



OFFICE OF THE HEAD OF LOCAL  
THE GOVERNMENT SERVICE



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

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# **PRESENTATION OUTLINE**

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

# DECENTRALIZATION, LG & LGS

## Centralization versus Decentralization



Centralized  
Network



Decentralized Network  
Star Topography



Decentralized Network  
Ring Topography



# 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 Framework (TEN main inter-related pillars)

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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

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- ✖ 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

# POLICY/ LEGAL FRAMEWORK FOR ADMINISTRATIVE DECENTRALISATION

## (Roles at different levels)

The policy objective seeks to restructure the policy and operational mandate of central administration leading to:

LEVEL	INSTITUTIONS	ROLES
CENTRAL	MDAs	<p>focusing on:</p> <ul style="list-style-type: none"><li>• <i>policy formulation, M&amp;E and standard setting</i></li><li>• <i>Technical Backstopping</i></li></ul>
REGIONAL	RCCs	<p>assigned with functional responsibility to:</p> <ul style="list-style-type: none"><li>• <i>harmonize, coordinate and monitor national level policies &amp; programs and local level priorities</i></li><li>• <i>Technical Backstopping</i></li></ul>
LOCAL	MMDAs	<p>assigned with functional responsibility for :</p> <ul style="list-style-type: none"><li>• <i>policy adoption within the context of national sectoral policies,</i></li><li>• <i>local level integrated development planning through sectoral coordination,</i></li><li>• <i>resource mobilization and implementation of development policies and programs</i></li></ul>



# LOCAL GOVERNMENT SYSTEM

**REGIONAL COORDINATING COUNCIL  
(10)**

**METROPOLITAN ASSEMBLIES  
(6)**

**MUNICIPAL ASSEMBLIES  
(55)**

**DISTRICT ASSEMBLIES  
(155)**

**SUB-METROPOLITAN  
DISTRICT COUNCILS**

**~ 1,106 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

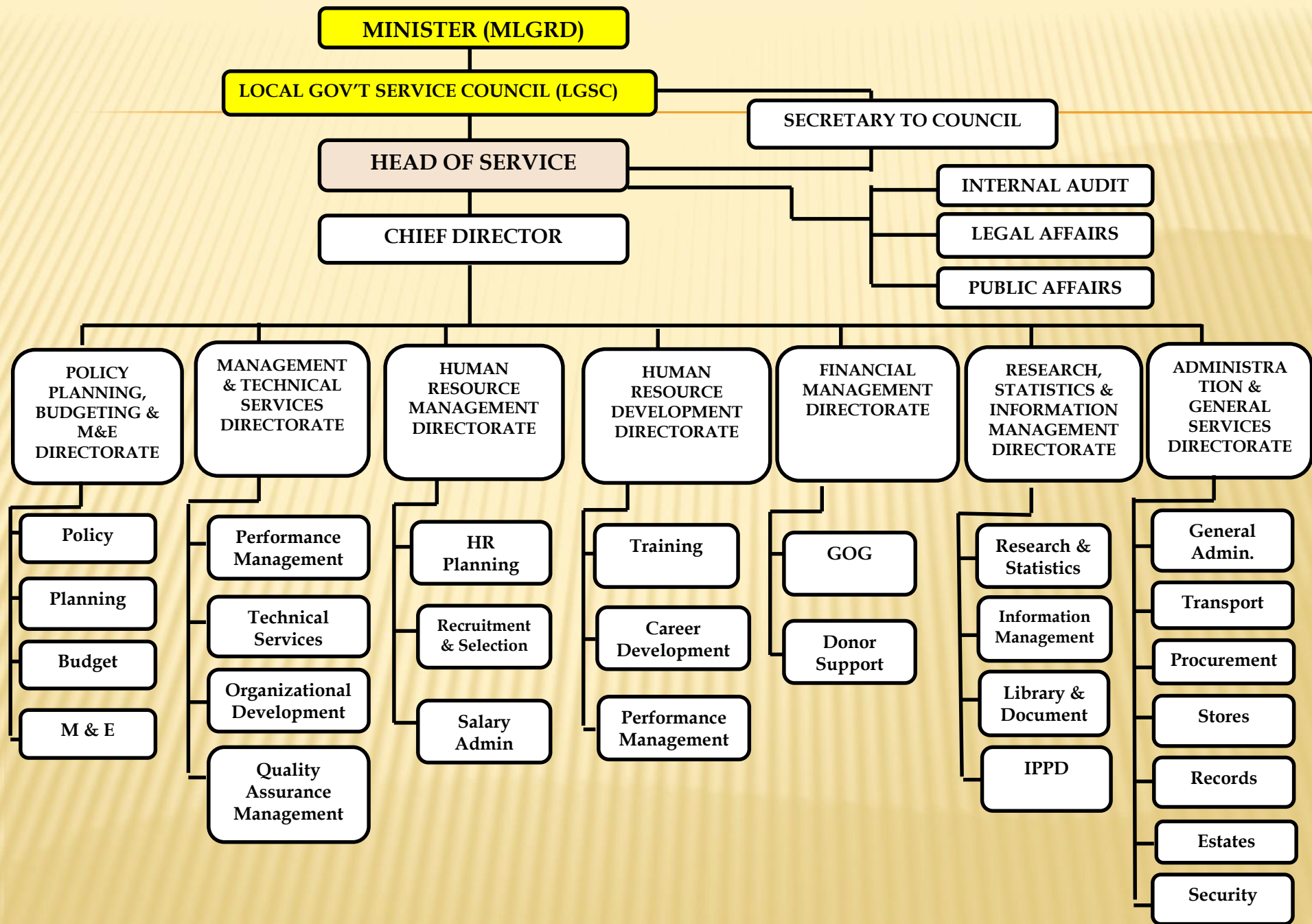
Accountability, Client-oriented, Creativity, Diligence, Discipline, Equity, Integrity, Innovativeness, Loyalty, Commitment, Anonymity, Impartiality, Permanence, Timeliness and Transparency

