5) different legislations for ease of implementation</p> <p>Establishment of IMCC on decentralisation and the FDU</p>	<p>Funding for institutional reforms is inadequate</p> <p>Review and update of some existing operational manuals inadequate</p> <p>Implementation of IGFT limited to a few departments</p>	<p>Weak commitment of some MDAs and their agencies affected by the decentralisation reforms</p>
<ul style="list-style-type: none"> <li>▪ Weak coordination of administrative functions</li> <li>▪ Poor coordination in preparation and implementation of development plans</li> </ul>	<p>Existence of Directorates and Units with specific functions and M&amp;E roles</p> <p>Existence of PPBME with the role of preparing plans and budgets as well as coordination</p> <p>Availability of Administrative Instructions, reporting and coordinating arrangements</p>	<p>Existence of a national framework (NMTDPF), LI 2232</p>	<p>Directorates work in isolation</p> <p>Weak information sharing among directorates</p> <p>Reporting on activities of directorates is inadequate</p> <p>Inadequate resource availability for plans and budget implementation</p>	<p>Slow pace of implementation of decentralisation reforms</p>
<ul style="list-style-type: none"> <li>▪ Weak ownership and accountability of leadership at the local level</li> <li>▪ Inadequate ownership and accountability for</li> </ul>	<p>Availability of staff with skills in SA</p> <p>Existence of SA manuals, framework, procedures and regulations</p>	<p>Commitments of governments and its partners to accountability</p> <p>Existence of the Public Financial Management Act as a guide</p>	<p>Inadequate capacity of institutions to implement social accountability</p> <p>Limited disclosure of information on development to the public</p>	<p>Low responsiveness of civil society to issues of social accountability</p> <p>Weak community ownership and low involvement in their development</p>

Issues to be addressed	Potentials	Opportunities	Constraints	Challenges
<p>national development at all levels</p> <ul style="list-style-type: none"> <li>High perception of corruption among public office holders and citizenry</li> </ul>	<p>Systems for dealing with corruption related issues available</p>			<p>Slow pace of law enforcement</p>
<ul style="list-style-type: none"> <li>Poor service delivery at the local level</li> <li>Inefficient public service delivery</li> </ul>	<p>Availability of SDS and technical standards</p> <p>Availability of some resources for Service Delivery at the local level</p> <p>Staff at the local level in charge of Service Delivery</p>	<p>Decentralised local governance arrangements for Service delivery</p> <p>Legal mandate for Service Delivery available</p>	<p>Poor funding for local governments</p> <p>Frequent interferences in Local Government activities</p>	<p>Limited commitment of MDAs and stakeholders in decentralisation to service provision arrangements</p>
<ul style="list-style-type: none"> <li>Weak spatial planning capacity at the local level</li> <li>Weak capacity of local governance practitioners</li> <li>Weak research capacity of MDAs and MMDAs</li> <li>Limited capacity and opportunities for revenue mobilisation</li> </ul>	<p>Existence of staff with some capacity in various sectors</p> <p>Have the experience and mandate for strengthening staff capacity</p> <p>Existence of CBF</p>	<p>Availability of consultants with skills and desire to build capacity</p> <p>Existence of funding arrangements under SWAp available for capacity building</p>	<p>Inadequate funding for capacity building</p> <p>Delays in the integration of established departments</p> <p>Limited skills of staff in these areas</p>	<p>Low public sector wage is not attractive to some calibre of staff</p>
<ul style="list-style-type: none"> <li>Ineffective M&amp;E of implementation of development policies and plans</li> <li>Inadequate Monitoring of activities of MMDAs</li> </ul>	<p>Staff available and committed to the performance of roles</p> <p>Existence of an M&amp;E framework and system</p>	<p>Legal mandate for conducting M&amp;E activities</p>	<p>Inadequate funds and logistics for M&amp;E</p> <p>High cost of M&amp;E due to the geographical spread of the Service</p>	<p>Low national level commitment to M&amp;E activities</p>

Issues to be addressed	Potentials	Opportunities	Constraints	Challenges
<ul style="list-style-type: none"> <li>▪ Inadequacy of and delays in central government transfers</li> <li>▪ Inadequate financial resources</li> <li>▪ Insufficient funding of Development communication</li> </ul>	Available releases for compensation, G&S and CAPEX	<p>DP sources available for OHLGS to fall on</p> <p>Opportunities for Partnerships with other institutions exist</p>	Budgetary allocations do not match the roles and functions expected of the Service	Inability of government to raise and apportion enough resources to OHLGS
<ul style="list-style-type: none"> <li>▪ Ineffective internal controls</li> </ul>	<p>Existence of an audit unit with staff and requisite skills</p> <p>Laws and regulations in place</p>	Existence of a PFM Act and institutions such as IAA, GAS, CAGD and PAC.	Inadequate number of staff and logistics for work	Difficulty in managing funds from different sources due to different requirements
<ul style="list-style-type: none"> <li>▪ Inadequate exploitation of local opportunities for economic growth and job creation</li> </ul>	Have the experience and mandate for strengthening staff capacity to deliver LED services	<p>LED policy currently under review by MLGRD</p> <p>Government commitment to LED</p>	Department of Trade and Industry at the MMDA level yet to be integrated	<p>Inadequate financing</p> <p>Some agencies and institutions with similar mandates not decentralised</p>
<ul style="list-style-type: none"> <li>▪ Lack of linkage between human resource planning and pay administration in the public service</li> </ul>	<p>HRMIS available and in use</p> <p>Functional IPPD unit available</p> <p>HR directorate with experienced staff</p>	PSC with an integrated HRMIS and performs HR& payroll management	<p>Difficulty in securing financial clearance even with need</p> <p>Low levels of remuneration is a disincentive to attract certain calibre of staff</p>	The centralised nature of pay administration
<ul style="list-style-type: none"> <li>▪ Poor record keeping</li> <li>▪ Poor Data collection and management practices</li> </ul>	<p>Skilled staff with the willingness to work available</p> <p>Management practices provided in law</p>	<p>International best practices/procedures available</p> <p>Expertise available in the market</p>	<p>Inadequate resources for data collection and management</p> <p>Poor I.T infrastructure</p>	<p>Rapid technological changes in the I.T environment</p> <p>The cost associated with data collection and management is quite high</p>

Issues to be addressed	Potentials	Opportunities	Constraints	Challenges
<ul style="list-style-type: none"> <li>▪ Inadequate office and residential facilities</li> </ul>	<p>A parcel of land available for development</p> <p>Redevelop existing office space</p>	<p>Commitment from DACF secretariat and DANIDA to fund the project</p>	<p>Cost of construction is prohibitive</p> <p>High cost of relocating and of the temporal accommodation</p>	<p>Shift of focus of partners from capital projects to soft ones</p>
<ul style="list-style-type: none"> <li>▪ Difficulty in sustaining progress made on administrative decentralization</li> </ul>	<p>Have commitment of stakeholders such as the IMCC.</p> <p>The existence of the Act 936 which consolidates 5 others</p>	<p>Government still commits to decentralised governance</p>	<p>Frequent changes in policy direction</p> <p>Decline in funding to decentralization and institutional strengthening</p>	<p>Successive government have different understanding of decentralization</p>

## 2.4 Impact Analysis

Impact analysis assesses the linkage effect on meeting basic human needs, rights of individuals such as immunization or quality basic education. Also the multiplier effects especially on efficiency, for example; Attraction of investors, job creation, increased income and even growth. The issues were linked to the following areas below in assessing the impacts. These are:

1. Significant Linkage Effect on basic human needs/ rights
2. Significant multiplier effect on economic efficiency  
Attraction of investors/ Job creation/ Increases in incomes
3. Impact on different population groups, balanced development, natural resource utilization, cultural acceptability, resilience and disaster risk reduction, climate change mitigation and adaptation institutional reforms
4. Opportunities for the promotion of cross-cutting issues

**Table 12: Impact Analysis Matrix**

Programme		Significant Linkage Effect on basic human needs/ rights	Significant multiplier effect on economic efficiency	Attraction of investors/ Job creation/ Increases in incomes	Impact on different population groups, balanced development, natural resource utilization, cultural acceptability, resilience and disaster risk reduction, climate change mitigation and adaptation institutional	Opportunities for the promotion of cross-cutting issues	Score	Comments
Integration of established Departments under Act 936	1.1 Integration of established departments under schedule 4 of Act 936 and schedule 2 of L.I 1961	3	3	2	3	3	14	
	1.2 Standardised Operational manuals for integration and establishment of departments	3	3	1	2	3	12	An internal admin process that has to be implemented
	1.3 Institutional or Organisational restructuring	3	2	1	3	3	12	An internal admin process that has to be implemented
Implementation of Performance management System	5.1 Implementation of Performance management Systems (Contracts and Appraisals)	3	2	1	3	3	12	An internal admin process that has to be implemented
Provision of support for the Service Delivery functions of the LGS	3.2 ISCCS (Inter-service and Sectoral collaboration and cooperation system framework)	2	2	1	3	3	11	An internal admin process that has to be implemented
Provision of support for the Service Delivery	3.1 Review and implementation of Service Delivery Standards	3	3	3	3	3	15	

functions of the LGS								
Implementation of Capacity Building & Training for staff of LGS	8.2 Link CBF with National policy frameworks	1	2	2	2	1	8	An internal admin process that has to be implemented
	8.3 Implementation of the CBF at all levels	3	3	2	2	1	11	CBF is for RCCs, MMDAs & the OHLGS
	8.4 Development of capacities in the areas of research methodology and SDGs	2	2	3	2	3	10	
	Budget preparation, implementation and monitoring	3	3	1	3	3	13	An internal admin process that has to be implemented
	Development and training on standard procedures and manuals	3	2	2	3	2	12	
Performance management	5.1 Enhancement of Performance and management of operations	2	2	1	3	2	10	An internal admin process that has to be implemented
	5.2 Compliance with Financial & Accounting and procurement Procedures	3	3	3	2	2	13	
	5.4 IA Quarterly Report (OHLGS)	2	2	1	2	1	8	Statutory requirement
	5.3 Review of MMDA/RCC IA quarterly reports	2	3	2	2	2	11	
	Ensure the proper management of records and correspondences	2	2	2	3	2	11	
Welfare, Safety, Security	9.1 Safety of work environment	3	2	1	3	2	11	Ensures staff are regular at work
	9.2 Security activities	2	2	2	3	2	11	

management of the OHLGS	9.3 Welfare issues	3	3	1	3	3	13	Leads to improve staff productivity
	9.4 Construction of OHLGS Office complex	3	2	2	3	3	13	
Undertake Recruitment & management of Staff for the LGS	2.1 Recruitment and postings of Staff	3	3	2	3	3	14	
Implement Salary Administration and other related services	6.1 Rollout of HRMIS at all levels	2	3	1	3	2	11	An internal admin process that has to be implemented
	6.2 Monthly salary validation (ESPV functional at all levels)	3	3	3	3	1	13	An internal admin process that has to be implemented
Support the Career Management of staff of LGS	7.1 CoS, SoS, & Protocols	2	1	2		3	8	Leads to improve staff productivity
	7.2 Rationalisation, Postings, Transfers, Upgrading etc.	3	3	2	3	2	13	
Provide support for the Service Delivery functions of the LGS	3.3 Implementation support and funding for the provision of regional and municipal services	3	3	3	3	3	15	
Implement Capacity Building & Training programmes for LGS staff	8.1 Strengthening Social Accountability Measures, governance and Implementation of NACAP	3	3	3	3	2	14	
Implement Capacity Building &	8.2 Link CBF with National policy frameworks	2	2	1	2	2	9	An internal admin process that has to be implemented

Training programmes for LGS staff								
	8.3 Implementation of the CBF at all levels	3	3	3	3	3	15	
Perform the Monitoring and Evaluation role of the LGS	4.1 M&E and coordination	3	3	2	3	3	14	
	4.2 Compilation of M&E reports	3	3	2	3	2	13	
	4.3 Data and information management	3	3	3	3	3	15	

Definition	Score
Very Strong results or impact	3
Average results	2
Weak results	1
No results	0

**Summary of Impact Analysis:** The impact of the implementation of the OHLGS functions categorized into (nine) 9 core programme areas and twenty three (23) sub programme areas (refer to page 2) on citizens in specific areas such as: the attraction of investors/ Job creation/ Increases in incomes; Opportunities for the promotion of cross-cutting issues; and Significant Linkage Effect on basic human needs/rights had minimal scores. However, these sub programme areas have to be implemented as an administrative requirement or basis for the strengthening service delivery. Examples of such sub programme areas are listed below:

- i. Standardised Operational manuals for integration and establishment of departments on the Attraction of investors/ Job creation/ Increases in incomes is low
- ii. Institutional or Organisational restructuring
- iii. Implementation of Performance management Systems (Contracts and Appraisals)
- iv. ISCCS (Inter-service and Sectoral collaboration and cooperation system framework)
- v. Link CBF with National policy frameworks
- vi. Budget preparation, implementation and monitoring
- vii. Enhancement of Performance and management of operations
- viii. IA Quarterly Report (OHLGS)

## **2.4 Sustainability Analysis of the Issues**

Sustainability Analysis involves the assessment of internal consistency or compatibility of prioritized issues. It ensures that attention is paid to issues which relate positively and also for issues to be addressed holistically. On the other hand, where the relationship is negative, the adopted issues should be reconsidered. The prioritized issues are assessed against the underlisted criteria:

- Impact nationally
- Impact Spatially
- Reliability of funding source
- Identified target group

**Table ...: Sustainability Analysis of the Issues**

Programme	Focus Area	Criteria				Total Score	Rank	Comments
		Impact nationally	Impact Spatially	Reliability of funding source	Identified target group			
Integration of established Departments under Act 936	1.1 Integration of established departments under schedule 4 of Act 936 and schedule 2 of L.I 1961	3	3	2	3	11	4.5th	
	1.2 Standardised Operational manuals for integration and establishment of departments	3	3	2	3	11	4.5th	
	1.3 Institutional or Organisational restructuring	2	1	1	3	7	30.5th	Need to secure funding from sources such as SWAp to strengthen directorates
Implementation of Performance management System	5.1 Implementation of Performance management Systems (Contracts and Appraisals)	3	3	1	3	10	11.5th	
Provision of support for the Service Delivery functions of the LGS	3.2 ISCCS (Inter-service and Sectoral collaboration and cooperation system framework)	3	2	1	3	9	19.5th	Need to secure funding from sources such as SWAp to implement the ISCCS
Provision of support for the Service Delivery functions of the LGS	3.1 Review and implementation of Service Delivery Standards	3	3	1	3	10	11.5th	

Programme	Focus Area	Criteria				Total Score	Rank	Comments
		Impact nationally	Impact Spatially	Reliability of funding source	Identified target group			
Implementation of Capacity Building & Training for staff of LGS	8.2 Link CBF with National policy frameworks	3	1	2	1	7	30.5th	
	8.3 Implementation of the CBF at all levels	3	3	2	2	10	11.5th	
	8.4 Development of capacities in the areas of research methodology and SDGs	2	2	1	1	6	32nd	Need to identify reliable source of funding to ensure implementation
	Budget preparation, implementation and monitoring	3	3	3	3	12	1st	
	Development and training on standard procedures and manuals	3	3	1	2	9	19.5th	Need to secure funding from sources such as SWAp to implement programme
Performance management	5.1 Enhancement of Performance and management of operations	3	1	2	2	8	26.5th	Resource and logistics provision needs to be strengthened
	5.2 Compliance with Financial & Accounting and procurement Procedures	3	2	2	2	9	19.5th	Strengthen staffing
	5.4 IA Quarterly Report (OHLGS)	2	2	2	2	8	26.5th	Support for follow-up visits to MMDAs to

Programme	Focus Area	Criteria				Total Score	Rank	Comments
		Impact nationally	Impact Spatially	Reliability of funding source	Identified target group			
								ensure compliance
	5.3 Review of MMDA/RCC IA quarterly reports	3	3	1	3	10	11.5th	
	Ensure the proper management of records and correspondences	3	2	1	3	9	19.5th	Secure funding for the upgrade of logistics and space
Welfare, Safety, Security management of the OHLGS	9.1 Safety of work environment	3	2	2	2	9	19.5th	there is room for improvement
	9.2 Security activities	2	2	2	3	9	19.5th	Enforce the use of visitors tags and security checks
	9.3 Welfare issues	2	2	2	2	8	26.5th	Create a budget line to cater for other aspects of staff well being
	9.4 Construction of OHLGS Office complex	3	1	2	2	8	26.5th	Commitment to seek funding and a secured site for the office
Undertake Recruitment and management of Staff for the LGS	2.1 Recruitment and postings of Staff	3	3	3	2	11	4.5	
Implement Salary Administration and other related services	6.1 Rollout of HRMIS at all levels	3	3	2	2	10	11.5	

Programme	Focus Area	Criteria				Total Score	Rank	Comments
		Impact nationally	Impact Spatially	Reliability of funding source	Identified target group			
	6.2 Monthly salary validation (ESPV functional at all levels)	3	2	2	3	10	11.5	
Support the Career Management of staff of LGS	7.1 CoS, SoS, & Protocols	2	3	1	2	8	26.5th	Need to secure funding from sources such as SWAp to review and implement protocols
	7.2 Rationalisation, Postings , Transfers, Upgrading etc	3	3	1	2	9	19.5th	Adhere to the provisions of CoS
Provide support for the Service Delivery functions of the LGS	3.3 Implementation support and funding for the provision of regional and municipal services	3	3	2	3	11	4.5	
Implement Capacity Building & Training programmes for LGS staff	8.1 Strengthening Social Accountability Measures, governance and Implementation of NACAP	3	3	2	3	11	4.5	
Implement Capacity Building & Training programmes for LGS staff	8.2 Link CBF with National policy frameworks	3	2	1	2	8	26.5th	NA
	8.3 Implementation of the CBF at all levels	3	3	2	2	10	11.5	
Perform the Monitoring and Evaluation role of the LGS	4.1 M&E and coordination	3	3	2	3	11	4.5	

Programme	Focus Area	Criteria				Total Score	Rank	Comments
		Impact nationally	Impact Spatially	Reliability of funding source	Identified target group			
	4.2 Compilation of M&E reports	3	3	1	3	10	11.5	
	4.3 Data and information management	3	3	1	2	9	19.5th	Secure sustainable source of funding to implement

Definition	Score
Very Strong results or impact	3
Average results	2
Weak results	1
No results	0

## **Summary of Sustainability Analysis**

The Office of the Head of Local Government Service is national in character as it implements, monitors and supervises all RCCs and MMDAs in the country and therefore programmes and activities implemented have a national reach and targeted at every citizen directly or indirectly. However, funding for the implementation of some of the activities are inadequate. Ensuring regular and consistent funding streams for the implementation of its activities would guarantee sustainable of these programmes. Examples of programmes that are affected by inadequate funding includes the following:

- i. Institutional or Organisational restructuring
- ii. Construction of OHLGS Office complex
- iii. Implementation of Performance management Systems (Contracts and Appraisals)

Concerted efforts have to be made for secured funding and increased government budgetary allocation, strengthen resource and logistics provision, staffing and secure a permanent site for the office accommodation. Finally, constraints to regular follow-up visits to MMDAs and RCCs should be addressed to ensure equity, compliance and improved service delivery.

## CHAPTER 3

### 3.0 DEVELOPMENT PROJECTIONS, GOALS, ADOPTED POLICY OBJECTIVES AND STRATEGIES

This chapter deals with the Development Projections, Goals, Adopted Policy Objectives and Strategies. Targets and indicators were developed based on the policy objectives and corresponding activities.

#### 3.1 Development Projections

Based on the gaps and development issues identified above, the OHLGS is committed to ensuring improvement/progress in the following areas within the medium term (2018-2021) towards achievement of its mandate:

*Table 12: Prioritizes Issues with Corresponding Development Projections*

S/N	Prioritized Issues	Development Projections
1	Weak implementation of Administrative decentralisation	RCCs and MMDAs would have the full complement of departments to ensure quality service delivery The OHLGS, RCCs and MMDAs would have staff with the right numbers, skills and competencies distributed fairly across the country
2	Inadequate financial resources	Adequate resources (funds, office accommodation, logistics and equipment) made available for quality service delivery.
3	Inadequacy of and delays in central government transfers	Adequate resources (funds, office accommodation, logistics and equipment) made available for quality service delivery.
4	Weak capacity of local governance practitioners	Capacity building and development of staff carried out in line with the Capacity Building Framework for the achievement of intended objectives.
5	<ul style="list-style-type: none"> <li>▪ Ineffective M&amp;E of implementation of development policies and plans</li> <li>▪ Inadequate Monitoring of activities of MMDAs</li> </ul>	Monitoring and Evaluation conducted evenly and on timely basis.
6	Lack of linkage between human resource planning and pay administration in the public service	Development Partner support facilities implemented in line with agreement and design
7	Weak spatial planning capacity at the local level	Operational systems and Protocols standardized and institutionalized to perform at optimum capacity to eliminate human flaws and subjectivity
8	Limited capacity and opportunities for revenue mobilisation	Personnel Processing System and HRMIS decentralised at all MMDAs
9	Limited implementation of fiscal decentralisation policy	Safety, security and welfare of staff and work environment improved
10	Weak research capacity of MDAs and MMDAs	

S/N	Prioritized Issues	Development Projections
11	Weak coordination of administrative functions	
12	Inefficient public service delivery	
13	High perception of corruption among public office holders and citizenry	
14	Insufficient funding of Development communication	
15	Overlapping functions among public sector institutions	
16	Poor record keeping	
17	Inconsistencies in the format and content of policies formulated	
18	Poor service delivery at the local level	
19	Inadequate ownership and accountability for national development at all levels	
20	Implementation of unplanned expenditures	
21	Poor coordination in preparation and implementation of development plans	
22	Inadequate exploitation of local opportunities for economic growth and job creation	
23	Poor linkage between planning and budgeting at national, regional and district levels	
24	Weak ownership and accountability of leadership at the local level	

**Table 13: Linking Prioritized Key Development Issues to Adopted Policy Objectives and Strategies**

<b>Development Dimension: Governance, Corruption and Public Accountability</b>			
<b>Goal: Maintain a stable, united and safe society</b>			
<b>Development Issues</b>	<b>Policy Objectives</b>	<b>Adopted Strategies</b>	<b>SDGs</b>
<ul style="list-style-type: none"> <li>▪ Weak implementation of Administrative decentralisation</li> <li>▪ Overlapping functions among public sector institutions</li> <li>▪ Limited implementation of fiscal decentralisation policy</li> <li>▪ Weak coordination of administrative function</li> </ul>	2.1 Deepen political and administrative decentralisation	2.1.1 Ensure the election of District Chief Executives (DCEs) and formalise performance appraisal of <b>MMDCEs</b>	(SDG Targets 16.7, 16.8, 16.a)
		2.1.3 Complete the establishment of departments of MMDAs	(SDG Targets 16.6, 16.7, 16.a)
		2.1.4 Institute mechanism for effective inter-service/ inter-sectoral collaboration and cooperation at district, regional and national levels	(SDG Targets 16.6, 16.7)
		2.1.6 Review the Local Government Service regime and practice	(SDG Targets 16.6, 16.a)
		2.1.7 Strengthen sub-district structures	(SDG Targets 16.6, 17.9)
<ul style="list-style-type: none"> <li>▪ Poor coordination in preparation and implementation of development plans</li> </ul> <p>Inadequate Monitoring of activities of MMDAs</p>	2.2 Improve decentralised planning	2.2.1 Strengthen local level capacity for participatory planning and budgeting	(SDG Targets 16.6, 16.7)
		2.2.2 Strengthen local capacity for spatial planning	
		2.2.3 Create enabling environment for the implementation of the Local Economic Development (LED) and Public Private Partnership (PPP) policies at the district level	
		2.2.4 Ensure implementation of planning and budgeting provisions in LI 2232 and the Public Financial Management Act 2016 (Act 921)	(SDG Targets 16.5, 16.6, 16.a)
<ul style="list-style-type: none"> <li>▪ Ineffective M&amp;E of implementation of development policies and plans</li> <li>▪ Poor record keeping</li> <li>▪ Poor Data collection</li> <li>▪ Inadequate Information management systems and practices</li> <li>▪ Poor quality reporting and non-adherence to timelines</li> </ul>	4.1 Build an effective and efficient government machinery	4.1.1 Clarify the roles of institutions to address conflicting mandates and improve coordination	(SDG Targets 16.6, 17.14)
		4.1.4 Improve leadership capability and delivery in the public service	(SDG Targets 16.6, 16.a)
		4.1.5 Improve accountability in the public service.	
		4.1.7 Empower citizens to demand quality public services	(SDG Targets 16.6, 16.7)
		4.1.12 Improve documentation within the public sector	(SDG Targets 16.6, 16.10, 16.a)
<ul style="list-style-type: none"> <li>▪ Inadequate office and residential facilities</li> </ul>	4.1 Build an effective and	4.1.3 Modernise public service institutions for efficiency and productivity	(SDG Targets 16.6, 16.a)

	efficient government machinery	4.1.2 Design and implement a Client Service Charter for public institutions	(SDG Targets 16.6, 16.a)
<ul style="list-style-type: none"> <li>▪ Lack of linkage between human resource planning and pay administration in the public service</li> <li>▪ Weak capacity of local governance practitioners</li> </ul>	4.1 Build an effective and efficient government machinery	4.1.11 Implement comprehensive HR payroll system and database	(SDG Targets 16.5, 16.6)
<ul style="list-style-type: none"> <li>▪ Weak ownership and accountability of leadership at the local level</li> <li>▪ Inadequate ownership and accountability for national development at all levels</li> <li>▪ High perception of corruption among public office holders and citizenry</li> </ul>	2.3 Strengthen fiscal decentralisation	2.3.1 Enhance revenue mobilisation capacity and capability of MMDAs	(SDG Targets 16.6, 17.1)
		2.3.2 Strengthen PPPs in IGF mobilization	(SDG Targets 17.16, 17.17)
		2.3.3 Implement approved Inter-Governmental Fiscal Framework (IGFF) and the Inter-Governmental Fiscal Transfers (IGFT)	(SDG Targets 16.5, 16.6)
		2.3.6 Enhance financial capacities of regional administrations	(SDG Targets 16.6, 16.a, 17.3)
		2.3.7 Improve service delivery at MMDA level	(SDG Targets 16.6, 16.a)
<ul style="list-style-type: none"> <li>▪ Weak spatial planning capacity at the local level</li> <li>▪ Weak research capacity of MDAs and MMDAs</li> <li>▪ Limited capacity and opportunities for revenue mobilisation</li> <li>▪ Uncoordinated capacity interventions at all levels</li> </ul>	2.5 Improve popular participation at regional and district levels	2.5.1 Promote effective stakeholder involvement in development planning process, local democracy and accountability	(SDG Target 16.7)
<ul style="list-style-type: none"> <li>▪ Poor service delivery at the local level</li> <li>▪ Inefficient public service delivery</li> <li>▪ Weak Implementation and Compliance with the provision of Act 914 (procurement act)</li> </ul>	2.4 Strengthen the coordinating and administrative functions of regions	2.4.3 Strengthen regional structures in support of devolution of powers	(SDG Targets 16.6, 16.a)

<ul style="list-style-type: none"> <li>▪ Inconsistencies in the format and content of policies formulated</li> </ul>			
<ul style="list-style-type: none"> <li>▪ Inadequacy of and delays in central government transfers</li> <li>▪ Inadequate financial resources</li> <li>▪ Insufficient funding of Development communication</li> <li>▪ Ineffective internal controls</li> </ul>	5.1 Enhance capacity for policy formulation and coordination	5.1.2 Strengthen the implementation of development plans	(SDG Targets 16.6, 17.9)
		5.1.3 Strengthen the capacity of public institutions to undertake policy analysis, development planning, monitoring and evaluation, macro-econometric modelling and forecasting	(SDG Target 17.9)
		5.1.4 Strengthen capacity of research and statistical information management systems of MDAs and MMDAs	(SDG Targets 16.6,17.19)
<ul style="list-style-type: none"> <li>▪ Inadequate exploitation of local opportunities for economic growth and job creation</li> </ul>	7.1 Promote the fight against corruption and economic crimes	7.1.1 Ensure continued implementation of the National Anti-Corruption Action Plan (NACAP)	(SDG Targets 16.5,
<ul style="list-style-type: none"> <li>▪ Implementation of unplanned expenditures</li> </ul>	11.1 Ensure responsive governance and citizen participation in the development dialogue	11.1.3 Integrate development communication across the public policy cycle	(SDG Targets 16.7, 16.10)
		11.1.4 Promote ownership and accountability for implementation for development and policy programmes	(SDG Targets 16.7,16.10)

## CHAPTER 4

### 4.0 DEVELOPMENT PROGRAMMES AND SUB-PROGRAMMES FOR 2018-2021

#### 4.1 Development Programmes and Sub-Programmes

The development programmes, projects and operations (activities) of OHLGS within the medium term (2018 – 2021) and in line with Programme Based Budget (PBB) fall under the Management and Administration programme area with three (3) sub-programmes namely Finance and Administration, Human Resource Management and Internal Audit. The 2018-2021 medium term, programmes, projects and operations of the OHLGS covers nine (9) specific sector projected areas summarised in Table 14 below.

