“Local Governance and Decentralization: An Opportunity for increased WASH Service Delivery”

Presented by: BRIAN TSIKPOR
PRESENTATION OUTLINE

1. DECENTRALIZATION
2. LOCAL GOVERNMENT SERVICE (LGS)
3. REPORTING RELATIONSHIP
4. CURRENT REFORMS TO ENHANCE SERVICE DELIVERY
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.

- 1992 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.”
WHY DECENTRALIZATION?

The term decentralization refers generally to the “transfer of power and resources from National Government to Sub-national Governments or Sub-national Administrative units” of national governments.

Main reasons are to:

- **Promote Participatory Democracy** - bring Governance closer to people:
  - strengthening and expanding local democracy

- **Improve Service Delivery** – response to local needs and preferences:
  - promoting local social and economic development, thereby reducing poverty
  - increasing the choices of the people
  - promoting balanced and integrated development.
Decentralization Policy Frame work
(TEN main inter-related pillars)

1. Political Decentralization and Legal Issues
2. Administrative Decentralization
3. Decentralized Development Planning & Budgeting (Composite Budgeting)
4. Local Economic Development (LED)
5. Spatial Planning
6. Fiscal Decentralization
7. Popular Participation and Accountability
8. Social Agenda
9. Involvement of Non-State actors in Local Governance (NGO, CSO, CBO, etc.)
10. Institutional Mechanism for Policy Coordination
ADMINISTRATIVE DECENTRALIZATION

- In Ghana, the Civil Service Law, the Local Government Act, the Local Government Service Act and the National Development Planning(Systems) Act are the main legislations governing administrative decentralization.
- Administrative decentralization in Ghana involves ministerial restructuring and the establishment of decentralized Departments of the District Assemblies.
- Several sectors of the national level administration have been decentralised.
The policy objective seeks to restructure the policy and operational mandate of central administration leading to:

<table>
<thead>
<tr>
<th>LEVEL</th>
<th>INSTITUTIONS</th>
<th>ROLES</th>
</tr>
</thead>
</table>
| CENTRAL | MDAs         | focusing on:  
  • *policy formulation, M&E and standard setting*  
  • *Technical Backstopping* |
| REGIONAL| RCCs         | assigned with functional responsibility to:  
  • *harmonize, coordinate and monitor national level policies & programs and local level priorities*  
  • *Technical Backstopping* |
| LOCAL   | MMDAs        | assigned with functional responsibility for:  
  • *policy adoption within the context of national sectoral policies,*  
  • *local level integrated development planning through sectoral coordination,*  
  • *resource mobilization and implementation of development policies and programs* |
LOCAL GOVERNMENT SYSTEM

REGIONAL COORDINATING COUNCIL
(10)

METROPOLITAN ASSEMBLIES
(6)

MUNICIPAL ASSEMBLIES
(55)

DISTRICT ASSEMBLIES
(155)

~ 1,106 COUNCILS

SUB-METROPOLITAN
DISTRICT COUNCILS

TOWN/AREA COUNCIL

ZONAL COUNCIL

URBAN/TOWN/AREA COUNCIL

UNIT COMMITTEES
(~6,135)
MEMBERSHIP OF LGS

The Membership of the Local Government Service comprises persons holding non-elective public office in:

- Office of the Head of the Local Government Service (OHLGS)
- Regional Co-ordinating Councils (RCCs) (including decentralised regional departments)
- Metropolitan, Municipal, District Assemblies (MMDAs)
- Sub district structures and
- Such other person as may be employed for the service

Local Government Service Council (LGSC) is the governing body of the Service (LGS)
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
ORGANIZATION OF THE OFFICE OF THE HEAD LOCAL GOVERNMENT SERVICE

MINISTER (MLGRD)

LOCAL GOV'T SERVICE COUNCIL (LGSC)

