



LOCAL GOVERNMENT SERVICE (LGS)

“Protocols”

Presented by The Office of the Head of Local Government Service (OHLGS)

PRESENTATION OUTLINE

PART –1 : DECENTRALIZATION, LG & LGS

- 1. DECENTRALIZATION – INTRODUCTION**
- 2. LOCAL GOVERNMENT (LG) & LOCAL GOVERNMENT SERVICE (LGS)**
- 3. BACKGROUND - THE ESTABLISHMENT OF THE DECENTRALIZED DEPARTMENTS AT MMDA**

PART-2 LGS- PROTOCOLS

- 4. LGS - PROTOCOLS**
- 5. CONCLUSION & WAY FORWARD**

PART ONE

DECENTRALIZATION, LG & LGS



WHAT IS DECENTRALIZATION?

- ✗ the **process** by which authority, responsibility, power, resources and accountability are **transferred from** the central level of government to the local levels.
- ✗ the **transfer of authority and responsibility** for public functions from the central government to intermediate and local governments, subordinate or quasi-independent government organizations and/or the private sector.
- ✗ The 1992 Republican Constitution, Section 2 of Article 240: *“Parliament shall enact appropriate laws to ensure that functions, powers, responsibilities and resources are at all times transferred from central government to local government units in a coordinated manner”*.

DECENTRALIZATION POLICY FRAME WORK

(FIVE MAIN INTER-RELATED PILLARS)

1. **Political Decentralization and Legal Issues**
2. **Administrative Decentralization**
3. **Decentralized Development Planning & Budgeting (Composite Budgeting)**
4. **Fiscal Decentralization**
5. **Popular Participation and Accountability**

ADMINISTRATIVE DECENTRALIZATION

- ✖ The Local Governance Act, 2016 (Act 936) is the main legislation governing administrative decentralization
- ✖ Administrative decentralization at the centre involves ministerial restructuring and at the local level involves the establishment of decentralized Departments of the RCCs and MMDAs
- ✖ Eighteen sectors of the national level administration have been decentralised (first schedule of Act 936)

LOCAL GOVERNMENT SERVICE



HISTORY OF THE LOCAL GOVERNMENT SERVICE (LOCAL GOVERNANCE ACT, 2016 ACT 936)

- ✖ Article 192 (2) of the 1992 provides that the Civil Service, until provision is otherwise made by parliament, comprise service in both central and local government.
- ✖ Local Government Service Act, 2003, Act 656 now replaced by the Local Governance Act, 2016 (ACT 936) created the Local Government Service out of the Civil Service.
- ✖ In 2009 2011 there was a transfer of nearly 33,000 staff from the Civil Service to the Local Government Service.

OBJECTIVE FOR THE ESTABLISHMENT OF THE LOCAL GOVERNMENT SERVICE (LGS)

- + The objective for the establishment of the LGS is “to secure the effective administration and management of the decentralized local government system in the country”.(LG ACT 936, *Section 51*).
- + The LGS is responsible for the Administrative Decentralization.

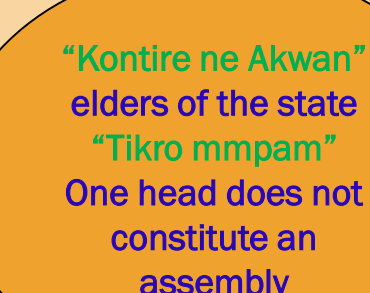
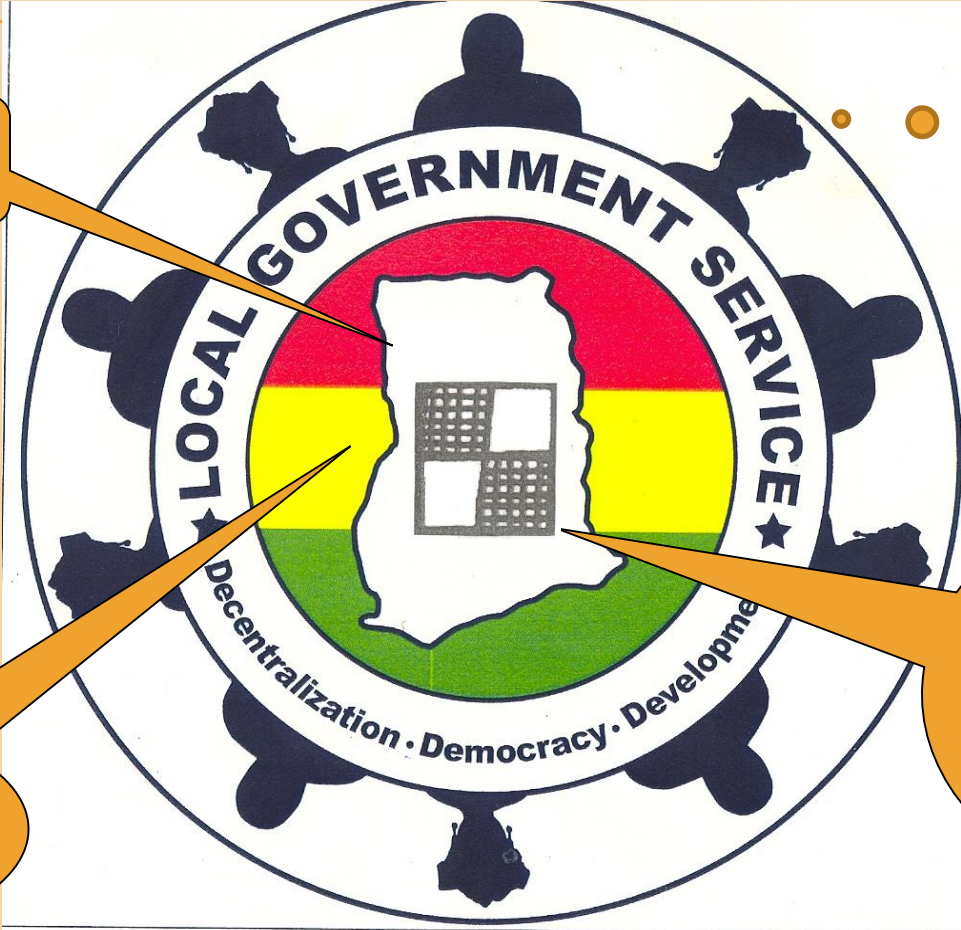
A wide, horizontal orange banner with a 3D effect, featuring the text "LGS LOGO" in bold blue capital letters in the center.

Republic of Ghana



10 Regions,
Gender

The National Colours



“Kontire ne Akwan”
elders of the state
“Tikro mmpam”
One head does not
constitute an
assembly

MOTTO:
Decentralization. Democracy. Development

MOTTO:
Decentralization. Democracy. Development

MEMBERSHIP OF LGS

Membership of the Service includes officers and staff of the following organizations:

- a) Offices of the District Assemblies (MMDAs);
- b) Departments of the District Assemblies;
- c) Offices of the Regional Co-ordinating Councils (RCCs);
- d) Departments of the Regional Co-ordinating Councils;
- e) Offices of the Sub-Metropolitan District Councils, Urban, Town and Area Councils;
- f) Office of the Head of the Local Government Service (OHLGS); and
- g) Other persons as may be employed for the Service.