#### 4.2 Programmes of Action for 2018-2021

The programme of action (PoA) for the OHLGS from 2018 – 2021 is in the table below:

Table 14: Programmes and Sub-Programmes of the OHLGS

<b>Adopted Goal: Maintain a Stable, United and Safe Society</b>			
<b>Adopted Objectives</b>	<b>Adopted Strategies</b>	<b>Programmes</b>	<b>Sub-Programmes</b>
2.1 Deepen political and administrative decentralisation	2.1.3 Complete the establishment of departments of MMDAs ( <b>SDG Targets 16.6, 16.7, 16.a</b> )	Integration of established Departments under Act 936	1.1 Integration of established departments under schedule 4 of Act 936 and schedule 2 of L.I 1961
			1.2 Standardised Operational manuals for integration and establishment of departments
			1.3 Institutional or Organisational restructuring
	2.1.1 Ensure the election of District Chief Executives (DCEs) and formalise performance appraisal of MMDCEs ( <b>SDG Targets 16.7,16.8, 16.a</b> )	Implementation of Performance management System	5.1 Implementation of Performance management Systems (Contracts and Appraisals)
	2.1.4 Institute mechanism for effective inter-service/ inter-sectoral collaboration and cooperation at district, regional and national levels ( <b>SDG Targets 16.6, 16.7</b> )	Provision of support for the Service Delivery functions of the LGS	3.2 ISCCS (Inter-service and Sectoral collaboration and cooperation system framework)
	2.1.6 Review the Local Government Service regime and practice ( <b>SDG Targets 16.6, 16.a</b> )	Provision of support for the Service Delivery functions of the LGS	3.1 Review and implementation of Service Delivery Standards
	2.1.7 Strengthen sub-district structures ( <b>SDG Targets 16.6, 17.9</b> )		
2.2 Improve decentralised planning	2.2.1 Strengthen local level capacity for participatory planning and budgeting ( <b>SDG Targets 16.6, 16.7</b> )	Implementation of Capacity Building & Training programmes for staff of LGS	8.2 Link CBF with National policy frameworks
			8.3 Implementation of the CBF at all levels

<b>Adopted Goal: Maintain a Stable, United and Safe Society</b>			
<b>Adopted Objectives</b>	<b>Adopted Strategies</b>	<b>Programmes</b>	<b>Sub-Programmes</b>
			8.4 Development of capacities in the areas of research methodology and SDGs
	2.2.2 Strengthen local capacity for spatial planning		
	2.2.3 Create enabling environment for the implementation of the Local Economic Development (LED) and Public Private Partnership (PPP) policies at the district level		
	2.2.4 Ensure implementation of planning and budgeting provisions in LI 2232 and the Public Financial Management Act 2016 (Act 921) <b>(SDG Targets 16.5, 16.6, 16.a)</b>		Budget preparation, implementation and monitoring
4.1 Build an effective and efficient government machinery	4.1.1 Clarify the roles of institutions to address conflicting mandates and improve coordination <b>(SDG Targets 16.6, 17.14)</b>		Development and training on standard procedures and manuals
	4.1.4 Improve leadership capability and delivery in the public service <b>(SDG Targets 16.6, 16.a)</b>	Performance management	5.1 Enhancement of Performance and management of operations
	4.1.5 Improve accountability in the public service. <b>(SDG Targets 16.6,16.a)</b>		5.2 Compliance with Financial & Accounting and procurement Procedures
			5.4 IA Quarterly Report (OHLGS)
			5.3 Review of MMDA/RCC IA quarterly reports
4.1 Build an effective and efficient government machinery	4.1.12 Improve documentation within the public sector <b>(SDG Targets 16.6, 16.10, 16.a)</b>		Ensure the proper management of records and correspondences
	4.1.7 Empower citizens to demand quality public services <b>(SDG Targets 16.6, 16.7)</b>		
	4.1.3 Modernise public service institutions for efficiency and productivity <b>(SDG Targets 16.6, 16.a)</b>	Welfare, Safety, Security management of the OHLGS	9.1 Safety of work environment

<b>Adopted Goal: Maintain a Stable, United and Safe Society</b>			
<b>Adopted Objectives</b>	<b>Adopted Strategies</b>	<b>Programmes</b>	<b>Sub-Programmes</b>
			9.2 Security activities
			9.3 Welfare issues
			9.4 Construction of OHLGS Office complex
	4.1.2 Design and implement a Client Service Charter for public institutions <b>(SDG Targets 16.6, 16.a)</b>		
	4.1.11 Implement comprehensive HR payroll system and database <b>(SDG Targets 16.5, 16.6)</b>		
		Undertake Recruitment and management of Staff for the LGS	2.1 Recruitment and postings of Staff
		Implement Salary Administration and other related services	6.1 Rollout of HRMIS at all levels
			6.2 Monthly salary validation (ESPV functional at all levels)
		Support the Career Management of staff of LGS	7.1 CoS, SoS, & Protocols
			7.2 Rationalisation, Postings , Transfers, Upgrading etc
2.3 Strengthen fiscal decentralisation	2.3.1 Enhance revenue mobilisation capacity and capability of MMDAs <b>(SDG Targets 16.6, 17.1)</b>		
	2.3.2 Strengthen PPPs in IGF mobilization <b>(SDG Targets 17.16, 17.17)</b>		

<b>Adopted Goal: Maintain a Stable, United and Safe Society</b>			
<b>Adopted Objectives</b>	<b>Adopted Strategies</b>	<b>Programmes</b>	<b>Sub-Programmes</b>
	2.3.3 Implement approved Inter-Governmental Fiscal Framework (IGFF) and the Inter-Governmental Fiscal Transfers (IGFT) <b>(SDG Targets 16.5, 16.6)</b>		
	2.3.6 Enhance financial capacities of regional administrations <b>(SDG Targets 16.6, 16.a, 17.3)</b>		
	2.3.7 Improve service delivery at MMDA level <b>(SDG Targets 16.6, 16.a)</b>	Provide support for the Service Delivery functions of the LGS	3.3 Implementation support and funding for the provision of regional and municipal services
2.5 Improve popular participation at regional and district levels	2.5.1 Promote effective stakeholder involvement in development planning process, local democracy and accountability <b>(SDG Target 16.7)</b>	Implement Capacity Building & Training programmes for LGS staff	8.1 Strengthening Social Accountability Measures, governance and Implementation of NACAP
2.4 Strengthen the coordinating and administrative functions of regions	2.4.3 Strengthen regional structures in support of devolution of powers <b>(SDG Targets 16.6, 16.a)</b>	Implement Capacity Building & Training programmes for LGS staff	8.2 Link CBF with National policy frameworks
			8.3 Implementation of the CBF at all levels
5.1 Enhance capacity for policy formulation and coordination	5.1.2 Strengthen the implementation of development plans <b>(SDG Targets 16.6, 17.9)</b>	Provide support for the Service Delivery functions of the LGS	3.3 Implementation support and funding for the provision of regional and municipal services
	5.1.3 Strengthen the capacity of public institutions to undertake policy analysis, development planning, monitoring and evaluation, macro-econometric modelling and forecasting <b>(SDG Target 17.9)</b>	Perform the Monitoring and Evaluation role of the LGS	4.1 M&E and coordination
			4.2 Compilation of M&E reports

<b>Adopted Goal: Maintain a Stable, United and Safe Society</b>			
<b>Adopted Objectives</b>	<b>Adopted Strategies</b>	<b>Programmes</b>	<b>Sub-Programmes</b>
	5.1.4 Strengthen capacity of research and statistical information management systems of MDAs and MMDAs <b>(SDG Targets 16.6,17.19)</b>		4.3 Data and information management
7.1 Promote the fight against corruption and economic crimes	7.1.1 Ensure continued implementation of the National Anti-Corruption Action Plan (NACAP) <b>(SDG Targets 16.5,</b>		
11.1 Ensure responsive governance and citizen participation in the development dialogue	11.1.3 Integrate development communication across the public policy cycle <b>(SDG Targets 16.7, 16.10)</b>		
	11.1.4 Promote ownership and accountability for implementation for development and policy programmes <b>(SDG Targets 16.7,16.10)</b>		

**Table 15: Programmes of Action For 2018-2021**

Thematic Area: Governance, Corruption and Public Accountability														
Adopted Goal: Maintain a stable, united and safe society														
Adopted Objectives	Adopted Strategies	Programmes	Sub-Programmes	Projects/Activities	Outcomes or Impact Indicators	Time Frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GoG	DPs	Others	Lead	Colla.
2.1 Deepen political and administrative decentralisation	2.1.3 Complete the establishment of departments of MMDAs	Integration of established Departments under Act 936	1.1 Integration of established departments under schedule 4 of Act 936 and schedule 2 of L.I 1961	Set up codes and cost centres for newly created regions and districts	Departments aligned, integrated and established	x	x	x	x				PPBME	MoF, CAGD
			1.2 Standardised Operational manuals for integration and establishment of departments	Operationalise, integrate and monitor departments established under Act 936, 2016 (Staffing, functionality, logistics & training) at the OHLGS, RCCs and MMDAs	Departments aligned, integrated and established	x	x	x	x				MTSD	HRD
			1.3 Institutional /Organisational restructuring	Review and strengthen the structure of Directorates at the OHLGS	Departments aligned, integrated and established									

				Review and validate Training Manual for Social Development Officers	Availability of operational manuals for departments to be established / integrated									HR	UNICEF
				Implement the Performance Management System at Regional & District Levels	Level of Performance and effectiveness										
	2.1.1 Ensure the election of District Chief Executives (DCEs) and formalise performance appraisal of MMDCEs	Implementation of Performance management System	5.1 Implementation of Performance management Systems (Contracts and Appraisals)	Monitor & evaluate of the Performance Management System at Regional & District Levels	Level of Performance and effectiveness									MTSD	HRD
	2.1.4 Institute mechanism for effective inter-service/ inter-sectoral collaboration & cooperation	Provision of support for the Service Delivery functions of the LGS	3.2 ISCCS (Inter-service and Sectoral collaboration and cooperation system framework)	Implement the ISCCS with key stakeholders at National, Regional and District level	Level of collaboration and cooperation									MTSD	HRD

	at district, regional and national levels																
	2.1.6 Review the Local Government Service regime and practice	Provision of support for the Service Delivery functions of the LGS	3.1 Review and implementation of Service Delivery Standards	Implement orientation programmes for Staff of MMDAs and RCCs on the 8 operational manuals	Level of efficiency and effectiveness											MTSD	HRD
				Monitor the implementation of operational manuals across RCCs & MMDAs	Level of efficiency and effectiveness											MTSD	HRD
	2.1.7 Strengthen sub-district structures																
2.2 Improve decentralised planning	2.2.1 Strengthen local level capacity for participatory planning and budgeting	Implementation of Capacity Building & Training programmes for staff of LGS	8.2 Link CBF with National policy frameworks	Train staff of MIS/IT unit	Level of efficiency and effectiveness											RSIM	GIZ
			8.3 Implementation of the CBF at all levels	Train MMDAs on revenue mobilisation and gender related issues	Percentage increase in MMDA revenue Proportion of staff with											RSIM	UG/IGC /MoGSP /FDU

					skills in gender									
			8.4 Development of capacities in the areas of research methodology and SDGs	Train members of RPCU, DPCU and IT officers on proposal writing and research methods.	Level of efficiency and effectiveness								RSIM	HR
				Train MMDA staff on localising Sustainable Development Goals (SDGs).	Level of efficiency and effectiveness								RSIM	NDPC, MoP
	2.2.2 Strengthen local capacity for spatial planning			Take over staff of LUPSA, Parks & Gardens etc at the district level from Civil Service	MMDAs with functional Physical Planning Departments									
	2.2.3 Create enabling environment for the implementation of the Local Economic Development (LED) and Public Private Partnership (PPP)													

	policies at the district level													
	2.2.4 Ensure implementation of planning & budgeting provisions in LI 2232 and the Public Financial Management Act 2016 (Act 921)		Budget preparation, implementation and monitoring	Monitor budget implementation and participate in Composite Budget hearings	Level of improvement in budget preparation and implementation								PPBME	MoF, & RCCs
				Prepare LGS Budgets	Timeliness of delivery	x	x	x	x				PPBME	All Directorates, NDPC, MoF
4.1 Build an effective and efficient government machinery	4.1.1 Clarify the roles of institutions to address conflicting mandates and improve coordination (SDG Targets 16.6, 17.14)		Development and training on standard procedures and manuals	Conduct workshop to clarify role of Physical Planning and the Works Dept										
	4.1.4 Improve leadership capability and delivery	Performance management	5.1 Enhancement of Performance and	Prepare and Implement annual Procurement Plans for OHLGS	Level of implementation achieved								IAU	RCCs/MMDAs

	in the public service (SDG Targets 16.6, 16.a)		management of operations															
				Establish and implement a system for timely retirement of programme expenditure	Functionality of expenditure retirement system												IAU	RCCs/MMDAs
				Establish Fixed Assets Register	Timeliness of update												IAU	Administration
	4.1.5 Improve accountability in the public service.		5.2 Compliance with Financial & Accounting and procurement Procedures	Implement measures for compliance with financial laws, Accounting Instructions and Administrative Regulations	Level of compliance												IAU	Finance/Project coordinators
				Maintain proper books of Account and Records	Level of compliance												IAU	Administration
			5.4 IA Quarterly Report (OHLGS)	Perform audit on Cash Management (GoG and Donor Fund), transport and fuel	Effectiveness of internal controls												IAU	RSIM
				Review operations of Directorates and units of OHLGS	Effectiveness of internal controls												IAU	PPBME

				Conduct audit on procurement and stores management	Effectiveness of internal controls								IAU	Finance
			5.3 Review of MMDA /RCC IA quarterly reports	Review reports from MMDAs	Level of audit compliance by MMDAs								IAU	Administration
				Monitor and make follow-ups on reports from MMDAs	Level of audit compliance by MMDAs								AGS	All Directorates
					Level of audit compliance by MMDAs								Finance	Internal Audit
4.1 Build an effective and efficient government machinery	4.1.12 Improve documentation within the public sector		Ensure the proper management of records and correspondences	Implement measures to ensure the proper management of records and correspondences	Level of improvement in records management								Finance	
	4.1.7 Empower citizens to demand quality public services												Finance	IA, Procurement Unit
	4.1.3 Modernise public service	Welfare, Safety, Security management	9.1 Safety of work environment	Ensure sanitary and clean working environment	Safety and Health status								Finance	All Directorates

	institutions for efficiency and productivity	of the OHLGS												
				Carry out routine computer clinics (servicing, installation and configuration of applications) across all Directorates and Units of the OHLGS	Level of functionality of office facilities									
				Maintain OHLGS' Local Area Network (LAN), with NITA and Vodafone	Level of functionality of office facilities									
				Maintain office infrastructure and facilities	Compliance of maintenance schedule								AGS	
				Maintain office equipment	Level of functionality of office facilities								AGS	MTSD
				Provide RCCs and OHLGS with internet and cloud facilities through	Level of functionality of service								AGS	RSIM/FINANCE

				Bluetown Company.									
				Capture MMDA capitals and offices on google map	Level of ease of location							AGS	All Directorates
				Provide technical support to GIFMIS & HRMIS end-users.	Level of effectiveness in the use of GIFMIS and HRMIS to end-users							AGS	
				Manage the Electronic Biometric Clocking System	Change in punctuality							AGS	MTSD
				Provide logistics and manage inventory	Level of efficiency in stores management							RSIM	RCCs, MMDAs
				Facilitate the management and effective use of official vehicles	Level of compliance with maintenance schedule							RSIM	
			9.2 Security activities	Provide security and ensure safety of staff and office property	Safety and security status							RSIM	NITA/Vodafone
			9.3 Welfare issues	Organize Statutory meetings	Level of Council and other statutory							RSIM	GIFMIS Secretariat/PSC

				(LGSC meetings, LGSC Sub-Committees meetings, Audit Committee meeting, ETC meeting, Management meeting, staff durbar)	committees performance									
			9.4 Construction of OHLGS Office complex	Undertake the construction of OHLGS office complex	Level of completion and use								RSIM	Blue town Company , RCCs
	4.1.2 Design and implement a Client Service Charter for public institutions			Strengthen Client Service Unit	Level of engagement and forms of feedback from public								AGS	Director, PPBMED (Secretary ) / Director, IA
				Organise orientation sessions for Public Affairs Officers.	Level of engagement with public								AGS	IA
				Organise sensitisation workshop on the Local Governance Act, 2016 (Act 936).	Level of awareness								AGS	

	4.1.11 Implement comprehensive HR payroll system and database			Strengthen staffing for newly created RCCS/MMDAs	Level of functionality								AGS	PA
				Review HR tools and implement HR audits and assessments	Level of improvement in HR management								PAU	AGSD/M TSD/HRM
				Update data on staff movements (promotion, postings, transfers, secondments, retirements, resignation, demotions, upgrading and/or conversion etc)	Level of improvement in HR management								PPBMED/PAU	AGSD/M TSD/HRM
				Undertake test run and validate the new HRMIS										
		Undertake Recruitment and management of Staff for the LGS	2.1 Recruitment and postings of Staff	Process the appointment of newly recruited staff (Assistant Agric Officers; Production Officers; and	Percentage change in staffing levels								HR	RSIM

				Agricultural Extension Agents).										
				Recruit and process salaries of staff for agric. and other classes of staff	AEA farmer ratio Percentage change in staffing levels								HR	All Directorates
		Implement Salary Administration and other related services	6.1 Rollout of HRMIS at all levels										HR	RSIM/RCC/MMDAs/AGSD
2.3 Strengthen fiscal decentralisation			6.2 Monthly salary validation (ESPV functional at all levels)	Process and monitor the salary and related activities of staff: on Study leave; promotion, postings, transfers, secondments, retirements, resignation, demotions, upgrading and/or conversion etc	Level of improvement in HR management								HR	RSIM
		Support the Career Management of staff of LGS	7.1 CoS, SoS, & Protocols	Rollout the new HRMIS to OHLGS/ RCC/ MMDAs									HR	

			7.2 Rationalisation, Posting, Transfers, Upgrading etc	Implement training for regional officers responsible for IPPD on regular basis	Level of access to IPPD services													HR	
				Align staff to the appropriate Management Units on the HRMIS and Payroll System.	Level of access to PPS services													HR	RCCs/MMDAs/RSIM
				Process inputs of staff (Postings, promotions, new entrant forms etc.)	Duration of validation of inputs and placements													HR	RCCs/MMDAs/RSIM
				Manage Human Resource of OHLGS (ESPV Validation for OHLGS, Promotions, Training/Carrier Development, Staff Welfare, Postings and Transfers, Preparing and inputting of HR input forms in the HRMIS, Process manual Annual Increments, leave)	Level of improvement in HR management													RSIM	HRD, Consultant (Niewtree GH LTD)
				Upgrade/convert qualified staff	Level of improvement													RSIM	HR

					nt in HR management													
				Process Deputy Directors and analogous grades to Directors and analogous grades	Level of improvement in HR management												RSIM	PSC/HR
				Undertake promotion of other staff within the Service	Level of improvement in HR management												RSIM	HR
				Review LGS protocols (Staffing Norms, Scheme of Service, etc)	Protocols operationalised												AGS	HRMD
				Process study leave requests	Level of improvement in HR management												HR	
					Level of CBF implementation												HR	
	2.3.1 Enhance revenue mobilisation capacity and				Level of linkage of CBF with National Policy Framework												HR	

	capability of MMDAs													
	2.3.2 Strengthen PPPs in IGF mobilization												HR	
2.5 Improve popular participation at regional and district levels	2.3.3 Implement approved Inter-Governmental Fiscal Framework (IGFF) and the Inter-Governmental Fiscal Transfers (IGFT)				Staff management systems (mechanisms, procedures & numbers) implemented annually									
	2.3.6 Enhance financial capacities of regional administrations													
	2.3.7 Improve service delivery at MMDA level	Provide support for the Service Delivery functions of the LGS	3.3 Implementation support and funding for the provision of regional and municipal services	Implement the OHLGS component GSCSP	Level of performance enhancement									

				12.1 Recruit 2No Technical Support Staff for OHLGS.	Level of performance enhancement												
				12.2 Procure Consulting Services for the delivery of Training to RCCs and MAs	Level of performance enhancement												
				12.3 Develop and Print manuals for training of MAs	Level of performance enhancement												
				12.4 Build capacity of staff at RCCs and MAs through workshops	Level of performance enhancement										PPBME		MLGRD, Participating MAs
				12.5 Procure office consumables, equipment and logistics	Level of performance enhancement										PPBME		RCCs
				12.6 Conduct three monitoring visits to participating MAs in the Ghana Secondary Cities Support Programme (GSCSP)	Level of performance enhancement										PPBME		AGSD, MLGRD

														PPBME	MLGRD, RCCs, Participating MAs
				Implement NGGA training	Level of efficiency and effectiveness									PPBME	AGSD, MLGRD
				Undertake revision of PFM Template and conduct trainings	Level of support and commitment from public									PPBME	RCCs & Participating MAs
				Undertake training of Peasant Farmers Association of Ghana	Level of access to agricultural services										
				Organize orientation for Coordinating Directors and Heads of Departments of newly created MMDAs	Level of operationalisation of departments and agencies									PPBME	CARE-NGGA
	2.5.1 Promote effective stakeholder involvement in development planning	Implement Capacity Building & Training programmes for LGS staff	8.1 Strengthening Social Accountability Measures, governance and	Build capacity of staff to implement child protection policy with support from UNICEF	Level of efficiency and effectiveness									PPBME	IMCC, FDU

	process, local democracy & accountability		Implementation of NACAP											
				Organize orientation training for 1,524 new Agricultural Staff	AEA farmer ratio								PPBME	Peasant Farmers Association
				Organize orientation for 2,290 staff Recruited into the Service	Percentage Change in staffing levels								HR	
				Implement EU supported activities on building capacities of Social Welfare and Community Development Departments in 52 MMDAs in Western, Ashanti and Northern Regions									HR	MoGSP
				Set-up National Steering Committee on the implementation of the CBF	Operationalisation of the CBF								HR	All Directorates

				Set-up Technical Working Groups at RCC and MMDAs on the implementation of the CBF	Operationalisation of the CBF								HR	MGCSP, MoEmp, 52 MMDAs, 3 RCCs
				Deploy the HRMIS to all levels of the LGS	Level of operationalisation of HRMIS									
				Undertake audit of the HRMIS	Level of operationalisation of HRMIS								HR	MDAs/IMCCs/RCCs/MMDAs
2.4 Strengthen the coordinating and administrative functions of regions	2.4.3 Strengthen regional structures in support of devolution of powers	Implement Capacity Building & Training programmes for LGS staff	8.2 Link CBF with National policy frameworks	Train officers to undertake HR assessments and audits	Level of operationalisation of HRMIS								HR	RCCs AND MMDAs
			8.3 Implementation of the CBF at all levels	Implement GiZ supported activities on building capacities of HR Units in 60 MMDAs across the country.									HR	RSIM
				Develop a consolidated action plan on capacity building and	Operationalisation of the CBF								HR	RSIM

				trainings for the LGS										
				Review, validate, print and disseminate the Capacity Building Framework	Operationalisation of the CBF								HR	RSIM
				Build capacities of staff of OHLGS	Level of efficiency & effectiveness								HR	
				Facilitate foreign travels and training tours	Level of efficiency & effectiveness								HR	All levels of the LGS
				Train users of the HRMIS across the LGS	Level of operationalisation of HRMIS								HR	IMCC
				Undertake annual shortlisting of qualified Consultants and Consulting Firms to undertake Capacity Building and training	Operationalisation of the CBF								Finance	AGSD/H RMD
				Monitor peripheral MMDAs	Level of improvement in	x	x	x	x				HR	RSIM

					performance & reporting												
				Compile LGS APR and provide submission into the National APR	Level of improvement in performance & reporting											HR	
5.1 Enhance capacity for policy formulation and coordination	5.1.2 Strengthen the implementation of development plans	Provide support for the Service Delivery functions of the LGS	3.3 Implementation support and funding for the provision of regional and municipal services	Organise annual APR preparation sessions with RCCs	Level of improvement in performance & reporting												
				Prepare and implement OHLGS M&E Plan	Level of improvement in performance & reporting												
	5.1.3 Strengthen the capacity of public institutions to undertake policy analysis, development planning, monitoring & evaluation,	Perform the Monitoring and Evaluation role of the LGS	4.1 M&E and coordination	Prepare Quarterly Progress Reports	Level of improvement in performance & reporting												

	macro-econometric modelling and forecasting													
			4.2 Compilation of M&E reports	Undertake mid-year review of Action Plans and Programme-Based Budgets	Level of improvement in performance & reporting								PPBME	All Directorates, RCCS
				Publish, disseminate and sensitize staff on the LGS Information Technology Policy.	Operationalisation of the IT Policy								PPBME	RCCs
				Undertake collation of staff data from MMDAs/RCCs	Level of accessibility and use of data									
				Conduct Micro research and results published in the Newsletter.	Level of accessibility and use of data								PPBME	All Directorates, RCCS & NDPC
				Conduct IT situational analysis in MMDAs/RCCs	Level of IT capacity								PPBME	All Directorates, MoF, MLGRD
	5.1.4 Strengthen capacity of research and		4.3 Data and information management	Update and maintain the LGS website and link websites of	Level of access to information									

	statistical information management systems of MDAs & MMDAs			RCCs and MMDAs										
				Collaborate with University of Ghana, Legon International Growth Centre; and Ministry of Gender, Children and Social Protection (MoGCSP) to conduct research on revenue mobilisation and gender issues									RSIM	
7.1 Promote the fight against corruption and economic crimes	7.1.1 Ensure continued implementation of the National Anti-Corruption Action Plan (NACAP)												RSIM	
11.1 Ensure responsive governance and citizen	11.1.3 Integrate development communication across			Update and print the OHLGS flyers and disseminate.	Level of access to information								RSIM	

participation in the development dialogue	the public policy cycle																		
				Organise media soiree and Press Briefings on the Operations of the LGS.	Level of access to information													RSIM	PAU
				Provide regular update to the LGS website and social media platforms.	Level of access to information													RSIM	UG/IGC /MoGSP /FDU
				Mount Flexi Banners at Vantage Points within the OHLGS Premises to display the vision, mission, objectives and core values of the Service	Level of access to information														
				Organise and publish the Local Government Service's (LGS) Newsletter	Level of access to information														
				Undertake newspaper publications of issues on local	Level of access to information														

				governance and decentralisation										
				Undertake newspaper clippings of publications on local governance & decentralisation for documentation and posting on the OHLGS notice board	Level of access to information								PAU	AGSD/R SIMD
				Create a platform for continuous update of middle and lower level staff on the functions and operations of the LGS/ OHLGS	Level of access to information								PAU	
	11.1.4 Promote ownership & accountability for implementation for development and policy programmes												PAU	AGSD/R SIMD

## 4.3 Indicative Financial Strategy

### 4.3.1 Indicative Financial Requirement

For the plan implementation period 2018-2021, a total amount of GH¢356,281,535.02 will be required for the implementation of 288No. activities over the four-year period. Table 14 below shows the year by year amount required to fund the activities of the

Table 15: Expected inflow on yearly basis with summation

No.	Year	Total Cost of Programs & Projects	Expected inflows	Variance
1	2018	28,254,074.00	19,636,726.00	8,617,348.00
2	2019	90,495,388.08	48,334,356.00	42,161,032.08
3	2020	133,101,211.86	30,334,356.00	102,766,855.86
4	2021	136,024,361.48	30,334,356.00	105,690,005.48
	<b>Total</b>	<b>356,281,535.02</b>	<b>128,639,794.00</b>	<b>227,641,741.02</b>

### 4.3.2 Strategies to Bridge Funding Gap

The OHLGS intends to bridge the funding gap in the implementation of the 2018-2021 SMTDP through two main strategies:

Engagements with the Ministry of Finance

- Currently, the Ministry of Finance (MoF) issues yearly budget ceilings to MDAs including the OHLGS for budgeting purposes. The ceilings given are woefully inadequate to fund programmes and projects of the OHLGS therefore the OHLGS intends to lobby the Minister for Finance to increase the budget allocation and seek inclusion in the Annual Budget Funding Accounts (ABFA) from oil and gas proceeds.

Proposals to DPs for funding

- The OHLGS also intends to identify partners in decentralisation and governance and reach out to them through proposals for funding for programmes and projects.
- The OHLGS will continue to seek support from embassies and their development agencies to fund capacity building activities and other technical and logistical support
- The OHLGS will continue to pursue partnerships with Civil Societies such as CARE - Ghana, SEND - Ghana, STAR - Ghana and Non-Governmental to offer trainings that are within the mandate of the OHLGS

Funding from SWAp

Through the SWAp implementation, the OHLGS hopes to receive funds not only for training and capacity development of staff of the Local Government Service; but also funding for institutional strengthening and enhancing the operations of the OHLGS.

## CHAPTER 5

### 5.0 ANNUAL ACTION PLAN FOR 2018 - 2021

This chapter presents planned programmes, projects and activities to be implemented on annual basis. These activities are linked to the NMTDPF, the SDGs and AU Agenda 2063, adopted policy objectives and strategies under the Governance, Corruption and Public Accountability development dimension of the Coordinated Programme for Economic and Social Development Policies; Agenda for Jobs. The annual activities and their corresponding indicative budgets form the basis for the OHLGS annual budgetary requests to the MoF and other partners. The outer year activities are subject to review annually based on successive implementation.

The tables below present the specific interventions, estimated budgets, time frame as well as sources of funding for the implementation of planned activities for the period 2018-2021.

**Table 16: Annual Action Plan - 2018**

S/N	Activities (Operations)	Input or Output Indicators	Time Schedule				Indicative Budget			Implementing Agencies	
			1st	2nd	3rd	4th	GoG	DP	Others	Lead	Collaborators
1	Implement NGGA training for officers in participating MMDAs in Decentralisation, Use of PFM templates and IGF strategy	No. of officers trained No. of areas trained in		√	√	√				PPBME	CARE-NGGA
2	Conduct training on the preparation of RIAP and the use of PFM templates for MMDAs nationwide	No. of officer trained on RIAP and PFM templates				√				PPBME	IMCC
3	Compile ten (10) regional reports into 2017 LGS Annual Progress Report	Time of compilation of report	√	√						PPBME	RCCs
4	Monitor 2018 and participate in 2019 Composite Budget preparation	Time of budget monitoring and hearing		√						PPBME	FDU/RCCs
5	Prepare and defend 2019 LGS Budget at MoF and Parliament	Time of: Policy hearing Technical hearing Parliamentary Defence		√	√	√				PPBME	All Directorates
7	Undertake monitoring of peripheral and hard-to-reach MMDAS	No. of regions and MMDAs covered			√					PPBME	All Directorates
9	Organise peer learning workshops on zonal basis for	No. of participants	√		√					PPBME	MMAs

S/N	Activities (Operations)	Input or Output Indicators	Time Schedule				Indicative Budget			Implementing Agencies	
			1st	2nd	3rd	4th	GoG	DP	Others	Lead	Collaborators
	MMDAs participating in LGCSP										
10	Undertake monitoring of CSF Activities (Project closure monitoring)	No. of MMDAs with outstanding activities		√						PPBME	MMA
11	Set up codes and cost centre for 38 newly created districts	No. of MMDAs with codes set-up				√				PPBME	CAGD
12	Facilitate the development and preparation of GSCSP	No. and names of Project documents prepared		√	√					PPBME	MLGRD
13	Hold two sensitization meetings with Parliamentary Select committee on Local Government & LGSC on roles of LGS (LGS Protocols, administrative decentralization etc based on the LG ACT 936 (2016)	No. of sensitization meetings held	√	√	√	√				MTSD	
14	Hold one workshop on ISCCS with key stakeholders at National level	No. of stakeholder agencies participating	√	√	√	√				MTSD	
15	Hold five sensitization workshops on LG	No. of participants at each level	√	√	√	√				MTSD	

S/N	Activities (Operations)	Input or Output Indicators	Time Schedule				Indicative Budget			Implementing Agencies	
			1st	2nd	3rd	4th	GoG	DP	Others	Lead	Collaborators
	ACT 936 (2016), Relevant LIs & Roles of LGS to key stakeholders at National, Regional & Local levels										
16	Organize 10 technical meetings / sessions and facilitate provision of inputs from stakeholders for the development of LI in line with LG Act 936 (2016)	No. of technical meetings held	√	√	√					MTSD	
17	Carry out monitoring & Evaluation on the Performance Management System at Regional & District Levels	No. of M&E activities carried out at each level			√	√				MTSD	
18	Prepare 6 operational manuals (Social Welfare and Community Development, Transport, Agric, Works, Physical Planning, Legal) for the integration and effective functioning	No. of operational manuals prepared	√	√	√	√				MTSD	

S/N	Activities (Operations)	Input or Output Indicators	Time Schedule				Indicative Budget			Implementing Agencies	
			1st	2nd	3rd	4th	GoG	DP	Others	Lead	Collaborators
	of established departments										
19	Monitor the status of the integration of established departments in terms of staffing and functionality at the MMDA & RCC level	No. of staff per established department Level of functionality of integrated departments			√	√				MTSD	
20	Conduct interviews for the Heads of Departments (HoDs) for Legal, Works, Transport and Urban Roads; And fill the gaps of the Departments in the MMDAs	No. of officers interviewed No. of HoD gaps filled		√	√					HRM	MTSD
21	Print copies of Operational Manuals of 8 departments of MMDAs and distribute to MMDAs, MDAs and other stakeholders.	No. of manuals printed and no. distributed				√				MTSD	AGSD
22	Arrange and provide international study tour and conferences for 5-10 targeted LGS staff	No. of LGS staff on study tour	√	√						AGSD	MTSD

S/N	Activities (Operations)	Input or Output Indicators	Time Schedule				Indicative Budget			Implementing Agencies	
			1st	2nd	3rd	4th	GoG	DP	Others	Lead	Collaborators
23	Provide office furniture, equipment and logistics for OHLGS	No. of furniture, No. of equipment and logistics	√	√	√	√				AGSD	
24	Provide training for OHLGS and RCC staff based on CB needs assessment & CB Framework	No. of staff trained based on CBF	√	√	√	√				HRM	
25	Hold LGS professionals conference for 350 staff and share best practices and LGS protocols	No. of participants and date of conference				√				AGSD	MTSD
26	Provide orientation / Induction training for Heads of Departments (HoDs) & newly recruited staff.	No. of HoDs and newly recruited staff participating in the training				√				HRM	MTSD
27	Revise & implement the LGS-Communication Strategy by developing - 3000 Handbook - 1000 newsletters - 3 Radio - 2 TV Programmes; - LGS-library - 1500 Printing of MMDA Chart	No. and type of activities implemented in the communication strategy	√	√	√	√				PAU	MTSD/ AGSD

S/N	Activities (Operations)	Input or Output Indicators	Time Schedule				Indicative Budget			Implementing Agencies	
			1st	2nd	3rd	4th	GoG	DP	Others	Lead	Collaborators
	-3 Adverts (Graphic Times) -Billboard										
28	Prepare OHLGS Medium Term Development (MTDP) 2018-2021				√	√				PPBME	All Directorates
29	Hold regular and emergency National Coordinating Forum (NCF) meetings (where necessary) and prepare minutes of the meetings	No. of NCF meetings held		√	√					MTSD	
30	Organize NCF team monitoring exercises and prepare monitoring reports	No. of field monitoring activities undertaken			√	√				MTSD	
31	Evaluate the RSGGP programme (To ascertain the achievements, lessons learnt, best practices and impacts made)	Date of commission and submission				√				MTSD	
32	Ensure the effective servicing, installation and configuration of applications, computers and other hardware systems	No. of routine maintenance exercises undertaken	√	√	√	√				RSIM	All Directorates