## Service Delivery Standards

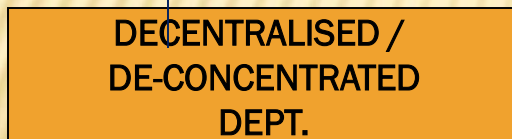
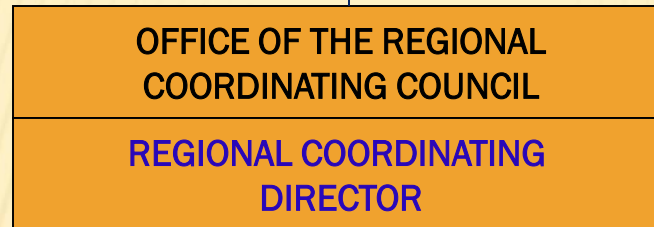
Participation, Professionalism, Client Focus, Transparency, Efficient and Effective use of Resources and Accountability



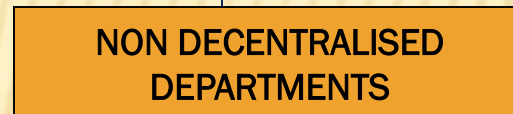
# ORGANOGRAM OF THE OFFICE OF THE HEAD LOCAL GOVERNMENT SERVICE



# RCC: ORGN. CHART OF REG. COORDINATING COUNCILS



- Social welfare
- CAGD
- Environmental Health & Sanitation
- Public Works Department
- Urban Roads
- Feeder Roads
- Town and Country Planning
- Agriculture
- Community Development
- Parks and Gardens
- Dep't of Rural Housing
- Birth and Deaths
- Library Board



- Health Service
- Highways Authority
- NADMO
- Forestry & wildlife Dept.
- Police
- Fire
- Survey Dept.
- GWCL
- Education (GES)
- Electricity Company
- Industry and Trade
- NBSSI



- Human Resource Dept.
- Information Services
- Mgt. Information System
- Estate
- Legal
- Internal Audit

# ROLE OF THE RCC

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- ✘ 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.