STRATEGIC DIRECTION OF LGS

VISION

A world-class, decentralized and client oriented service

MISSION

To support LG to deliver value for money services through the mobilization, harmonization and utilization of qualified human capacity and material resources to promote local and national development

MOTTO

Decentralization – Democracy - Development

CORE VALUES

Accountability, Client-oriented, Creativity, Diligence, Discipline, Equity, Integrity, Innovativeness, Loyalty, Commitment, Anonymity, Impartiality, Permanence, Timeliness and Transparency

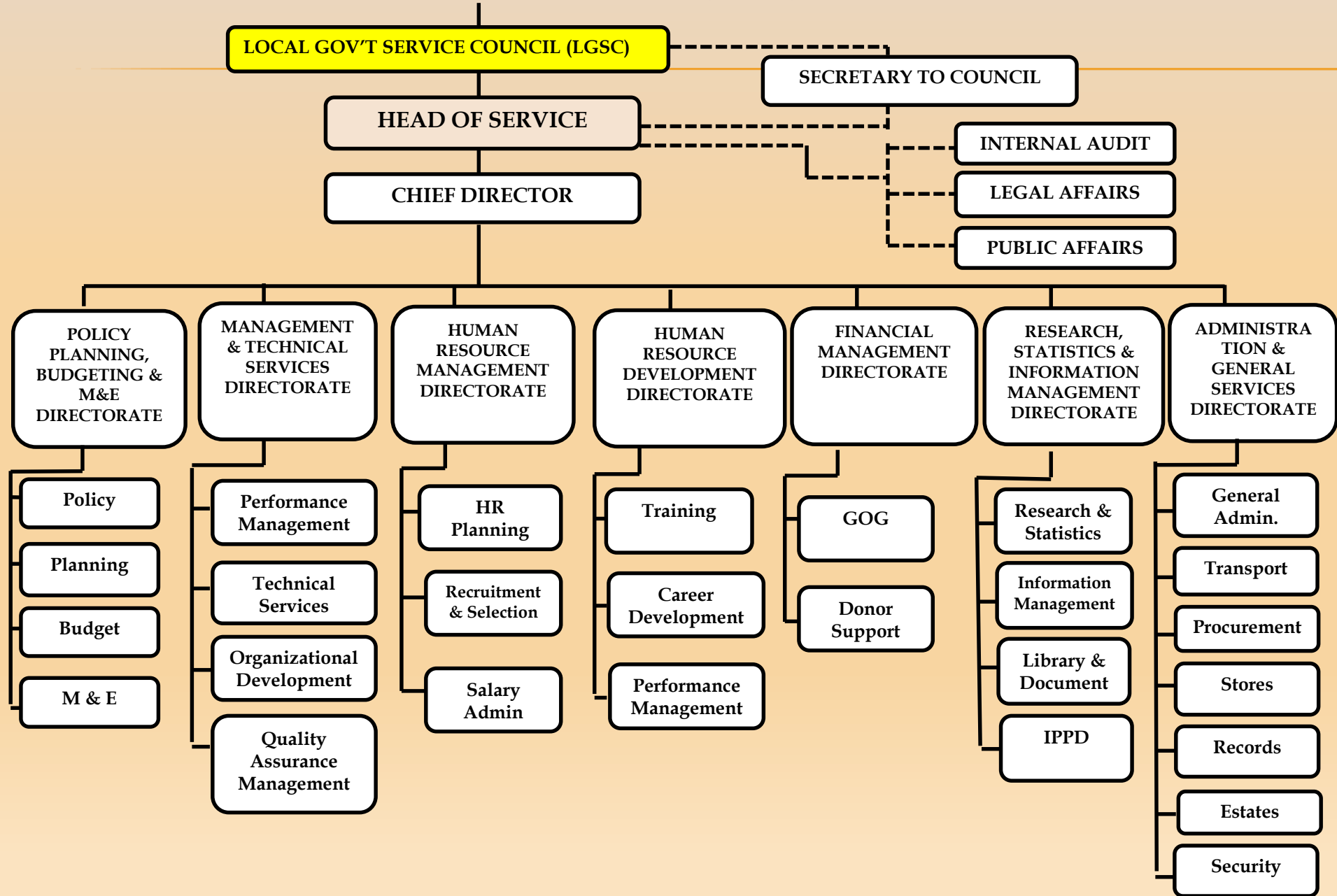
Service Delivery Standards

Participation, Professionalism, Client Focus, Transparency, Efficient and Effective use of Resources and Accountability