S/N	Activities (Operations)	Input or Output Indicators	Time Schedule				Indicative Budget			Implementing Agencies	
			1st	2nd	3rd	4th	GoG	DP	Others	Lead	Collaborators
	across directorates of the OHLGS										
33	Managed and maintained OHLGS's Local Area Network (LAN) to enhance internet connectivity.	No. of feedbacks received	√	√	√	√				RSIM	AGSD
34	Updated and maintained the Local Government Service's Website as part of the general information dissemination.	No. of stories published	√	√	√	√				RSIM	PAU
35	Managed the Electronic Biometric Clocking System (Electronic Attendance Management System) to monitor punctuality or otherwise of staff.	No. of reports generated	√	√	√	√				RSIM	AGSD
36	Provide technical support services on HRMIS, GIFMIS and other IT related issues to IT and HR staff within MMDAs and RCCs.	No. of MMDAs and RCCs supported	√	√	√	√				RSIM	

S/N	Activities (Operations)	Input or Output Indicators	Time Schedule				Indicative Budget			Implementing Agencies	
			1st	2nd	3rd	4th	GoG	DP	Others	Lead	Collaborators
37	Collaborate with GIFMIS Secretariat & PSC to set up Virtual Private Network (VPN) as an alternative to the NITA Network to enhance the use of the national HRMIS & GIFMIS at OHLGS.	Level of functionality of the VPN		√						RSIM	GIFMIS Secretariat/ NITA
38	Collaborate with the International Growth Centre to undertake a research on IGF mobilisation capacity of MMDAs.	Date research report was issued		√	√	√				RSIM	International Growth Centre
40	Facilitate the development of HRMIS for the Service (with the support of consultants)	Specifications provided			√	√				RSIM	HRM
41	Collaborate with HR directorate and with support from PSC align staff to the right Management Units on the HRMIS.	No. of staff aligned to their respective management units		√	√					RSIM	HRM/ PSC
42	Support the Controller and Accountant General's	No. of MMDAs with management units created			√					RSIM	CAGD

S/N	Activities (Operations)	Input or Output Indicators	Time Schedule				Indicative Budget			Implementing Agencies	
			1st	2nd	3rd	4th	GoG	DP	Others	Lead	Collaborators
	Department (CAGD) to create Management Units for the newly created MMDAs.										
44	Conduct a refresher training for HR and IT staff responsible for the administration of the HRMIS in Greater Accra Region	No. of staff trained	√	√						RSIM	HRM
45	Process staff inputs on postings, promotions, new entrants and retirements.	No. of staff inputs processed	√	√	√	√				HRM	RSIM
48	Recruit, promote, post and process transfers of staff of OHLGS	No. of staff in each category	√	√	√	√				HRM	
49	Carry out ESPV validation from January, 2018 to December, 2018	Date and number of staff validated	√	√	√	√				AGSD	
50	Hold Statutory Committee Meetings: LGSC quarterly meetings; LGSC Sub-Committees; Audit Committee; OHLGS	No. of meetings held in each category	√	√	√	√				AGSD	

S/N	Activities (Operations)	Input or Output Indicators	Time Schedule				Indicative Budget			Implementing Agencies	
			1st	2nd	3rd	4th	GoG	DP	Others	Lead	Collaborators
	Management; ETC meetings										
51	Organize Two (2) Bi-Annual staff durbars	Date of durbar		√		√				AGSD	
52	Support the organization of the 4th LGS Professionals conference	Date and number of participants				√				AGSD	MTSD
53	Manage transportation and Fleet of OHLGS	No. of vehicles managed No. of road worthy vehicles	√	√	√	√				AGSD	
54	Prepare and implement the 2018 Procurement Plan and undertake quarterly updates	Percentage of plan implemented No. of updates undertaken	√	√	√	√				AGSD	
55	Procure 11No. Pick-Ups for the Regional Budget Officers.	No. of Pick-Ups procured			√	√				AGSD	PPBMED
56	Supply and manage logistics and Inventory for OHLGS	Rate of stock and inventory control	√	√	√	√				AGSD	
57	Capture and process expenditure on the GIFMIS	No. of deviations recorded	√	√	√	√				FMD	
58	Manage office infrastructure and facilities	Office infrastructure available and functioning	√	√	√	√				AGSD	
60	Build capacity of the client service units of	No. of client service staff trained		√	√					HRM	

S/N	Activities (Operations)	Input or Output Indicators	Time Schedule				Indicative Budget			Implementing Agencies	
			1st	2nd	3rd	4th	GoG	DP	Others	Lead	Collaborators
	MMDAs, RCCs and the OHLGS										
61	Undertake the accreditation or certification of Capacity building Firms	No. of firms issued with accreditation	√	√	√	√				HRM	
62	Build capacity of staff on Salary administration and the Human Resource Management Information System (HRMIS)	No. of staff trained	√	√						HRM	
63	Build capacity of Coordinating Directors to operationalize Legislative Instruments of Newly created Districts	No. of MMDCDs trained			√					HRM	
64	Process application for study leave for staff of LGS	No. of applications processed	√	√	√	√				HRM	
65	Organise orientation workshop for newly appointed staff	No. of staff who received orientation			√	√				HRM	
66	Sensitize staff on the Local Government Service Protocols	No. of staff sensitized Type of protocols		√	√					HRM	

S/N	Activities (Operations)	Input or Output Indicators	Time Schedule				Indicative Budget			Implementing Agencies	
			1st	2nd	3rd	4th	GoG	DP	Others	Lead	Collaborators
67	Participate in inception activities of the Ghana Employment and Social Protection (GESP) Programme	No. of inception activities implemented	√	√	√	√				RSIM	
68	Support inception activities for the GiZ supported project on Capacity Building on Human resource Management in 60 MMDAs	No. of inception activities implemented			√	√				HRM	
69	Appoint of staff into various classes of LGS	No. of staff appointed	√	√	√	√				HRM	
70	Recruit staff into Agriculture class of the LGS	No. of agric. staff recruited			√	√				HRM	
71	Conduct interview for Candidates for appointment as regional directors of Agriculture in Brong Ahafo, Western and Volta Regions	No. of candidates interviewed				√				HRM	
72	undertake Upgrading and conversion of staff in the Local Government Service	No. of upgrading or conversion undertaken	√	√	√	√				HRM	

S/N	Activities (Operations)	Input or Output Indicators	Time Schedule				Indicative Budget			Implementing Agencies	
			1st	2nd	3rd	4th	GoG	DP	Others	Lead	Collaborators
73	Upgrade and convert staff of Agriculture	No. upgraded or converted	√	√	√	√				HRM	
57	Conduct audit on procurement	Date audit completed		√		√				IAU	AGSD
58	Perform Cash Management audit (GoG and Donor Fund)	Date assignment completed			√					IAU	Finance/ Project coordinators
59	Perform audit on transport and Fuel	Date audit completed		√		√				IAU	AGSD
60	Review operations of RSIM	Date assignment completed	√							IAU	RSIM
61	Review operations of PPBME	Date assignment completed		√						IAU	PPBME
62	Review operations of the Finance Directorate	Date assignment completed			√					IAU	FMD
63	Conduct audit on Inventory / Stores	Date audit completed				√				IAU	AGSD
64	Review reports from MMDAs	No. of reports reviewed	√	√	√	√				IAU	RCCs/ MMDAs
65	Monitor and follow up on reports from the Districts.	No. of MMDAs visited No. of recommendations implemented				√				IAU	RCCs/ MMDAs
84	Refurbished OHLGS Billboard in the Decentralisation Park.	Date of completion	√							PAU	AGSD
85	Updated LGS website and social	No. of stories and reports posted	√	√	√	√				PAU	

S/N	Activities (Operations)	Input or Output Indicators	Time Schedule				Indicative Budget			Implementing Agencies	
			1st	2nd	3rd	4th	GoG	DP	Others	Lead	Collaborators
	media platforms with reports on activities of the OHLGS.										
86	Mount roller banners and suggestion boxes at vantage points within the office premises.	No. of roller banners and suggestion boxes mounted		√						PAU	
87	Undertake newspaper publications of issues on local governance and decentralisation	No. of local governance and decentralisation issues published	√	√	√	√				PAU	
88	Undertake newspaper clippings of publication on local governance and decentralisation for documentation and posting on the OHLGS notice board	No. of newspaper clippings	√	√	√	√				PAU	
89	Ensure compliance with financial laws, Accounting Instructions and Administrative Regulations	No. of reports prepared and submitted	√	√	√	√				FMD	
90	Support review, preparation and	No. of areas of support		√	√					FMD	

S/N	Activities (Operations)	Input or Output Indicators	Time Schedule				Indicative Budget			Implementing Agencies	
			1st	2nd	3rd	4th	GoG	DP	Others	Lead	Collaborators
	implementation of the OHLGS Budget										
91	Ensure the maintenance of proper books of account and records	No. of books of accounts kept	√	√	√	√				FMD	
93	Undertake career management and development of staff	No. of activities implemented and No. of beneficiaries of each	√	√	√	√				FMD	
94	Process of financial transactions on the GIFMIS platform	No. of transactions processed	√	√	√	√				FMD	

**Table 17: Annual Action Plan - 2019**

SN	Activities (Operations)	Input or Output Indicator	Time Schedule				Indicative Budget			Responsibility		
			1st	2nd	3rd	4th	GoG	Devt Partner	Others	Lead	Collaborating	
1	Implement NGGA training for officers in participating MMDAs	No. of officers trained No. of areas trained in		√	√	√		100,000.00			PPBME	CARE-NGGA
2	Conduct training for MMDA staff on IGF strategy	No. of staff trained										
3	Revise PFM Template and conduct training	Areas of PFM template revised No. of officers trained in PFM			√		3,000,000.00				PPBME	IMCC, FDU
4	Compile 2018 LGS APR and provide submission into the National APR	Availability of APR document Timeliness of submission of inputs	√	√	√	√	35,000.00				PPBME	All Directorate, RCCs & NDPC
5	Organise annual APR preparation sessions with RCCs	No. of APR reports compiled and submitted by RCCs on timely basis	√	√			35,000.00				PPBME	RCCs
6	Set up codes and cost centres for newly created regions and districts	No. of RCCs and MMDAs with codes and cost centres established	√				15,000.00				PPBME	MoF, CAGD
7	Monitor 2019 budget implementation and participate in 2020 Composite Budget hearings	Time of budget monitoring and hearing		√			29,000.00				PPBME	MoF, & RCCs
8	Prepare the 2020 LGS Budget	Policy Hearing Technical Hearing (MoF) Parliamentary Defense		√	√		20,000.00				PPBME	All Directorates, NDPC, MoF

SN	Activities (Operations)	Input or Output Indicator	Time Schedule				Indicative Budget			Responsibility	
			1st	2nd	3rd	4th	GoG	Devt Partner	Others	Lead	Collaborating
9	Monitor peripheral MMDAs and 44 newly created districts	No. of regions and MMDAs covered	√	√	√	√	100,000.00			PPBME	All Directorates, RCCS
10	Prepare M&E Plan	M&E compiled and submitted on timely basis		√	√		35,000.00				
11	Prepare Quarterly and Annual Progress Reports (APR)	No. of Quarterly and APR reports compiled and submitted on timely basis	√	√	√	√	83,450.00			PPBME	All Directorates, RCCS & NDPC
12	Undertake mid-year review of 2019 Action Plan and Programme-Based Budget	Minutes available? Areas updated/modified			√		35,000.00			PPBME	All Directorates, MoF, MLGRD
13	Train of Peasant Farmers Association	No. of trainings conducted No. of participants	√					25,000.00		PPBME	Peasant Farmers Association
14	Implement the OHLGS component of the GSCSP							2,000,000.00			
15	12.1 Recruit 2No Technical Support Staff for OHLGS.	No. of officers at post	√							PPBME	MLGRD, Participating MAs
16	12.2 Procure Consulting Services for the delivery of Training to RCCs and MAs	No. of consulting services procured		√						PPBME	RCCs
17	12.3 Develop/Review and Print manuals for training of MAs	No. of manuals developed and printed			√					PPBME	AGSD, MLGRD

SN	Activities (Operations)	Input or Output Indicator	Time Schedule				Indicative Budget			Responsibility	
			1st	2nd	3rd	4th	GoG	Devt Partner	Others	Lead	Collaborating
18	12.4 Build capacity of staff at RCCs and MAs on Local Gov't Administration and Improved Revenue Management	Training areas No of staff trained			√	√		1,060,000		PPBME	MLGRD, RCCs, Participating MAs
19	12.5 Procure office consumables, equipment & logistics	No. and type of logistics and equipment procured		√						PPBME	AGSD, MLGRD
20	12.6 Conduct quarterly monitoring visits to the Ghana Secondary Cities Support Programme (GSCSP) participating MAs	No. of monitoring visits undertaken to MAs			√	√				PPBME	RCCs & Participating MAs
21	Hold workshops on ISCCS with key stakeholders at National, Regional and District level	No. of sensitization workshops on LGS-ISCCS held at all levels		√	√	√			420,000.00	MTSD	HRD
22	Carry out Monitoring & Evaluation of the Performance Management System at Regional & District Levels	No. of M&E conducted on the PMS at all levels	√		√		200,000.00			MTSD	HRD
23	Organise orientation of Staff of MMDA and RCCs on the 5 operational manuals	No. of staff trained on the operational manuals		√			800,000.00		800,000.00	MTSD	HRD

SN	Activities (Operations)	Input or Output Indicator	Time Schedule				Indicative Budget			Responsibility	
			1st	2nd	3rd	4th	GoG	Devt Partner	Others	Lead	Collaborating
24	Monitor the implementation of operational manuals across RCCs and MMDAs	No. of MMDAs and RCCs utilising operational manuals			√	√	100,000.00			MTSD	HRD
25	Operationalise, integrate and monitor departments established under Act 936, 2016 (Staffing, functionality, logistics and training) at the MMDA & RCC level	No. of departments/units operationalised and integrated No. of departments of MMDAs functional No. of monitoring visits conducted		√	√	√			3,000,000.00	MTSD	HRD
26	Collaborate with Ministry of Gender, Children and Social Protection (MoGCSP) to implement gender related activities	No. of research work conducted and results published.	√	√	√	√	921,369.76			RSIM	UG/ International Growth Centre (IGC)/ Ministry of Gender, Children and Social Protection
27	Train members of RPCU and DPCU, IT officers on proposal writing and research methods.	No. of staff trained		√	√	√	1,329,753.60			RSIM	HR
28	Train MMDA staff on localising Sustainable Development Goals (SDGs).	Number of staff trained		√	√	√	1,841,095.92			RSIM	NDPC, MoP
29	Conduct Micro research and results	No. of micro researches	√	√	√	√	2,500.00			RSIM	

SN	Activities (Operations)	Input or Output Indicator	Time Schedule				Indicative Budget			Responsibility	
			1st	2nd	3rd	4th	GoG	Devt Partner	Others	Lead	Collaborating
	published in the Newsletter.	conducted and published									
30	□ Conduct IT situational analysis in MMDAs/RCCs	No. of IT situational analysis conducted			√	√	64,133.00			RSIM	
31	Conduct Gender Analysis of Staff in the Service	No. of studies conducted	√	√	√	√	5,000.00			RSIM	
32	Carry out routine computer clinic (servicing, installation and configuration of applications) across all Directorates and Units of the OHLGS	No. of routine maintenance undertaken	√	√	√	√	342,815.00			RSIM	
33	Rollout the new HRMIS to OHLGS/RCC/MMDAs	No. of MMDAs/RCCs hooked onto the new HRMIS		√	√				800,000.00	RSIM	HRD, Consultant (Niewtree GH LTD)
34	Train regional officers responsible for IPPD issues.	No. of Officers trained			√	√	135,182.64			RSIM	HR
35	Update and maintain the Local Government Service's website. Linking other websites such as RCCs and MMDAs will continue	No. of stories published and RCCs/MMDAs sites linked.	√	√	√	√	12,240.00			RSIM	PAU
36	Organise and publish the Local Government Service's (LGS) Newsletter	No. of publications	√		√		60,000.00			RSIM	PAU

SN	Activities (Operations)	Input or Output Indicator	Time Schedule				Indicative Budget			Responsibility	
			1st	2nd	3rd	4th	GoG	Devt Partner	Others	Lead	Collaborating
37	Manage the Electronic Biometric Clocking System	No. of reports generated	√	√	√	√	2,500.00			RSIM	
38	Maintain OHLGS' Local Area Network (LAN), with NITA and Vodafone as our Internet Service Providers (ISPs).	No. of feedbacks received	√	√	√	√	58,174.00			RSIM	NITA/Vodafone
39	Provide technical support to GIFMIS and HRMIS end-users.	No. of technical supports provided	√	√	√	√	2,000.00			RSIM	GIFMIS Secretariat/PSC
40	Publish, disseminate and sensitize staff on the Service's Information Technology Policy.	No. of copies printed and disseminated		√	√		333,006.61			RSIM	
41	Provide five (5) RCCs and OHLGS with internet and cloud facilities through Bluetown Facility.	No. of institutions of LGS provided with the facility	√	√	√	√				RSIM	Bluetown Company, RCCs
42	Capture MMDAs capitals and offices on google map	No. of MMDAs' capitals and offices captured	√	√	√	√				RSIM	RCCs, MMDAs
43	Align staff to the appropriate Management Units on the HRMIS and Payroll System.	No. of Staff aligned to appropriate Management Units.	√	√	√	√				RSIM	PSC/HR
44	Process inputs of staff (Postings,	No. of inputs processed	√	√	√	√				RSIM	HR

SN	Activities (Operations)	Input or Output Indicator	Time Schedule				Indicative Budget			Responsibility	
			1st	2nd	3rd	4th	GoG	Devt Partner	Others	Lead	Collaborating
	promotions, new entrant forms etc.)										
45	Organize Statutory meetings (LGSC meetings, LGSC Sub-Committees meetings, Audit Committee meeting, ETC Management meeting, staff durbar)	No. of Quarterly meetings held	√	√	√	√	1,278,070.00			AGS	Director, PPBMED (Secretary) / Director, IA
46	Manage Human Resource of OHLGS	No. of validation undertaken (ESPV) No. of promotions undertaken No. of leaves processed No. of staff trained	√	√	√	√	362,520.00			AGS	HRD
47	Prepare and Implement 2019 Procurement Plan	No. of reviews undertaken	√	√	√	√				AGS	All Directorates
48	Maintain office and infrastructure facilities	No of maintenance activities undertaken	√	√	√	√	2,633,278.00			AGS	MTSD
49	Maintain office equipment	No. of maintenance activities implemented	√	√	√	√	62,000.00			AGS	RSIM/FINANCE
50	Provide logistics and manage inventory	Types and quantity of logistics provided	√	√	√	√	300,400.00			AGS	IA

SN	Activities (Operations)	Input or Output Indicator	Time Schedule				Indicative Budget			Responsibility	
			1st	2nd	3rd	4th	GoG	Devt Partner	Others	Lead	Collaborating
51	Facilitate the management and effective use of official vehicles	Maintenance schedule implemented; Schedule of movement implemented	√	√	√	√	509,400.00			AGS	
52	Ensure the proper management of records and correspondences	Effective Receipt, storage and Dispatch of correspondence & documents.	√	√	√	√	15,000.00			AGS	
53	Provide safety and security for staff and office property	No and types of security measures implemented	√	√	√	√	13,700.00			AGS	All Directorates
54	Ensure sanitary and clean working environment	No and types of sanitary activities implemented	√	√	√	√	0,400.00			AGS	
55	Strengthen Client Service Unit	No and types of activities implemented No of feedback obtained	√	√	√	√			500,000.00	AGS	PA
56	Construct office complex	% of work completed	√	√	√	√	5,000,000.00			AGS	MTSD
57	Conduct audit on procurement	Date audit completed		√			633.75			IAU	Administration
58	Perform Cash Management audit (GoG and Donor Fund)	Date assignment completed	√		√		633.75			IAU	Finance/Project coordinators
59	Perform audit on transport and Fuel	Date audit completed	√				633.75			IAU	Administration
60	Review operations of RSIM	Date assignment completed		√			633.75			IAU	RSIM

SN	Activities (Operations)	Input or Output Indicator	Time Schedule				Indicative Budget			Responsibility	
			1st	2nd	3rd	4th	GoG	Devt Partner	Others	Lead	Collaborating
61	Review operations of PPBME	Date assignment completed			√		633.75			IAU	PPBME
62	Review operations of the Finance Directorate	Date assignment completed				√	633.75			IAU	Finance
63	Conduct audit on Inventory / Stores	Date audit completed				√	633.75			IAU	Administration
64	Review reports from MMDAs	No. of reports reviewed	√	√	√	√	633.75			IAU	RCCs/MMDAs
65	Monitor and follow up on reports from the Districts.	No. of MMDAs visited No. of recommendations implemented	√	√	√	√	20,000.00			IAU	RCCs/MMDAs
66	Post staff/employees to newly created RCCS/MMDAs	No. of staff posted to new RCCs and MMDAs.	√	√	√	√	10,000.00			HR	RSIM
67	Review HR tools for HR audit and assessment	No. of HR assessment tools reviewed	√	√			125,000.00			HR	
68	Update data on staff movements (promotion, postings, transfers, secondments, retirements, resignation, demotions, upgrading and/or conversion etc)	No. of updates undertaken	√	√	√	√	75,000.00			HR	RSIM/RCC/MMDAs
69	Undertake test run and validate the new HRMIS	No. of validation workshops organized	√	√					10,000.00	HR	RSIM

SN	Activities (Operations)	Input or Output Indicator	Time Schedule				Indicative Budget			Responsibility	
			1st	2nd	3rd	4th	GoG	Devt Partner	Others	Lead	Collaborating
70	Train users of the HRMIS across the LGS	No. of staff trained on the HRMIS	√	√					50,000.00	HR	RSIM
71	Deploy the HRMIS to all levels of the LGS	No. of RCCs and MMDAs with functioning HRMIS	√	√					20,000.00	HR	RSIM
72	Undertake audit of the HRMIS	No. of HRMIS audit conducted		√	√				20,000.00	HR	RSIM
74	Process the appointment of Assistant Agricultural Officers; Production Officers; and Agricultural Extension Agents.	No. of AAOs; POs and AEAs appointed	√	√			5,000.00			HR	
75	Recruit 2,290 staff	No. of staff recruited.	√	√			20,000.00			HR	
77	Upgrade/convert qualified staff	No. of Staff upgraded/converted.	√	√	√	√	75,000.00			HR	
78	Process Deputy Directors and analogous grades to Directors and analogous grades	No. of Deputy Directors processed for promotion	√				570,000.00			HR	
79	Undertake promotion of other staff within the Service	No. of staff promoted according to classes	√	√	√	√	3,600,000.00			HR	
80	Review LGS protocols (Staffing Norms, Scheme of Service, etc)	No. of protocols reviewed		√	√				20,000.00	HR	

SN	Activities (Operations)	Input or Output Indicator	Time Schedule				Indicative Budget			Responsibility	
			1st	2nd	3rd	4th	GoG	Devt Partner	Others	Lead	Collaborating
82	Shortlist qualified Consultants and Consulting Firms to undertake Capacity Building and training	No. of Consultants and Consulting Firms shortlisted	√	√					40,000.00	HR	
83	Organize orientation for Coordinating Directors of newly created MMDAs	No. of Coordinating Directors trained			√				50,000.00	HR	
84	Build capacity of staff to implement child protection policy (UNICEF)	No. of Officers trained			√				500,000.00	HR	
85	Organize orientation training for 1,524 new Agricultural Staff	No. of Agricultural staff trained		√					200,000.00	HR	
86	Organize orientation for 2,290 staff Recruited into the Service	No. of orientation workshops organized No. of staff trained			√				200,000.00	HR	
87	Train officers to undertake HR assessment and audit	No. of officers trained		√					50,000.00	HR	
88	Implement GiZ supported activities on building capacities of HR Units in 60 MMDAs across the country.	No. of GiZ supported activities implemented	√	√	√	√			500,000.00	HR	
89	Develop 2019 consolidated action plan on capacity	Availability of Action Plan	√	√					300,000.00	HR	

SN	Activities (Operations)	Input or Output Indicator	Time Schedule				Indicative Budget			Responsibility	
			1st	2nd	3rd	4th	GoG	Devt Partner	Others	Lead	Collaborating
	building and trainings for the LGS										
90	Review, validate, print and distribute the Capacity Building Framework	No. of validation workshops organized. No. of CBFs printed and distributed		√	√	√			500,000.00	HR	
91	Process study leave requests	No. of applications processed	√	√	√	√	20,000.00			HR	
92	Set-up National Steering Committee on the implementation of the CBF	National Steering committee set up and inaugurated	√	√			48,000.00			HR	
93	Set-up Technical Working Groups at RCC and MMDAs on the implementation of the CBF	Technical committee set up and inaugurated	√	√					20,000.00	HR	RCCs AND MMDAs
95	Process salaries for staff: 2,254 newly recruited Agricultural Officers 2,290 newly recruited staff and staff promoted during the year	No. of salary inputs processed.	√	√	√	√	20,000.00			HR	

SN	Activities (Operations)	Input or Output Indicator	Time Schedule				Indicative Budget			Responsibility	
			1st	2nd	3rd	4th	GoG	Devt Partner	Others	Lead	Collaborating
96	Process and monitor the salary and related activities of staff: on Study leave; promotion, postings, transfers, secondments, retirements, resignation, demotions, upgrading and/or conversion etc	No. of salary inputs processed and monitored	√	√	√	√	500,000.00			HR	
97	Create a platform for continuous update of middle and lower level staff on the functions and operations of the LGS/OHLGS	No. of sessions held	√	√	√	√	2,400.00			PAU	All Directorates
98	Organise orientation sessions for Public Affairs Officers.	No. of sessions held No. of staff oriented		√			86,686.00			PAU	AGSD/MTSD/HRM
99	Update and print the OHLGS flyers and disseminate.	No. printed and date disseminated	√				30,000.00			PAU	AGSD/RSIMD
100	Organise sensitisation workshop on the Local Governance Act, 2016 (Act 936).	No. of sessions organized No. of staff sensitised			√		86,686.00			PPBMED/PAU	AGSD/MTSD/HRM
101	Organise media soiree and Press Briefings on the	No. of media soirees organized No of press briefings organised		√		√	30,000.00			PAU	

SN	Activities (Operations)	Input or Output Indicator	Time Schedule				Indicative Budget			Responsibility	
			1st	2nd	3rd	4th	GoG	Devt Partner	Others	Lead	Collaborating
	Operations of the LGS.										
102	Provide regular update to the LGS website and social media platforms.	No. of updates on website No. of updates on website platforms	√	√	√	√				PAU	AGSD/RSIMD
103	Mount Flexi Banners at Vantage Points within the OHLGS Premises to display the vision, mission, objectives and core values of the Service	No. of banners mounted	√				2,000.00			PAU	AGSD
104	Undertake newspaper publications of issues on local governance and decentralisation	No. of stories published	√	√	√	√	10,000.00			PAU	
105	Undertake newspaper clippings of publications on local governance and decentralisation for documentation and posting on the OHLGS notice board	No. of newspaper clippings made	√	√	√	√	6,825.00			PAU	
106	Ensure compliance with financial laws, Accounting Instructions and Administrative Regulations	No. of reports submitted	√	√	√	√	14,000.00			Finance	Internal Audit

SN	Activities (Operations)	Input or Output Indicator	Time Schedule				Indicative Budget			Responsibility	
			1st	2nd	3rd	4th	GoG	Devt Partner	Others	Lead	Collaborating
107	Maintain proper books of Account and Records	No of updates undertake	√	√	√	√	28,400.00			Finance	
108	Build capacities of staff	No of officers trained	√	√	√	√	38,400.00			Finance	
109	Establish system for timely retirement of programme expenditure	No of reports submitted	√	√	√	√	5,000.00			Finance	
110	Establish Fixed Assets Register	Fixed Assets register established and quarterly updates undertaken	√	√	√	√	3,500.00			Finance	IA, Procurement Unit
							21,901,505.53	2,125,000.00	8,000,000.00		

**Table 18: Annual Action Plan – 2020**

SN	Activities (Operations)	Input or Output Indicator	Time Schedule				Indicative Budget			Responsibility	
			1st	2nd	3rd	4th	GoG	Devt Partner	Others	Lead	Collaborating
1	Continue the implementation of NGGA training for officers in participating MMDAs	No. of officers trained No. of areas trained in		√	√	√		100,000.00		PPBME	CARE-NGGA
2	Expand the training on the use of PFM Template and IGF Strategy to other key staff of MMDAs	No. of officers trained in PFM			√		3,000,000.00			PPBME	IMCC, FDU
3	Compile 2019 LGS APR and provide submission into the National APR	Availability of APR document Timeliness of submission of inputs	√	√	√	√	35,000.00			PPBME	All Directorate, RCCs & NDPC
4	Organise annual APR preparation sessions with RCCs	No. of APR reports compiled and submitted by RCCs on timely basis	√	√			35,000.00			PPBME	RCCs
5	Monitor 2020 budget implementation and participate in 2021 Composite Budget hearings	Time of budget monitoring and hearing		√			29,000.00			PPBME	MoF, & RCCs
6	Prepare the 2021 LGS Budget	Policy Hearing Technical Hearing (MoF) Parliamentary Defense		√	√		20,000.00			PPBME	All Directorates, NDPC, MoF

SN	Activities (Operations)	Input or Output Indicator	Time Schedule				Indicative Budget			Responsibility	
			1st	2nd	3rd	4th	GoG	Devt Partner	Others	Lead	Collaborating
7	Monitor peripheral MMDAs and 44 newly created districts	No. of regions and MMDAs covered	√	√	√	√	100,000.00			PPBME	All Directorates, RCCS
8	Prepare M&E Plan	M&E compiled and submitted on timely basis		√	√		35,000.00				
9	Prepare Quarterly and Annual Progress Reports (APR)	No. of Quarterly and APR reports compiled and submitted on timely basis	√	√	√	√	83,450.00			PPBME	All Directorates, RCCS & NDPC
10	Undertake mid-year review of 2020 Action Plan and Programme-Based Budget	Minutes available? Areas updated/modified			√		35,000.00			PPBME	All Directorates, MoF, MLGRD
11	Collaborate with partners such as Peasant Farmers Association of Ghana to train their members on MMDA systems, processes and procedures	No. of trainings conducted No. of participants	√					25,000.00		PPBME	Peasant Farmers Association
12	Continue the implementation of the OHLGS component of GSCSP							2,000,000.00			
13	12.2 Procure Consulting Services for the delivery of Training to RCCs and MAs	No. of consulting services procured	√		√					PPBME	RCCs

SN	Activities (Operations)	Input or Output Indicator	Time Schedule				Indicative Budget			Responsibility	
			1st	2nd	3rd	4th	GoG	Devt Partner	Others	Lead	Collaborating
14	12.3 Develop/Review and Print manuals for training of MAs	No. of manuals developed and printed	√	√						PPBME	AGSD, MLGRD
15	12.4 Build capacity of staff at RCCs on fixed asset mgt, unit cost of service delivery and PFM templates	Training areas No of staff trained		√	√	√		1,060,000		PPBME	MLGRD, RCCs, Participating MAs
16	12.5 Procure office consumables, equipment and logistics	No. and type of logistics and equipment procured	√							PPBME	AGSD, MLGRD
17	12.6 Conduct quarterly monitoring visits to MAs participating in the Ghana Secondary Cities Support Programme (GSCSP)	No. of monitoring visits undertaken to MAs	√	√	√	√				PPBME	RCCs & Participating MAs
18	Hold workshops on ISCCS with key stakeholders at National, Regional and District level	No. of sensitization workshops on LGS-ISCCS held at all levels		√	√	√			420,000.00	MTSD	HRD
19	Carry out Monitoring & Evaluation of the Performance Management System at Regional & District Levels	No. of M&E conducted on the PMS at all levels	√		√			200,000.00		MTSD	HRD
20	Organise orientation of Staff of MMDA and	No. of staff trained on the		√				800,000.00		800,000.00	MTSD HRD

SN	Activities (Operations)	Input or Output Indicator	Time Schedule				Indicative Budget			Responsibility	
			1st	2nd	3rd	4th	GoG	Devt Partner	Others	Lead	Collaborating
	RCCs on the 5 operational manuals	operational manuals									
21	Monitor the implementation of operational manuals across RCCs and MMDAs	No. of MMDAs and RCCs utilising operational manuals			√	√	100,000.00			MTSD	HRD
22	Operationalise, integrate and monitor departments established under Act 936, 2016 (Staffing, functionality, logistics and training) at the MMDA & RCC level	No. of departments/ units operationalised and integrated No. of departments of MMDAs functional No. of monitoring visits conducted		√	√	√			3,000,000.00	MTSD	HRD
23	Collaborate with Ministry of Gender, Children and Social Protection (MoGCSP) to implement gender related activities	No. of research work conducted and results published.	√	√	√	√	921,369.76			RSIM	UG/ International Growth Centre (IGC)/MoGSCP
24	Strengthen members of RPCU and DPCU on proposal writing and research approaches.	No. of staff trained		√	√	√	1,329,753.60			RSIM	HR
25	Train MMDA staff on data collection on the level of implementation of the	Number of staff trained		√	√	√	1,841,095.92			RSIM	NDPC, MoP

