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**ROADMAP  
FOR DECOUPLING THE  
LOCAL GOVERNMENT  
SERVICE  
FROM THE  
CIVIL SERVICE**

**PROGRESS REPORT**

**ROAD MAP FOR DECOUPLING THE  
LOCAL GOVERNMENT SERVICE FROM THE CIVIL SERVICE**

Following the launch of the Local Government Service (LGS) by H.E. President J.A. Kuffour on Thursday 20<sup>th</sup> December 2007, the Head of Civil Service constituted a committee to develop the Road Map for decoupling the Local Government Service (LGLS) from the Civil Service (CS).

The members were drawn from the Office of Head of the Civil Service (OHCS), the Ministry of Local Government, Rural Development and Environment (MLGRD&E), the Local Government Service Council (LGSC), the Local Government Service Secretariat (LGSS), and the Management Services Division (MSD)

The Committee held two strategic working sessions at Alisa Hotel, East Cantonment Accra on Tuesday 8<sup>th</sup> January 2008 and at Volta Hotel Akosombo on Saturday 26<sup>th</sup> January 2008 for the assignment.

**I. Membership of the Committee**

Members of the Committee established to develop the Road Map for the hiving off of the Local Government Service (LGS) from the Civil Service (CS) include:

- Mr. J.D. Issachar  
Head of Civil Service.....Chairman
  
- Nana Yaw Boachie Danquah  
Chairman of the Local Government Service Council.....Vice Chairman
  
- Mr. D. A. Nyankamawu  
Chief Director, Ministry of Local Government,  
Rural Development and Environment .....Member
  
- Nana Rex Owusu Ansah  
Ag. Head of the Local Government Service.....Member
  
- A.B. Kofi Koranteng  
Ag. Executive Secretary, Management Service Division.....Member /  
Joint Secretary
  
- Mr. Kwame Owusu-Bonsu  
Coordinator, Decentralisation Secretariat of the  
Ministry of Local Government, Rural development  
and Environment.....Member/  
Joint Secretary

The Committee set out to:

- Develop the Road Map to hive-off the Local Government Service (LGS) from the Civil Service by the end of 2008.
- Agree on the Key Result Areas of the Road Map to ensure effective and substantial progress in the operationalisation of the Local Government Service by the end of 2008.
- Construct a Work Plan for the Decoupling of the Local Government Service from the Civil Service.
- Develop a Monitoring and Evaluation Framework to measure the progress of the implementation of the workplan.
- Submit the Road Map and accompanying Work Plan to the Minister of Local Government, Rural Development and Environment (MLGRD&E) by 8<sup>th</sup> February 2008 for consideration by the Inter-ministerial Coordinating Committee on Decentralisation.

## II. The Road Map

The approach adopted by the Committee in the development of the Road Map involved the identification of the **Key Result Areas** and the **Triggers** which when fully implemented will result in the decoupling of the LGS from the Civil Service.

## III. Key Result Areas under the Road Map

The Key Result Areas to mark progress on the Road Map from January-December 2008 comprise:

- a. **Passage of the Legislative Instrument (LI) to integrate Central Government Departments into the Regional Coordinating Councils (RCCs) and Metropolitan, Municipal and District Assemblies (MMDAs).**
- b. **Transfer Staff from the Civil Service (CS) to the Local Government Service.**
- c. **Strengthen Local Government Service Secretariat.**
- d. **Undertake Ministerial Realignment**
- e. **Approve and implement Inter-governmental Fiscal Decentralisation Framework.**

f. **Establish a Tracking System to Monitor and Evaluate the progress of the Road Map.**

A. **Passage of the Legislative Instrument (LI) to integrate Central Government Departments into the RCCs and MMDAs.**

***Key Activities***

- Submit Draft L.I. to Cabinet for consideration.
- Submit L.I. to Parliament for passage.
- Hold Publicity and Media Events on the implications of the passage of the L.I.

B. **Transfer Staff from the Civil Service to the Local Government Service (LGS).**

***Key Activities***

- Issue Circular to Chief Directors, Regional Coordinating Directors and District Coordinating Directors to inform them of the status of the staff of the Regional Coordinating Councils and Metropolitan Municipal District Assemblies as members of the Local Government Service with the launch of the new Service.
- Submit up-to-date Staff List and Staff Profile of Regional Coordinating Councils (RCCs) and Metropolitan Municipal District Assemblies (MMDAs) to the Local Government Service Secretariat.
- Develop Staffing Norms, job descriptions for staff of RCCs and MMDAs.
- Organise Regional Sensitization Workshops to brief Regional and District Heads of Decentralised Departments and Heads of other Services/ Agencies/Organisations at the Regional and District levels on the new Local Government Service structures and processes.