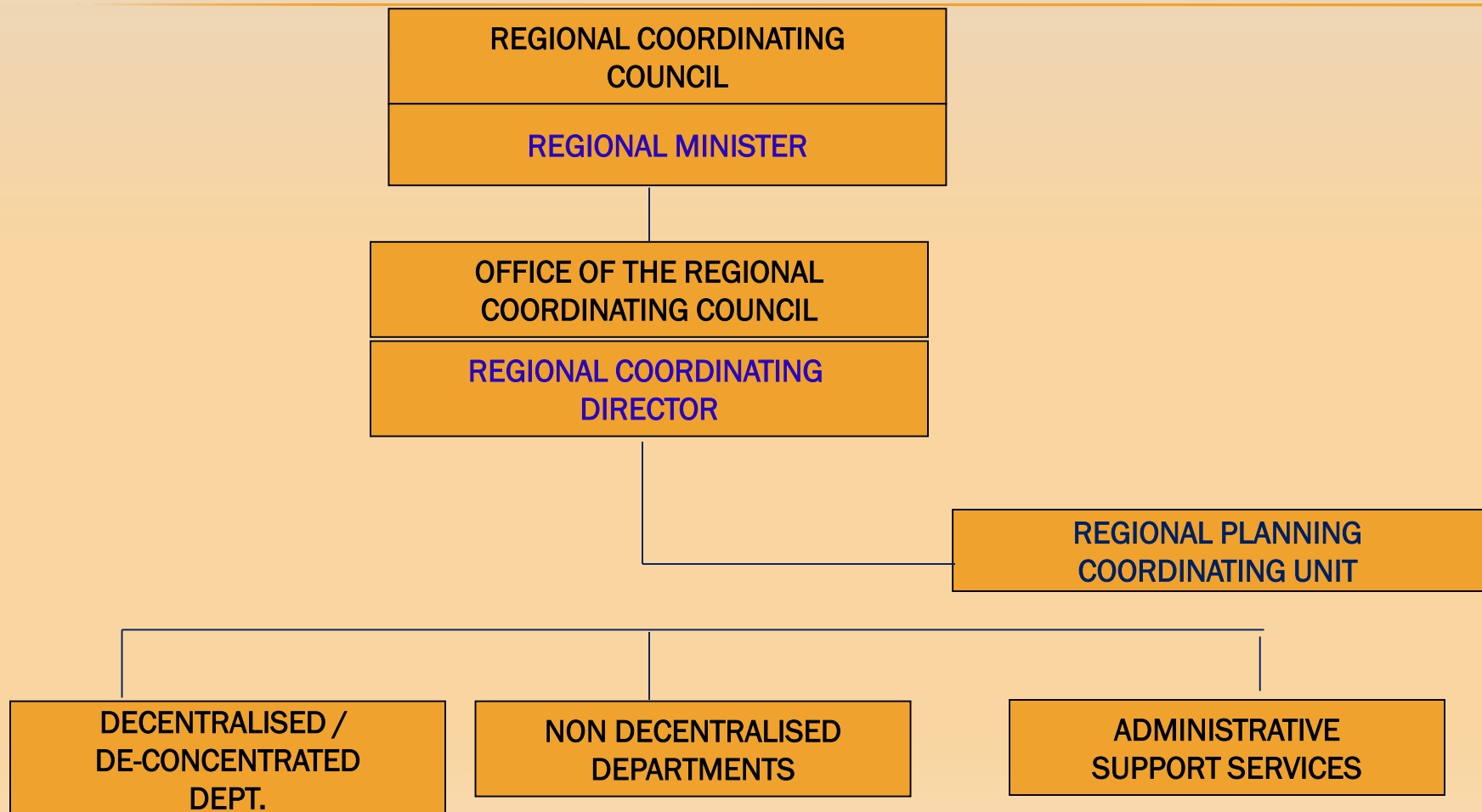
FUNCTIONS OF THE SERVICE

- a. **provide technical assistance** to District Assemblies, and Regional Co-ordinating Councils to enable the District Assemblies and the Regional Co-ordinating Councils effectively perform their functions and discharge their duties in accordance with the Constitution and the **Local Governance Act, 2016 (Act 936)**
- b. **conduct organisational and job analysis** for the Regional Co-ordinating Councils and the District Assemblies;
- c. **conduct management audits** for Regional Co-ordinating Councils and District Assemblies in order to improve the overall management of the Service;
- d. **design and co-ordinate management systems and processes** for Regional Co-ordinating Councils and District Assemblies;
- e. **assist** the Regional Co-ordinating Councils and the District Assemblies **in the performance of their functions** under the **Local Governance Act, 2016 (Act 936)** and under any other enactment;
- f. **perform** such **other functions incidental or conducive to the achievement of the objects** of **the Service**.

ORGANOGRAM OF THE OFFICE OF HEAD OF THE LOCAL GOVERNMENT SERVICE



RCC: ORGN. CHART OF REG. COORDINATING COUNCILS



COMPOSITION OF THE REGIONAL CO-ORDINATING COUNCILS

- ✗ Regional Minister (Chairperson)
- ✗ Deputy Regional Minister(s)
- ✗ Metro/Municipal/District Chief Executives (MMDCEs) in the region
- ✗ Presiding Members (PMs) in the region.
- ✗ Two Chiefs from the Regional House of Chiefs.
- ✗ Regional Heads of the decentralized Ministries as non voting members.
- ✗ Regional Coordinating Director as Secretary

ROLE OF THE RCC

- ✘ Monitor, coordinate and evaluate performance of the DAs in the region.
- ✘ Monitoring the use of monies allocated and released to the DAs by central government and its agencies.
- ✘ Review and coordinate public services in the region.
- ✘ Maintenance of security and public safety in the Region.
- ✘ Provide technical backstopping to DAs
- ✘ Perform such other functions as assigned to it under any enactment.

KEY FUNCTIONS OF MMDAs

- × METROPOLITAN/MUNICIPAL/DISTRICT ASSEMBLIES (MMDAs)
 - + Exercise political and administrative authority in the district.
 - + Constitutes the planning authority for the district - Formulate and execute plans, programmes and strategies for the overall development of the district.
 - + Have deliberative, legislative and executive functions
 - + Responsible for the overall development of the district.
 - + Maintenance of security and public safety in the district.

3. LEGAL BACKGROUND & THE ESTABLISHMENT OF THE DECENTRALIZED DEPARTMENTS AT MMDA

- × LOCAL GOVERNANCE ACT 936 (2ND, 3RD AND 4TH SCHEDULES (FIRST SCHEDULE - DEPARTMENTS UNDER MMDA)
- × L.I 1961 (OBJECTIVES & TWO SCHEDULES)
- × ORGANIZATIONAL STRUCTURE (MMDA)

LG ACT 936, SECOND SCHEDULE (DEPARTMENT UNDER...)

	METROPOLITAN ASSEMBLY		MUNICIPAL ASSEMBLY		DISTRICT ASSEMBLY
1	CENTRAL ADMINISTRATION	1	CENTRAL ADMINISTRATION	1	CENTRAL ADMINISTRATION
2	FINANCE	2	FINANCE	2	FINANCE
3	EDUCATION, YOUTH AND SPORTS	3	EDUCATION, YOUTH AND SPORTS	3	EDUCATION, YOUTH AND SPORTS
4	HEALTH	4	HEALTH	4	HEALTH
5	AGRICULTURE	5	AGRICULTURE	5	AGRICULTURE
6	PHYSICAL PLANNING	6	PHYSICAL PLANNING	6	PHYSICAL PLANNING
7	SOCIAL WELFARE AND COMMUNITY DEVELOPMENT	7	SOCIAL WELFARE AND COMMUNITY DEVELOPMENT	7	SOCIAL WELFARE AND COMMUNITY DEVELOPMENT
8	NATURAL RESOURCES CONSERVATION DEPT FORESTRY AND GAME & WILDLIFE DIVISION	8	NATURAL RESOURCES CONSERVATION DEPT FORESTRY AND GAME & WILDLIFE DIVISION	8	NATURAL RESOURCES CONSERVATION DEPT FORESTRY AND GAME & WILDLIFE DIVISION
9	WORKS	9	WORKS	9	WORKS
10	INDUSTRY AND TRADE	10	INDUSTRY AND TRADE	10	INDUSTRY AND TRADE
11	DISASTER PREVENTION AND MANAGEMENT	11	DISASTER PREVENTION AND MANAGEMENT	11	DISASTER PREVENTION AND MANAGEMENT
12	TRANSPORT	12	TRANSPORT		
13	URBAN ROADS	13	URBAN ROADS		
14	WASTE MANAGEMENT				
15	BUDGET AND RATING				
16	LEGAL				

PART TWO - A

LGS – PROTOCOLS & CHALLENGES



4. LGS - PROTOCOLS

- × Scheme of Service (SoS)
- × Conditions of Service (CoS)
- × Staffing Norms (SN)
- × HR Operational Manual (HROM)
- × Code of Conduct (CoC)
- × Reporting Relationship & Administrative Procedures
- × Planning, Reporting and M&E
- × Service Delivery Standards (SDS)
- × Performance Management System (PMS)
- × Inter-Service & Sectoral Collaboration & Cooperation System (ISCCS)
- × Capacity Building Framework
- × Communication Strategy