SN	Activities (Operations)	Input or Output Indicator	Time Schedule				Indicative Budget			Responsibility	
			1st	2nd	3rd	4th	GoG	Devt Partner	Others	Lead	Collaborating
	Sustainable Development Goals (SDGs).										
26	Implement results of Micro research conducted on decentralisation and local governance	No. of micro researches conducted and published	√	√	√	√	2,500.00			RSIM	
27	□Conduct IT situational analysis in MMDAs/RCCs and take action on the outcomes	No. of IT situational analysis conducted			√	√	64,133.00			RSIM	
28	Carry out quarterly computer clinics (servicing, installation and configuration of applications) across all Directorates and Units of the OHLGS	No. of computer clinics undertaken	√	√	√	√	342,815.00			RSIM	
29	Monitor the implementation of the HRMIS at all levels (OHLGS/RCC/MMDAs)	No. of MMDAs/RCCs HRMIS monitored		√	√				160,000.00	RSIM	HRD, Consultant (Newtree GH LTD)
30	Provide continuous training for regional officers responsible for IPPD	No. of Officers trained			√	√	135,182.64			RSIM	HR
31	Update and maintain the Local Government Service's website. Link	No. of stories published and RCCs websites linked.	√	√	√	√	12,240.00			RSIM	PAU

SN	Activities (Operations)	Input or Output Indicator	Time Schedule				Indicative Budget			Responsibility	
			1st	2nd	3rd	4th	GoG	Devt Partner	Others	Lead	Collaborating
	websites of 6No. new RCCs										
32	Organise and publish the Local Government Service's (LGS) Newsletter	No. of publications	√		√		60,000.00			RSIM	PAU
33	Maintain OHLGS' Local Area Network (LAN), using NITA and Vodafone as our Internet Service Providers (ISPs).	No. of feedbacks received	√	√	√	√	58,174.00			RSIM	NITA/Vodafone
34	Provide technical support to GIFMIS and HRMIS end-users.	No. of technical supports provided	√	√	√	√	2,000.00			RSIM	GIFMIS Secretariat/PS C
40	Publish, disseminate and sensitize staff on the Service's Information Technology Policy.	No. of copies printed and disseminated		√	√		333,006.61			RSIM	
36	Monitor the implementation of internet and cloud facilities provided by Bluetown to the 5No. RCCs and the OHLGS.	No. of institutions of LGS provided with the facility	√	√	√	√				RSIM	Bluetown Company, RCCs
37	Process inputs of staff (Postings, promotions, new entrant forms etc.)	No. of inputs processed	√	√	√	√	2,000.00			RSIM	HR

SN	Activities (Operations)	Input or Output Indicator	Time Schedule				Indicative Budget			Responsibility	
			1st	2nd	3rd	4th	GoG	Devt Partner	Others	Lead	Collaborating
38	Organize Statutory meetings (LGSC meetings, LGSC Sub-Committees meetings, Audit Committee meeting, ETC Management meeting, staff durbar)	No. of Quarterly meetings held	√	√	√	√	1,278,070.00			AGS	Director, PPBMED (Secretary) / Director, IA
39	Manage the HR of OHLGS	No. of ESPV validation undertaken No. of promotions undertaken No. of leaves processed No. of staff trained	√	√	√	√	362,520.00			AGS	HRD
40	Prepare and Implement 2020 Procurement Plan	No. of reviews undertaken	√	√	√	√				AGS	All Directorates
41	Maintain office and infrastructure and facilities	No. of maintenance activities undertaken	√	√	√	√	2,633,278.00			AGS	MTSD
42	Maintain office equipment	No. of maintenance activities implemented	√	√	√	√	62,000.00			AGS	RSIM/FINANCE
43	Provide logistics and manage inventory	Types and quantity of logistics provided	√	√	√	√	300,400.00			AGS	IA

SN	Activities (Operations)	Input or Output Indicator	Time Schedule				Indicative Budget			Responsibility	
			1st	2nd	3rd	4th	GoG	Devt Partner	Others	Lead	Collaborating
44	Facilitate the management and effective use of official vehicles	Maintenance schedule implemented; Schedule of movement implemented	√	√	√	√	509,400.00			AGS	
45	Ensure the proper management of records and correspondences	Effective Receipt, storage and Dispatch of correspondence & documents.	√	√	√	√	15,000.00			AGS	
46	Provide security and ensure safety of staff and office property	No and types of security measures implemented	√	√	√	√	13,700.00			AGS	All Directorates
47	Ensure clean and safe working environment	No and types of sanitary activities implemented	√	√	√	√	10,400.00			AGS	
48	Strengthen Client Service Unit	No and types of activities implemented No of feedback obtained	√	√	√	√			500,000.00	AGS	PA
49	Continue the construction of OHLGS office complex	% of work completed	√	√	√	√	10,000,000.00			AGS	MTSD
50	Perform audit on Cash Management (GoG and Donor Fund), transport and fuel	Date assignment completed	√		√		633.75			IAU	Finance/Project coordinators
51	Review operations of Directorates and units of OHLGS	Date audit completed	√				2,535.00			IAU	Administration

SN	Activities (Operations)	Input or Output Indicator	Time Schedule				Indicative Budget			Responsibility	
			1st	2nd	3rd	4th	GoG	Devt Partner	Others	Lead	Collaborating
52	Conduct audit on procurement and stores management	Date assignment completed		√			633.75			IAU	RSIM
53	Review reports from MMDAs	No. of reports reviewed	√	√	√	√	633.75			IAU	RCCs/MMDAs
54	Monitor and follow up on reports from the Districts.	No. of MMDAs visited No. of recommendations implemented	√	√	√	√	20,000.00			IAU	RCCs/MMDAs
55	Review HR tools and implement HR audits and assessments	No. of HR assessment tools reviewed	√	√			125,000.00			HR	
56	Update data on staff movements (promotion, postings, transfers, secondments, retirements, resignation, demotions, upgrading and/or conversion etc)	No. of updates undertaken	√	√	√	√	75,000.00			HR	RSIM/RCC/MMDAs
57	Upgrade/convert qualified staff	No. of Staff upgraded/converted.	√	√	√	√	167,479.40			HR	
58	Process Deputy Directors and analogous grades to Directors and analogous grades	No. of Deputy Directors processed for promotion	√				570,000.00			HR	

SN	Activities (Operations)	Input or Output Indicator	Time Schedule				Indicative Budget			Responsibility	
			1st	2nd	3rd	4th	GoG	Devt Partner	Others	Lead	Collaborating
59	Undertake promotion of other staff within the Service	No. of staff promoted according to classes	√	√	√	√	3,600,000.00			HR	
60	Shortlist qualified Consultants and Consulting Firms to undertake Capacity Building and training	No. of Consultants and Consulting Firms shortlisted	√	√			40,000.00			HR	
61	Build capacity of staff to implement child protection policy (UNICEF)	No. of Officers trained			√				500,000.00	HR	
62	Implement GiZ supported activities on building capacities of HR Units in 60 MMDAs across the country.	No. of GiZ supported activities implemented	√	√	√	√			500,000.00	HR	
63	Develop 2020 consolidated action plan on capacity building and trainings for the LGS	Availability of Action Plan	√	√			125,000.00			HR	
64	Process study leave requests	No. of applications processed	√	√	√	√	20,000.00			HR	
65	Monitor the activities of the National Steering Committee and the technical working group on the	National Steering committee set up and inaugurated	√	√			48,000.00			HR	

SN	Activities (Operations)	Input or Output Indicator	Time Schedule				Indicative Budget			Responsibility	
			1st	2nd	3rd	4th	GoG	Devt Partner	Others	Lead	Collaborating
	implementation of the CBF										
66	Process and monitor the salary and related activities of staff: on Study leave; promotion, postings, transfers, secondments, retirements, resignation, demotions, upgrading and/or conversion etc	No. of salary inputs processed and monitored	√	√	√	√	500,000.00			HR	
67	Create a platform for continuous update of middle and lower level staff on the functions and operations of the LGS/OHLGS	No. of sessions held	√	√	√	√	2,400.00			PAU	All Directorates
68	Organise training for Public Affairs Officers.	No. of sessions held No. of staff oriented		√			86,686.00			PAU	AGSD/MTSD/HRM
69	Continue the sensitisation on the Local Governance Act, 2016 (Act 936).	No. of sessions organized No. of staff sensitised			√		86,686.00			PPBME D/PAU	AGSD/MTSD/HRM
70	Organise media soiree and Press Briefings on the Operations of the LGS.	No. of media soirees organized No of press briefings organised		√		√	30,000.00			PAU	

SN	Activities (Operations)	Input or Output Indicator	Time Schedule				Indicative Budget			Responsibility	
			1st	2nd	3rd	4th	GoG	Devt Partner	Others	Lead	Collaborating
71	Provide regular update to the LGS website and social media platforms.	No. of updates on website No. of updates on website platforms	√	√	√	√	1,000.00			PAU	AGSD/RSIMD
72	Undertake newspaper publications of issues on local governance and decentralisation	No of stories published	√	√	√	√	10,000.00			PAU	
73	Undertake newspaper clippings of publications on local governance and decentralisation for documentation and posting on the OHLGS notice board	No. of newspaper clippings made	√	√	√	√	6,825.00			PAU	
74	Ensure compliance with financial laws, Accounting Instructions and Administrative Regulations	No of reports submitted	√	√	√	√	14,000.00			Finance	Internal Audit
75	Maintain proper books of Account and Records	No of updates undertake	√	√	√	√	28,400.00			Finance	
76	Build capacities of staff of the Finance Directorate	No of officers trained	√	√	√	√	38,400.00			Finance	
77	Monitor the operationalisation of system for timely retirement of	No of reports submitted	√	√	√	√	5,000.00			Finance	

SN	Activities (Operations)	Input or Output Indicator	Time Schedule				Indicative Budget			Responsibility	
			1st	2nd	3rd	4th	GoG	Devt Partner	Others	Lead	Collaborating
	programme expenditure										
78	Update OHLGS Fixed Assets Register	Fixed Assets register updated quarterly	√	√	√	√	3,500.00			Finance	IA, Procurement Unit
							30,066,851.18	2,125,000.00	5,880,000.00		

**Table 19: Annual Action Plan 2021**

SN	Activities (Operations)	Input or Output Indicator	Time Schedule				Indicative Budget			Responsibility	
			1st	2nd	3rd	4th	GoG	DP	Others	Lead	Collaborating
1	Continue the implementation of NGGA, PFAG and other partner-training for officers in participating MMDAs	No. of officers trained No. of areas trained in		√	√	√		100,000.00		PPBME	CARE-NGGA
2	Expand the training on IGF Strategy, Social Accountability and the use of PFM Templates	No. of officers trained in SA & PFM			√		3,000,000.00			PPBME	IMCC, FDU
3	Compile 2020 LGS APR and provide submission into the National APR	Time of production of APR Timeliness of submission of inputs	√	√	√	√	35,000.00			PPBME	All Directorate, RCCs & NDPC
4	Organise annual APR preparation sessions with RCCs	No. of APR reports compiled and submitted by RCCs on timely basis	√	√			35,000.00			PPBME	RCCs
5	Monitor 2021 budget implementation and participate in 2022 Composite Budget hearings	Time of budget monitoring and hearing		√			29,000.00			PPBME	MoF, & RCCs
6	Prepare the 2022 LGS Budget	Policy Hearing Technical Hearing (MoF) Parliamentary Defense		√	√		20,000.00			PPBME	All Directorates, NDPC, MoF

SN	Activities (Operations)	Input or Output Indicator	Time Schedule				Indicative Budget			Responsibility	
			1st	2nd	3rd	4th	GoG	DP	Others	Lead	Collaborating
7	Monitor peripheral MMDAs	No. of regions and MMDAs covered	√	√	√	√	100,000.00			PPBME	All Directorates, RCCS
8	Prepare Quarterly and Annual Progress Reports (APR)	No. of Quarterly and APR reports compiled and submitted on timely basis	√	√	√	√	83,450.00			PPBME	All Directorates, RCCS & NDPC
9	Undertake mid-year review of 2021 Action Plan and Programme-Based Budget	Minutes available? Areas updated/modified			√		35,000.00			PPBME	All Directorates, MoF, MLGRD
10	Continue the implementation of the OHLGS component of GSCSP							2,000,000.00			
11	12.2 Procure Consulting Services for the delivery of Training to RCCs and MAs	No. of consulting services procured		√	√	√				PPBME	RCCs
12	12.3 Develop and Print manuals for training on Spatial planning and data management	No. of manuals developed and printed			√	√				PPBME	AGSD, MLGRD
13	12.4 Build capacity of staff at RCCs and MAs in Data Management and in the use of the Spatial Planning manuals	Training areas No of staff trained			√	√				PPBME	MLGRD, RCCs, Participating MAs
14	12.5 Procure office consumables, and other logistics	No. and type of logistics and equipment procured		√	√					PPBME	AGSD, MLGRD

SN	Activities (Operations)	Input or Output Indicator	Time Schedule				Indicative Budget			Responsibility	
			1st	2nd	3rd	4th	GoG	DP	Others	Lead	Collaborating
15	12.6 Conduct three monitoring visits to MAs the Ghana Secondary Cities Support Programme (GSCSP)	No. of monitoring visits undertaken to MAs			√	√				PPBME	RCCs & Participating MAs
16	Hold workshops on ISCCS with key stakeholders at National, Regional and District level	No. of sensitization workshops on LGS-ISCCS held at all levels		√	√	√			420,000.00	MTSD	HRD
17	Carry out Monitoring & Evaluation of the Performance Management System at Regional & District Levels	No. of M&E conducted on the PMS at all levels	√		√		200,000.00			MTSD	HRD
18	Organise orientation of Staff of MMDA and RCCs on the 5 operational manuals	No. of staff trained on the operational manuals		√			800,000.00		800,000.00	MTSD	HRD
19	Monitor the implementation of operational manuals across RCCs and MMDAs	No. of MMDAs and RCCs utilising operational manuals			√	√	100,000.00			MTSD	HRD
20	Operationalise, integrate & monitor departments established under Act 936, 2016 (Staffing, functionality, logistics and training) at the MMDA & RCC level	No. of departments/units operationalised and integrated No. of departments of MMDAs functional		√	√	√			3,000,000.00	MTSD	HRD

SN	Activities (Operations)	Input or Output Indicator	Time Schedule				Indicative Budget			Responsibility	
			1st	2nd	3rd	4th	GoG	DP	Others	Lead	Collaborating
		No. of monitoring visits conducted									
21	Collaborate with Ministry of Gender, Children and Social Protection (MoGCSP) to implement gender related activities	No. of research work conducted and results published.	√	√	√	√	921,369.76			RSIM	UG/ International Growth Centre (IGC)/ MoGSCP
22	Facilitate the collection of data on the level of implementation of the Sustainable Development Goals (SDGs).	Number of SDG indicators responded to		√	√	√	1,841,095.92			RSIM	NDPC, MoP
23	Implement results of Micro research conducted on decentralisation and local governance	No. of micro researches conducted and published	√	√	√	√	2,500.00			RSIM	
24	Develop and implement an online recruitment portal for LGS	Dates of development and operationalisation					20,000.00				
25	Conduct IT situational analysis in MMDAs/RCCs and take action on the outcomes	No. of IT situational analysis conducted			√	√	64,133.00			RSIM	
26	Carry out quarterly computer clinics (servicing, installation and configuration of applications) across all Directorates and Units of the OHLGS	No. of computer clinics undertaken	√	√	√	√	342,815.00			RSIM	

SN	Activities (Operations)	Input or Output Indicator	Time Schedule				Indicative Budget			Responsibility	
			1st	2nd	3rd	4th	GoG	DP	Others	Lead	Collaborating
27	Monitor the implementation of the HRMIS at all levels (OHLGS/RCC/MMDA s)	No. of MMDAs/RCCs HRMIS monitored		√	√				120,000.00	RSIM	HRD, Consultant (Niewtree GH LTD)
40	Publish, disseminate and sensitize staff on the Service's Information Technology Policy.	No. of copies printed and disseminated		√	√		333,006.61			RSIM	
28	Provide continuous training for regional officers responsible for IPPD	No. of Officers trained			√	√	135,182.64			RSIM	HR
29	Update and maintain the Local Government Service's website and monitor the performance of the linked websites of 6No. RCCs	No. of stories published and linked RCCs websites monitored.	√	√	√	√	12,240.00			RSIM	PAU
30	Organise and publish the Local Government Service's (LGS) Newsletter	No. of publications	√		√		60,000.00			RSIM	PAU
31	Maintain OHLGS' Local Area Network (LAN), using NITA and Vodafone as our Internet Service Providers (ISPs).	No. of feedbacks received	√	√	√	√	58,174.00			RSIM	NITA/Vodafone
32	Provide technical support to GIFMIS and HRMIS end-users.	No. of technical supports provided	√	√	√	√	2,000.00			RSIM	GIFMIS Secretariat/PSC

SN	Activities (Operations)	Input or Output Indicator	Time Schedule				Indicative Budget			Responsibility	
			1st	2nd	3rd	4th	GoG	DP	Others	Lead	Collaborating
33	Monitor the implementation of internet and cloud facilities provided by Bluetown to the 5No. RCCs and the OHLGS.	No. of institutions of LGS provided with the facility	√	√	√	√				RSIM	Bluetown Company, RCCs
34	Process inputs of staff (Postings, promotions, new entrant forms etc.)	No. of inputs processed	√	√	√	√	2,000.00			RSIM	HR
35	Organize Statutory meetings (LGSC meetings, LGSC Sub-Committees meetings, Audit Committee meeting, ETC meeting, Management meeting, staff durbar)	No. of Quarterly meetings held	√	√	√	√	1,278,070.00			AGS	Director, PPBMED (Secretary) / Director, IA
36	Manage the HR of OHLGS	No. of ESPV validation undertaken No. of promotions undertaken No. of leaves processed No. of staff trained	√	√	√	√	362,520.00			AGS	HRD
37	Prepare and Implement 2021 Procurement Plan	No. of reviews undertaken	√	√	√	√				AGS	All Directorates
38	Maintain office and infrastructure and facilities	No of maintenance activities undertaken	√	√	√	√	2,633,278.00			AGS	MTSD

SN	Activities (Operations)	Input or Output Indicator	Time Schedule				Indicative Budget			Responsibility	
			1st	2nd	3rd	4th	GoG	DP	Others	Lead	Collaborating
39	Maintain office equipment	No. of maintenance activities implemented	√	√	√	√	62,000.00			AGS	RSIM/FINANCE
40	Provide logistics and manage inventory	Types and quantity of logistics provided	√	√	√	√	300,400.00			AGS	IA
41	Facilitate the management and effective use of official vehicles	Maintenance schedule implemented; Schedule of movement implemented	√	√	√	√	509,400.00			AGS	
42	Procure vehicles for the OHLGS	No. of vehicles					2,000,000.00				
43	Ensure the proper management of records and correspondences	Effective Receipt, storage and Dispatch of correspondence & documents.	√	√	√	√	12,000.00			AGS	
44	Provide security and ensure safety of staff and office property	No and types of security measures implemented	√	√	√	√	13,700.00			AGS	All Directorates
45	Ensure clean and safe working environment	No and types of sanitary activities implemented	√	√	√	√	10,400.00			AGS	
46	Strengthen Client Service Unit	No and types of activities implemented No of feedback obtained	√	√	√	√			1,000,000.00	AGS	PA

SN	Activities (Operations)	Input or Output Indicator	Time Schedule				Indicative Budget			Responsibility	
			1st	2nd	3rd	4th	GoG	DP	Others	Lead	Collaborating
47	Complete the construction of OHLGS office complex	% of work completed	√	√	√	√	5,000,000.0			AGS	MTSD
48	Perform audit on Cash Management (GoG and Donor Fund), transport and fuel	Date assignment completed	√		√		633.75			IAU	Finance/Project coordinators
49	Review operations of Directorates and units of OHLGS	Date audit completed	√				2,535.00			IAU	Administration
50	Conduct audit on procurement and stores management	Date assignment completed		√			633.75			IAU	RSIM
51	Review reports from MMDAs	No. of reports reviewed	√	√	√	√	633.75			IAU	RCCs/MMDAs
52	Monitor and follow up on reports from the Districts.	No. of MMDAs visited No. of recommendations implemented	√	√	√	√	20,000.00			IAU	RCCs/MMDAs
53	Continue the review of HR tools and implement HR audits and assessments	No. of HR assessment tools reviewed	√	√			125,000.00			HR	
54	Update data on staff movements (promotion, postings, transfers, secondments, retirements, resignation, demotions, upgrading and/or conversion etc)	No. of updates undertaken	√	√	√	√	75,000.00			HR	RSIM/RCC/MMDAs

SN	Activities (Operations)	Input or Output Indicator	Time Schedule				Indicative Budget			Responsibility	
			1st	2nd	3rd	4th	GoG	DP	Others	Lead	Collaborating
55	Upgrade/convert qualified staff	No. of Staff upgraded/converted.	√	√	√	√	167,479.40			HR	
56	Process Deputy Directors and analogous grades to Directors and analogous grades	No. of Deputy Directors processed for promotion	√				570,000.00			HR	
57	Undertake promotion of other staff within the Service	No. of staff promoted according to classes	√	√	√	√	3,600,000.00			HR	
58	Shortlist qualified Consultants and Consulting Firms to undertake Capacity Building and training	No. of Consultants and Consulting Firms shortlisted	√	√			40,000.00			HR	
59	Build capacity of staff to implement child protection policy (UNICEF)	No. of Officers trained			√				500,000.00	HR	
60	Implement GiZ supported activities on building capacities of HR Units in 60 MMDAs across the country.	No. of GiZ supported activities implemented	√	√	√	√			500,000.00	HR	
61	Develop 2021 consolidated action plan on capacity building and trainings for the LGS	Availability of Action Plan	√	√			125,000.00			HR	
62	Process study leave requests	No. of applications processed	√	√	√	√	20,000.00			HR	

SN	Activities (Operations)	Input or Output Indicator	Time Schedule				Indicative Budget			Responsibility	
			1st	2nd	3rd	4th	GoG	DP	Others	Lead	Collaborating
63	Monitor the activities of the National Steering Committee and the technical working group on the implementation of the CBF	National Steering committee set up and inaugurated	√	√			48,000.00			HR	
64	Process and monitor the salary and related activities of staff: on Study leave; promotion, postings, transfers, secondments, retirements, resignation, demotions, upgrading and/or conversion etc	No. of salary inputs processed and monitored	√	√	√	√	500,000.00			HR	
65	Continue to update middle and lower level staff on the functions and operations of the LGS/OHLGS	No. of sessions held	√	√	√	√	2,400.00			PAU	All Directorates
66	Organise training for Public Affairs Officers.	No. of sessions held No. of staff oriented		√			86,686.00			PAU	AGSD/MTSD/HRM
67	Continue the sensitisation on the Local Governance Act, 2016 (Act 936).	No. of sessions organized No. of staff sensitised			√		86,686.00			PPBME D/PAU	AGSD/MTSD/HRM
68	Organise media soiree and Press Briefings on the Operations of the LGS.	No. of media soirees organized No. of press briefings organised		√		√	30,000.00			PAU	

SN	Activities (Operations)	Input or Output Indicator	Time Schedule				Indicative Budget			Responsibility	
			1st	2nd	3rd	4th	GoG	DP	Others	Lead	Collaborating
69	Provide regular update to the LGS website and social media platforms.	No. of updates on website No. of updates on website platforms	√	√	√	√	12,000.00			PAU	AGSD/RSIMD
70	Undertake newspaper publications of issues on local governance and decentralisation	No of stories published	√	√	√	√	10,000.00			PAU	
71	Undertake newspaper clippings of publications on local governance and decentralisation for documentation and posting on the OHLGS notice board	No. of newspaper clippings made	√	√	√	√	6,825.00			PAU	
72	Ensure compliance with financial laws, Accounting Instructions and Administrative Regulations	No of reports submitted	√	√	√	√	14,000.00			Finance	Internal Audit
73	Maintain proper books of Account and Records	No of updates undertake	√	√	√	√	28,400.00			Finance	
74	Build capacities of staff of the Finance Directorate	No of officers trained	√	√	√	√	38,400.00			Finance	
75	Monitor the operationalisation of system for timely retirement of programme expenditure	No of reports submitted	√	√	√	√	5,000.00			Finance	
76	Update OHLGS Fixed Assets Register	Fixed Assets register updated quarterly	√	√	√	√	3,500.00			Finance	IA, Procurement Unit

SN	Activities (Operations)	Input or Output Indicator	Time Schedule				Indicative Budget			Responsibility	
			1st	2nd	3rd	4th	GoG	DP	Others	Lead	Collaborating
	<b>TOTAL</b>						26,032,547.58	2,100,000.00	6,340,000.00		

## **Chapter 6**

### **Implementation, Monitoring and Evaluation**

This chapter outlines how the 2018-2021 SMTDP the stakeholder's analysis of the Local Government Service, the Monitoring and Evaluation conditions and capacities of the Service in addition to indicators and targets. Again, this chapter indicates Monitoring and Evaluation Matrix, calendar, budget, data collection, collation and analysis in the Service. It also provides information on M&E report and findings, dissemination, participatory monitoring and evaluation processes among others.

#### **6.1 Monitoring/Results Framework**

**Table 20: Monitoring/Results Framework**

<b>Development dimension:</b> Governance, Corruption and Public Accountability										
<b>Goal:</b> Maintain a stable, united and safe society										
Projects/Activities	Outcomes or Impact Indicators	Indicator definition	Baseline 2017	Targets				Data Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
<b>Policy Objective:</b> Deepen political and administrative decentralization										
Set up codes and cost centres for newly created regions and districts	Departments aligned, integrated and established	Functional (Operational) departments at MMDA level	RCCs - 10 Metro - 6 Muni - 55 MDAs - 155	38 MMDAs	6 RCCs and 6 MMDAs	-	-	RCCs Metros Municipals Districts	Annually	PPBME
Operationalise, integrate and monitor departments established under Act 936, 2016 (Staffing, functionality, logistics and training) at the OHLGS, RCCs and MMDAs	Departments aligned, integrated and established	Functional (Operational) departments at MMDA level	DA = 4/15 MU = 6/17 MT = 9/20	DA = 7/15 MU = 9/17 MT = 12/20	DA = 9/15 MU = 11/17 MT = 14/20	DA = 10/15 MU = 12/17 MT = 15/20	DA = 15/15 MU = 17/17 MT = 20/20	RCCs Metros Municipals Districts	Annually	MTSD
Review and strengthen the structure of Directorates at the OHLGS	Departments aligned, integrated and established	Functional (Operational) departments at OHLGS	Directorate - 7 Units - 2	Directorate - 7 Units - 2	Directorate - 6 Units - 2	Directorate - 6 Units - 3	Directorate - 6 Units - 3	Directorates and Units	Annually	HRM/MTSD
Review and validate Training Manual for Social Development Officers	Availability of operational manuals for departments	Standard procedures for operations		8	5				Annually	HRM
Implement the Performance Management System at OHLGS, Regional & District Levels	Level of Performance effectiveness and	Measurement of staff productivity	OHLGS - 7 RCCs - 10 MMDAs - 216	OHLGS - 7 RCCs - 10 MMDAs - 216	OHLGS - 7 RCCs - 16 MMDAs - 260	OHLGS - 7 RCCs - 16 MMDAs - 260	OHLGS - 7 RCCs - 16 MMDAs - 260	OHLGS, RCCs, MMDAs	Annually	MTSD
Monitor & evaluate of the Performance Management System at Regional & District Levels	Level of Performance effectiveness and	Measurement of staff productivity	2 (Mid and end of year REPORT)	2 (Mid and end of year)	2 (Mid and end of year)	2 (Mid and end of year)	2 (Mid and end of year)	RCCs MMDAs	Twice a year	MTSD
Implement the ISCCS with key stakeholders at National, Regional and District level	Level of collaboration and cooperation	Stakeholder participation, commitment and support	National Level - 1 Regional - 10 District - 2	National Level - Regional - 3	National Level - Regional - 3	National Level - Regional - 3	National Level - Regional - 3	National, Regional, District	Twice a year	MTSD

<b>Development dimension:</b> Governance, Corruption and Public Accountability										
<b>Goal:</b> Maintain a stable, united and safe society										
Projects/Activities	Outcomes or Impact Indicators	Indicator definition	Baseline 2017	Targets				Data Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
			per D/A in a region	District -	District -	District -	District -			
Implement orientation programmes for Staff of MMDAs and RCCs on operational manuals	Level of efficiency and effectiveness	Uniform understanding and performance	N/A	4 Zonal orientations covering all regions	Orientation on 8 manuals for MMDAs on Regional basis	RCCs - MMDAs -	RCCs - MMDAs -	RCCs MMDA	Annually	MTSD
Monitor the implementation of operational manuals across RCCs and MMDAs	Level of efficiency and effectiveness	Uniform understanding and application	Operational framework in various documents					RCCs, MMDAs	Annually	MTSD
Provide support to MMDAs on the implementation of WASH related activities	No. of MMDAs aligned with national level interventions in five programme regions		CLTS operational in 5 regions but not aligned to national level					Zonal basis	Annually	MTSD /PPBME
<b>Policy Objective:</b> Improve decentralised planning										
Train staff of MIS/IT unit	Level of efficiency and effectiveness	Skills and competencies						Male Female	Annually	RSIM
Train MMDAs on revenue mobilisation and gender related issues	Percentage increase in MMDA revenue Proportion of staff with skills in gender	Amount of revenue generated Skills and competencies						Revenue Gender	Annually	RSIM

<b>Development dimension:</b> Governance, Corruption and Public Accountability										
<b>Goal:</b> Maintain a stable, united and safe society										
Projects/Activities	Outcomes or Impact Indicators	Indicator definition	Baseline 2017	Targets				Data Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
Train members of RPCU, DPCU and IT officers on proposal writing and research methods.	Level of efficiency and effectiveness	Skills and competencies						Proposal writing Research methods	Annually	RSIM
Train MMDA staff on localising Sustainable Development Goals (SDGs).	Level of efficiency and effectiveness	Skills and competencies	0	0	1	2	3	Male Female	Annually	RSIM
Take over staff of LUPSA, Parks & Gardens etc at the district level from Civil Service	MMDAs with functional Physical Planning Departments	Availability of physical planning services	0	0	MMDA -			District Municipal Metropolitan	Annually	MTSD
Monitor budget implementation and participate in Composite Budget hearings	Level of improvement in budget preparation and implementation	Quality of budget management	Activate PBB - GIFMIS -	Activate - 216 PBB - GIFMIS -	Activate - PBB - GIFMIS -	Activate - PBB - GIFMIS -	Activate - PBB - GIFMIS -	Regional basis	Annually	PPBME
Prepare LGS Budget	Timeliness of delivery	Adherence to budget calendar	Policy hearing - Tech Hearing - Defence -	Policy hearing - Tech Hearing - Defence -	Policy hearing - Tech Hearing - Defence -	Policy hearing - Tech Hearing - Defence -	Policy hearing - Tech Hearing - Defence -		Twice in a year	PPBME
<b>Policy Objective:</b> Build an effective and efficient government machinery										
Prepare and Implement annual Procurement Plans for OHLGS	Level of implementation achieved	Transparency of procurement process and compliance	Preparation - Qtrly Review -	Preparation - Qtrly Review -	Preparation - Qtrly Review -	Preparation - Qtrly Review -	Preparation - Qtrly Review -		Annually	AGSD
Establish and implement a system for timely retirement of programme expenditure	Functionality of expenditure retirement system	Timely acquittal of expenditure						GoG DP	Quarterly	FMD