C. **Strengthen Local Government Service Secretariat (LGSS).**

***Key Activities***

Design new Schemes of Service and Conditions of Service for the staff of the LGS in consultation with key stakeholders.

Find suitable office accommodation for the Local Government Service Secretariat.

Establish Local Government Service Secretariat as a fully functioning cost centre.

Review the functions, organogram, staff structure, skills mix, competencies and experience of the Local Government Service Secretariat to ensure that it is structured to deliver its Mission, Vision and Mandate.

- Staff the Local Government Service Secretariat in consultation with key stakeholders. This will include agreeing on a manpower ceiling and financial clearance.
- Transfer the Integrated Personnel-Payroll Database (IPPD) Unit located in the MLGRDE as an integral part of the Human Resource Management Directorate (HRMD).

#### **D. Undertake Ministerial Realignment**

##### ***Key Activities***

- Organise meetings with Chief Directors and Heads of Decentralised Departments for briefing on Ministerial Realignment.
- Establish Realignment Task Force to assist Chief Directors and Heads of Departments on Ministerial Realignment.
- Commence Realignment Task Force assignment with Heads of Decentralised Departments on proposed plans to allocate functions, relationships, communication responsibilities, budgets, staff and logistics to the national, regional and district levels of Government.
- Hold Validation Workshops to evaluate the Ministerial Realignment options.
- Submit Staff list and Staff Profile of the Decentralised Departments to the Local Government Service Secretariat .
- Prepare and publish documentation of the structures and processes on the operationalisation of the Local Government Service.

#### **E. Approve and Implement Inter-governmental Fiscal Decentralisation Framework.**

##### ***Key Activities***

- Submit Draft Inter-governmental Fiscal Decentralisation Framework and Institutional Arrangements for Cabinet's consideration and approval.
- Establish Inter-ministerial Coordinating Committee to oversee the implementation of the key components of Ghana's Decentralisation Programme .
- Establish a Unit in the MLGRDE to provide a focused, consistent and collaborative approach to implement the Intergovernmental Fiscal Decentralisation Framework.

- Develop Budget Guidelines for Composite Budgeting to be used in 2009 as basis for funding Regional Coordinating Councils and Metropolitan Municipal District Assemblies.
- Implement the District Development Facility (DDF) in 2008.

**F. Establish a Tracking System to Monitor and Evaluate Progress on the Road Map.**

***Key Activities***

- Monitor and Evaluate Progress of Implementation on the Road Map by the Inter-Ministerial Coordinating Committee (IMCC).
- Submit Status Reports on achievements, constraints and policy issues linked with the implementation of the Road Map to Cabinet for consideration.

**IV. Work Plan for 2008**

Find attached Gantt Chart showing the Work Plan for achieving the activities to deliver the Key Result Areas on the Road Map, Appendix I.

**V. Activities and Responsibilities Framework**

Find attached the Lead Organisations/Institutions for ensuring timely delivery of key activities on the Road Map, Appendix II.

**VI. The Way Forward**

The essential next steps identified to ensure successful implementation of the Road Map by the Committee include the following:

- Political leadership and direction by the Minister of Local Government, Rural Development and Environment for the implementation of the Road Map.
- Political leadership by the Minister of Local Government, Rural Development and Environment to facilitate buy-in of the Road Map by colleague Ministers.
- A fully costed budget of the activities to achieve the Key Result Areas by Ministry of Local Government, Rural Development and Environment.
- Provision of technical direction, process consulting and change management processes by the Roadmap Committee for effective implementation of the workplan.

- A fully sustained sensitization and publicity programme by the Ministry of Local Government, Rural Development and Environment to elicit acceptance and support of the staff of the Local Government Service for the Decentralization process.