HR MANAGEMENT & DEVELOPMENT ISSUES

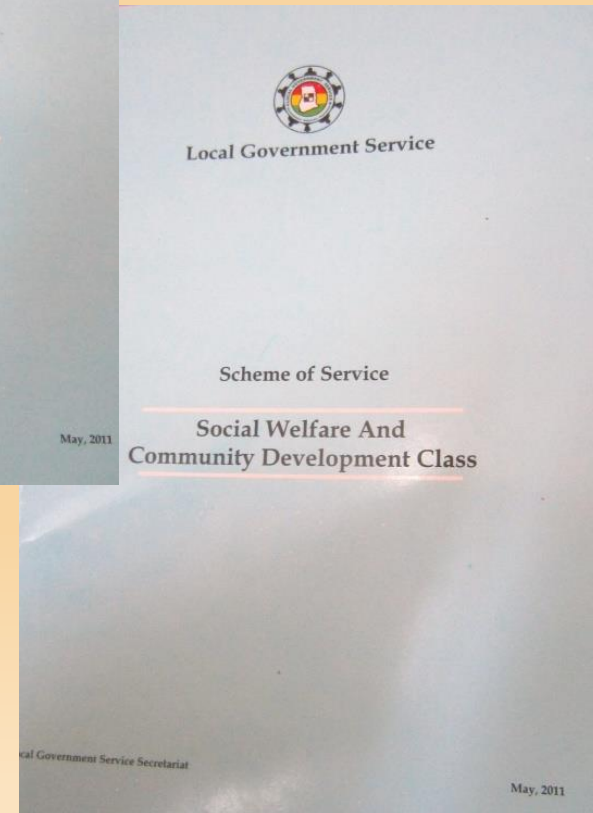
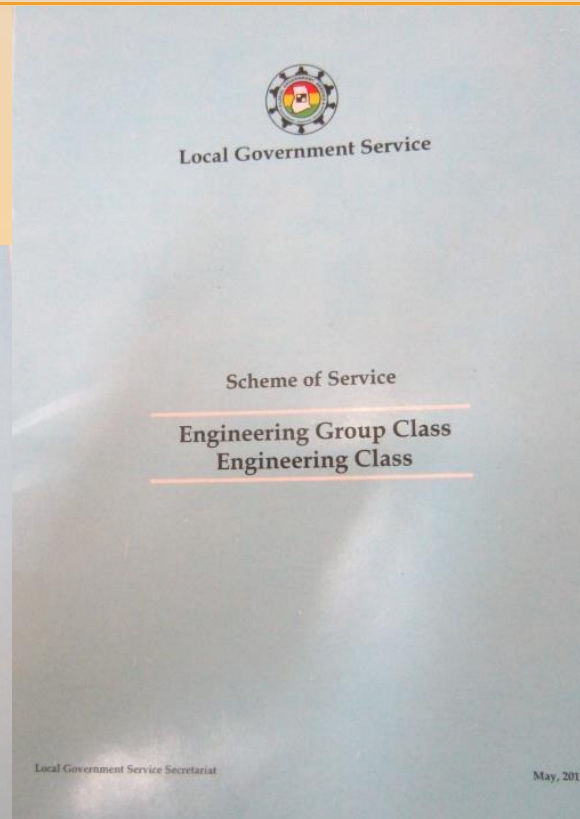
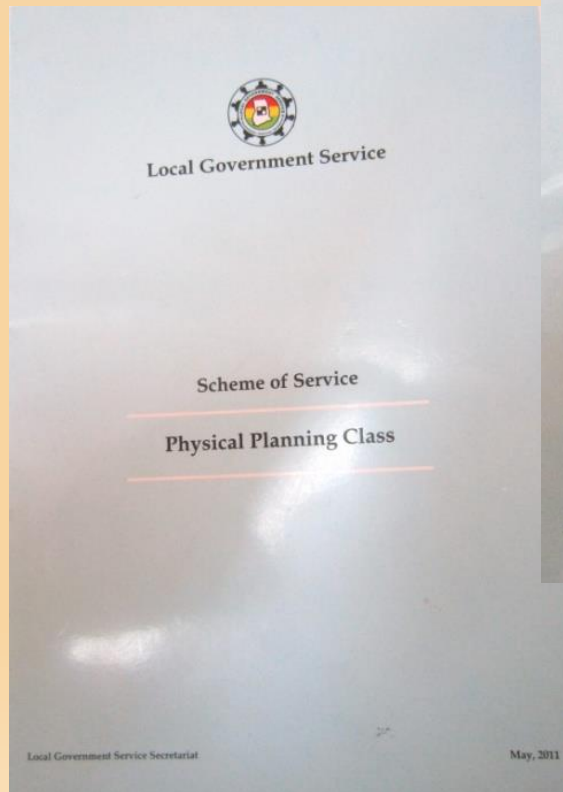
PROTOCOLS

- ✗ HR Policy
- ✗ Scheme of Service
- ✗ Conditions of Service
- ✗ Code of Conduct
- ✗ Staffing Norms
- ✗ Service Delivery Standards
- ✗ Performance Management System
- ✗ HR Management Information System (HRMIS)
- ✗ Reporting Relationship
- ✗ IT Policy
- ✗ Communication Strategy
- ✗ Inter-Service & Sectoral Collaboration & Cooperation System (ISCCS)

HR MANAGEMENT OPERATIONAL MANUAL

- ▶ Recruitment
- ▶ Appointment / Filling Vacancies
- ▶ Posting & Movements
- ▶ Transfer and Secondments
- ▶ Promotions
- ▶ Working Hours
- ▶ Leave / Study Leave
- ▶ Training & Capacity Development
- ▶ Rewards & Sanctions
- ▶ Points of Entry/Salary Structure
- ▶ Discipline
- ▶ Leaving the Service
- ▶ Retirements, etc.

SCHEME OF SERVICE – LGS



OVERVIEW OF THE SCHEME OF SERVICE

- ✘ The Scheme of Service is a management tool fashioned to provide a coherent framework to facilitate:
 - + recruitment
 - + Staff development and
 - + career progression
- ✘ The relevance of such a document is so critical to the Local Government Service, as a distinct Public Service organization and in compliance with its mandate of ensuring administrative decentralization in the country.

PURPOSE OF SCHEME OF SERVICE

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

- + Highly motivated
- + Disciplined
- + Loyal and equipped with the relevant skills and knowledge.

CONTENTS OF A SCHEME OF SERVICE

- Occupational Groups & Classes
- Job title:
- Grade level:
- Job level:
- Qualification and Experience:
- Competencies:
- Mode of Entering into the Service:
 - + Passive: through the ranks, Career progression
 - + Direct : through recruitment
- Training Needs:

SCHEME OF SERVICES - 28 CLASSES

A. Administrative Group

1. Administrative Class
2. Human Resource Class
3. Secretarial & Receptionist Class
4. Security Class
5. Transport Class
6. Auxiliary Class
7. Supply And Materials Class
8. Agricultural Class
9. Births & Deaths Registry Class
10. Cooperative Class
11. Development Planning Class

B. Engineering Group **

12. Engineering Class
13. Architects Class
14. Estate Management Class
15. Quantity Surveyor Class
16. Technical Class

17. Environmental /Public Health Engineer Class

C. Finance Group

18. Accounting Class
19. Budget Class
20. Revenue Class
21. Management Information System (MIS) Class
22. Physical Planning Class
23. Rural Housing Loan Officers Class
24. Social Welfare & Community Development Class
25. *Statistics Class*
26. *Legal Class*
27. Environmental Health Class
28. *Internal Audit Class*

SOS – ENV. HEALTH STRUCTURE

Professional Class

- ❑ Chief Env. Health Analyst
- ❑ Prin. Env. Health Analyst
- ❑ Senior Env. Health Analyst
- ❑ Env. Health Analyst
- ❑ Assist. Env. Health Analyst

Sub-Professional Class

- Chief Env. Health Officer
- Prin. Env. Health Officer
- Senior Env. Health Officer
- Env. Health Officer
- Assist. Env. Health Officer

Technical Class

- ▶ Chief Env. Health Assist
- ▶ Assist. Chief Env. Health Assist.
- ▶ Principal Env. Health Assist.
- ▶ Senior Env. Health Assist.
- ▶ Env. Health Assist.