<b>Development dimension: Governance, Corruption and Public Accountability</b>										
<b>Goal: Maintain a stable, united and safe society</b>										
Projects/Activities	Outcomes or Impact Indicators	Indicator definition	Baseline 2017	Targets				Data Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
Establish Fixed Assets Register	Timeliness of update	Compliance with the quarterly updates regime						Type of Asset	Annually	FMD
Implement measures for compliance with financial laws, Accounting Instructions and Administrative Regulations	Level of compliance	Adherence to financial regulations	Monthly Annual						Quarterly	FMD
Maintain proper books of Account and Records	Level of compliance	Adherence to financial regulations	Annual Acc Monthly Fin stat						Quarterly	FMD
Perform audit on Cash Management (GoG and Donor Fund), transport and fuel	Effectiveness of internal controls	Adherence to financial regulations	Approvals Acquittals					GoG DP	Twice a year	IAU
Review operations of Directorates and units of OHLGS	Effectiveness of internal controls	Adherence to financial regulations	Approvals Acquittals					Directorate basis	Twice a year	IAU
Conduct audit on procurement and stores management	Effectiveness of internal controls	Adherence to financial regulations	Approvals Acquittals					Procurement process Stocks Inventory	Twice a year	IAU
Review reports from MMDAs	Level of audit compliance by MMDAs	Adherence to financial regulations	Submissions - Recommendations					Regional basis	Quarterly	IAU
Monitor and make follow-ups on reports from MMDAs	Level of audit compliance by MMDAs	Adherence to financial regulations	Follow-ups					Regional basis	Annually	IAU
	Level of audit compliance by MMDAs	Adherence to financial regulations						Regional basis	Annually	IAU
<b>Policy Objective: Build an effective and efficient government machinery</b>										
Implement measures to ensure the proper management of records and correspondences	Level of improvement in records management	Functional registry						In & Out Storage & Retrieval	Quarterly	AGSD

<b>Development dimension: Governance, Corruption and Public Accountability</b>										
<b>Goal: Maintain a stable, united and safe society</b>										
Projects/Activities	Outcomes or Impact Indicators	Indicator definition	Baseline 2017	Targets				Data Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
Ensure clean and safe working environment	Safety and Health status	Work environment devoid of hazards						Work place accidents Sanitation	Quarterly	AGSD
Carry out routine computer clinics (servicing, installation and configuration of applications) across all Directorates and Units of the OHLGS	Level of functionality of office facilities	Sustainability of office facilities						Computer s Applications	Quarterly	RSIM
Maintain OHLGS' Local Area Network (LAN), with NITA and Vodafone	Level of functionality of office facilities	Sustainability of office facilities						LAN WiFi	Quarterly	RSIM
Maintain office infrastructure and facilities	Compliance of maintenance schedule	Observance of O&M plan						Buildings Equipment , Fittings & Plants	Twice a year	AGSD
Maintain office equipment	Level of functionality of office facilities	Sustainability of office facilities							Quarterly	AGSD
Provide RCCs and OHLGS with internet and cloud facilities through Blue town Company.	Level of functionality of service	Sustainability of office facilities	NITA services available						Annually	RSIM
Capture MMDA capitals and offices on google map	Level of ease of location	Ability to locate MMDA offices							Annually	RSIM
Provide technical support to GIFMIS and HRMIS end-users.	Level of effectiveness in the use of GIFMIS and HRMIS to end-users	Smooth implementation of GIFMIS and HRMIS						GIFMIS issues HRMIS issues	Quarterly	RSIM
Manage the Electronic Biometric Clocking System	Change in punctuality	Attendance to work	Nil						Monthly	RSIM
Provide logistics and manage inventory	Level of efficiency in stores management	Stock controls						Stocks Inventory management	Twice a year	AGSD

<b>Development dimension: Governance, Corruption and Public Accountability</b>										
<b>Goal: Maintain a stable, united and safe society</b>										
Projects/Activities	Outcomes or Impact Indicators	Indicator definition	Baseline 2017	Targets				Data Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
Facilitate the management and effective use of official vehicles	Level of compliance with maintenance schedule	Observance of O&M plan						Operations Maintenance	Quarterly	AGSD
Provide security and ensure safety of staff and office property	Safety and security status	Avoidance of workplace accidents, loss and damage						Injuries Damages Theft	Quarterly	AGSD
Organize Statutory meetings (LGSC meetings, LGSC Sub-Committees meetings, Audit Committee meeting, ETC meeting, Management meeting, staff durbar)	Level of Council and other statutory committees performance	Compliance to requirement						Management & Staff LGSC Etc.	Monthly Quarterly	AGSD
Undertake the construction of OHLGS office complex	Level of completion and use	Status and readiness for use						Procurement processes Substructure Superstructure	Annually	AGSD / MTSD
Strengthen Client Service Unit	Level of engagement and forms of feedback from public	Quality of client/public engagement						Regional basis	Annually	HRM
Organise orientation sessions for Public Affairs Officers.	Level of engagement with public	Quality of client/public engagement						Regional basis	Annually	PAU
Organise sensitisation workshop on the Local Governance Act, 2016 (Act 936).	Level of awareness	Knowledge and understanding of the Act						Regional basis	Annually	PAU
Strengthen staffing for newly created RCCS/MMDAs	Level of functionality	Staff availability to deliver mandate						RCCs MMDAs	Annually	HRM
Review HR tools and implement HR audits and assessments	Change in HR management	Ability to apply techniques and procedures						Tools Assessments	Annually	HRM

<b>Development dimension: Governance, Corruption and Public Accountability</b>										
<b>Goal: Maintain a stable, united and safe society</b>										
Projects/Activities	Outcomes or Impact Indicators	Indicator definition	Baseline 2017	Targets				Data Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
Update data on staff movements (promotion, postings, transfers, secondments, retirements, resignation, demotions, upgrading and/or conversion etc)	Change in HR management	Ability to apply techniques and procedures						Regional basis	Annually	HRM
Undertake test run and validate the new HRMIS	Functionality of HRMIS	To pilot or ascertain the rollout of HRMIS						Regional basis	Twice a year	RSIM/HRM
Process the appointment of newly recruited staff (Assistant Agricultural Officers; Production Officers; and Agricultural Extension Agents).	Percentage change in staffing levels	Available staffing levels						Regional basis	Annually	HRM
Recruit and process salaries of staff for agric. and other classes of staff	AEA farmer ratio Percentage change in staffing levels	Available staffing levels relative to number of farmers						Regional basis	Annually	HRM
Process and monitor the salary and related activities of staff: on Study leave; promotion, postings, transfers, secondments, retirements, resignation, demotions, upgrading and/or conversion etc	Change in HR management	Application of techniques and procedures						Regional basis	Annually	HRM
Rollout the new HRMIS to OHLGS/RCC/MMDAs	Functionality of HRMIS	Operationalisation of HRMIS						Regional basis	Twice a year	RSIM/HRM
Implement training for regional officers responsible for IPPD on regular basis	Level of access to IPPD services	Regional offices being able to provide IPPD services						Regional basis	Annually	RSIM
Align staff to the appropriate Management Units on the HRMIS and Payroll System.	Level of access to PPS services	Level of alignment to the appropriate management units						MMDAs	Annually	HRM
Process inputs of staff (Postings, promotions, new entrant forms etc.)	Duration of validation of inputs and placements	Timeliness of processes						Regional basis	Annually	HRM

<b>Development dimension: Governance, Corruption and Public Accountability</b>										
<b>Goal: Maintain a stable, united and safe society</b>										
Projects/Activities	Outcomes or Impact Indicators	Indicator definition	Baseline 2017	Targets				Data Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
Manage Human Resource of OHLGS (ESPV Validation for OHLGS, Process Annual Increments, leave)	Change in HR management	Application of techniques and procedures							Monthly Annually	AGSD
Upgrade/ convert qualified staff	Change in HR management	Application of techniques and procedures						Regional basis	Annually	HRM
Process Deputy Directors and analogous grades to Directors and analogous grades	Change in HR management	Application of techniques and procedures						Regional basis	Annually	HRM
Undertake promotion of other staff within the Service	Change in HR management	Application of techniques and procedures						Regional basis	Annually	HRM
Review LGS protocols (Staffing Norms, Scheme of Service, etc)	Protocols operationalised	Application of procedures							Annually	HRM
Process study leave requests	Change in HR management	Application of techniques and procedures						Regional basis	Annually	HRM
	Level of CBF implementation	Working in line with CBF						Regional basis	Annually	HRM
	Level of linkage of CBF with National Policy Framework	Level of alignment with policies						NMTDF SDGs AU Agenda 2063	Annually	HRM
	Staff management systems (mechanisms, procedures & numbers) implemented annually	Application of techniques and procedures						Regional basis	Annually	HRM

<b>Development dimension:</b> Governance, Corruption and Public Accountability										
<b>Goal:</b> Maintain a stable, united and safe society										
Projects/Activities	Outcomes or Impact Indicators	Indicator definition	Baseline 2017	Targets				Data Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
<b>Policy objective:</b> Strengthen fiscal decentralisation										
Implement the OHLGS component of the GSCSP	Level of performance enhancement of	Level of ability and competence to deliver							Twice a year	PPBME
12.1 Recruit 2No Technical Support Staff for OHLGS.	Level of performance enhancement of	Level of ability and competence to deliver						Male Female	Annually	PPBME
12.2 Procure Consulting Services for the delivery of Training to RCCs and MAs	Level of performance enhancement of	Level of ability and competence to deliver						On assignment basis	Annually	PPBME
12.3 Develop and Print manuals for training of MAs	Level of performance enhancement of	Level of ability and competence to deliver						Area of training	Annually	PPBME
12.4 Build capacity of staff at RCCs and MAs through workshops	Level of performance enhancement of	Level of ability and competence to deliver						MA basis	Annually	PPBME
12.5 Procure office consumables, equipment and logistics	Level of performance enhancement of	Level of ability and competence to deliver						Office Consumables Equipment	Annually	PPBME
12.6 Conduct three monitoring visits to participating MAs in the Ghana Secondary Cities Support Programme (GSCSP)	Level of performance enhancement of	Level of ability and competence to deliver						MA basis	Twice a year	PPBME
Implement NGGA training	Level of efficiency and effectiveness	Improvement in agricultural service delivery						Regional basis	Annually	PPBME
Undertake revision of PFM Template and conduct trainings	Level of support and commitment from public	Participation and ownership						MMDA basis	Annually	PPBME
Undertake training of Peasant Farmers Association of Ghana	Level of access to agricultural services	Ability to influence service delivery						Zonal basis	Annually	PPBME

<b>Development dimension:</b> Governance, Corruption and Public Accountability										
<b>Goal:</b> Maintain a stable, united and safe society										
Projects/Activities	Outcomes or Impact Indicators	Indicator definition	Baseline 2017	Targets				Data Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
Organize orientation for Coordinating Directors and Heads of Departments of newly created MMDAs	Level of operationalisation of departments and agencies	Functionality of departments						MMDA basis	Annually	HRM
Build capacity of staff to implement child protection policy with support from UNICEF	Level of efficiency and effectiveness	Level of skills and competencies						MMDA basis	Annually	HRM
Organize orientation training for 1,524 new Agricultural Staff	AEA farmer ratio	Number of staff relative to farmers						Regional basis	Annually	HRM
Organize orientation for 2,290 staff Recruited into the Service	Percentage Change in staffing levels	Number of staff available						Regional basis	Annually	HRM
Implement EU supported activities on building capacities of Social Welfare and Community Development Departments in 52 MMDAs in Western, Ashanti and Northern Regions	Level of efficiency and effectiveness	Level of skills and competencies						Regional basis	Annually	HRM
Set-up National Steering Committee on the implementation of the CBF	Operationalisation of the CBF	Working in line with CBF						Male Female composition	Twice a year	HRM
Set-up Technical Working Groups at RCC and MMDAs on the implementation of the CBF	Operationalisation of the CBF	Working in line with CBF						Male-Female on regional basis	Twice a year	HRM
Undertake audit of the HRMIS	Level of operationalisation of HRMIS	Assessment of functionality of HRMIS						Regional basis	Annually	HRM
<b>Policy objective:</b> Strengthen the coordinating and administrative functions of regions										
Train officers to undertake HR assessments and audits	Level of operationalisation of HRMIS	Application of techniques and procedures						Regional basis	Annually	HRM

<b>Development dimension: Governance, Corruption and Public Accountability</b>										
<b>Goal: Maintain a stable, united and safe society</b>										
Projects/Activities	Outcomes or Impact Indicators	Indicator definition	Baseline 2017	Targets				Data Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
Implement GiZ supported activities on building capacities of HR Units in 60 MMDAs across the country.	Level of efficiency and effectiveness	Level of skills and competencies						Regional basis	Annually	HRM
Develop a consolidated action plan on capacity building and trainings for the LGS	Operationalisation of the CBF	Working in line with CBF							Annually	HRM
Review, validate, print and disseminate the Capacity Building Framework	Operationalisation of the CBF	Working in line with CBF						Regional basis	Annually	HRM
Build capacities of staff of OHLGS	Level of efficiency and effectiveness	Level of skills and competencies						Male Female	Annually	AGSD
Facilitate foreign travels and training tours	Level of efficiency and effectiveness	Level of skills and competencies						Programme basis	Annually	AGSD
Undertake annual shortlisting of qualified Consultants and Consulting Firms to undertake Capacity Building and training	Operationalisation of the CBF	Working in line with CBF						Individual consultants Firms	Annually	HRM
Conduct monitoring in selected MMDAs	Level of improvement in performance and reporting	Effectiveness of MMDAs						Regional basis	Annually	PPBME
<b>Policy objective: Enhance capacity for policy formulation and coordination</b>										
Compile LGS APR and make inputs into the National APR	Level of improvement in performance reporting	Quality and comprehensiveness of reports							Annually	PPBME
Organise annual APR preparation sessions with RCCs	Level of improvement in performance reporting	Quality and comprehensiveness of reports							Annually	PPBME
Implement OHLGS M&E Activities	Level of improvement in performance and reporting	Tracking effectiveness of performance						Types of M&E activities	Quarterly	PPBME

<b>Development dimension:</b> Governance, Corruption and Public Accountability										
<b>Goal:</b> Maintain a stable, united and safe society										
Projects/Activities	Outcomes or Impact Indicators	Indicator definition	Baseline 2017	Targets				Data Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
Prepare Quarterly Progress Reports	Level of improvement in performance and reporting	Quality and comprehensiveness of reports							Quarterly	PPBME
Undertake mid-year review of Action Plans and Programme-Based Budgets	Level of improvement in performance and reporting	Performance assessment						Areas of reviews and lessons	Annually	PPBME
Publish, disseminate and sensitize staff on the LGS Information Technology Policy.	Operationalisation of the IT Policy	Availability and utilisation of policy						Regional basis	Annually	RSIM
Undertake collation of staff data from MMDAs/RCCs	Level of accessibility and use of data	Availability of staff data						RCCs MMDA	Monthly	RSIM
Conduct Micro research and results published in the Newsletter.	Level of accessibility and use of data	Availability of data						Research area	Annually	RSIM
Conduct IT situational analysis in MMDAs/RCCs	Level of IT capacity	Available IT skills and numbers						RCCs MMDAs	Annually	RSIM
Update and maintain the LGS website and link websites of RCCs and MMDAs	Level of access to information	Availability of information						OHLGS RCCs MMDAs	Quarterly	RSIM
Collaborate Ministry of Gender, Children and Social Protection (MoGCSP) to conduct research on gender issues	Level of gender awareness	Knowledge and understanding of gender related issues							Annually	RSIM
<b>Policy Objective:</b> Ensure responsive governance and citizen participation in the development dialogue										
Update and print the OHLGS flyers and disseminate.	Level of access to information	Ease of obtaining information						Regional basis	Annually	PAU
Organise media soiree and Press Briefings on the Operations of the LGS.	Level of access to information	Provision of information						Type of information	Annually	PAU
Provide regular update to the LGS website and social media platforms.	Level of access to information	Provision of information						Type of information	Quarterly	PAU

<b>Development dimension:</b> Governance, Corruption and Public Accountability										
<b>Goal:</b> Maintain a stable, united and safe society										
Projects/Activities	Outcomes or Impact Indicators	Indicator definition	Baseline 2017	Targets				Data Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
Mount Flexi Banners at Vantage Points within the OHLGS Premises to display the vision, mission, objectives and core values of the Service	Level of access to information	Provision of information							Annually	PAU
Publish the Local Government Service's (LGS) Newsletter	Level of access to information	Provision of information							Twice a year	PAU
Undertake newspaper publications of issues on local governance and decentralisation	Level of access to information	Provision of information						Type of information	Annually	PAU
Undertake newspaper clippings of publications on local governance and decentralisation for documentation and posting on the OHLGS notice board	Level of access to information	Provision of information						Type of information	Quarterly	PAU
Create a platform for continuous update of middle and lower level staff on the functions and operations of the LGS/OHLGS	Level of access to information	Provision of information						Type of information	Quarterly	PAU

## **6.2 Strategy for Data Collection, Collation, Analysis and Use of Results Matrix**

The strategy for data collection, collation and analysis as well as the implementation of M&E and the use of the results matrix involves the identification of stakeholders, assessment of M&E capacities and condition, development of data collection tools, M&E calendar and budget. These were summarized into the workplan (*refer to Table.....*).

### **6.2.1 Stakeholders Analysis**

The initial task in Monitoring and Evaluation was the identification of various stakeholders of the office of the Head of Local Government Service. These are individuals, institutions and groups of people who have interest in the implementation, monitoring and evaluation of the OHLGS MTDP.

This is relevant in the sense that, the identification and participation of these stakeholders will lead to sustained capacity building, dissemination and demand for Monitoring and Evaluation results. In doing this, all stakeholders were identified and analysed with a critical look at their background information and their various roles, responsibilities and needs.

Table 21 outlines a list of key stakeholders who have interest in the implementation of the Plan at various levels. It is expected that all the stakeholders identified, will contribute to the successful implementation of this plan.

Table 21: Stakeholder Analysis

No	Stakeholders	Classification	Information needs/interest/responsibility	Involvement in M&E Activities
1.	Ministries, Departments and Agencies (MDAs)	Primary/ Secondary	Practical changes occurring in their respective sub-sectors	<ul style="list-style-type: none"> <li>Data collection and analysis</li> <li>Preparation of progress reports</li> <li>Formulation of policies for projects and programmes</li> <li>Provision of technical backstopping</li> </ul>
2.	LGSC	Primary	General Management and Control of the Service	<ul style="list-style-type: none"> <li>Assist in monitoring of government policies, plans and programmes of MMDAs, RCCs and LGSS</li> <li>Advise the Service on findings of their monitoring exercise</li> </ul>
3.	ILGS	Secondary	Provide Training for Local Government Functionaries	<ul style="list-style-type: none"> <li>Provide M&amp;E capacity building to MMDAs and RCCs</li> </ul>
4.	RCCs/ RPCUs	Primary	Coordination, harmonization, monitoring and evaluation of activities of MMDAs & MDAs	<ul style="list-style-type: none"> <li>Assist in monitoring of government policies, plans and programmes of MMDAs</li> <li>Advise the Service on findings of their monitoring exercise</li> </ul>
5.	MMDAs	Primary	<ul style="list-style-type: none"> <li>Resources should be available for implementation</li> <li>Extent of community participation in plan implementation</li> </ul>	<ul style="list-style-type: none"> <li>Monitor and evaluate DMTDPs</li> <li>Participatory M&amp;E</li> <li>Data collection, analysis data and report to appropriate offices</li> <li>Dissemination of M&amp;E information</li> <li>Ensure proper utilization of Funds</li> </ul>
6.	Sub-Metro, Town/ Area/ Zonal / Urban Council	Secondary	<ul style="list-style-type: none"> <li>Status of implementation of Government policies and DMTDPs</li> <li>Level of support provided to the sub- structure</li> </ul>	<ul style="list-style-type: none"> <li>Mobilise community people for assessments</li> <li>Provide inputs to monitor the implementation of plans and programmes</li> </ul>
7.	Development Partners	Secondary	Ensure quality, effective and efficient delivery of service	<ul style="list-style-type: none"> <li>Provide funds and capacity building to MMDAs and the Service</li> <li>Provide logistics and technical support for M&amp;E</li> </ul>
8.	Traditional Authorities	Secondary	Ensure Participatory Monitoring and Evaluation	<ul style="list-style-type: none"> <li>Ensure proper utilization of Funds</li> <li>Mobilise both human and capital resources for development at the local level</li> <li>Dissemination of M&amp;E information to local people</li> </ul>

<b>9.</b>	Service providers	Primary & Secondary	Provide consultancy, works/infrastructure services	<ul style="list-style-type: none"> <li>• Provision of training and capacity building services</li> <li>• Involvement in data collection and analysis</li> </ul>
<b>10.</b>	CSOs NGOs CBOs	Secondary	Practical changes occurring in their respective jurisdictions/communities	<ul style="list-style-type: none"> <li>• Advocacy, Initiate and support development plans, programmes &amp; projects and undertake M&amp;E exercise</li> <li>• Dissemination of M&amp;E reports</li> <li>• Provision of logistics and equipment</li> <li>• Build capacity for M&amp;E</li> </ul>
<b>11.</b>	Media	Secondary	Status of implementation of development programmes and projects	<ul style="list-style-type: none"> <li>• Communicate information to the public and obtain feedback</li> </ul>

## 6.2.2 Monitoring and Evaluation Capacities and Conditions

In developing this chapter, it is essential to assess and know the capacity the Office of the Head of Local Government Service to develop and implement an M&E component to the SMTDP. This goes beyond the provision of funds for Monitoring and Evaluation but includes the assessment of personnel to assist in planning and the conduct of Monitoring and Evaluation activities.

This is the process of evaluating the status, conditions and needs in the Service. It also includes the capacity to manage a database. There is the need for the appropriate incentives, human and other resources to be able to effectively monitor the implementation of the Service Medium Term Development Plan (SMTDP).

The capacity of OHLGS to manage the SMTDP has been assessed against conditions such as educational qualification of key staff. There were limitations when it comes to resource availability in terms of timeliness and quantum for M&E activities. Another limitation is in the area of motivation of staff where the capacity of the OHLGS is below average. Table 22 indicates the set of criteria used in assessing the LGS capacity.

Table 22: Assessment of Management Capacity

No	Capacity Indicators	Scores	Average Scores
1	Qualifications of Personnel	7, 8, 7, 8, 7, 7, 6	50/7=7.14
2	Staff Compliment	8, 8, 7, 9, 8, 7, 7	54/7=7.71
3	Skill & Knowledge	6, 7, 7, 8, 7, 6, 6	47/7=6.71
4	Availability of Funds	5, 5, 4, 4, 2, 5, 4	29/7=4.14
5	Utilization of Funds	8, 9, 6, 8, 7, 8, 8	54/7=7.71
6	Timely Access to Funds	5, 5, 3, 4, 5, 4, 4	30/7=4.29
7	Leadership	8, 8, 9, 8, 8, 8, 8	57/7=8.14
8	Management	7, 7, 8, 7, 6, 7, 8	50/7=7.14
9	Workload	8, 7, 7, 8, 8, 8, 7	53/7=7.57
10	Motivation / Incentives	5, 6, 4, 4, 5, 6, 4	34/7=4.85
11	Equipment/ Facility	7, 7, 6, 6, 6, 7, 6	45/7=6.42
	<b>Total Average Scores</b>		<b>72.11/11=6.55</b>

Judging from the table 22, the management capacity index of 6.55 is average.

Table 23 below has a summary of results from the assessment of the capacity of the Local Government Service. The issues with respect to the Service's capacity were analysed based on the current situation and challenges. The last column is a set of recommendations to address the challenges.

Table 23: Assessment of Conditions for Monitoring and Evaluation

<b>Issues</b>	<b>Current Situation</b>	<b>Challenges</b>	<b>Recommendations</b>
SMTDP	Existence of SMTDP	Inadequate information from some directorates within the OHLGS	To be reviewed every year
Human Resource	<ul style="list-style-type: none"> <li>• Existence of M&amp;E Team</li> <li>• Limited Capacity on M&amp;E Skills</li> </ul>	M&E training for some officers	Formal training in: <ul style="list-style-type: none"> <li>• M&amp;E</li> <li>• Team Building</li> <li>• Data management and the use of computer-based M&amp;E programmes</li> </ul>
Financial Resources	<ul style="list-style-type: none"> <li>• Existence of GoG budget lines</li> <li>• Projects budget for M&amp;E</li> </ul>	<ul style="list-style-type: none"> <li>• GoG funds are inadequate</li> <li>• Untimely release of GoG funds</li> <li>• Non-flexibility of project funds</li> </ul>	<ul style="list-style-type: none"> <li>• Increase budgetary provisions for M&amp;E</li> <li>• M&amp;E funds should be released on time</li> </ul>
Logistics	Logistics for monitoring	Inadequate vehicles for M&E  No Library	<ul style="list-style-type: none"> <li>• Procure a 4x4 vehicle purposely for monitoring</li> <li>• Provide budget line for maintenance of M&amp;E vehicles</li> <li>• Stock library with SMTDP, LI 1961, Act 936</li> <li>• Create a resource centre</li> </ul>

### Indicator Data Collection Sheet

**Table 24: 2018 Indicator Data Collection Sheet**

Activity	Indicator	Data Collection Period	Data Collection Method	Data Disaggregation	Results
Implement NGGA training for officers in participating MMDAs in Decentralisation, Use of PFM templates and IGF strategy	No. of officers trained No. of areas trained in	By Middle of April, July, October and January, 2019	Use of templates	Male, Female and Area of training	... No. of participants/Male , female ... Areas
Conduct training on the preparation of RIAP and the use of PFM templates for MMDAs nationwide	No. of officer trained on RIAP and PFM templates	By 31st January 2019	Use of templates	Male, Female and Area of training	... No. of participants/Male , female
Compile ten (10) regional reports into 2017 LGS Annual Progress Report	Time of compilation of report	By 31st April 2018	Checklist and Reports	Regional Basis	... Regions submitted their report
Monitor 2018 and participate in 2019 Composite Budget preparation	Time of budget monitoring and hearing	By April 2018 By September 2018	Checklist	Districts	... of MMDAs complied with guideline
Prepare and defend 2019 LGS Budget at MoF and Parliament	Time of: Policy hearing Technical hearing Parliamentary Defence	By 31st May, 2018 By 30th September, 2018 By 31st December, 2018	Checklist		... Held on ..... (Date)
Undertake monitoring of peripheral and hard-to-reach MMDAS	No. of regions and MMDAs covered	By 31st December, 2018	Templates	Districts Municipals Metros	...MMDAs Monitored
Organise peer learning workshops on zonal basis for MMDAs participating in LGCSF	No. of participants Best practices/ lessons shared	By 30th June 2018 By 31st December, 2018	Templates	Male, Female and Type of lessons/ best practices	....of participants
Undertake monitoring of CSF Activities (Project closure monitoring)	No. of MMAs with outstanding activities	By 31st May, 2018	Templates	SNPA Property Valuation Assets Register	.... Of MMAs
Set up codes and cost centres for 38 newly created districts	No. of MMDAs with codes set-up	By 31st December, 2018	Templates	Districts and Municipals on regional basis	....of MMDAs with codes set-up

Facilitate the development and preparation of GSCSP	No. and names of Project documents prepared	By 31st December, 2018	Checklist	MAs per region	
Hold two sensitization meetings with Parliamentary Select committee on Local Government & LGSC on roles of LGS (LGS Protocols, administrative decentralization etc. based on the LG ACT 936 (2016)	No. of sensitization meetings held	By 31st December, 2018	Templates	Parliamentary Select Committee LGS Council	... No Sensitization
Hold one workshop on ISCCS with key stakeholders at National level	No. of stakeholder agencies participating	By 31st December, 2018	Templates	Sectors	... No Stakeholders Participating
Hold five sensitization workshops on LG ACT 936 (2016) , Relevant LIs & Roles of LGS to key stakeholders at National, Regional & Local levels	No. of participants at each level	By 31st December, 2018	Templates	National Regional	... No Stakeholders Participating
Organize 10 technical meetings / sessions and facilitate provision of inputs from stakeholders for the development of LI in line with LG Act 936 (2016)	No. of technical meetings held	By 31st December, 2018	Templates		... No Technical meetings
Carry out monitoring & Evaluation on the Performance Management System at Regional & District Levels	No. of M&E activities carried out at each level	By 31st December, 2018	Templates	Regional District	...No M&E activities
Prepare 6 operational manuals (Social Welfare and Community Development, Transport, Agric, Works, Physical Planning, Legal) for the integration and effective functioning of established departments	No. of operational manuals prepared	By 31st December, 2018	Checklist	Job Classes	... No Operational manuals
Monitor the status of the integration of established departments in terms of staffing and functionality at the MMDA & RCC level	No. of staff per established department Level of functionality of integrated departments	By 31st December, 2018	Templates and Checklist	MMDAs Regional	... No. staff per department ... No. of functional dept

Conduct interviews for the Heads of Departments (HoDs) for Legal, Works, Transport and Urban Roads; And fill the gaps of the Departments in the MMDAs	No. of officers interviewed No. of HoD gaps filled	By 31st December, 2018	Template	By department	... No. of officers interviewed ... No Appointed
Print copies of Operational Manuals of 8 departments of MMDAs and distribute to MMDAs, MDAs and other stakeholders.	No. of manuals printed and no. distributed	By 31st December, 2018	Template	By department	... No of manuals printed and distributed ... No of MMDAs
Arrange and provide international study tour and conferences for 5-10 targeted LGS staff	No. of LGS staff on study tour	By 31st December, 2018	Template	Male Female	... No Male/Female staff on study tour
Provide office furniture, equipment and logistics for OHLGS	No. of furniture, No. of equipment and logistics	By 31st December, 2018	Template	Equipment types	...No of furniture ...No of equipment and logistics
Provide training for OHLGS and RCC staff based on CB needs assessment & CB Framework	No. of staff trained based on CBF	By 31st December, 2018	Template	Male Female and area of training	... No Male/Female staff trained
Hold LGS professionals conference for 350 staff and share best practices and LGS protocols	No. of participants and date of conference	By 31st December, 2018	Template	Male Female	... No Male/Female staff trained
Provide orientation / Induction training for Heads of Departments (HoDs) & newly recruited staff.	No. of HoDs and newly recruited staff participating in the training	By 31st December, 2018	Template	Male Female and sector departments	... No Male/Female staff trained
Revise & implement the LGS-Communication Strategy by developing - 3000 Handbook -1000 newsletters - 3 Radio -2 TV Programmes; -LGS-library -1500 Printing of MMDA Chart -3 Adverts (Graphic & Times) - Billboard	No. and type of activities implemented in the communication strategy	By 31st December, 2018	Template	Types of activity	... No Handbook, Newsletter TV progs
Prepare OHLGS Medium Term Development (MTDP) 2018-2021	Level of completion	By 31st December, 2018	Checklist		..... Chapters completed

Hold regular and emergency National Coordinating Forum (NCF) meetings (where necessary) and prepare minutes of the meetings	No. of NCF meetings held	By 31st December, 2018	Template	MDAs represented per meeting	.... No. of NCF meetings
Organize NCF team monitoring exercises and prepare monitoring reports	No. of field monitoring activities undertaken	By 31st December, 2018	Template	Project type per monitoring	... of activities
Evaluate the RSGGP programme (To ascertain the achievements, lessons learnt, best practices and impacts made)	Date of commission and submission of report	By 30th June, 2019	Template	Lessons learnt and Best practices	.... of lessons ..... of best practices
Provide support to MMDAs on the implementation of WASH related activities	No. of MMDAs supported in five programme regions	By 31st December, 2018	Template	Support per water, sanitation and hygiene	... of MMDAs supported
Ensure the effective servicing, installation and configuration of applications, computers and other hardware systems across directorates of the OHLGS	No. of routine maintenance exercises undertaken	13th April, 2018 13th July, 2018 15th Oct., 2018 15th Jan., 2019	Templates	Types of equipment	... maintained
Manage and maintain OHLGS's Local Area Network (LAN) to enhance internet connectivity.	No. of feedbacks received	13th April, 2018 13th July, 2018 15th Oct., 2018 15th Jan., 2019	Templates	Directorate basis	... complaints received
Update and maintain the Local Government Service's Website as part of the general information dissemination.	No. of stories published	13th April, 2018 13th July, 2018 15th Oct., 2018 15th Jan., 2019	Templates		.... stories published
Manage the Electronic Biometric Clocking System (Electronic Attendance Management System) to monitor punctuality or otherwise of staff.	No. of reports generated	13th April, 2018 13th July, 2018 15th Oct., 2018 15th Jan., 2019	Templates	Punctuality Regularity/Absent eism	... punctual officers ... regular/absent officers
Provide technical support services on HRMIS, GIFMIS and other IT related issues to IT and HR staff within MMDAs and RCCs.	No. of MMDAs and RCCs supported	31st December, 2018	Templates	HRMIS GIFMIS IT	... MMDAs supported ... RCCs supported