HEAD OF SERVICE

CHIEF DIRECTOR

SECRETARY TO COUNCIL

INTERNAL AUDIT

LEGAL AFFAIRS

PUBLIC AFFAIRS

POLICY PLANNING, BUDGETING & M&E DIRECTORATE

MANAGEMENT & TECHNICAL SERVICES DIRECTORATE

HUMAN RESOURCE MANAGEMENT DIRECTORATE

HUMAN RESOURCE DEVELOPMENT DIRECTORATE

FINANCIAL MANAGEMENT DIRECTORATE

RESEARCH, STATISTICS & INFORMATION MANAGEMENT DIRECTORATE

ADMINISTRATION & GENERAL SERVICES DIRECTORATE

Policy
Planning
Budget
M & E

Performance Management
Technical Services
Organizational Development
Quality Assurance Management

HR Planning
Recruitment & Selection
Salary Admin

Training
Career Development
Performance Management

GOG
Donor Support

Research & Statistics
Information Management
Library & Document
IPPD

General Admin.
Transport
Procurement
Stores
Estates
Security
ROLE OF THE RCC

- Monitor, coordinate and evaluate performance of the MMDAs in the region.
- Monitor the use of monies allocated to the MMDAs by central government and its agencies.
- Review and coordinate public services in the region.
- Maintenance of security and public safety in the Region.
- Harmonize development plans of MMDAs
- Provide technical backstopping to MMDAs
- 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.
RESOURCING THE MMDAs

- **Central Government Transfers**
  - A percentage of National Revenue set aside by the Constitution for distribution to the MMDAs for Development based on an approved formula by Parliament (DACF)
  - Recurrent Expenditure Transfers
  - Specialized Transfers (from the sectors) i.e. Stool Land Royalties, Timber Royalties, Minerals Development Fund.

- **The Districts Development Facility (DDF) & Urban Grant (MMA)**

- **Locally Generated Revenues**
  - MMDA authority to levy and collect revenue
    - Rates (E.g.: property rates)
    - Fees (E.g.: Building permit, Business Operating permit)
    - Licenses (Hawkers, Mining), etc. as Internally Generated Funds

- **Can undertake economic ventures.**
<table>
<thead>
<tr>
<th>Metropolitan Assembly</th>
<th>Municipal Assembly</th>
<th>District Assembly</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Administration</td>
<td>Central Administration</td>
<td>Central Administration</td>
</tr>
<tr>
<td>Finance</td>
<td>Finance</td>
<td>Finance</td>
</tr>
<tr>
<td>Education, Youth and</td>
<td>Education, Youth and</td>
<td>Education, Youth and</td>
</tr>
<tr>
<td>Sports</td>
<td>Sports</td>
<td>Sports</td>
</tr>
<tr>
<td>Health</td>
<td>Health</td>
<td>Health</td>
</tr>
<tr>
<td>Agriculture</td>
<td>Agriculture</td>
<td>Agriculture</td>
</tr>
<tr>
<td>Physical Planning</td>
<td>Physical Planning</td>
<td>Physical Planning</td>
</tr>
<tr>
<td>Social Welfare and</td>
<td>Social Welfare and</td>
<td>Social Welfare and</td>
</tr>
<tr>
<td>Community Development</td>
<td>Community Development</td>
<td>Community Development</td>
</tr>
<tr>
<td>Natural Resources</td>
<td>Natural Resources</td>
<td>Natural Resources</td>
</tr>
<tr>
<td>Forestry, Game &amp;</td>
<td>Forestry, Game &amp;</td>
<td>Forestry, Game &amp;</td>
</tr>
<tr>
<td>Wildlife Division</td>
<td>Wildlife Division</td>
<td>Wildlife Division</td>
</tr>
<tr>
<td>Works</td>
<td>Works</td>
<td>Works</td>
</tr>
<tr>
<td>Industry and Trade</td>
<td>Industry and Trade</td>
<td>Industry and Trade</td>
</tr>
<tr>
<td>Disaster Prevention</td>
<td>Disaster Prevention</td>
<td>Disaster Prevention</td>
</tr>
<tr>
<td>and Management</td>
<td>and Management</td>
<td>and Management</td>
</tr>
<tr>
<td>Transport</td>
<td>Transport</td>
<td>Transport</td>
</tr>
<tr>
<td>Urban Roads</td>
<td>Urban Roads</td>
<td>Urban Roads</td>
</tr>
<tr>
<td>Waste Management</td>
<td>Waste Management</td>
<td>Waste Management</td>
</tr>
<tr>
<td>Budget and Rating</td>
<td>Budget and Rating</td>
<td>Budget and Rating</td>
</tr>
<tr>
<td>Legal</td>
<td>Legal</td>
<td>Legal</td>
</tr>
</tbody>
</table>
# WATER AND SANITATION RELATED UNITS AND DEPARTMENTS