JOB SUMMARY (SOS) OF THE ENV. HEALTH

The objectives of the Environmental Sanitation Analyst Class are to:

- ☐ Develop and issue technical guidelines on Environmental Health Management and Services.
- ☐ Initiate and apply social techniques and concepts in the solution of Environmental Health problems.
- ☐ Promote Public Education on Environmental Health.
- ☐ Monitor and evaluate solid waste management services and advise on their improvement and sustainability.
- ☐ Monitor and evaluate the performance and utilization of water and sanitation facilities.
- ☐ Provide technical advice for the formulation of Environmental Health policies.
- ☐ Advise on all aspects of Environmental Health, Occupational or personal hygiene and environmental protection.
- ☐ Enforce compliance with standards of hygiene in all premises.
- ☐ Initiate vector-control programmes and strategies for preventing and controlling environmentally related diseases.
- ☐ Promote food and water hygiene programmes.
- ☐ Conduct research, collect data and document activities and issues on Environmental Health management.

CONDITIONS OF SERVICE - LGS



LOCAL GOVERNMENT SERVICE

Conditions of Service for Staff

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

June 2010

CATEGORIES OF POSTS (COS)

- ✦ COS has been grouped into **six (6) main sections** for ease of administration

Categories	Grade of Staff
A1	Head of Service, Chief Director, Regional Coordinating Directors
A2	National Directors, Regional Directors, District Coordinating Directors, District Departmental Directors
B	Deputy Directors and Analogous Grades at the National Headquarters, Regional and District levels
C	Middle level management and support grades
D	Junior support service staff
E	Sub-technical/auxiliary grades
F	Utility grades

CONDITIONS OF SERVICE (COS)

COS focuses on:

- a) Recruitment procedures for entry into the Service;
- b) Promotion procedures for officers of the Service;
- c) Disciplinary & grievance procedures;
- d) Transfer and posting procedures for staff of the service.
- e) Institutional co-operation between the Local Government Service and other public services.
- f) Learning, Training & Development procedures
- g) Leave, Staff Welfare, Remuneration etc.

CoS shall apply to:

- ✗ All Local Government Service Personnel,
- ✗ Officers on secondment,
- ✗ Attachment.

APPOINTMENTS AND ACTING POSITION

Conditions for acting assignment are as follows:

- ✘ No officer shall be appointed to act in a position which **is more than one step above** his/her present grade;
- ✘ The officer holding the acting assignment **shall be paid the difference between his/her salary and the entry salary point of the grade** for which he/she has been appointed to act;
- ✘ No acting assignment shall **exceed a period of one year**;
- ✘ An acting assignment **is not subject to confirmation**;
- ✘ **Allowances/benefits** attached to the position shall be paid to the officer occupying the acting position.

Acting position may be made under the following circumstances:

- ✘ Upon the death of the substantive officer;
- ✘ When the substantive officer **resigns, or retires, or vacates** his/her post;
- ✘ When the substantive officer proceeds **on course, duty overseas or leave** without pay;
- ✘ When the substantive officer **is dismissed, removed, suspended or interdicted** from duty.

DEPARTMENTAL AND GRADE TRANSFERS

Transfer of officers in the Service from one Class to another (conversion) or the transfer of officers from one cadre in the same occupational group to another cadre (upgrading) may be considered by the relevant appointing authority.

Officers requesting for UPGRADING or CONVERSION may after obtaining the necessary clearance from their Head of Department or occupational group shall submit an application to the Head of Service through their Assembly and the relevant RCC for consideration.

HOURS OF WORK

The standard working hours shall be:

- Forty (40) hours per week
- Eight (8) hours a day.
- Working hours starts from 8:00 am to 5:00 pm
- with a one (1) hour break 12:30pm & 1:30pm
- Senior staff may be required to work beyond normal working hours if need be. This extra work will not attract overtime allowance.

PROMOTIONS

General Conditions For Promotions:

- ✖ The procedure for promotions shall be in accordance with the relevant Scheme of Service and subject to the availability of vacancies in the grade.
- ✖ Promotions shall be **based on merit** and in accordance with the approved Scheme of Service:
 - + *efficiency;*
 - + *qualification and experience in the area of work;*
 - + *attitude towards work and general behaviour;*
 - + *leadership qualities and satisfactory performance;*
 - + *seniority shall be taken into consideration when all things taken are the same.*
 - + *Availability of vacancy and funds*
 - + *minimum number of years on current grade*

TRAINING AND DEVELOPMENT

- ✘ The Service has structured **in-service training programmes** at all levels with a view to promoting sustained improvement in quality of services by nurturing a high level of performance.
- ✘ **Sponsorship** for training shall cover both in-service training and post basic/post-graduate training programmes approved by the Service.
- ✘ It will also cover both approved **local and external training** programmes as defined in the approved Service Training Priorities and Plans.
- ✘ Officers who are sponsored for training programmes including those on study leave with pay lasting beyond six (6) months shall enter into bonds to complete the courses and return to the Service to serve in any establishment they may be posted for the periods specified in their **bonds**.

STUDY LEAVE WITH PAY (BOND PERIODS)

COURSE DURATION	BOND PERIOD (LOCAL PROG.)	BOND PERIOD (FOREIGN PROG.)
Less than one (1) year	12 Months	18 Months
One year but less than two (2) years	24 Months	30 Months
Two (2) years or more	48 Months	60 Months
Three (3) years	72 Months	84 Months

POSTINGS AND MOVEMENTS WITHIN THE SERVICE

Generally all grades of staff within the Local Government Service shall be subject to **posting to any part of the country subject to the exigencies of the Service.**

Forms/Types of Postings:

- Inter-regional postings
- Intra-regional postings
- Intra-district/municipal/metropolitan assembly postings

TRANSFER AND SECONDMENT

Eligibility and Conditions for Transfer from the Local Government Service:

Consideration for transfer of personnel of the Local Government Service into any of the Public Services of Ghana may be given subject to the following conditions:

- a) the applicant shall have done at least five (5) years in the Local Government Service;
- b) the organization to which the applicant wishes to transfer shall be responsible for the salary and other conditions of the transferred member of staff;
- c) while on transfer, the officer will not be eligible for promotion within the Local Government Service;
- d) an officer returning from transfer shall apply for re-entry into the Service through his/her Head of Department. Such an application for re-entry shall be forwarded to the appropriate appointing authority

POINTS OF ENTRY/SALARY STRUCTURE

- ✘ The salary payable to any employee shall be in accordance with the approved salary structure in this case the Single Spine Salary Structure (SSSS);
- ✘ The point of entry in the salary structure of a newly appointed staff shall be fixed by the Local Government Service and the Fair Wages and Salaries Commission (FWSC);
- ✘ In determining the point of entry, experience and qualifications relevant to the post shall be taken into account as defined in the Scheme of Service;
- ✘ All salaries shall be paid monthly direct into any bank in Ghana nominated by the employee;
- ✘ Remittances or allotments to home countries outside Ghana shall be made at the employee's own expense and in accordance with the government regulation in force.

LEAVE

Types of leave:

- Annual Vacation Leave
- Maternity Leave
- Sick Leave
- Study Leave (with/without pay)
- Disembarkation Leave
- Casual Leave
- Compassionate Leave
- Examination Leave
- (Refer to LGS - WEBSITE: HR Operational Manual)

DISCIPLINE

POLICY:

- ✘ The policy of the Service on discipline is to deter employees from committing infractions of rules and to reform them in order to effect improvement in their conduct and make them more productive thereafter.
- ✘ Personnel of the Local Government Service shall obey the rules of conduct and procedures established within the Service.