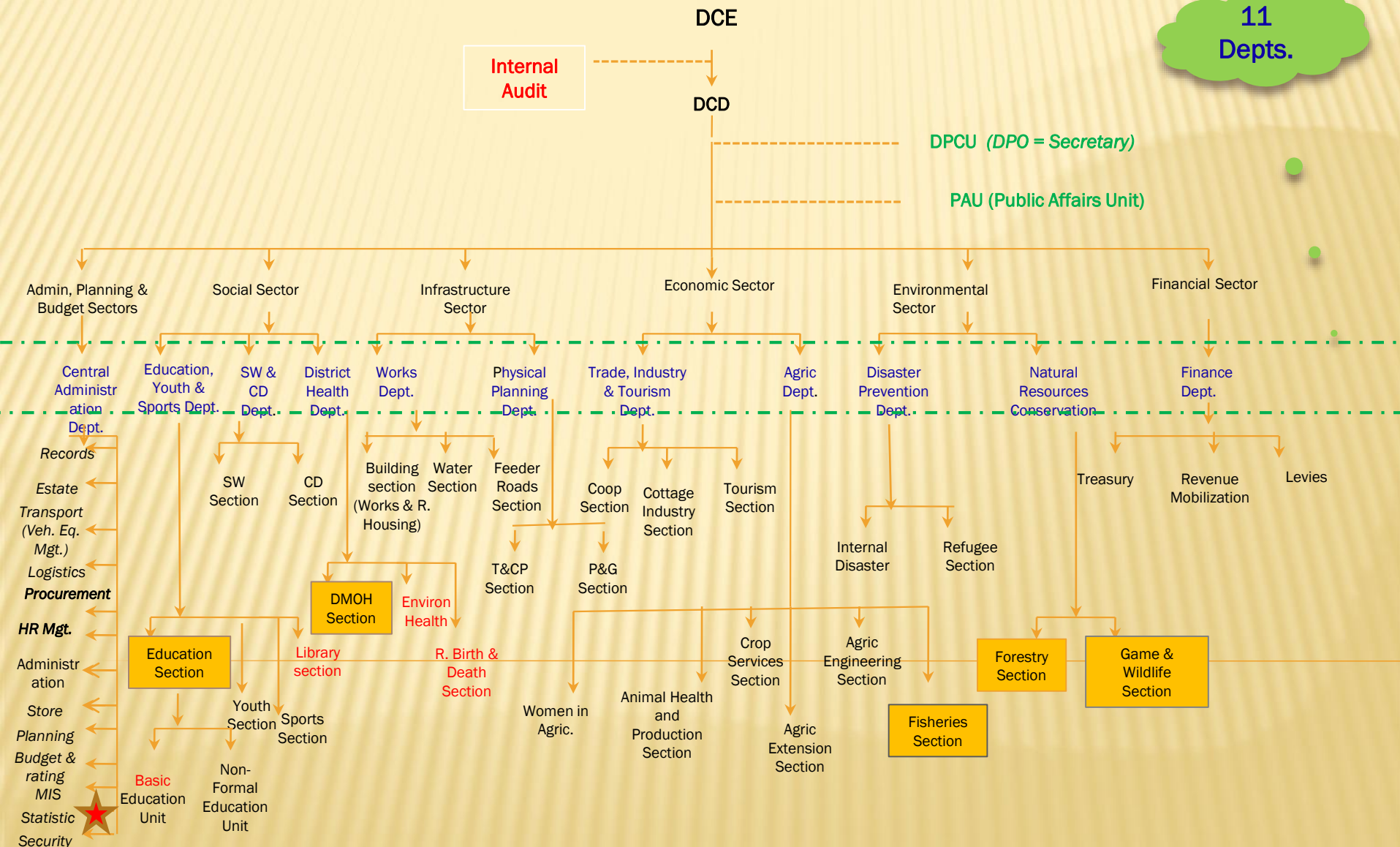
# LG ACT 936, FIRST SCHEDULE (DEPARTMENT UNDER...)

	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 GAME & WILDLIFE DIVISION	8	NATURAL RESOURCES CONSERVATION DEPT FORESTRY GAME AND WILDLIFE DIVISION	8	NATURAL RESOURCES CONSERVATION DEPT FORESTRY 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				