Set up Virtual Private Network (VPN) to run on an alternative network to NITA for enhanced use of the HRMIS & GIFMIS at OHLGS.	Rate of functionality of the VPN (4:1)	31st 2018	December,	Templates	VPN NITA	.... VPN based network is X times faster
Collaborate with the International Growth Centre to undertake a research on IGF mobilisation capacity of MMDAs.	Date research report was issued	31st 2018	December,	Templates		... MMDA reports issued on ... (date)
Facilitate the development of HRMIS for the Service (with the support of consultants)	Specifications provided	31st 2018	December,	Checklist		... specifications met
Collaborate with HR directorate and with support from PSC align staff to the right Management Units on the HRMIS.	No. of staff aligned to their respective management units	31st 2018	December,	Templates	By management units	.... staff aligned
Support the Controller and Accountant General's Department (CAGD) to create Management Units for the newly created MMDAs.	No. of MMDAs with management units created	31st 2018	December,	Checklist		... MMDAs management units created
Conduct a refresher training for HR and IT staff responsible for the administration of the HRMIS in Greater Accra Region	No. of staff trained	31st 2018	December,	Templates	HR IT staff	... staff trained
Process staff inputs on postings, promotions, new entrants and retirements.	No. of staff inputs processed	31st 2018	December,	Templates	Postings Promotions New entrants Retirements	.... Staff inputs processed
Recruit, promote, post and process transfers of staff of OHLG	No. of staff in each category	31st 2018	December,	Templates	Postings Promotions Recruitments Transfers	.... Staff inputs processed
Carry out ESPV validation from January, 2018 to December, 2018	Date and number of staff validated	13th 13th 15th 15th Jan., 2019	April,2018 July,2018 Oct.,2018	Templates	Male Female staff	... staff validated on ... (date)

Hold Statutory Committee Meetings: LGSC quarterly meetings; LGSC Sub-Committees Audit Committee; OHLGS Management; ETC meetings	No. of meetings held in each category	13th April, 2018 13th July, 2018 15th Oct., 2018 15th Jan., 2019	Templates	Type of meetings	... meetings held
Organize Two (2) Bi-Annual staff durbars	Date of durbar	31st December, 2018	Templates		... durbars held
Support the organization of the 4th LGS Professionals conference	Date and number of participants	31st December, 2018	Templates	Male participants Female participants	... participated
Manage transportation and Fleet of OHLGS	No. of vehicles managed No. of road worthy vehicles	31st December, 2018	Templates		... vehicles
Prepare and implement the 2018 Procurement Plan and undertake quarterly updates	Percentage of plan implemented No. of updates undertaken	13th April, 2018 13th July, 2018 15th Oct., 2018 15th Jan., 2019	Templates	Quarterly basis	... updates ... implemented
Procure 11No. Pick-Ups for the Regional Budget Officers.	No. of Pick-Ups procured	31st December, 2018	Templates		... procured
Supply and manage logistics and Inventory for OHLGS	Stock and inventory level	31st December, 2018	Template and Checklist	Type of items	... available ... supplied
Capture and process expenditure on the GIFMIS	Quantum of expenditure processed	31st December, 2018	Templates	Goods & Services CAPEX	... was processed
Manage office infrastructure and facilities	Office infrastructure available and functioning	13th April, 2018 13th July, 2018 15th Oct., 2018 15th Jan., 2019	Templates	Buildings and equipment	... on inventory
Build capacity of the client service units of MMDAs, RCCs and the OHLGS	No. of client service staff trained	31st December, 2018	Templates	OHLGS RCCs MMDAs	... Staff trained
Undertake the accreditation or certification of Capacity building Firms	No. of firms issued with accreditation	31st December, 2018	Templates	Individual consultants Firms	... accredited
Build capacity of staff on Salary administration and the Human Resource Management Information System (HRMIS)	No. of staff trained	31st December, 2018	Templates	RCCs MMDAs	... staff trained

Build capacity of Coordinating Directors to operationalize Legislative Instruments of Newly created Districts	No. of MMDCDs trained	31st 2018	December,	Templates	Male Female	.... Trained
Process application for study leave for staff of LGS	No. of applications processed	31st 2018	December,	Templates	Male Female	... processed
Organise orientation workshop for newly appointed staff	No. of staff who received orientation	31st 2018	December,	Templates	Male Female	... trained
Sensitize staff on the Local Government Service Protocols	No. of staff sensitized Type of protocols	31st 2018	December,	Templates	Male Female	... sensitized
Participate in inception activities of the Ghana Employment and Social Protection (GESP) Programme	No. of inception activities implemented	31st 2018	December,	Templates	On zonal basis	... activities implemented
Support inception activities for the GiZ supported project on Capacity Building on Human resource Management in 60 MMDAs	No. of inception activities implemented	31st 2018	December,	Templates	Male Female	... activities implemented
Appoint of staff into various classes of LGS	No. of staff appointed	31st 2018	December,	Templates	Job Classes	... appointed
Recruit staff into Agriculture class of the LGS	No. of agric. staff recruited	31st 2018	December,	Templates	Male Female	... recruited
Conduct interview for Candidates for appointment as regional directors of Agriculture in Brong Ahafo, Western and Volta Regions	No. of candidates interviewed	31st 2018	December,	Templates	Male Female	... interviewed
undertake Upgrading and conversion of staff in the Local Government Service	No. of upgrading or conversion undertaken	31st 2018	December,	Templates	job Classes	... undertaken
Upgrade and convert staff of Agriculture	No. upgraded or converted	31st 2018	December,	Templates	Male Female	... converted
Conduct audit on procurement	Date audit completed	31st 2018	December,	Templates		... completed
Perform Cash Management audit (GoG and Donor Fund)	Date assignment completed	31st 2018	December,	Templates	GoG Donor	... completed

Perform audit on transport and Fuel	Date audit completed	31st December, 2018	Templates	Transport Fuel	... completed
Review operations of RSIM	Date assignment completed	31st December, 2018	Templates		... completed
Review operations of PPBME	Date assignment completed	31st December, 2018	Templates		... completed
Review operations of the Finance Directorate	Date assignment completed	31st December, 2018	Templates		... completed
Conduct audit on Inventory / Stores	Date audit completed	31st December, 2018	Templates		... completed
Review reports from MMDAs	No. of reports reviewed	13th April, 2018 13th July, 2018 15th Oct., 2018 15th Jan., 2019	Templates		... reviewed
Monitor and follow up on reports from the Districts.	No. of MMDAs visited No. of recommendations implemented	31st December, 2018	Checklist	Regional Basis	... implemented
Refurbished OHLGS Billboard in the Decentralisation Park.	Date of completion	31st December, 2018	Checklist		... completion
Updated LGS website and social media platforms with reports on activities of the OHLGS.	No. of stories and reports posted	13th April, 2018 13th July, 2018 15th Oct., 2018 15th Jan., 2019	Templates	Stories Reports	... posted
Mount roller banners and suggestion boxes at vantage points within the office premises.	No. of roller banners and suggestion boxes mounted	31st December, 2018	Templates	Roller banner Suggestion boxes	... mounted
Undertake newspaper publications of issues on local governance and decentralisation	No. of local governance and decentralisation issues published	13th April, 2018 13th July, 2018 15th Oct., 2018 15th Jan., 2019	Templates		... published
Undertake newspaper clippings of publication on local governance and decentralisation for documentation and posting on the OHLGS notice board	No. of newspaper clippings	13th April, 2018 13th July, 2018 15th Oct., 2018 15th Jan., 2019	Templates		... clippings

Ensure compliance with financial laws, Accounting Instructions and Administrative Regulations	No. of reports prepared and submitted	31st December, 2018	Checklist	Monthly reports Annual reports	... submitted
Support the review, preparation and implementation of the OHLGS Budget	No. of areas of support	31st Dec., 2018	Templates		... support
Ensure the maintenance of proper books of account and records	No. of books of accounts kept	13th April, 2018 13th July, 2018 15th Oct., 2018 15th Jan., 2019	Checklist		... kept
Undertake career management and development of staff	No. of activities implemented and No. of beneficiaries of each	31st Dec., 2018	Template	Male Female	... each
Process of financial transactions on the GIFMIS platform	No. of transactions processed	13th April, 2018 13th July, 2018 15th Oct., 2018 15th Jan., 2019	Template		... processed

**Indicator Data Collection Sheet**

**Table 25: 2019 Indicator Data Collection Sheet**

<b>Activities</b>	<b>Indicator</b>	<b>Data Collection Period</b>	<b>Data Collection Method</b>	<b>Data Disaggregation</b>	<b>Results</b>
Implement NGGA training for officers in participating MMDAs	No. of officers trained No. of areas trained in	By Middle of April, July, October and January, 2019	Use of templates	Male, Female and Area of training	... No. of participants/ Male, female ... Areas
Conduct training for MMDA staff on IGF strategy	No. of staff trained	By 31st Dec. 2019	Use of templates	Male, Female and Area of training	... No. of participants/ Male, female
Revise PFM Template and conduct training	Areas of PFM template revised No. of officers trained in PFM	By 31st Dec. 2019	Use of templates	Male, Female and Area of training	... No. of participants/ Male, female
Compile 2018 LGS APR and provide submission into the National APR	Availability of APR document Timeliness of submission of inputs	By 31st April 2018	Checklist and Reports	Regional Basis	... Regions submitted their report
Organise annual APR preparation sessions with RCCs	No. of APR reports compiled and submitted by RCCs on timely basis				
Set up codes and cost centres for newly created regions and districts	No. of RCCs and MMDAs with codes and cost centres established	By 31st Dec., 2019	Templates	Districts and Municipals on regional basis	...of MMDAs with codes set-up
Monitor 2019 budget implementation and participate in 2020 Composite Budget hearings	Time of budget monitoring and hearing	By April 2019 By Sept. 2019	Checklist	Districts	... of MMDAs complied with guideline
Prepare the 2020 LGS Budget	Policy Hearing Technical Hearing (MoF) Parliamentary Defence	By 31st May, 2019 By 30th Sept.,2019 By 31st Dec., 2019	Checklist		... Held on ..... (Date)

Monitor peripheral MMDAs and 44 newly created districts	No. of regions and MMDAs covered	By 31st Dec., 2019	Templates	Districts Municipals Metros	...MMDAs Monitored
Prepare M&E Plan	M&E compiled and submitted on timely basis				
Prepare Quarterly and Annual Progress Reports (APR)	No. of Quarterly and APR reports compiled and submitted on timely basis	By 31st April 2019	Checklist and Reports	Regional Basis	... Regions submitted their report
Undertake mid-year review of 2019 Action Plan and Programme-Based Budget	Minutes available? Areas updated/ modified	31st Dec., 2019	Templates		... support
Train of Peasant Farmers Association	No. of trainings conducted No. of participants				
Implement the OHLGS component GSCSP					
12.1 Recruit 2No Technical Support Staff for OHLGS.	No. of officers at post				
12.2 Procure Consulting Services for the delivery of Training to RCCs and MAs	No. of consulting services procured				
12.3 Develop and Print manuals for training of MAs	No. of manuals developed and printed				
12.4 Build capacity of staff at RCCs and MAs through workshops to enhance project implementation	Training areas No of staff trained				
12.5 Procure office consumables, equipment and logistics	No. and type of logistics and equipment procured				
12.6 Conduct three monitoring visits to MAs the Ghana Secondary Cities Support Programme (GSCSP)	No. of monitoring visits undertaken to MAs				
Hold workshops on ISCCS with key stakeholders at National, Regional and District level	No. of sensitization workshops on LGS-ISCCS held at all levels	By 31st Dec., 2019	Templates	Sectors	... No Stakeholders Participating
Carry out Monitoring & Evaluation of the Performance Management System at Regional & District Levels	No. of M&E conducted on the PMS at all levels	By 31st Dec., 2019	Templates	Regional District	...No M&E activities

Organise orientation of Staff of MMDA and RCCs on the 5 operational manuals	No. of staff trained on the operational manuals	By 31st Dec., 2019	Checklist	Job Classes	... No Operational manuals
Monitor the implementation of operational manuals across RCCs and MMDAs	No. of MMDAs and RCCs utilising operational manuals				
Operationalise, integrate and monitor departments established under Act 936, 2016 (Staffing, functionality, logistics and training) at the MMDA & RCC level	No. of departments/units operationalised and integrated No. of departments of MMDAs functional No. of monitoring visits conducted	By 31st Dec., 2019	Templates and Checklist	MMDAs Regional	... No. staff per department ... No. of functional dept
Collaborate with Ministry of Gender, Children and Social Protection (MoGCSP) to implement gender related activities	No. of research work conducted and results published.				
Train members of RPCU and DPCU, IT officers on proposal writing and research methods.	No. of staff trained				
Train MMDA staff on localising Sustainable Development Goals (SDGs).	Number of staff trained				
Conduct Micro research and results published in the Newsletter.	No. of micro researches conducted and published				
Conduct IT situational analysis in MMDAs/RCCs	No. of IT situational analysis conducted				
Conduct Gender Analysis of Staff in the Service	No. of studies conducted				
Carry out routine computer clinic (servicing, installation and configuration of applications) across all Directorates and Units of the OHLGS	No. of routine maintenance undertaken				

Rollout the new HRMIS to OHLGS/RCC/MMDAs	No. of MMDAs/RCCs hooked onto the new HRMIS				
Train regional officers responsible for IPPD issues.	No. of Officers trained				
Update and maintain the Local Government Service's website. Linking other websites such as RCCs and MMDAs will continue	No. of stories published and RCCs/MMDAs sites linked.	13th April,2019 13th July,2019 15th Oct.,2019 15th Jan., 2020	Templates		.... stories published
Organise and publish the Local Government Service's (LGS) Newsletter	No. of publications				
Manage the Electronic Biometric Clocking System	No. of reports generated	13th April,2019 13th July,2019 15th Oct.,2019 15th Jan., 2020	Templates	Punctuality Regularity/ Absenteeism	... punctual officers ... regular/absent officers
Maintain OHLGS' Local Area Network (LAN), with NITA and Vodafone as our Internet Service Providers (ISPs).	No. of feedbacks received	13th April,2019 13th July,2019 15th Oct.,2019 15th January, 2020	Templates	Directorate basis	... complaints received
Provide technical support to GIFMIS and HRMIS end-users.	No. of technical supports provided	31st December, 2019	Templates	HRMIS GIFMIS IT	... MMDAs supported ... RCCs supported
Publish, disseminate and sensitize staff on the Service's Information Technology Policy.	No. of copies printed and disseminated				
Provide five (5) RCCs and OHLGS with internet and cloud facilities through Bluetown Facility.	No. of institutions of LGS provided with the facility				
Capture MMDAs capitals and offices on google map	No. of MMDAs' capitals and offices captured				
Align staff to the appropriate Management Units on the HRMIS and Payroll System.	No. of Staff aligned to appropriate Management Units.				

Process inputs of staff (Postings, promotions, new entrant forms etc.)	No. of inputs processed	31st December, 2019	Templates	Postings Promotions New entrants Retirements	... Staff inputs processed
Organize Statutory meetings (LGSC meetings, LGSC Sub-Committees meetings, Audit Committee meeting, ETC meeting, Management meeting, staff durbar)	No. of Quarterly meetings held	13th April, 2019 13th July, 2019 15th Oct., 2019 15th Jan., 2020	Templates	Type of meetings	... meetings held
Manage Human Resource of OHLGS (ESPV Validation for OHLGS, Process manual Annual Increments, leave)	No. of validation undertaken No. of promotions undertaken No. of leaves processed No. of staff trained	13th April, 2019 13th July, 2019 15th Oct., 2019 15th Jan., 2020	Templates	Male staff Female staff	... staff validated on ... (date)
Prepare and Implement 2019 Procurement Plan	No. of reviews undertaken	13th April, 2019 13th July, 2019 15th Oct., 2019 15th Jan., 2020	Templates	Quarterly basis	... updates ... implemented
Maintain office infrastructure and facilities	No of maintenance activities undertaken	13th April, 2019 13th July, 2019 15th Oct., 2019 15th Jan., 2020	Templates	Buildings and equipment	... on inventory
Maintain office equipment	No. of maintenance activities implemented				
Provide logistics and manage inventory	Types and quantity of logistics provided	By 31st Dec., 2019	Template	Equipment types	...No of furniture ...No of equipment and logistics
Facilitate the management and effective use of official vehicles	Maintenance schedule implemented Schedule of movement implemented	31st Dec., 2019	Templates		... vehicles

Ensure the proper management of records and correspondences	Effective Receipt, storage and Dispatch of correspondence & documents.	13th April, 2019 13th July, 2019 15th Oct., 2019 15th Jan., 2020	Checklist		... kept
Provide safety and security for staff and office property	No and types of security measures implemented				
Ensure sanitary and clean working environment	No and types of sanitary activities implemented				
Strengthen Client Service Unit	No and types of activities implemented No of feedback obtained				
Construct office complex	% of work completed				
Conduct audit on procurement	Date audit completed	31st Dec., 2019	Templates		... completed
Perform Cash Management audit (GoG and Donor Fund)	Date assignment completed	31st Dec., 2019	Templates	GoG Donor	... completed
Perform audit on transport and Fuel	Date audit completed	31st Dec., 2019	Templates	Transport Fuel	... completed
Review operations of RSIM	Date assignment completed	31st Dec., 2019	Templates		... completed
Review operations of PPBME	Date assignment completed	31st Dec., 2019	Templates		... completed
Review operations of the Finance Directorate	Date assignment completed	31st Dec., 2019	Templates		... completed
Conduct audit on Inventory / Stores	Date audit completed	31st Dec., 2019	Templates		... completed
Review reports from MMDAs	No. of reports reviewed	13th April, 2019 13th July, 2019 15th Oct., 2019 15th Jan., 2020	Templates		... reviewed
Monitor and follow up on reports from the Districts.	No. of MMDAs visited No. of recommendations implemented	31st Dec., 2019	Checklist	Regional Basis	... implemented
Post staff/employees to newly created RCCS/MMDAs	No. of staff posted to new RCCs and MMDAs.	31st Dec., 2019	Templates	Postings Promotions New entrants Retirements	.... Staff inputs processed
Review HR tools for HR audit and assessment	No. of HR assessment tools reviewed				

Update data on staff movements (promotion, postings, transfers, secondments, retirements, resignation, demotions, upgrading and/or conversion etc)	No. of updates undertaken	31st Dec., 2019	Templates	Postings Promotions New entrants Retirements	.... Staff
Undertake test run and validate the new HRMIS	No. of validation workshops organized				
Train users of the HRMIS across the LGS	No. of staff trained on the HRMIS	31st Dec., 2019	Templates	RCCs MMDAs	... staff trained
Deploy the HRMIS to all levels of the LGS	No. of RCCs and MMDAs with functioning HRMIS				
Undertake audit of the HRMIS	No. of HRMIS audit conducted				
Process the appointment of Assistant Agricultural Officers; Production Officers; and Agricultural Extension Agents.	No. of AAOs; POs and AEAs appointed				
Recruit 2,290 staff	No. of staff recruited.				
Upgrade/convert qualified staff	No. of Staff upgraded/converted.	31st Dec., 2019	Templates	Male Female	... interviewed
Process Deputy Directors and analogous grades to Directors and analogous grades	No. of Deputy Directors processed for promotion	31st Dec., 2019	Templates	Male Female	... interviewed
Undertake promotion of other staff within the Service	No. of staff promoted according to classes	31st Dec., 2019	Templates	Postings Promotions New entrants Retirements	.... Staff inputs processed
Review LGS protocols (Staffing Norms, Scheme of Service, etc.)	No. of protocols reviewed				
Shortlist qualified Consultants and Consulting Firms to undertake Capacity Building and training	No. of Consultants and Consulting Firms shortlisted	31st Dec., 2019	Checklist		... specifications met
Organize orientation for Coordinating Directors of newly created MMDAs	No. of Coordinating Directors trained				

Build capacity of staff to implement child protection policy (UNICEF)	No. of Officers trained	31st Dec., 2019	Templates	Male Female	... trained
Organize orientation training for 1,524 new Agricultural Staff	No. of Agricultural staff trained	31st Dec., 2019	Templates	Male Female	... trained
Organize orientation for 2,290 staff Recruited into the Service	No. of orientation workshops organized No. of staff trained	31st Dec., 2019	Templates	Male Female	... trained
Train officers to undertake HR assessment and audit	No. of officers trained				
Implement GiZ supported activities on building capacities of HR Units in 60 MMDAs across the country.	No. of GiZ supported activities implemented	31st Dec., 2019	Templates	Male Female	... activities implemented
Develop 2019 consolidated action plan on capacity building and trainings for the LGS	Availability of Action Plan				
Review, validate, print and distribute the Capacity Building Framework	No. of validation workshops organized. No. of CBFs printed and distributed				
Process study leave requests	No. of applications processed	31st Dec., 2019	Templates	Male Female	... processed
Set-up National Steering Committee on the implementation of the CBF	National Steering committee set up and inaugurated				
Set-up Technical Working Groups at RCC and MMDAs on the implementation of the CBF	Technical committee set up and inaugurated				
Process salaries for staff: 2,254 newly recruited Agricultural Officers 2,290 newly recruited staff and staff promoted during the year	No. of salary inputs processed.				

Process and monitor the salary and related activities of staff: on Study leave; promotion, postings, transfers, secondments, retirements, resignation, demotions, upgrading and/or conversion etc	No. of salary inputs processed and monitored				
Create a platform for continuous update of middle and lower level staff on the functions and operations of the LGS/OHLGS	No. of sessions held				
Organise orientation sessions for Public Affairs Officers.	No. of sessions held No. of staff oriented				
Update and print the OHLGS flyers and disseminate.	No. printed and date disseminated				
Organise sensitisation workshop on the Local Governance Act, 2016 (Act 936).	No. of sessions organized No. of staff sensitised				
Organise media soiree and Press Briefings on the Operations of the LGS.	No. of media soirees organized No of press briefings organised				
Provide regular update to the LGS website and social media platforms.	No. of updates on website No. of updates on website platforms	13th April, 2019 13th July, 2019 15th Oct., 2019 15th Jan., 2020	Templates		.... stories published
Mount Flexi Banners at Vantage Points within the OHLGS Premises to display the vision, mission, objectives and core values of the Service	No. of banners mounted	31st Dec., 2019	Templates	Roller banner Suggestion boxes	... mounted
Undertake newspaper publications of issues on local governance and decentralisation	No of stories published	13th April, 2019 13th July, 2019 15th Oct., 2019 15th Jan., 2020	Templates		... published
Undertake newspaper clippings of publications on local governance and decentralisation for documentation	No. of newspaper clippings made	13th April, 2019 13th July, 2019 15th October, 2019 15th January, 2020	Templates		... clippings

and posting on the OHLGS notice board					
Ensure compliance with financial laws, Accounting Instructions and Administrative Regulations	No of reports submitted	31st Dec., 2019	Checklist	Monthly reports Annual reports	... submitted
Maintain proper books of Account and Records	No of updates undertake	13th April, 2019 13th July, 2019 15th October, 2019 15th January, 2020	Checklist		... kept
Build capacities of staff	No of officers trained				
Establish system for timely retirement of programme expenditure	No of reports submitted				
Establish Fixed Assets Register	Fixed Assets register established and quarterly updates undertaken				

## Indicator Data Collection Sheet

**Table 26: 2020 Indicator Data Collection Sheet**

Activities	Indicator	Data Collection Period	Data Collection Method	Data Disaggregation	Results
Continue the implementation of NGGA training for officers in participating MMDAs	No. of officers trained No. of areas trained in	By Middle of April, July, October and January, 2020	Use of templates	Male, Female and Area of training	... No. of participants/Male, female ... Areas
Expand the training on the use of PFM Template and IGF Strategy to other key staff of MMDAs	No. of officers trained in PFM	By 31st Dec., 2020	Use of templates	Male, Female and Area of training	... No. of participants/Male, female
Compile 2019 LGS APR and provide submission into the National APR	Availability of APR document Timeliness of submission of inputs	By 31st April 2020	Checklist and Reports	Regional Basis	... Regions submitted their report
Organise annual APR preparation sessions with RCCs	No. of APR reports compiled and submitted by RCCs on timely basis				
Monitor 2020 budget implementation and participate in 2021 Composite Budget hearings	Time of budget monitoring and hearing	By April 2020 By Sept., 2020	Checklist	Districts	... of MMDAs complied with guideline
Prepare the 2021 LGS Budget	Policy Hearing Technical Hearing (MoF) Parliamentary Defence	By 31st May, 2020 By 30th Sept.,2020 By 31st Dec., 2020	Checklist		... Held on ..... (Date)
Monitor peripheral MMDAs and 44 newly created districts	No. of regions and MMDAs covered	By 31st Dec., 2020	Templates	Districts Municipals Metros	...MMDAs Monitored
Prepare M&E Plan	M&E compiled and submitted on timely basis				
Prepare Quarterly and Annual Progress Reports (APR)	No. of Quarterly and APR reports compiled and submitted on timely basis	By 31st April 2020	Checklist and Reports	Regional Basis	... Regions submitted their report
Undertake mid-year review of 2020 Action Plan and Programme-Based Budget	Minutes available Areas updated/ modified	31st Dec., 2020	Templates		... support

Collaborate with partners such as Peasant Farmers Association of Ghana to train their members on MMDA systems, processes and procedures	No. of trainings conducted No. of participants				
Continue the implementation of the OHLGS component of GSCSP					
12.2 Procure Consulting Services for the delivery of Training to RCCs and MAs	No. of consulting services procured				
12.3 Develop and Print manuals for training of MAs	No. of manuals developed and printed				
12.4 Build capacity of staff at RCCs and MAs through workshops to enhance project implementation	Training areas No of staff trained				
12.5 Procure office consumables, equipment and logistics	No. and type of logistics and equipment procured				
12.6 Conduct three monitoring visits to MAs the Ghana Secondary Cities Support Programme (GSCSP)	No. of monitoring visits undertaken to MAs				
Hold workshops on ISCCS with key stakeholders at National, Regional and District level	No. of sensitization workshops on LGS-ISCCS held at all levels	By 31st Dec., 2020	Templates	Sectors	... No Stakeholders Participating
Carry out Monitoring & Evaluation of the Performance Management System at Regional & District Levels	No. of M&E conducted on the PMS at all levels	By 31st Dec., 2020	Templates	Regional District	...No M&E activities
Organise orientation of Staff of MMDA and RCCs on the 5 operational manuals	No. of staff trained on the operational manuals	By 31st Dec., 2020	Checklist	Job Classes	... No Operational manuals
Monitor the implementation of operational manuals across RCCs and MMDAs	No. of MMDAs and RCCs utilising operational manuals				

Operationalise, integrate and monitor departments established under Act 936, 2016 (Staffing, functionality, logistics and training) at the MMDA & RCC level	No. of departments/units operationalised and integrated No. of departments of MMDAs functional No. of monitoring visits conducted	By 31st Dec., 2020	Templates and Checklist	MMDAs Regional	... No. staff per department ... No. of functional dept
Collaborate with Ministry of Gender, Children and Social Protection (MoGCSP) to implement gender related activities	No. of research work conducted and results published.				
Strengthen members of RPCU and DPCU on proposal writing and research approaches.	No. of staff trained				
Train MMDA staff on data collection on the level of implementation of the Sustainable Development Goals (SDGs).	Number of staff trained				
Implement results of Micro research conducted on decentralisation and local governance	No. of micro researches conducted and published				
Conduct IT situational analysis in MMDAs/RCCs and take action on the outcomes	No. of IT situational analysis conducted				
Carry out quarterly computer clinics (servicing, installation and configuration of applications) across all Directorates and Units of the OHLGS	No. of computer clinics undertaken				
Monitor the implementation of the HRMIS at all levels (OHLGS/RCC/MMDAs)	No. of MMDAs/RCCs HRMIS monitored				
Provide continuous training for regional officers responsible for IPPD	No. of Officers trained				

Update and maintain the Local Government Service's website. Link websites of 6No. new RCCs	No. of stories published and RCCs websites linked.	13th April,2020 13th July,2020 15th Oct.,2020 15th Jan., 2021	Templates		.... stories published
Organise and publish the Local Government Service's (LGS) Newsletter	No. of publications				
Maintain OHLGS' Local Area Network (LAN), using NITA and Vodafone as our Internet Service Providers (ISPs).	No. of feedbacks received	13th April,2020 13th July,2020 15th October,2020 15th January, 2021	Templates	Directorate basis	... complaints received
Provide technical support to GIFMIS and HRMIS end-users.	No. of technical supports provided	31st Dec., 2020	Templates	HRMIS GIFMIS IT	... MMDAs supported ... RCCs supported
Publish, disseminate and sensitize staff on the Service's Information Technology Policy.	No. of copies printed and disseminated				
Monitor the implementation of internet and cloud facilities provided by Bluetown to the 5No. RCCs and the OHLGS.	No. of institutions of LGS provided with the facility				
Process inputs of staff (Postings, promotions, new entrant forms etc.)	No. of inputs processed	31st Dec., 2020	Templates	Postings Promotions New entrants Retirements	.... Staff inputs processed
Organize Statutory meetings (LGSC meetings, LGSC Sub-Committees meetings, Audit Committee meeting, ETC meeting, Management meeting, staff durbar)	No. of Quarterly meetings held	13th April,2020 13th July,2020 15th October,2020 15th January, 2021	Templates	Type of meetings	... meetings held

Manage the HR of OHLGS ( <i>ESPV Validation for OHLGS, Process manual Annual Increments, leave</i> )	No. of ESPV validation undertaken No. of promotions undertaken No. of leaves processed No. of staff trained	13th April, 2020 13th July, 2020 15th October, 2020 15th January, 2021	Templates	Male staff Female staff	... staff validated on ... (date)
Prepare and Implement 2020 Procurement Plan	No. of reviews undertaken	13th April, 2020 13th July, 2020 15th October, 2020 15th January, 2021	Templates	Quarterly basis	... updates ... implemented
Maintain office infrastructure and facilities	No of maintenance activities undertaken				
Maintain office equipment	No. of maintenance activities implemented	13th April, 2020 13th July, 2020 15th October, 2020 15th January, 2021	Templates	Buildings and equipment	... on inventory
Provide logistics and manage inventory	Types and quantity of logistics provided	By 31st Dec., 2020	Template	Equipment types	...No of furniture ...No of equipment and logistics
Facilitate the management and effective use of official vehicles	Maintenance schedule implemented; Schedule of movement implemented	31st Dec., 2020	Templates		... vehicles
Ensure the proper management of records and correspondences	Effective Receipt, storage and Dispatch of correspondence & documents.	13th April, 2020 13th July, 2020 15th October, 2020 15th January, 2021	Checklist		... kept
Provide security and ensure safety of staff and office property	No and types of security measures implemented				
Ensure clean and safe working environment	No and types of sanitary activities implemented				
Strengthen Client Service Unit	No and types of activities implemented No of feedback obtained				

Continue the construction of OHLGS office complex	% of work completed				
Perform audit on Cash Management (GoG and Donor Fund), transport and fuel	Date assignment completed	31st Dec., 2020	Templates	GoG Donor	... completed
Review operations of Directorates and units of OHLGS	Date audit completed	31st Dec., 2020	Templates		... completed
Conduct audit on procurement and stores management	Date assignment completed	31st Dec., 2020	Templates		... completed
Review reports from MMDAs	No. of reports reviewed	13th April, 2020 13th July, 2020 15th October, 2020 15th January, 2021	Templates		... reviewed
Monitor and follow up on reports from the Districts.	No. of MMDAs visited No. of recommendations implemented	31st Dec., 2020	Checklist	Regional Basis	... implemented
Review HR tools and implement HR audits and assessments	No. of HR assessment tools reviewed				
Update data on staff movements (promotion, postings, transfers, secondments, retirements, resignation, demotions, upgrading and/or conversion etc)	No. of updates undertaken	31st Dec., 2020	Templates	Postings Promotions New entrants Retirements	.... Staff inputs processed
Upgrade/convert qualified staff	No. of Staff upgraded/converted.	31st Dec., 2020	Templates	Male Female	... interviewed
Process Deputy Directors and analogous grades to Directors and analogous grades	No. of Deputy Directors processed for promotion	31st Dec., 2020	Templates	Male Female	... interviewed
Undertake promotion of other staff within the Service	No. of staff promoted according to classes	31st Dec., 2020	Templates	Postings Promotions New entrants Retirements	.... Staff inputs processed
Shortlist qualified Consultants and Consulting Firms to undertake Capacity Building and training	No. of Consultants and Consulting Firms shortlisted	31st Dec., 2020	Checklist		... specifications met