MISCONDUCT:

Any act done by an employee without reasonable cause constitutes misconduct if it:

- ✘ amounts to failure to perform in a proper manner any duty imposed on him/her; or
- ✘ contravenes any enactment relating to the Local Government Service; or
- ✘ is otherwise prejudicial to the efficient conduct of the functions of the Local Government Service; or
- ✘ tends to bring the image of the Local Government Service into disrepute.

LEAVING THE SERVICE

Employees of the Service may leave the service under the following circumstances:

- ✗ Retirement on medical grounds
- ✗ Premature retirement
- ✗ Compulsory retirement
- ✗ Termination of appointment
- ✗ Dismissal
- ✗ Resignation/resignation without approval
- ✗ Vacation of post
- ✗ Death

STAFFING NORMS

- ✖ The Staffing Norms for LGS is based on the following:
- ✖ Ensuring that staffing at all levels is in line with:
 - + LGS Act 936 and L.I 1961;
 - + Organizational Structures; and
 - + Scheme of Service (SoS);
- ✖ Ensuring that staff are effectively utilized taking into account the workload;
- ✖ Ensuring that all levels have the requisite personnel with the right mix and skills;
- ✖ Distributing available staff equitably between urban and rural areas;
- ✖ Enhancing HR Management & Development.

THE NEED FOR A CODE OF CONDUCT

The Code of Conduct for public officers including the LGS staff has the following benefits:

- ✘ Increases the probability of public office holders to behave in certain acceptable ways;
- ✘ Focuses public officers on actions that result in doing the right things for the right reasons;
- ✘ Calls public officers to a greater purpose of committing to specific sets of moral principles and standards

WHAT IS PUBLIC OFFICE?

- ✘ A position of authority or service involving responsibility to the public, especially within the government.
- ✘ By inference as a staff of LGS you hold a public office and hence a public servant.
- ✘ Therefore, the ultimate loyalty of such officers shall be to the public interests of their country as expressed through the democratic institutions and government.

THE CODE OF CONDUCT DOCUMENT

The code of conduct document is the expression in behavioral terms the values, vision and motto of the Service.

It seeks among others:

- ✘ To contribute to the promotion of a high standard of ethics in the LGS;
- ✘ To ensure that officers are accountable to the people and shall discharge their duties with utmost responsibility, integrity, competence and loyalty.

UNIQUENESS OF THE LGS CODE OF CONDUCT

- ✘ The LGS Code of Conduct is customized and different;
- ✘ The Code takes its source from the 1992 Republican Constitution of Ghana, the values of the Service and the generic code of conduct developed by the CHRAJ for Public Service Workers;

CONTENT OF THE CODE CONDUCT DOCUMENT

- ✗ Part I Canons (Principles)
- ✗ Part II Statement of Principles/Standards of Conduct
- ✗ Part III Reporting Procedures
- ✗ Part IV Disciplinary Procedures/Penalties
- ✗ Part V Interpretation of Legal and other Provisions relating to the Code of Conduct
- ✗ PART VI Protocol for Relations Between District Assembly Members and Employees in District Assemblies

CANONS (PRINCIPLES) OF THE CODE.

- ✖ Anonymity and Permanence
- ✖ Client-orientation, Loyalty and Commitment
- ✖ Transparency and accountability
- ✖ Diligence, Discipline and Timeliness
- ✖ Creativity and Innovativeness
- ✖ Equity and Impartiality
- ✖ Integrity

THREE MAJOR AREAS

Under every canon in this code of conduct, there are three major areas:

1. STATEMENT OF PRINCIPLE
2. MINIMUM STANDARDS OF CONDUCT
3. THE TEST TO THE CANON

CANON ONE (1): ANONYMITY AND PERMANENCE

- ✗ **ANONIMITY TEST** – *In the discharge of your duties, do you draw attention to your contribution by styling your designations in written or oral communications beyond your official capacity for discharging the said duty; and would it appear to any reasonable mind that you wish to be acknowledged as having been the author of the said work or the brain behind the achievement of outcomes?*

PERMANENCE TEST –

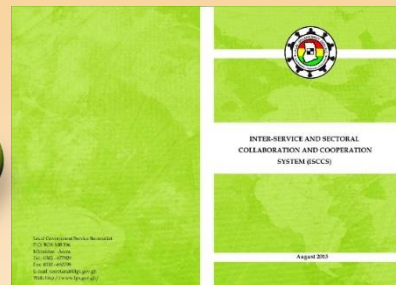
- ✘ *Do you discharge your functions, roles and tasks in such a way as to deepen the systems, functions, objectives and image of the Local Government Service as a public service institution or would your conduct create the perception in reasonable minds that the Local Government Service exists to support the interest of any political, social, ethnic or other group other than the interest of only the state and the entire community?*
- ✘ *Would your action or inaction create the perception that the Local Government Service would lose effectiveness and relevance if an interest group lost its influence or power in the society?*

CANON TWO (2): CLIENT ORIENTATION TEST

Would your conduct create an impression in the minds of neutral parties that you have selectively provided a better service to one resident of the community than another in the discharge of your official duties?

PART TWO – B

- ❑ **LGS - REPORTING RELATIONSHIP**
 - + PERSONNEL REPORTING LINES :INTRA-MMDA
 - + MMDA & THE STRUCTURES AT REGIONAL AND NATIONAL LEVEL
 - + CHANNEL OF COMMUNICATION
 - + REPORTING RELATIONSHIP: EXAMPLE (AGRICULTURAL DEPARTMENT)
- ❑ **SERVICE DELIVERY STANDARDS & PMS**
- ❑ **ISCCS**
- ❑ **Challenges**



PERSONNEL REPORTING LINES :INTRA-MMDA

- ✘ The Departments functions shall be channeled through the Metropolitan/Municipal/District Coordinating Director (MMDCD) to the Metropolitan/Municipal/District Chief Executive (MMDCE).
- ✘ The MMDCE is the Political & Administrative Head of the Assembly.

MMDA & THE STRUCTURES AT REGIONAL AND NATIONAL LEVEL

- ✖ Matters relating to human resource management and development (including personnel administration), capacity-building, Performance Management/ Service Delivery Standards reporting, MMDAs shall, acting through the MMDCE, report to the OHLGS through the RCCs.
- ✖ On issues relating to inter-Service and Sectoral collaboration and cooperation, MMDAs shall, acting through the MMDCE, report to the OHLGS through the RCCs.

MMDAs AND THE REGIONAL/NATIONAL STRUCTURES CONT.

- ✘ In matters relating to district development plans and budget, as and when required, MMDAs shall, acting through the MMDCE, report to the NDPC through the RCCs.
- ✘ In matters relating to Sector Policy, RCC (HoD) will collate and report to the appropriate MDA through the MMDCE as case may be.
- ✘ In matters relating to local government and decentralization policy, legislation and finance, including the district composite budget, as and when required, MMDAs shall, acting through the MMDCE, submit reports to the MLGRD, MoF and OHLGS through the RCCs

CHANNEL OF COMMUNICATION

- ✖ Communication from Heads of Ministries, Departments and Agencies at the national intended for the Departments of the MMDAs shall be addressed to the RCC (Decentralised Regional Department) where it relates to policy, operational and management issues as the case may be.
- ✖ Such communication shall then be forwarded to the relevant MMDCEs by the RCC(Decentralised Department)
- ✖ Copies of such communication shall be addressed to the Metropolitan/ Municipal/ District Head in charge of the relevant Department. The MMDCE shall issue directives indicating the appropriate course of action to be taken.