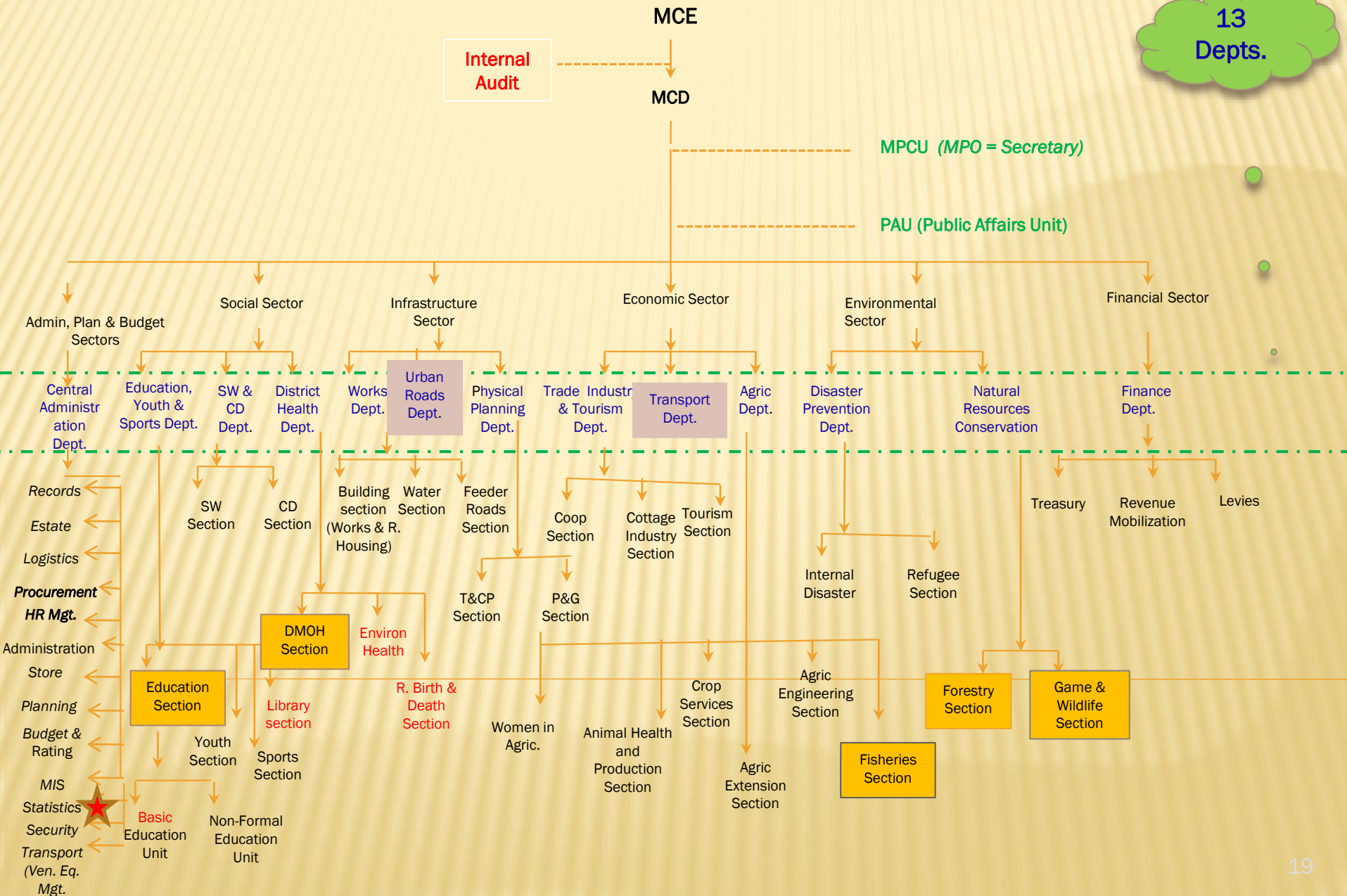
# DISTRICT DEPARTMENTAL ORGANOGRAM (FUNCTIONAL)