Build capacity of staff to implement child protection policy (UNICEF)	No. of Officers trained	31st Dec., 2020	Templates	Male Female	... trained
Implement GiZ supported activities on building capacities of HR Units in 60 MMDAs across the country.	No. of GiZ supported activities implemented				
Develop 2020 consolidated action plan on capacity building and trainings for the LGS	Availability of Action Plan				
Process study leave requests	No. of applications processed	31st Dec., 2020	Templates	Male Female	... processed
Monitor the activities of the National Steering Committee and the technical working group on the implementation of the CBF	National Steering committee set up and inaugurated				
Process and monitor the salary and related activities of staff: on Study leave; promotion, postings, transfers, secondments, retirements, resignation, demotions, upgrading and/or conversion etc.	No. of salary inputs processed and monitored				
Create a platform for continuous update of middle and lower level staff on the functions and operations of the LGS/OHLGS	No. of sessions held				
Organise training for Public Affairs Officers.	No. of sessions held No. of staff oriented				
Continue the sensitisation on the Local Governance Act, 2016 (Act 936).	No. of sessions organized No. of staff sensitised				
Organise media soiree and Press Briefings on the Operations of the LGS.	No. of media soirees organized No of press briefings organised				
Provide regular update to the LGS website and social media platforms.	No. of updates on website No. of updates on website platforms	13th April,2020 13th July,2020 15th October,2020 15th January, 2021	Templates		.... stories published

Undertake newspaper publications of issues on local governance and decentralisation	No of stories published	13th April, 2020 13th July, 2020 15th October, 2020 15th January, 2021	Templates		... published
Undertake newspaper clippings of publications on local governance and decentralisation for documentation and posting on the OHLGS notice board	No. of newspaper clippings made	13th April, 2020 13th July, 2020 15th October, 2020 15th January, 2021	Templates		... clippings
Ensure compliance with financial laws, Accounting Instructions and Administrative Regulations	No of reports submitted	31st Dec., 2020	Checklist	Monthly reports Annual reports	... submitted
Maintain proper books of Account and Records	No of updates undertake	13th April, 2020 13th July, 2020 15th October, 2020 15th January, 2021	Checklist		... kept
Build capacities of staff of the Finance Directorate	No of officers trained				
Monitor the operationalisation of system for timely retirement of programme expenditure	No of reports submitted				
Update OHLGS Fixed Assets Register	Fixed Assets register updated quarterly				

**Indicator Data Collection Sheet**

**Table 27: 2021 Indicator Data Collection Sheet**

<b>Activities</b>	<b>Indicator</b>	<b>Data Collection Period</b>	<b>Data Collection Method</b>	<b>Data Disaggregation</b>	<b>Results</b>
Continue the implementation of NGGA, PFAG and other partner-training for officers in participating MMDAs	No. of officers trained No. of areas trained in	By Middle of April, July, October and January, 2021	Use of templates	Male, Female and Area of training	... No. of participants/Male, female ... Areas
Expand the training on IGF Strategy, Social Accountability and the use of PFM Templates	No. of officers trained in SA & PFM	By 31st Dec. 2021	Use of templates	Male, Female and Area of training	... No. of participants/Male, female
Compile 2020 LGS APR and provide submission into the National APR	Time of production of APR Timeliness of submission of inputs	By 31st April 2021	Checklist and Reports	Regional Basis	... Regions submitted their report
Organise annual APR preparation sessions with RCCs	No. of APR reports compiled and submitted by RCCs on timely basis				
Monitor 2021 budget implementation and participate in 2022 Composite Budget hearings	Time of budget monitoring and hearing	By April 2021 By September 2021	Checklist	Districts	... of MMDAs complied with guideline
Prepare the 2022 LGS Budget	Policy Hearing Technical Hearing (MoF) Parliamentary Defence	By 31st May, 2021 By 30th Sept, 2021 By 31st Dec., 2021	Checklist		... Held on ..... (Date)
Monitor peripheral MMDAs	No. of regions and MMDAs covered	By 31st Dec., 2021	Templates	Districts Municipals Metros	...MMDAs Monitored
Prepare Quarterly and Annual Progress Reports (APR)	No. of Quarterly and APR reports compiled and submitted on timely basis	By 31st April 2021	Checklist and Reports	Regional Basis	... Regions submitted their report

Undertake mid-year review of 2021 Action Plan and Programme-Based Budget	Minutes available? Areas updated/ modified	31st Dec., 2021	Templates		... support
Continue the implementation of the OHLGS component of GSCSP					
12.2 Procure Consulting Services for the delivery of Training to RCCs and MAs	No. of consulting services procured				
12.3 Develop and Print manuals for training of MAs	No. of manuals developed and printed				
12.4 Build capacity of staff at RCCs and MAs through workshops to enhance project implementation	Training areas No of staff trained				
12.5 Procure office consumables, and other logistics	No. and type of logistics and equipment procured				
12.6 Conduct three monitoring visits to MAs the Ghana Secondary Cities Support Programme (GSCSP)	No. of monitoring visits undertaken to MAs				
Hold workshops on ISCCS with key stakeholders at National, Regional and District level	No. of sensitization workshops on LGS-ISCCS held at all levels	By 31st Dec., 2021	Templates	Sectors	... No Stakeholders Participating
Carry out Monitoring & Evaluation of the Performance Management System at Regional & District Levels	No. of M&E conducted on the PMS at all levels	By 31st Dec., 2021	Templates	Regional District	...No M&E activities
Organise orientation of Staff of MMDA and RCCs on the 5 operational manuals	No. of staff trained on the operational manuals				
Monitor the implementation of operational manuals across RCCs and MMDAs	No. of MMDAs and RCCs utilising operational manuals	By 31st Dec., 2021	Checklist	Job Classes	... No Operational manuals

Operationalise, integrate and monitor departments established under Act 936, 2016 (Staffing, functionality, logistics and training) at the MMDA & RCC level	<ul style="list-style-type: none"> <li>No. of departments/units operationalised and integrated</li> <li>No. of depts of MMDAs functional</li> <li>No. of monitoring visits conducted</li> </ul>	By 31st Dec., 2021	Templates and Checklist	MMDAs Regional	... No. staff per department ... No. of functional dept
Collaborate with Ministry of Gender, Children and Social Protection (MoGCSP) to implement gender related activities	No. of research work conducted and results published.				
Facilitate the collection of data on the level of implementation of the Sustainable Development Goals (SDGs).	Number of SDG indicators responded to				
Implement results of Micro research conducted on decentralisation and local governance	No. of micro researches conducted and published				
Develop and implement an online recruitment portal for LGS	Dates of development and operationalisation				
Conduct IT situational analysis in MMDAs/RCCs and take action on the outcomes	No. of IT situational analysis conducted				
Carry out quarterly computer clinics (servicing, installation and configuration of applications) across all Directorates and Units of the OHLGS	No. of computer clinics undertaken				
Monitor the implementation of the HRMIS at all levels (OHLGS/RCC/MMDAs)	No. of MMDAs/RCCs HRMIS monitored				
Provide continuous training for regional officers responsible for IPPD	No. of Officers trained				

Update and maintain the Local Government Service's website and monitor the performance of the linked websites of 6No. RCCs	No. of stories published and linked RCCs websites monitored.	13th April,2021 13th July,2021 15th October,2021 15th January, 2022	Templates		.... stories published
Organise and publish the Local Government Service's (LGS) Newsletter	No. of publications				
Maintain OHLGS' Local Area Network (LAN), using NITA and Vodafone as our Internet Service Providers (ISPs).	No. of feedbacks received	13th April,2021 13th July,2021 15th October,2021 15th January, 2022	Templates	Directorate basis	... complaints received
Provide technical support to GIFMIS and HRMIS end-users.	No. of technical supports provided	31st Dec., 2021	Templates	HRMIS GIFMIS IT	... MMDAs supported ... RCCs supported
Monitor the implementation of internet and cloud facilities provided by Bluetown to the 5No. RCCs and the OHLGS.	No. of institutions of LGS provided with the facility				
Process inputs of staff (Postings, promotions, new entrant forms etc.)	No. of inputs processed	31st Dec., 2021	Templates	Postings Promotions New entrants Retirements	.... Staff inputs processed
Organize Statutory meetings (LGSC meetings, LGSC Sub-Committees meetings, Audit Committee meeting, ETC meeting, Management meeting, staff durbar)	No. of Quarterly meetings held	13th April,2021 13th July,2021 15th October,2021 15th January, 2022	Templates	Type of meetings	... meetings held
Manage the HR of OHLGS (ESPV Validation for OHLGS, Process manual Annual Increments, leave)	No. of ESPV validation undertaken No. of promotions undertaken No. of leaves processed No. of staff trained	13th April,2021 13th July,2021 15th October,2021 15th January, 2022	Templates	Male staff Female staff	... staff validated on ... (date)

Prepare and Implement 2021 Procurement Plan	No. of reviews undertaken	13th April, 2021 13th July, 2021 15th October, 2021 15th January, 2022	Templates	Quarterly basis	... updates ... implemented
Maintain office infrastructure and facilities	No of maintenance activities undertaken				
Maintain office equipment	No. of maintenance activities implemented	13th April, 2021 13th July, 2021 15th October, 2021 15th January, 2022	Templates	Buildings and equipment	... on inventory
Provide logistics and manage inventory	Types and quantity of logistics provided	By 31st Dec., 2021	Template	Equipment types	...No of furniture ...No of equipment and logistics
Facilitate the management and effective use of official vehicles	Maintenance schedule implemented; Schedule of movement implemented	31st Dec., 2021	Templates		... vehicles
Procure vehicles for the OHLGS	No. of vehicles				
Ensure the proper management of records and correspondences	Effective Receipt, storage and Dispatch of correspondence & documents.	13th April, 2021 13th July, 2021 15th October, 2021 15th January, 2022	Checklist		... kept
Provide security and ensure safety of staff and office property	No and types of security measures implemented				
Ensure clean and safe working environment	No and types of sanitary activities implemented				
Strengthen Client Service Unit	No and types of activities implemented No of feedback obtained				
Complete the construction of OHLGS office complex	% of work completed				

Perform audit on Cash Management (GoG and Donor Fund), transport and fuel	Date assignment completed	31st Dec., 2021	Templates	GoG Donor	... completed
Review operations of Directorates and units of OHLGS	Date audit completed	31st Dec., 2021	Templates		... completed
Conduct audit on procurement and stores management	Date assignment completed	31st Dec., 2021	Templates		... completed
Review reports from MMDAs	No. of reports reviewed	13th April, 2021 13th July, 2021 15th Oct., 2021 15th Jan., 2022	Templates		... reviewed
Monitor and follow up on reports from the Districts.	No. of MMDAs visited No. of recommendations implemented	31st Dec., 2021	Checklist	Regional Basis	... implemented
Continue the review of HR tools and implement HR audits and assessments	No. of HR assessment tools reviewed				
Update data on staff movements (promotion, postings, transfers, secondments, retirements, resignation, demotions, upgrading and/or conversion etc)	No. of updates undertaken	31st Dec., 2021	Templates	Postings Promotions New entrants Retirements	.... Staff inputs processed
Upgrade/convert qualified staff	No. of Staff upgraded/converted.	31st Dec., 2021	Templates	Male Female	... interviewed
Process Deputy Directors and analogous grades to Directors and analogous grades	No. of Deputy Directors processed for promotion	31st Dec., 2021	Templates	Male Female	... interviewed
Undertake promotion of other staff within the Service	No. of staff promoted according to classes	31st Dec., 2021	Templates	Postings Promotions New entrants Retirements	.... Staff inputs processed
Shortlist qualified Consultants and Consulting Firms to undertake Capacity Building and training	No. of Consultants and Consulting Firms shortlisted	31st Dec., 2021	Checklist		... specifications met

Build capacity of staff to implement child protection policy (UNICEF)	No. of Officers trained	31st Dec., 2021	Templates	Male Female	... trained
Implement GiZ supported activities on building capacities of HR Units in 60 MMDAs across the country.	No. of GiZ supported activities implemented				
Develop 2021 consolidated action plan on capacity building and trainings for the LGS	Availability of Action Plan				
Process study leave requests	No. of applications processed	31st Dec., 2021	Templates	Male Female	... processed
Monitor the activities of the National Steering Committee and the technical working group on the implementation of the CBF	National Steering committee set up and inaugurated				
Process and monitor the salary and related activities of staff: on Study leave; promotion, postings, transfers, secondments, retirements, resignation, demotions, upgrading and/or conversion etc	No. of salary inputs processed and monitored				
Continue to update middle and lower level staff on the functions and operations of the LGS/OHLGS	No. of sessions held				
Organise training for Public Affairs Officers.	No. of sessions held No. of staff oriented				
Continue the sensitisation on the Local Governance Act, 2016 (Act 936).	No. of sessions organized No. of staff sensitised				
Organise media soiree and Press Briefings on the Operations of the LGS.	No. of media soirees organized No of press briefings organised				
Provide regular update to the LGS website and social media platforms.	No. of updates on website No. of updates on website platforms	13th April,2021 13th July,2021 15th October,2021 15th January, 2022	Templates		.... stories published

Undertake newspaper publications of issues on local governance and decentralisation	No of stories published	13th April, 2021 13th July, 2021 15th October, 2021 15th January, 2022	Templates		... published
Undertake newspaper clippings of publications on local governance and decentralisation for documentation and posting on the OHLGS notice board	No. of newspaper clippings made	13th April, 2021 13th July, 2021 15th October, 2021 15th January, 2022	Templates		... clippings
Ensure compliance with financial laws, Accounting Instructions and Administrative Regulations	No of reports submitted	31st Dec., 2021	Checklist	Monthly reports Annual reports	... submitted
Maintain proper books of Account and Records	No of updates undertake	13th April, 2021 13th July, 2021 15th October, 2021 15th January, 2022	Checklist		... kept
Build capacities of staff of the Finance Directorate	No of officers trained				
Monitor the operationalisation of system for timely retirement of programme expenditure	No of reports submitted				
Update OHLGS Fixed Assets Register	Fixed Assets register updated quarterly				

### 6.2.3 M&E Work Plan

The M&E workplan outlines activities, timelines for data collection, actors and corresponding financial requirement for the execution of tasks. The matrix below provides details of the OHLGS M&E plan for 2018 – 2021.

**Table 28:** M&E Work Plan

M&E Activities	Timeline 2018-2021	Actors	Budget (GH¢)
1. Implementation monitoring			
1.1 Prepare for M&E Indicator Review	Every 3 <sup>rd</sup> Quarter	PPBMED, MTSD	44,054.40
1.2 Field visits	Every 1 <sup>st</sup> Quarter	PPBMED, MTSD	278,240.00
1.3 Review Meetings	Monthly	PPBMED, MTSD	302,400.00
2. Review Plans			
2.1 Review of SMTDP	Mid-Year 2020	All Directorates	69,220.00
3. Preparation of M&E Reports			
3.1 Preparation of Progress Reports	Every 1 <sup>st</sup> Quarter	PPBMED, MTSD	2,256.00
3.2 Conduct Capacity Building for staff responsible for M&E	May 2018 May 2019 May 2020 May 2021	PPBMED	122,672.00
3.3 Prepare for APR Preparation	Jan. 2018 Jan. 2019 Jan. 2020 Jan. 2021	PPBMED	11,280.00
3.4 Data Collection	Every 1 <sup>st</sup> Quarter	PPBMED, MTSD	44,560.00
3.5 Data Collation (Collation of RCC reports)	Every 1 <sup>st</sup> Quarter	PPBMED, MTSD	6,400.00
3.6 Data Analysis	Every 1 <sup>st</sup> Quarter	PPBMED, MTSD, RSIMD	7,300.00
3.7 Organise APR Validation Workshop with RCCs	Every 1 <sup>st</sup> Quarter	PPBMED, MTSD	134,720.00
3.8 Internal Review of draft APR	Every 1 <sup>st</sup> Quarter	PPBMED, MTSD	15,360.00
3.9 Peer review of APR	Every 2 <sup>nd</sup> Quarter	PPBMED, MTSD	22,960.00
3.10 Print APR	Every 2 <sup>nd</sup> Quarter	PPBMED, MTSD	120,000.00
4. Dissemination and Communication of M&E Result			
4.1 Presentation of APR to LGSC	Every 2 <sup>nd</sup> Quarter	PPBMED, MTSD,	2,880.00
4.2 Distribution of APR	Every 2 <sup>nd</sup> Quarter	PPBMED, MTSD, AGSD	40,000.00
5. PM&E			
5.1 Prepare for PM&E with Stakeholders	Every 2 years	PPBMED, MTSD, AGSD,	671,580.00
5.2 Train personnel to conduct fieldwork	Every 2 years	PPBMED, MTSD, HRD	234,196.00
5.3 Conduct PM&E	Every 2 years	PPBMED, MTSD	504,500.00
6. Evaluation			
6.1 Selected Evaluation Activities	Every year	PPBMED, MTSD, RSIMD	602,260.00

Source: OHLGS (PPBMED) 2018-2021

#### **6.2.4 Monitoring and Evaluation Calendar**

This is a vital component of the Monitoring and Evaluation process; it is an annual Monitoring and Evaluation calendar, which was developed through a participatory process. Table 29-32 below shows the M&E Calendar.

**Table 29: 2018 M&E Calendar**

No	M&E Activities	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
1	Prepare for M&E indicator review												
2	Organize a retreat on indicator review												
3	Field visits												
4	Organize review meetings												
6	M&E quarterly reports												
7	Conduct capacity building for staff responsible for M&E												
8	Prepare for APR preparation												
9	Data Collection												
10	Data collation (Collation of RCC reports)												
11	Data Analysis												
12	Organize APR validation workshop												
13	Internal review of draft APR												
14	Peer review APR												
15	Print APR												
16	Presentation of APR to LGSC												
17	Distribution of APR												
18	Prepare for PM&E with stakeholders												
19	Train personnel to conduct fieldwork												
20	Conduct PM&E												

## 2018 M&E Calendar Budget

SNo	M&E Activities	Inputs	Qty	Freq	Unit Cost (GHC)	Amt (GHC)
1.0	Organise a retreat on indicators review	Facilitators	2	2	300.00	1,200.00
		Conference package	16	2	450.00	14,400.00
		Stationery/ Photocopy	1	1	650.00	650.00
		Projector	1	2	280.00	560.00
		Per Diem/ DSA for participants	16	2	150.00	4,800.00
		Drivers	10	2	100.00	2,000.00
		Fuel	10	10	15.60	1,560.00
		Sub Total				25,170.00
2.0	Implementation monitoring					
2.1	Field visits	Accommodation	10	12	250.00	30,000.00
		Per Diem/ DSA for participants	10	12	150.00	18,000.00
		Fuel	50	12	15.60	9,360.00
		Vehicle	3	12	0.00	0.00
		Servicing of vehicle	3	4	350.00	4,200.00
		Minor repairs on vehicles	3	4	300.00	3,600.00
		Drivers	3	12	100.00	3,600.00
		Call credit	10	4	20.00	800.00
		Sub Total				69,560.00
2.2	Review Meetings (Mid & Annual review- 2days each)	Facilitators	1	4	300.00	1,200.00
		Conference package	22	4	450.00	39,600.00
		Projector	1	4	280.00	1,120.00
		DSA for participants	22	4	150.00	13,200.00
		Drivers	10	4	100.00	4,000.00
		Fuel	10	80	15.60	12,480.00
		Stationery	1	2	2,000.00	4,000.00
		Sub Total				75,600.00
3.0	Preparation of M&E Reports					
3.1	M&E reports quarterly	Workplan	1	4	200.00	800.00
		Conference package	1	12	450.00	5,400.00
		Stationery	1	1	2,500.00	2,500.00
		DSA for participants	22	12	150.00	39,600.00
		Fuel (galls)	60	12	15.60	11,232.00
		Drivers	10	12	100.00	12,000.00
		Sub Total				71,532.00
3.2		Facilitators	2	4	300.00	2,400.00
		Conference package	10	4	450.00	18,000.00

	Conduct capacity building for staff responsible for M&E	Projector	1	4	280.00	1,120.00
		DSA for participants	8	4	150.00	4,800.00
		Drivers	2	4	100.00	800.00
		Fuel	2	40	15.60	1,248.00
		Stationery	1	1	2,000.00	2,000.00
		Copies of Plans	10	1	30.00	300.00
		Sub Total				30,668.00
3.3	Prepare for APR Preparation	Development of Templates	12	1	10.00	120.00
		Briefing of Heads	1	1		0.00
		Snacks, Water & Lunch	12	1	60.00	720.00
		Development of Workplan	1	1	200.00	200.00
		Stationery	1	1	1,500.00	1,500.00
		Projector	1	1	280.00	280.00
		Sub Total				2,820.00
3.4	Data Collection	Questionnaire/Template	250	1	10.00	2,500.00
		Enumerators	10	5	50.00	2,500.00
		Supervisors	1	5	100.00	500.00
		Call credit	11	14	20.00	3,080.00
		T&T for enumerators	10	5	20.00	1,000.00
		Fuel	50	2	15.60	1,560.00
		Sub Total				11,140.00
3.5	Data Collation	Supervisor	1	5	100.00	500.00
		Data Entry Clerks	2	5	50.00	500.00
		Lunch	3	5	25.00	375.00
		Snacks & Water	3	5	15.00	225.00
		Sub Total				1,600.00
3.6	Data Analysis	Supervisor	1	5	100.00	500.00
		Data Analyst	2	5	80.00	800.00
		Lunch	3	5	20.00	300.00
		Snacks & Water	3	5	15.00	225.00
		Sub Total				1,825.00
3.7	Organise APR Validation Workshop	Facilitators	2	2	300.00	1,200.00
		Conference package	22	2	450.00	19,800.00
		Stationery	1	1	1,000.00	1,000.00
		Projector	1	2	280.00	560.00
		Per Diem/ DSA for participants	20	2	150.00	6,000.00
		Drivers	10	2	100.00	2,000.00
		Fuel (gal)	10	20	15.60	3,120.00

		Sub Total				33,680.00
3.8	Internal Review of draft APR	facilitator	1	2	300.00	600.00
		Conference Hall	0	0	0.00	0.00
		stationery	1	1	1,000.00	1,000.00
		Projector	1	2	280.00	560.00
		Snacks & Water	21	2	15.00	630.00
		Lunch	21	2	25.00	1,050.00
		Sub Total				3,840.00
3.9	Peer review of APR	Facilitator	1	1	300.00	300.00
		Conference Room	1	1	200.00	200.00
		Projector	1	1	280.00	280.00
		Breakfast, Snacks, Water & Lunch	22	1	60.00	1,320.00
		Copies of draft APR	22	1	20.00	440.00
		Stationery	1	1	1,000.00	1,000.00
		T&T for Participants	22	2	50.00	2,200.00
		Sub Total				5,740.00
3.10	Print APR		500	1	60.00	30,000.00
4.0	Dissemination and Communication of M&E Result					
4.1	Presentation of APR to LGSC	Copies of APR	12	1		0.00
		Snacks, Lunch & Water	12	1	60.00	720.00
		Sub Total				720.00
4.2	Distribution of APR	Bag envelopes	300	1	3.00	900.00
		Postage	300	1	30.00	9,000.00
		Labour	1	2	50.00	100.00
		Sub Total				10,000.00
5.0	PM&E					
5.1	Prepare for PM&E with Stakeholders	Development of tools	2500	1	5.00	12,500.00
		Pre-testing	10	1	1,000.00	10,000.00
		Vehicles	3	5		0.00
		T&T for field staff	80	5	20.00	8,000.00
		Data Collection	1	1	11,140.00	11,140.00
		Data Collation	1	1	1,600.00	1,600.00
		Data Analysis	1	1	1,825.00	1,825.00
		Reporting	1	1	10,000.00	10,000.00
		Printing of reports	500	1	60.00	30,000.00
		Dissemination & Communication	1	1	75,000.00	75,000.00
		Fuel (gal)	60	5	15.60	4,680.00
		Drivers	3	5	100.00	1,500.00
		Servicing of vehicles	3	1	300.00	900.00
		Minor repairs on vehicles	3	1	250.00	750.00

		Sub-total				167,895.00
5.2	Train personnel to conduct fieldwork	Facilitators	2	2	250.00	1,000.00
		T&T for field staff Trainees	80	2	50.00	8,000.00
		Manual & Field guide	100	1	40.00	4,000.00
		Projector	1	2	280.00	560.00
		Stationery	1	1	350.00	350.00
		Conference Room	1	2	120.00	240.00
		Accommodation	85	2	100.00	17,000.00
		Vehicles	2	2		0.00
		Fuel (galls)	20	2	15.60	624.00
		Meals (Snacks, breakfast, Lunch & Supper, water)	85	3	105.00	26,775.00
		Sub-total				58,549.00
5.3	Conduct PM&E	Develop TOR	1	2	1,250.00	2,500.00
		Procure Consultants	2	12	840.00	20,160.00
		Data Collection	1	1	11,140.00	11,140.00
		Data Collation	1	1	1,600.00	1,600.00
		Data Analysis	1	1	1,825.00	1,825.00
		Vehicle	2	5		0.00
		Fuel (galls)	50	5	15.60	3,900.00
		Reporting	1	1	10,000.00	10,000.00
		Dissemination & Communication	1	1	75,000.00	75,000.00
		Sub-total				126,125.00
6.0	Evaluation					
6.1	Selected Evaluation Activities	Develop TOR	1	2	1,250.00	2,500.00
		Procure Consultants (Man-days)	2	20	840.00	33,600.00
		Data Collection	1	1	11,140.00	11,140.00
		Data Collation	1	1	1,600.00	1,600.00
		Data Analysis	1	1	1,825.00	1,825.00
		Vehicle	2	5	600.00	6,000.00
		Fuel (galls)	50	5	15.60	3,900.00
		Reporting	1	1	10,000.00	10,000.00
		Debriefing session	1	1	5,000.00	5,000.00
		Dissemination & Communication	1	1	75,000.00	75,000.00
		Sub Total				150,565.00
GRAND-TOTAL						891,713.80

**Table 30: 2019 M&E Calendar**

No	M&E Activities	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
1	Prepare for M&E indicator review												
3	Field visits												
4	Organize review meetings												
6	M&E quarterly reports												
7	Conduct capacity building for staff responsible for M&E												
8	Prepare for APR preparation												
9	Data Collection												
10	Data collation												
11	Data Analysis												
12	Organize APR validation workshop												
13	Internal review of draft APR												
14	Peer review APR												
15	Print APR												
16	Presentation of APR to LGSC												
17	Distribution of APR												
18	Prepare for PM&E with stakeholders												
19	Train personnel to conduct fieldwork												
20	Conduct PM&E												

**2019 M&E Calendar Budget**

SNo.	M&E Activities	Inputs	Qty	Freq	Unit Cost (GHC)	Amt (GHC)
1.0	<b>Implementation monitoring</b>					
1.1	Prepare for M&E indicator review	Facilitators	2	2	300.00	1,200.00
		Conference package	10	2	450.00	9,000.00
		Projector	1	2	280.00	560.00
		DSA for participants	10	2	150.00	3,000.00
		Drivers	4	2	100.00	800.00
		Fuel	4	2	15.60	124.80
		<b>Sub Total</b>				
1.2	Field visits	Accommodation	10	12	250.00	30,000.00
		Per Diem/ DSA for participants	10	12	150.00	18,000.00
		Fuel	50	12	15.60	9,360.00
		Vehicle	3	12	0.00	0.00
		Servicing of vehicle	3	4	350.00	4,200.00
		Minor repairs on vehicles	3	4	300.00	3,600.00
		Drivers	3	12	100.00	3,600.00
		Call credit	10	4	20.00	800.00
<b>Sub Total</b>					<b>69,560.00</b>	
1.3	Organize review meetings (Mid & Annual review-2days each)	Facilitators	1	4	300.00	1,200.00
		Conference package	22	4	450.00	39,600.00
		Projector	1	4	280.00	1,120.00
		DSA for participants	22	4	150.00	13,200.00
		Drivers	10	4	100.00	4,000.00
		Fuel	10	80	15.60	12,480.00
		Stationery	1	2	2,000.00	4,000.00
<b>Sub Total</b>					<b>75,600.00</b>	
2.0	<b>Preparation of M&amp;E Reports</b>					
2.1	M&E Quarterly Reports	Workplan	1	4	200.00	800.00
		Conference package	1	12	450.00	5,400.00
		Stationery	1	1	2,500.00	2,500.00
		DSA for participants	22	12	150.00	39,600.00
		Fuel (galls)	60	12	15.60	11,232.00
		Drivers	10	12	100.00	12,000.00
2.2	Conduct capacity building for staff responsible for M&E	Facilitators	2	4	300.00	2,400.00
		Conference package	10	4	450.00	18,000.00
		Projector	1	4	280.00	1,120.00
		DSA for participants	8	4	150.00	4,800.00
		Drivers	2	4	100.00	800.00
		Fuel	2	40	15.60	1,248.00

		Stationery	1	1	2,000.00	2,000.00
		Copies of Plans	10	1	30.00	300.00
		<b>Sub Total</b>				<b>30,668.00</b>
2.3	Prepare for APR preparation	Development of Templates	12	1	10.00	120.00
		Briefing of Heads	1	1		0.00
		Snacks, Water & Lunch	12	1	60.00	720.00
		Development of Workplan	1	1	200.00	200.00
		Stationery	1	1	1,500.00	1,500.00
		Projector	1	1	280.00	280.00
		<b>Sub Total</b>				<b>2,820.00</b>
2.4	Preparation of Progress Reports	Snacks	6	4	10.00	240.00
		Stationery	1	1	200.00	200.00
		Projector	1	4	280.00	1,120.00
		Lunch	6	4	25.00	600.00
		Water	6	8	2.00	96.00
		<b>Sub Total</b>				<b>2,256.00</b>
2.5	Data Collection	Questionnaire/Template	250	1	10.00	2,500.00
		Enumerators	10	5	50.00	2,500.00
		Supervisors	1	5	100.00	500.00
		Call credit	11	14	20.00	3,080.00
		T&T for enumerators	10	5	20.00	1,000.00
		Fuel	50	2	15.60	1,560.00
						<b>11,140.00</b>
2.6	Data collation	Supervisor	1	5	100.00	500.00
		Data Entry Clerks	2	5	50.00	500.00
		Lunch	3	5	25.00	375.00
		Snacks & Water	3	5	15.00	225.00
		<b>Sub Total</b>				<b>1,600.00</b>
2.7	Data Analysis	Supervisor	1	5	100.00	500.00
		Data Analyst	2	5	80.00	800.00
		Lunch	3	5	20.00	300.00
		Snacks & Water	3	5	15.00	225.00
		<b>Sub Total</b>				<b>1,825.00</b>
2.8	Organize APR validation workshop	facilitators	2	2	300.00	1,200.00
		Conference package	22	2	450.00	19,800.00
		stationery	1	1	1,000.00	1,000.00
		Projector	1	2	280.00	560.00
		Per Diem/ DSA for participants	20	2	150.00	6,000.00
		Drivers	10	2	100.00	2,000.00
		Fuel (gal)	10	20	15.60	3,120.00
		<b>Sub Total</b>				<b>33,680.00</b>
2.9		Facilitator	1	2	300.00	600.00

	Internal review of draft APR	Conference Hall	0	0	0.00	0.00
		stationery	1	1	1,000.00	1,000.00
		Projector	1	2	280.00	560.00
		Snacks & Water	21	2	15.00	630.00
		Lunch	21	2	25.00	1,050.00
		<b>Sub Total</b>				<b>3,840.00</b>
2.10	Peer review APR	Facilitator	1	1	300.00	300.00
		Conference Room	1	1	200.00	200.00
		Projector	1	1	280.00	280.00
		Breakfast, Snacks, Water & Lunch	22	1	60.00	1,320.00
		Copies of draft APR	22	1	20.00	440.00
		Stationery	1	1	1,000.00	1,000.00
		T&T for Participants	22	2	50.00	2,200.00
		<b>Sub Total</b>				<b>5,740.00</b>
2.11	Print APR		500	1	60.00	<b>30,000.00</b>
3.0	<b>Dissemination and Communication of M&amp;E Result</b>					
3.1	Presentation of APR to LGSC	Copies of APR	12	1		0.00
		Snacks, Lunch & Water	12	1	60.00	720.00
		<b>Sub Total</b>				<b>720.00</b>
3.2	Distribution of APR	Bag envelopes	300	1	3.00	900.00
		Postage	300	1	30.00	9,000.00
		Labour	1	2	50.00	100.00
		<b>Sub Total</b>				<b>10,000.00</b>
4.0	<b>PM&amp;E</b>					
4.1	Prepare for PM&E with stakeholders	Development of tools	2500	1	5.00	12,500.00
		Pre-testing	10	1	1,000.00	10,000.00
		Vehicles	3	5		0.00
		T&T for field staff	80	5	20.00	8,000.00
		Data Collection	1	1	11,140.00	11,140.00
		Data Collation	1	1	1,825.00	1,825.00
		Data Analysis	1	1	1,600.00	1,600.00
		Reporting	1	1	10,000.00	10,000.00
		Printing of reports	500	1	60.00	30,000.00
		Dissemination & Communication	1	1	75,000.00	75,000.00
		Fuel (gal)	60	5	15.60	4,680.00
		Drivers	3	5	100.00	1,500.00
		Servicing of vehicles	3	1	300.00	900.00
		Minor repairs on vehicles	3	1	250.00	750.00
		<b>Sub Total</b>				<b>167,895.00</b>
4.2		Facilitators	2	2	250.00	1,000.00