CHANNEL OF COMMUNICATION CONT

- ✘ To enable the MMDCE harmonize the activities of the de-concentrated departments, state-owned organizations and other central government agencies in the district with those of the MMDA, all communication addressed to the District Officer in charge of those non-MMDA Departments shall be copied to the MMDCE for his information.
- ✘ In matters relating to a specific Assembly or Assemblies and areas where the MDAs ask for reports, statistical data and related information, communication will be addressed directly to the MMDCEs and copied to the RCCs
- ✘ The MMDCE will, in such cases, address the responses direct to the MDA with a copy to the RCC.

PLANNING, REPORTING & M&E (GENERAL)

HoD - to understand and carry out periodically:

- Planning (GoG- NDPC Guidelines)
 - MTDPs
 - Composite Budgeting
 - Annual Action Plans (*Department, Section, Unit*)
 - Monthly work plans (*Department, Section, Unit*)
 - Weekly work plans (*Department, Section, Unit*)
- Reporting – Progress & Financial Reports (GoG Procedure)
- M&E (GoG – NDPC Guidelines)

COMPOSITE BUDGET

Composite Budget is an aggregation of projected revenue and expenditure of the Departments and institutions of the MMDAs. It has been defined under “Section 122 (a) (b) of the Local Governance Act, Act 963, 2016”

- *(a) ‘the aggregate revenue and expenditure of the Office of the District Assembly, the Departments of the District Assembly; and*
- *(b) ‘the budget of the annual development plans and programs of the Departments of the District Assembly.’*

LGS- SERVICE DELIVERY STANDARDS



P^2E^2CAT

1. Participation
2. Professionalism
3. Efficient and effective use of resources
4. Client focus
5. Accountability
6. Transparency

“Service Delivery Standards are the minimum level of expected services in terms of **quality**, **time** and **cost** that the Service Provider commits to deliver to its clients”

SERVICE DELIVERY STANDARDS

Participation

Professionalism

Efficient & Effective
Use of Resources

Client Focus

Accountability

Transparency

1. PARTICIPATION

Participation is the involvement of relevant stakeholders including Civil Society Groups, Media, NGOs, Private Sector and Community Members in the planning, implementation, monitoring and evaluation of service delivery.

Measurement of Participation:

Some measurement indicators for assessing “Participation” include ensuring that MMDAs:

- involve all stakeholders in the annual fee-fixing resolutions;
- organize community hearings to include the views of all stakeholders during the planning and budgeting process;
- conduct annual surveys to ascertain the level of community knowledge on agreements reached during service delivery consultations;
- involve relevant stakeholders, beneficiary departments and communities in quarterly and annual monitoring of projects.



2. PROFESSIONALISM

Professionalism is the demonstration of requisite skills and competencies, and the ability to adapt best practices in the delivery of services to the satisfaction of the client whilst adhering to ethical standards



Measurement of Professionalism:

Some measurement indicators for assessing “Professionalism” include ensuring that MMDAs:

- conduct Performance Appraisals with staff within intervals of six months or yearly;
- prepare and implement staff development plan for staff on an annual basis;
- ensure that the output of staff is measured in reference to standards stipulated in the Code of Conduct for the Service bi-annually;
- conduct annual in-service training for the professional development of staff;
- establish annual award schemes for staff who demonstrate professionalism in the performance of their duties.

3. CLIENT FOCUS

Client focus is using client requirements to prioritize and consistently develop affordable and accessible Services in a timely manner.

Measurement of Client Focus:

Some measurement indicators for assessing “Client Focus” include:

- establish functional Client Service Centres in all MMDAs by mid 2015;
- publish and disseminate a Client Service Charter by the end 2015;
- establish a mechanism (suggestion box, etc.) for the receipt of complaints from clients on a weekly basis and to provide feedback to clients effectively within five (5) working days of the receipt of a complaint;
- acknowledge and respond to correspondences effectively within Seven (7) working days upon receipt;
- organise annual beneficiary surveys.



4. TRANSPARENCY

Transparency is providing all stakeholders with the understanding of how LGS operates, and furnishing them with easy access to adequate and timely information regarding decisions and actions taken by the Service.

Measurement of Transparency:

Some measurement indicators for assessing “Transparency” include:

- establish a Procurement Committee and ensure that all procurement activities are carried out in conformity with the Public Procurement Act, Act 663;
- update and display monthly revenue and expenditure charts on MMDAs’ notice boards and at other vantage places;
- publish and display MMDAs’ audit report on Assembly’s and Area Councils’ notice boards within one week of receipt of the report;
- disseminate draft budget estimates to Assembly members two weeks before the General Assembly meeting and publish the approved budget on the Assembly’s notice boards;
- adopt the Social and Public Expenditure Financial Accountability (SPEFA) format for reporting on MMDA to key stakeholders yearly;
- publish General Assembly meeting minutes on Community notice boards and other public designated areas (such as the reception) in the MMDA quarterly.



5. EFFICIENT AND EFFECTIVE USE OF RESOURCES

Efficient and Effective use of Resources is the optimal use of resources (including time, human resources, natural resources, financial resources, etc.) to provide services and products that satisfy the requirements of users in a timely manner.



Measurement of Efficient and Effective use of Resources:

Some measurement indicators as presented for assessing “Efficient and Effective use of Resources” include:

- procure goods, works and services in conformity with the Public Procurement Act and on time;
- ensure that financial transactions are in line with the Financial Administration Act, Financial Regulations and the Financial Memoranda and that transactions are done in a timely manner;
- organise monthly Financial & Audit review meetings to discuss the financial transactions of the Assembly;
- ensure that at least 90% of activities, projects and programmes implemented are within the Annual Action Plan and Budget;
- provide all clients with timely services.

6. ACCOUNTABILITY

Accountability is taking responsibility for one's actions and/or in-actions in rendering services and informing citizens on the use of public resources.

Measurement of Accountability:

Some measurement indicators for assessing “Accountability” include:

- organize stakeholders’ public budget hearing in the local dialect most widely spoken within an Assembly (Twi, Gonja, Dagbane, Ga, etc.) on an annual basis;
- publish and implement comments contained in the annual Audit Reports within two weeks of receipt;
- publish monthly financial statements by the 20th of the ensuing month on MMDAs ‘notice boards, Community Information Centres, etc.;
- provide information on programmes, projects, revenue and expenditure to the public using local radio/FM stations on a monthly basis;
- organise four (4) quarterly Audit Report Implementation Committee (ARIC) meetings to discuss and act on Audit Reports.



PERFORMANCE MANAGEMENT SYSTEMS (PMS)

A systematic process for improving performance by developing the performance of individuals and teams. It aims at having in place predictable, effective and efficient systems for planning, implementation, monitoring, evaluation and reporting on employees' performance.



The overall objective of PMS is to create a **high performance culture** where staff are aware of the need to perform well and behave accordingly in order to meet or exceed expectations

PERFORMANCE CONTRACT & PERFORMANCE APPRAISAL

LGS-PMS will use the following documents (PC & PA):

- × **Performance Contract (PC):**

- + Between Hon. Reg. Ministers & RCDS / CDS
- + Between MMDCES & MMDCCDS
- + Between HOS & CD, DIRECTORS

- × **Performance Appraisal (PA):**

- + All LGS staff except above

- × **Element of PC & PA:**

- + Key Performance Area (KPA), Key Performance Indicator (KPI), Weighting, Service Delivery Standard (SDS), Competency & Rating Scales.