<table>
<thead>
<tr>
<th>No</th>
<th>Metropolitan</th>
<th>Municipal</th>
<th>District</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Works Department (Water Section)</td>
<td>Works Department (Water Section)</td>
<td>Works Department (Water Section)</td>
</tr>
<tr>
<td>2</td>
<td>Environmental Health and Sanitation Unit</td>
<td>Environmental Health and Sanitation Unit</td>
<td>Environmental Health and Sanitation Unit</td>
</tr>
<tr>
<td>3</td>
<td>SW&amp;CD (Community Development Section)</td>
<td>SW&amp;CD (Community Development Section)</td>
<td>SW&amp;CD (Community Development Section)</td>
</tr>
<tr>
<td>4</td>
<td>Waste Management Department</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
REPORTING RELATIONSHIP: Example
(District Works Department)

(MMDA)
Metropolitan, Municipal & District Assembly

Chief Executive
(MMDCE)

Organizational chart with arrows indicating reporting relationships and copies of reports to LGSS & other respective institutions (MDAs).

Regional Coordinating Council

Regional levels to DWD at MMDA upon the request by the department through MMDCD & MMDCE

Other MMDA Departments

Feeder Roads Section

Water and Sanitation Section

Building & Housing Section

National Level
(MLGRD, MSWR, MRH, DFR, CWSA, EHSD, PWD, RF, DRH, OHLGS etc.)

Regional Coordinating Council

DFR Regional Office

CWSA Regional Office

DRH Regional Office

EHSD Regional Offices

URD Regional Offices

Other Regional Offices

• Reporting Direction
• Tech. Backstop.
CURRENT REFORMS TO ENHANCE SERVICE DELIVERY

- Performance Management System
  - Performance Contract
    - Between MMDCEs and their MMDCDs
    - Regional Ministers and their Regional Coordinating Directors
    - Head of Local Government Service and Directors at the OHLGS
  - Performance Appraisal
    All other staff use appraisal forms
What is the CBF?

The Capacity Building Framework (CBF), is a system that spells out the processes required to ensure that capacity building needs are identified; relevant interventions are effectively implemented, monitored and evaluated against clear targets.
Importance of the CBF

The importance of the CBF includes the following:

- Prepares RCCs/ MMDAs to assume full responsibility for managing capacity building activities in their localities;
- Provides a one-stop-shop reference material for uniformed practice across national and sub-national levels;
- Affords implementers the opportunity to directly link and track capacity building activities to key organisational targets and performance;
- Provides a basis for inter-sector or inter-district comparative capacity building analysis and thus facilitates monitoring and evaluation at the local, regional and national levels;
- Offers stakeholders the means by which to exact accountability for capacity building related activities from public office holders.
INTER-SERVICE AND SECTORAL COLLABORATION AND CO-OPERATION SYSTEM

Vision
 Excellent and sustainable collaboration among key stakeholders for effective and efficient service delivery.

Purpose for the Collaborative Effort
 The purpose of inter – service collaboration is to facilitate unity of effort, achieve common objectives, provide common understanding and development of an effective local platform to work.
Areas identified for effective collaboration and cooperation are as follows:

i. Organogram for the Operation of the Decentralised Departments and Reporting Relationships with MMDAs;

ii. System of Work and Relationships of the Decentralised / De-concentrated Departments, State-Owned Enterprises (SOEs) and Public Corporations at the District Level, Regional and National Level;
CONCLUSION

- The demand on the local government institutions to perform at their best to achieve outstanding results is overwhelming, especially when the associated inputs required for the delivery of these results are not sustainably provided.

- All sector players have a role to play in ensuring a world class service delivery at the local level.
END OF PRESENTATION

Thank you

WEB: http://www.lgs.gov.gh/