	Train personnel to conduct fieldwork	T&T for field staff Trainees	80	2	50.00	8,000.00
		Manual & Field guide	100	1	40.00	4,000.00
		Projector	1	2	280.00	560.00
		Stationery	1	1	350.00	350.00
		Conference Room	1	2	120.00	240.00
		Accommodation	85	2	100.00	17,000.00
		Vehicles	2	2		0.00
		Fuel (galls)	20	2	15.60	624.00
		Meals (Snacks, breakfast, Lunch & Supper, water)	85	3	105.00	26,775.00
		<b>Sub Total</b>				<b>58,549.00</b>
4.3	Conduct PM&E	Develop TOR	1	2	1,250.00	2,500.00
		Procure Consultants	2	12	840.00	20,160.00
		Data Collection	1	1	11,140.00	11,140.00
		Data Collation	1	1	1,600.00	1,600.00
		Data Analysis	1	1	1,825.00	1,825.00
		Vehicle	2	5		0.00
		Fuel (galls)	50	5	15.60	3,900.00
		Reporting	1	1	10,000.00	10,000.00
		Dissemination & Communication	1	1	75,000.00	75,000.00
		<b>Sub Total</b>				<b>126,125.00</b>
5.0	<b>Evaluation</b>					
5.1	Selected Evaluation Activities	Develop TOR	1	2	1,250.00	2,500.00
		Procure Consultants (Man-days)	2	20	840.00	33,600.00
		Data Collection	1	1	11,140.00	11,140.00
		Data Collation	1	1	1,600.00	1,600.00
		Data Analysis	1	1	1,825.00	1,825.00
		Vehicle	2	5	600.00	6,000.00
		Fuel (galls)	50	5	15.60	3,900.00
		Reporting	1	1	10,000.00	10,000.00
		Debriefing session	1	1	5,000.00	5,000.00
		Dissemination & Communication	1	1	75,000.00	75,000.00
		<b>Sub Total</b>				<b>150,565.00</b>
<b>GRAND-TOTAL</b>					<b>868,799.80</b>	

**Table 31: 2020 M&E Calendar**

No	M&E Activities	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
1	Prepare for M&E indicator review												
3	Field visits												
4	Organize review meetings												
5	Review MTDP and M&E Plans												
7	M&E quarterly reports												
7	Conduct capacity building for staff responsible for M&E												
8	Prepare for APR preparation												
9	Data Collection												
10	Data collation												
11	Data Analysis												
12	Organize APR validation workshop												
13	Internal review of draft APR												
14	Peer review APR												
15	Print APR												
16	Presentation of APR to LGSC												
17	Distribution of APR												
18	Prepare for PM&E with stakeholders												
19	Train personnel to conduct fieldwork												
20	Conduct PM&E												

**2020 M&E Calendar Budget**

SNo.	M&E Activities	Inputs	Qty	Freq	Unit Cost (GHC)	Amt (GHC)
1.0	<b>Implementation Monitoring</b>					
1.1	Prepare for M&E indicator review	facilitators	2	2	300.00	1,200.00
		Conference package	10	2	450.00	9,000.00
		Projector	1	2	280.00	560.00
		DSA for participants	10	2	150.00	3,000.00
		Drivers	4	2	100.00	800.00
		Fuel	4	2	15.60	124.80
		<b>Sub Total</b>				
1.2	Field visits	Accommodation	10	12	250.00	30,000.00
		Per Diem/ DSA for participants	10	12	150.00	18,000.00
		Fuel	50	12	15.60	9,360.00
		Vehicle	3	12	0.00	0.00
		Servicing of vehicle	3	4	350.00	4,200.00
		Minor repairs on vehicles	3	4	300.00	3,600.00
		Drivers	3	12	100.00	3,600.00
		Call credit	10	4	20.00	800.00
		<b>Sub Total</b>				
1.3	Organize review meetings	Facilitators	1	4	300.00	1,200.00
		Conference package	22	4	450.00	39,600.00
		Projector	1	4	280.00	1,120.00
		DSA for participants	22	4	150.00	13,200.00
		Drivers	10	4	100.00	4,000.00
		Fuel	10	80	15.60	12,480.00
		Stationery	1	2	2,000.00	4,000.00
		<b>Sub Total</b>				
2.0	<b>Review Plans</b>					
2.1	Review MTDP and M&E Plans	Facilitators	2	4	300.00	2,400.00
		Conference package	22	4	450.00	39,600.00
		Projector	1	4	280.00	1,120.00
		DSA for participants	22	4	150.00	13,200.00
		Drivers	10	4	100.00	4,000.00
		Fuel	10	40	15.60	6,240.00
		Stationery	1	1	2,000.00	2,000.00
		Copies of Plans	22	1	30.00	660.00
		<b>Sub Total</b>				
3.0	<b>Preparation of M&amp;E Reports</b>					
		Vehicles for M&E Activities	2	1	351,000.00	702,000.00
		Workplan	1	4	200.00	800.00
		Conference package	1	12	450.00	5,400.00
		Stationery	1	1	2,500.00	2,500.00

		DSA for participants	22	12	150.00	39,600.00
		Fuel (galls)	60	12	15.60	11,232.00
		Drivers	10	12	100.00	12,000.00
		<b>Sub Total</b>				<b>773,532.00</b>
3.2	Conduct capacity building for staff responsible for M&E	Facilitators	2	4	300.00	2,400.00
		Conference package	10	4	450.00	18,000.00
		Projector	1	4	280.00	1,120.00
		DSA for participants	8	4	150.00	4,800.00
		Drivers	2	4	100.00	800.00
		Fuel	2	40	15.60	1,248.00
		Stationery	1	1	2,000.00	2,000.00
		Copies of Plans	10	1	30.00	300.00
		<b>Sub Total</b>				<b>30,668.00</b>
3.3	Prepare for APR preparation	Development of Templates	12	1	10.00	120.00
		Briefing of Heads	1	1		0.00
		Snacks, Water & Lunch	12	1	60.00	720.00
		Development of Workplan	1	1	200.00	200.00
		Stationery	1	1	1,500.00	1,500.00
		Projector	1	1	280.00	280.00
				<b>Sub Total</b>		
3.4	Data Collection	Questionnaire/Template	250	1	10.00	2,500.00
		Enumerators	10	5	50.00	2,500.00
		Supervisors	1	5	100.00	500.00
		Call credit	11	14	20.00	3,080.00
		T&T for enumerators	10	5	20.00	1,000.00
		Fuel	50	2	15.60	1,560.00
				<b>Sub Total</b>		
3.5	Data collation	Supervisor	1	5	100.00	500.00
		Data Entry Clerks	2	5	50.00	500.00
		Lunch	3	5	25.00	375.00
		Snacks & Water	3	5	15.00	225.00
				<b>Sub Total</b>		
3.6	Data Analysis	Supervisor	1	5	100.00	500.00
		Data Analyst	2	5	80.00	800.00
		Lunch	3	5	20.00	300.00
		Snacks & Water	3	5	15.00	225.00
				<b>Sub Total</b>		
3.7	Organize APR validation workshop	facilitators	2	2	300.00	1,200.00
		Conference package	22	2	450.00	19,800.00
		stationery	1	1	1,000.00	1,000.00
		Projector	1	2	280.00	560.00

		Per Diem/ DSA for participants	20	2	150.00	6,000.00
		Drivers	10	2	100.00	2,000.00
		Fuel (gal)	10	20	15.60	3,120.00
		<b>Sub Total</b>				<b>33,680.00</b>
3.8	Internal review of draft APR	Facilitator	1	2	300.00	600.00
		Conference Hall	0	0	0.00	0.00
		stationery	1	1	1,000.00	1,000.00
		Projector	1	2	280.00	560.00
		Snacks & Water	21	2	15.00	630.00
		Lunch	21	2	25.00	1,050.00
		<b>Sub Total</b>				
3.9	Peer review APR	Facilitator	1	1	300.00	300.00
		Conference Room	1	1	200.00	200.00
		Projector	1	1	280.00	280.00
		Breakfast, Snacks, Water & Lunch	22	1	60.00	1,320.00
		Copies of draft APR	22	1	20.00	440.00
		Stationery	1	1	1,000.00	1,000.00
		T&T for Participants	22	2	50.00	2,200.00
		<b>Sub Total</b>				
3.10	Print APR		500	1	60.00	<b>30,000.00</b>
4.00	<b>Dissemination and Communication of M&amp;E Result</b>					
	Presentation of APR to LGSC	Copies of APR	12	1		0.00
		Snacks, Lunch & Water	12	1	60.00	720.00
		<b>Sub Total</b>				<b>720.00</b>
4.10	Distribution of APR	Bag envelopes	300	1	3.00	900.00
		Postage	300	1	30.00	9,000.00
		Labour	1	2	50.00	100.00
		<b>Sub Total</b>				
5.0	<b>PM&amp;E</b>					
5.1	Prepare for PM&E with stakeholders	Development of tools	2500	1	5.00	12,500.00
		Pre-testing	10	1	1,000.00	10,000.00
		Vehicles	3	5		0.00
		T&T for field staff	80	5	20.00	8,000.00
		Data Collection	1	1	11,140.00	11,140.00
		Data Collation	1	1	1,825.00	1,825.00
		Data Analysis	1	1	1,600.00	1,600.00
		Reporting	1	1	10,000.00	10,000.00
		Printing of reports	500	1	60.00	30,000.00
		Dissemination & Communication	1	1	75,000.00	75,000.00
		Fuel (gal)	60	5	15.60	4,680.00
		Drivers	3	5	100.00	1,500.00

		Servicing of vehicles	3	1	300.00	900.00
		Minor repairs on vehicles	3	1	250.00	750.00
		<b>Sub Total</b>				<b>167,895.00</b>
5.2	Train personnel to conduct fieldwork	Facilitators	2	2	250.00	1,000.00
		T&T for field staff Trainees	80	2	50.00	8,000.00
		Manual & Field guide	100	1	40.00	4,000.00
		Projector	1	2	280.00	560.00
		Stationery	1	1	350.00	350.00
		Conference Room	1	2	120.00	240.00
		Accommodation	85	2	100.00	17,000.00
		Vehicles	2	2		0.00
		Fuel (galls)	20	2	15.60	624.00
		Meals (Snacks, breakfast, Lunch & Supper, water)	85	3	105.00	26,775.00
				<b>Sub Total</b>		
5.3	Conduct PM&E	Develop TOR	1	2	1,250.00	2,500.00
		Procure Consultants	2	12	840.00	20,160.00
		Data Collection	1	1	11,140.00	11,140.00
		Data Collation	1	1	1,600.00	1,600.00
		Data Analysis	1	1	1,825.00	1,825.00
		Vehicle	2	5		0.00
		Fuel (galls)	50	5	15.60	3,900.00
		Reporting	1	1	10,000.00	10,000.00
		Dissemination & Communication	1	1	75,000.00	75,000.00
				<b>Sub Total</b>		
6.0	<b>Evaluation</b>					
6.1	Selected Evaluation Activities	Develop TOR	1	2	1,250.00	2,500.00
		Procure Consultants (Man-days)	2	20	840.00	33,600.00
		Data Collection	1	1	11,140.00	11,140.00
		Data Collation	1	1	1,600.00	1,600.00
		Data Analysis	1	1	1,825.00	1,825.00
		Vehicle	2	5	600.00	6,000.00
		Fuel (galls)	50	5	15.60	3,900.00
		Reporting	1	1	10,000.00	10,000.00
		Debriefing session	1	1	5,000.00	5,000.00
		Dissemination & Communication	1	1	75,000.00	75,000.00
		<b>Sub Total</b>				<b>150,565.00</b>
<b>GRAND-TOTAL</b>						<b>1,637,763.80</b>

**Table 32: 2021 M&E Calendar**

No	M&E Activities	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
1	Prepare for M&E indicator review												
3	Field visits												
4	Organize review meetings												
6	M&E quarterly reports												
7	Conduct capacity building for staff responsible for M&E												
8	Prepare for APR preparation												
9	Data Collection												
10	Data collation												
11	Data Analysis												
12	Organize APR validation workshop												
13	Internal review of draft APR												
14	Peer review APR												
15	Print APR												
16	Presentation of APR to LGSC												
17	Distribution of APR												
18	Prepare for PM&E with stakeholders												
19	Train personnel to conduct fieldwork												
20	Conduct PM&E												

**2021 M&E Calendar Budget**

SNo.	M&E Activities	Inputs	Qty	Freq	Unit Cost (GHC)	Amt (GHC)
1.0	<b>Implementation Monitoring</b>					
	Prepare for M&E indicator review	facilitators	2	2	300.00	1,200.00
		Conference package	10	2	450.00	9,000.00
		Projector	1	2	280.00	560.00
		DSA for participants	10	2	150.00	3,000.00
		Drivers	4	2	100.00	800.00
		Fuel	4	2	15.60	124.80
		<b>Sub Total</b>				
1.1	Field visits	Accommodation	10	12	250.00	30,000.00
		Per Diem/ DSA for participants	10	12	150.00	18,000.00
		Fuel	50	12	15.60	9,360.00
		Vehicle	3	12	0.00	0.00
		Servicing of vehicle	3	4	350.00	4,200.00
		Minor repairs on vehicles	3	4	300.00	3,600.00
		Drivers	3	12	100.00	3,600.00
		Call credit	10	4	20.00	800.00
		<b>Sub Total</b>				
1.2	Organize review meetings	Facilitators	1	4	300.00	1,200.00
		Conference package	22	4	450.00	39,600.00
		Projector	1	4	280.00	1,120.00
		DSA for participants	22	4	150.00	13,200.00
		Drivers	10	4	100.00	4,000.00
		Fuel	10	80	15.60	12,480.00
		Stationery	1	2	2,000.00	4,000.00
		<b>Sub Total</b>				
2.0	<b>Preparation of M&amp;E Reports</b>					
2.1	M&E quarterly reports	Workplan	1	4	200.00	800.00
		Conference package	1	12	450.00	5,400.00
		Stationery	1	1	2,500.00	2,500.00
		DSA for participants	22	12	150.00	39,600.00
		Fuel (galls)	60	12	15.60	11,232.00
		Drivers	10	12	100.00	12,000.00
		<b>Sub Total</b>				
2.2	Conduct capacity building for staff responsible for M&E	Facilitators	2	4	300.00	2,400.00
		Conference package	10	4	450.00	18,000.00
		Projector	1	4	280.00	1,120.00
		DSA for participants	8	4	150.00	4,800.00
		Drivers	2	4	100.00	800.00

		Fuel	2	40	15.60	1,248.00
		Stationery	1	1	2,000.00	2,000.00
		Copies of Plans	10	1	30.00	300.00
		<b>Sub Total</b>				<b>30,668.00</b>
2.3	Prepare for APR preparation	Development of Templates	12	1	10.00	120.00
		Briefing of Heads	1	1		0.00
		Snacks, Water & Lunch	12	1	60.00	720.00
		Development of Workplan	1	1	200.00	200.00
		Stationery	1	1	1,500.00	1,500.00
		Projector	1	1	280.00	280.00
		<b>Sub Total</b>				
2.4	Data Collection	Questionnaire/ Template	250	1	10.00	2,500.00
		Enumerators	10	5	50.00	2,500.00
		Supervisors	1	5	100.00	500.00
		Call credit	11	14	20.00	3,080.00
		T&T for enumerators	10	5	20.00	1,000.00
		Fuel	50	2	15.60	1,560.00
		<b>Sub Total</b>				
2.5	Data collation (Collation of RCC report)	Supervisor	1	5	100.00	500.00
		Data Entry Clerks	2	5	50.00	500.00
		Lunch	3	5	25.00	375.00
		Snacks & Water	3	5	15.00	225.00
		<b>Sub Total</b>				
2.6	Data Analysis	Supervisor	1	5	100.00	500.00
		Data Analyst	2	5	80.00	800.00
		Lunch	3	5	20.00	300.00
		Snacks & Water	3	5	15.00	225.00
		<b>Sub Total</b>				
2.7	Organize APR validation workshop	Facilitators	2	2	300.00	1,200.00
		Conference package	22	2	450.00	19,800.00
		stationery	1	1	1,000.00	1,000.00
		Projector	1	2	280.00	560.00
		Per Diem/ DSA for participants	20	2	150.00	6,000.00
		Drivers	10	2	100.00	2,000.00
		Fuel (gal)	10	20	15.60	3,120.00
		<b>Sub Total</b>				
2.8	Internal review of draft APR	Facilitator	1	2	300.00	600.00
		Conference Hall	0	0	0.00	0.00
		stationery	1	1	1,000.00	1,000.00
		Projector	1	2	280.00	560.00
		Snacks & Water	21	2	15.00	630.00

		Lunch	21	2	25.00	1,050.00
		<b>Sub Total</b>				<b>3,840.00</b>
2.9	Peer review APR	Facilitator	1	1	300.00	300.00
		Conference Room	1	1	200.00	200.00
		Projector	1	1	280.00	280.00
		Breakfast, Snacks, Water & Lunch	22	1	60.00	1,320.00
		Copies of draft APR	22	1	20.00	440.00
		Stationery	1	1	1,000.00	1,000.00
		T&T for Participants	22	2	50.00	2,200.00
		<b>Sub Total</b>				
2.10	Print APR	<b>Sub Total</b>	500	1	60.00	<b>30,000.00</b>
3.0	<b>Dissemination and Communication of M&amp;E Result</b>					
	Presentation of APR to LGSC	Copies of APR	12	1		0.00
		Snacks, Lunch & Water	12	1	60.00	720.00
		<b>Sub Total</b>				<b>720.00</b>
3.1	Distribution of APR	Bag envelopes	300	1	3.00	900.00
		Postage	300	1	30.00	9,000.00
		Labour	1	2	50.00	100.00
		<b>Sub Total</b>				<b>10,000.00</b>
4.0	<b>PM&amp;E</b>					
4.1	Prepare for PM&E with stakeholders	Development of tools	2500	1	5.00	12,500.00
		Pre-testing	10	1	1,000.00	10,000.00
		Vehicles	3	5		0.00
		T&T for field staff	80	5	20.00	8,000.00
		Data Collection	1	1	11,140.00	11,140.00
		Data Collation	1	1	1,825.00	1,825.00
		Data Analysis	1	1	1,600.00	1,600.00
		Reporting	1	1	10,000.00	10,000.00
		Printing of reports	500	1	60.00	30,000.00
		Dissemination & Communication	1	1	75,000.00	75,000.00
		Fuel (gal)	60	5	15.60	4,680.00
		Drivers	3	5	100.00	1,500.00
		Servicing of vehicles	3	1	300.00	900.00
		Minor repairs on vehicles	3	1	250.00	750.00
<b>Sub Total</b>					<b>167,895.00</b>	
4.2	Train personnel to conduct fieldwork	Facilitators	2	2	250.00	1,000.00
		T&T for field staff Trainees	80	2	50.00	8,000.00
		Manual & Field guide	100	1	40.00	4,000.00
		Projector	1	2	280.00	560.00
		Stationery	1	1	350.00	350.00
		Conference Room	1	2	120.00	240.00

		Accommodation	85	2	100.00	17,000.00
		Vehicles	2	2		0.00
		Fuel (galls)	20	2	15.60	624.00
		Meals (Snacks, breakfast, Lunch & Supper, water)	85	3	105.00	26,775.00
		<b>Sub Total</b>				<b>58,549.00</b>
4.3	Conduct PM&E	Develop TOR	1	2	1,250.00	2,500.00
		Procure Consultants	2	12	840.00	20,160.00
		Data Collection	1	1	11,140.00	11,140.00
		Data Collation	1	1	1,600.00	1,600.00
		Data Analysis	1	1	1,825.00	1,825.00
		Vehicle	2	5		0.00
		Fuel (galls)	50	5	15.60	3,900.00
		Reporting	1	1	10,000.00	10,000.00
		Dissemination & Communication	1	1	75,000.00	75,000.00
		<b>Sub Total</b>				<b>126,125.00</b>
5.0	<b>Evaluation</b>					
5.1	Selected Evaluation Activities	Develop TOR	1	2	1,250.00	2,500.00
		Procure Consultants (Man-days)	2	20	840.00	33,600.00
		Data Collection	1	1	11,140.00	11,140.00
		Data Collation	1	1	1,600.00	1,600.00
		Data Analysis	1	1	1,825.00	1,825.00
		Vehicle	2	5	600.00	6,000.00
		Fuel (galls)	50	5	15.60	3,900.00
		Reporting	1	1	10,000.00	10,000.00
		Debriefing session	1	1	5,000.00	5,000.00
		Dissemination & Communication	1	1	75,000.00	75,000.00
				<b>Sub Total</b>		
<b>GRAND-TOTAL</b>						<b>866,543.80</b>

### Monitoring and Evaluation Budget Summary

The process of preparing the M&E budget was carried out in a participatory manner. A careful consideration was done as regards to staff time, activity, inputs (fuel, allowance, maintenance of vehicle computers and accessories, laptops), frequency/ no of days, unit cost and total for the four-year period. Table 33 indicates the resource requirement of LGSS in undertaking M&E activities quarterly and annually.

This budget covers cost of travel, accommodation, per diems, review workshops etc. Other cost elements are the payment of allowances on field visits, data collection and documentation.

Table: 33: **Summary Budget**

<b>M&amp;E Activities</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Budget</b>	<b>2021Budget</b>	<b>Total</b>
2. Implementation monitoring					
2.1 Prepare for M&E Indicator Review		14,684.80	14,684.80	14,684.80	44,054.40
2.2 Field visits	69,560.00	69,560.00	69,560.00	69,560.00	278,240.00
2.3 Review Meetings	75,600.00	75,600.00	75,600.00	75,600.00	302,400.00
3. Review Plans					
3.1 Review MTDP & M&E Plan	0.00	0.00	69,220.00	0.00	69,220.00
4. Preparation of M&E Reports					
4.1 Preparation of Progress Reports (M&E Quarterly Report)	71,532.00	71,532.00	773,532.00	71,532.00	988,128.00
4.2 Conduct Capacity Building for staff responsible for M&E	30,668.00	30,668.00	30,668.00	30,668.00	122,672.00
4.3 Prepare for APR Preparation	2,820.00	2,820.00	2,820.00	2,820.00	11,280.00
4.4 Preparation of Progress Reports		2,256.00			2,256.00
4.5 Data Collection	11,140.00	11,140.00	11,140.00	11,140.00	44,560.00
4.6 Data Collation (Collation of RCC reports)	149,220.00	149,220.00	149,220.00	149,220.00	596,880.00
4.7 Data Analysis	1,825.00	1,825.00	1,825.00	1,825.00	7,300.00
4.8 Organise APR Validation Workshop	33,680.00	33,680.00	33,680.00	33,680.00	134,720.00
4.9 Internal Review of draft APR	3,840.00	3,840.00	3,840.00	3,840.00	15,360.00
4.10 Peer review of APR	5,740.00	5,740.00	5,740.00	5,740.00	22,960.00
4.11 Print APR	66,000.00	66,000.00	66,000.00	66,000.00	264,000.00
5. Dissemination and Communication of M&E Result					
5.1 Presentation of APR to LGSC	720.00	720.00	720.00	720.00	2,880.00
5.2 Distribution of APR	10,000.00	10,000.00	10,000.00	10,000.00	40,000.00
6. PM&E					
6.1 Prepare for PM&E with Stakeholders	167,895.00	167,895.00	167,895.00	167,895.00	671,580.00
6.2 Train personnel to conduct fieldwork	58,549.00	58,549.00	58,549.00	58,549.00	234,196.00
6.3 Conduct PM&E	126,125.00	126,125.00	126,125.00	126,125.00	504,500.00
7. Evaluation					
7.1 Selected Evaluation Activities	150,565.00	150,565.00	150,565.00	150,565.00	602,260.00
<b>GRAND-TOTAL</b>	<b>891,713.80</b>	<b>868,799.80</b>	<b>1,637,763.80</b>	<b>866,543.80</b>	<b>4,264,821.20</b>

### **6.2.5 Data Collection and Collation**

In conducting M&E activities, data is important for the assessment of impacts, sustainability and success factors of the plan. Generally, data collection will focus on institutional and management capacity, financial availability, socio-cultural issues and the delivery of services. This covers all programmes and operations of the OHLGS supported through GoG allocations, Development Partners as well as others. This data will be updated quarterly after every visit.

The data collected would be both quantitative and qualitative. Areas that would be covered are integration and establishment of departments, recruitment and the management of staff, service delivery, M&E and coordination, performance management, salary administration, capacity building and training, career management as well as the management of staff welfare, safety and security. The data would be categorised into the following:

- Process data would include evidence captured as activities and operations move from one stage to the other.
- Input data would include evidence of staff, logistics, government transfers and DP support
- Output data would include the immediate effects of the implementation of activities and operations of the OHLGS
- Outcome/ impact data would include level of integration of departments of RCCs and MMDAs, AEA-farmer ratio, responsive and committed departments, well trained and competent workforce, improved performance of mandate

Primary and secondary data would be collected by PPBME and other directorates with the support of consultants, MMDAs and RCCs. Secondary data would be obtained from MDAs, DPs, NGOs and other organisations.

### **6.2.6 Data Analysis and Use**

The OHLGS would collate Monitoring and Evaluation data from MMDAs harmonized by the RCCs. The OHLGS will then analyse them and report to policy makers, NDPC, other MDAs and identified Stakeholders. The M& E data would be analysed and interpreted on key areas of concern.

The analysis will further show how the OHLGS is performing with regards to all the indicators in the Monitoring and Evaluation Matrix. Each indicator would be examined and the appropriate action taken to address areas of adverse finding. The progress of each indicator towards meeting the goal and objectives of the SMTDP would be assessed. Lessons learnt would be fed into the ensuing year's action plan and the next SMTDP.

### **6.3 Reporting on Findings**

Reporting is important in the monitoring and evaluation exercise. All identified programme actors involved would be notified of key observations and findings. This will allow stakeholders to take the necessary actions for redress before the next monitoring exercise based on roles of identified stakeholders. The OHLGS would include all the findings and the necessary feedback in its Quarterly and Annual Progress Reports

The directorates especially the PPBME shall complete the writing of quarterly monitoring reports for circulation not later than one month after the monitoring exercise. This is to allow officers responsible for implementation of programmes and projects to take necessary action on issues that require redress before the next monitoring is undertaken.

#### **6.3.1 Quarterly and Annual Progress Reports Format**

##### **Title Page**

- Name of the Directorate
- Time period for the M&E report

##### **Introduction**

- Summary of achievements and challenges with the implementation of the SMTDP
- Purpose of the M&E for the stated period
- Processes involved and difficulties encountered

##### **M&E Activities Report**

- Programme/ Activity status for the quarter or year
- Update on funding and disbursements
- Update on indicators and targets
- Update on critical learning and crosscutting issues
- Evaluations conducted; their findings and recommendations
- Participatory M&E undertaken and their results

##### **The Way Forward**

- Key issues addressed and those yet to be addressed
- Recommendations

##### **Circulation of the Monitoring Report**

The final report shall be submitted to the Chief Director of the OHLGS who shall distribute them as follows:

- Head of Service
- Chairman of LGS council
- Directorates

- Regional Coordinating Council
- National Development Planning Commission

### **6.3.2 Annual Progress Reporting**

Notwithstanding the format for progress reporting by the NDPC, the LGS has improved upon the format to include the various aspects of its mandate to ensure comprehensive reporting.

## **6.4 Dissemination and Communication Strategy**

Dissemination of Monitoring and Evaluation reports are as useful as the preparation. Copies of the Annual Progress Report and quarterly reports would be forwarded to NDPC, IMCC, RCCs, MMDAs, DPs and other MDAs. Dissemination of these reports with stakeholders would improve accountability of the OHLGS contributing to the enhancement of local governance and decentralisation in Ghana. It will boost stakeholder commitment to support development interventions that emerge from the Monitoring and Evaluation exercise. Some of the dissemination techniques are contained in the Communication Strategy of the SMTDP.

## **6.5 Evaluation Arrangement with Evaluation Framework**

One of the key features of the OHLGS should be a strong commitment to conduct development evaluations. The implementation of the SMTDP would include an assessment of the performance of selected programmes and projects to ascertain the level of achievement of goals and objectives. The evaluation results will help improve management decision making to improve future design and implementation of projects and programmes. During the implementation of the SMTDP, the OHLGS intends to conduct the following evaluations.

### **6.5.1 Mid-Term Evaluation**

Mid-way through plan implementation, the OHLGS will undertake an evaluation exercise to assess the effects of the implementation for the period.

### **6.5.2 End of Plan Evaluation**

The OHLGS would conduct a review of plan implementation over the four-year planned period matching achievements to objectives. Outcomes during the course of implementation would be mapped and recorded. Achievements, lessons learnt, and challenges would be recorded and shared.

Table...: Evaluation Matrix/Framework

Evaluation Criteria	Evaluation Question		Data Needed	Data Sources	Data collection methods
	Main Questions	Sub- Questions			
Relevance	<ul style="list-style-type: none"> <li>To what extent are the objectives of the program still valid?</li> <li>Are the activities and outputs of the program consistent with the overall goal and the attainment of its objectives?</li> <li>Are the activities and outputs of the program consistent with the intended impacts and effects?</li> </ul>				
Efficiency	<ul style="list-style-type: none"> <li>Were activities cost-efficient? Were objectives achieved on time?</li> <li>Was the program or project implemented in the most efficient way compared to alternatives?</li> </ul>				
Effectiveness	<ul style="list-style-type: none"> <li>To what extent were the objectives achieved or are likely to be achieved?</li> <li>What were the major factors influencing the achievement or nonachievement of the objectives?</li> </ul>				
Impact	<ul style="list-style-type: none"> <li>What has happened as a result of the program or project?</li> <li>What real difference has the activity made to the beneficiaries?</li> <li>How many people have been affected?</li> </ul>				
Sustainability	<ul style="list-style-type: none"> <li>To what extent did the benefits of a program or project continue after donor funding ceased?</li> <li>What were the major factors which influenced the achievement or nonachievement of sustainability of the program or project?</li> </ul>				
Others					

#### NOTE:

By the OECD/DAC, the evaluation criteria are defined as follows:

**Relevance:** *The extent to which the aid activity is suited to the priorities and policies of the target group, recipient and donor.*

**Effectiveness:** *A measure of the extent to which an aid activity attains its objectives.*

**Efficiency:** *Efficiency measures the outputs – qualitative and quantitative – in relation to the inputs.*

**Impact:** *The positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended.*

**Sustainability:** *Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn.*

### 6.6 Participatory Monitoring and Evaluation Arrangements

OHLGS plans, programmes and projects would be monitored, evaluated and reported on at the district, regional and national levels.

One valuable tool that would be used to capture perceptions and assess whether interventions have met expectations is Participatory Monitoring and Evaluation. It is particularly useful in soliciting the views of stakeholders. For effectiveness, indicator selection would be done together with stakeholders involved in decentralisation and local governance.

### 6.7 District Assembly Level

Participatory Monitoring and Evaluation of activities and operations of the OHLGS at the district level would be aimed at two broad objectives. Firstly, the OHLGS will be tracking the effects of OHLGS interventions on the performance of departments of the district assemblies. Secondly, the OHLGS would be looking to strengthen the capacity of the departments of the assembly to conduct effective M&E for improved service delivery.

### 6.8 Regional Coordinating Council Level

At the Regional level, the OHLGS together with RCCs/RPCUs would be tracking the effects of interventions on their mandate of coordination, harmonization, monitoring, evaluating and reporting on all programmes and projects.

### 6.9 National Level

Participatory Monitoring and Evaluation of programmes and projects would be done at the national level by the LGS council members where appropriate and other stakeholders in decentralisation and local governance. Appropriate M&E tools would be used to monitor, evaluate and report on programmes and projects.