11  
Depts.



# MUNICIPAL DEPARTMENTAL ORGANOGRAM (FUNCTIONAL)

13  
Depts.



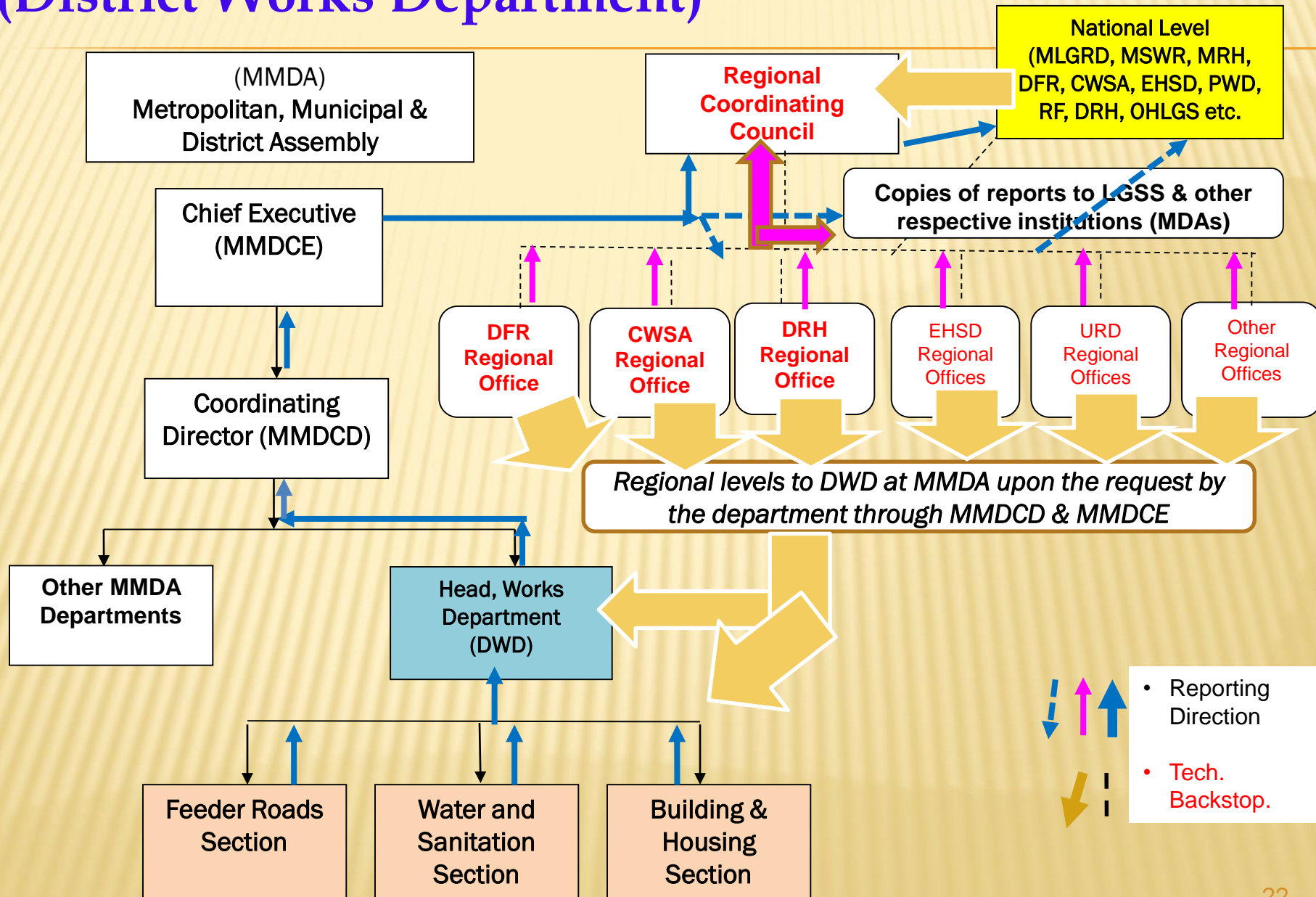
16  
Depts.



# WATER AND SANITATION RELATED UNITS AND DEPARTMENTS

No	Metropolitan	Municipal	District
1	Works Department (Water Section)	Works Department (Water Section)	Works Department (Water Section)
2	Environmental Health and Sanitation Unit	Environmental Health and Sanitation Unit	Environmental Health and Sanitation Unit
3	SW&CD (Community Development Section)	SW&CD (Community Development Section)	SW&CD (Community Development Section)
4	Waste Management Department		

# REPORTING RELATIONSHIP: Example (District Works Department)



# CURRENT REFORMS TO ENHANCE SERVICE DELIVERY

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## ✕ 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



# CAPACITY BUILDING FRAMEWORK

## *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

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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

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## 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.



# ISCCS FOCUS AREAS

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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

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- ✘ The demand on the local government institutions to perform at it 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/>