PERFORMANCE APPRAISAL: FOUR PHASES OF PERFORMANCE MANAGEMENT PROCESS

Phase One – Performance Planning (Plan, Agree & DO)

- ✘ Planning and setting of individual performance targets through work plans derived from the LGSS's/ RCC's/ MMDA's Strategic Plans and objectives set at the directorate, departmental and unit levels. The indicators /target setting process must be a top-down approach; preferably the first two weeks in January should serve as the period for setting of targets for the year.

Phase Two – Progress Reviews (mid-year review) (Check, Monitor & Review)

- ✘ Discussion and communication between appraiser and Appraisee on progress of work, and adjustment of indicators /targets if necessary, through the provision of formal feedback.

Phase Three – Review and Appraisal end of year evaluation) (Act & Evaluate)

- ✘ Evaluation of Appraisee's performance at the end of the performance management period.

Phase Four- Decision–Making (Report & Decision)

- ✘ Deciding on courses of action, i.e. recognition/reward, training plans, promotion prospects, career development plans, counselling and sanctions.

“All phases are operating within the PMS Cycle”

PERFORMANCE MANAGEMENT CYCLE

- ✗ **Plan** and **agree** on what needs to be done (*this is viewed as performance contracting*);
- ✗ **Doing** what has been agreed upon;
- ✗ **Check** and **Monitor** performance information and identifying opportunities for improvement;
- ✗ **Review** what has gone well, and not so well; what needs to be developed
- ✗ **Act** on the information and making any necessary changes; and;
- ✗ **Report** on the progress and outcomes.



ANNUAL ASSESSMENT DECISION (BY APPRAISER & APPRAISEE)

EXPLANATION ON CRITERIA FOR RATING OVERALL PERFORMANCE

The following criteria will be used to rate the overall performance of the Appraisee:

Mark “X” in the appropriate box

☐

Excellent (4): 80-100% (Outstanding)

Appraisee has fully met and exceeded the agreed indicators and time lines and has produced results of excellent quality. The Officer is a model of excellence in terms of the results achieved and the means by which they were achieved. (publicize his/her outstanding performance and recommend him/her for appropriate reward)

☐

Very Good (3): 70-79% (Exceeds the requirement)

Appraisee has achieved most of the agreed indicators and has produced results of good quality within agreed time lines. (Recognize his/her very good performance & encourage him/her through Coaching, Mentoring, training, etc.)

☐

Good (2): 60-69% (Meets the requirement= 60%)

Appraisee has achieved the minimum number of agreed indicators and provided adequate supporting rationale/reasons for not achieving all of the specified targets. (Encourage him/her through Coaching, Mentoring, training, etc. for further improvement)

☐

Unsatisfactory (1): Below 60% (Does not meet the requirement)

Appraisee's performance does not meet the standard expected for the job i.e. Appraisee has not achieved most of the agreed indicators within the time frame provided and is unable to provide reasons or provides unacceptable reasons for unachieved targets. (Apply appropriate sanction and necessary counseling)

INTER-SERVICE & SECTORAL COLLABORATION & COOPERATION SYSTEM (ISCCS): BASIC PRINCIPLES AND FOCUS AREAS

Vision:

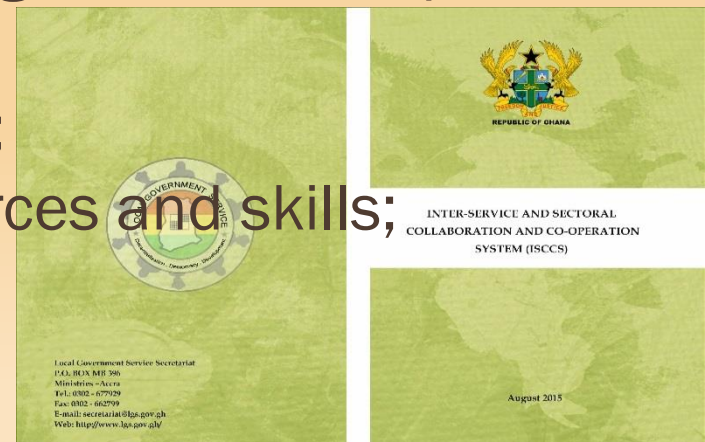
- ✘ Excellent and sustainable collaboration among key stakeholders for effective and efficient service delivery.

Purpose for the Collaborative Effort:

- ✘ to facilitate unity of effort, achieve common objectives, provide common understanding and development of an effective local platform to work.

Guiding Principles:

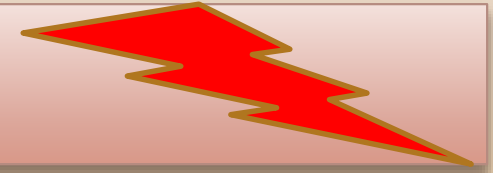
- ✘ closer working relationships characterized by interdependence, commitment, mutual understanding, trust and respect;
- ✘ participatory decision making;
- ✘ open and frequent communication;
- ✘ complementarity in terms of resources and skills;
- ✘ strong and shared leadership.



Inter-Service & sectoral collaboration & cooperation system (ISCCS): Focus Areas

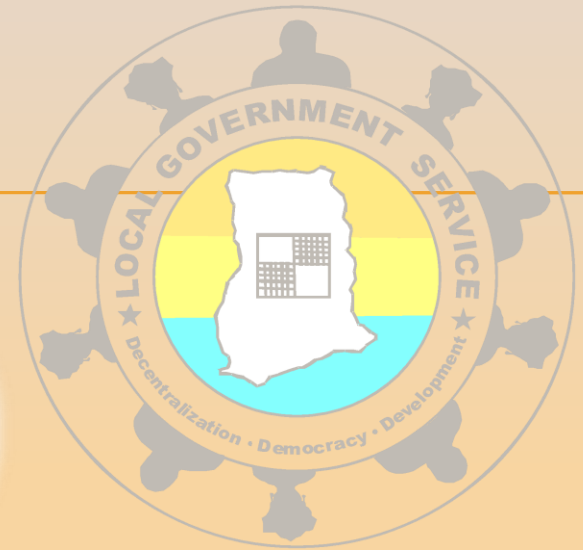
1. Organogram for the Operation of the Decentralised Departments and Reporting Relationships with MMDAs;
2. System of Work and Relationships of the Decentralised / De-concentrated / Non-decentralised Departments, State-Owned Enterprises (SOEs) and Public Corporations at the District Level;
3. System of work and relationships of the Decentralised / De-concentrated / Non-decentralised Departments, SOEs and Public Corporations at the Regional Level;
4. System of work and relationships of the Decentralised / De-concentrated / Non-decentralised Departments, SOEs and Public Corporations at the National Level.

5. GENERAL CHALLENGES



- ❑ **Attitudinal** / Bureaucratic Resistance to Change
- ❑ **Resources for MMDA Level Capacity** – Infrastructure (offices), Human & Logistics/Finance etc
- ❑ Implementation of the establishment of departments for MMDAs under **LI 1961**
- ❑ **Inadequate HR** (Managerial and Technical) capacity at the MMDA level
- ❑ **Stakeholders have different interests**: (Ministries, Departments and Agencies, DPs, bureaucrats and public sector workers)
- ❑ Implementing the Integrated District Budget (**Composite Budget**)

END OF PRESENTATION



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