**WORKPLAN - 2008**

**BUILDING KEY STEPS TO ACTUALISE THE LOCAL GOVERNMENT SERVICE OF GHANA**

ACTIVITY	MONTHS											
	JAN.	FEB.	MAR.	APR.	MAY	JUNE	JULY	AUG.	SEPT.	OCT.	NOV.	DEC.
<b>A. Passage of the Legislative Instrument (LI) to integrate Central Government Departments into the RCCs and MMDAs.</b>												
1. Submit Draft L.I to Cabinet for consideration.	█											
2. Submit LI in Parliament for passage.		█	█									
3. Hold Publicity and Media Events on the Implications of the passage of the L.I				█	█							
<b>B. Transfer Staff from the Civil Service to the LGS.</b>												
1. Issue Circular to Chief Directors, Regional Coordinating Directors and District Coordinating Directors to inform them of the status of staff of the RCCs and MMDAs as members of the LGS with the launch of the new Service.	█											
2. Submit up-to-date Staff List and Staff Profile of RCCs and MMDAs to the LGSS.		█	█									
3. Develop Staffing Norms, Job Descriptions/Job Profiles for RCCs and MMDAs.										█	█	
4. Design new Schemes of Service and Conditions of Service for the Staff of the LGS in consultation with key stakeholders.		█	█	█	█							
5. Organize Regional Sensitization Workshops to brief Regional and District Heads of Decentralised Departments and Heads of other Services/Agencies/Organisations at the Regional and District levels on the new LGS structures and processes.		█	█									



ACTIVITY	MONTHS											
	JAN.	FEB.	MAR.	APR.	MAY	JUNE	JULY	AUG	SEPT.	OCT.	NOV.	DEC.
<b>C. Strengthen Local Government Service Secretariat (LGSS).</b>												
1. Find suitable office accommodation for the LGSS.												
2. Establish LGSS as a fully functioning cost centre.												
3. Review the functions, organogram, staff norms skills mix, competencies and experience of the LGSS to ensure that it is structured to deliver its Mission, Vision and Mandate.												
4. Staff the LGS in consultation with key stakeholders. This will include agreeing on a manpower ceiling and financial clearance.												
5. Transfer the Integrated Personnel-Payroll Database (IPPD) Unit as an integral part of the Secretariat's Research, Statistics and Information Management Directorate (RSIMD).												
<b>D. Undertake Ministerial Realignment</b>												
1. Organise meetings with Chief Directors and Heads of Decentralised Departments for briefing on Ministerial Realignment.												
2. Establish a Realignment Task Force to assist Chief Directors and Heads of Departments on Ministerial Realignment.												
3. Commence Realignment Task Force assignment with Heads of Decentralised Departments on proposed plans to allocate functions, relationships, communication responsibilities, budgets, staff and logistics to the national, regional and district levels of Government.												
4. Hold Validation Workshops to evaluate the Ministerial Realignment options.												
5. Submit Staff List and Staff Profile of the Decentralised Departments to the LGSS.												

ACTIVITY	MONTHS											
	JAN.	FEB.	MAR.	APR.	MAY	JUNE	JULY	AUG	SEPT.	OCT.	NOV.	DEC.
<b>E. Approve and implement Intergovernmental Fiscal Decentralisation Framework.</b>												
1. Submit Draft Intergovernmental Fiscal Decentralisation Framework and Institutional Arrangements for Cabinet's consideration and approval.		—————										
2. Establish Inter-ministerial Coordinating Committee to oversee the implementation of the key components of Ghana's Decentralisation Programme - policies, management, administration, legal, financial, payroll etc.		—————										
3. Establish a Unit to provide a focused, consistent and collaborative approach to implement the Intergovernmental Fiscal Decentralisation Framework.		—————										
4. Develop Budget Guidelines for Composite Budgeting to be used in 2009 as basis for funding RCCs and MMDAs.		—————										
5. Implement the District Development Fund (DDF) in 2008.			—————									
<b>F. Establish a Tracking System to Monitor and Evaluate Progress on the Road Map.</b>												
1. Monitor and Evaluate Progress of Implementation on the Road Map.						—————			—————			—————
2. Submit Status Reports on achievements, constraints and policy issues linked with the implementation of the Road Map to the Minister of Local Government, rural Development and Environment for consideration.				—————			—————	—————		—————		—————

**APPENDIX II**

**ACTIVITIES AND RESPONSIBILITIES FRAMEWORK**

ACTIVITIES	RESPONSIBILITIES
<b>A. Passage of the Legislative Instrument (LI) to integrate Central Government Departments into the RCCs and MMDAs.</b>	
1. Submit Draft LI to Cabinet for consideration..	MLGRD
2. Submit LI. in Parliament for passage.	MLGRD
3. Hold Publicity and Media Events on the implications of the passage of the LI	MLGRD OHCS LGSS
<b>B. Transfer of Staff from the Civil Service to the LGS.</b>	
1. Issue Circular to Chief Directors, Regional Coordinating Directors and District Coordinating Directors to inform them of the status of staff of the RCCs and MMDAs as members of the LGS with the launch of the new Service.	OHCS
2. Submit up-to-date staff list and staff profile of RCCs and MMDAs to the LGSS.	OHCS
3. Developing Staffing Norms, Job Descriptions/Job Profiles for RCCs and MMDAs.	OHCS MSD
4. Design new schemes of service and conditions of service for the staff of the LGS in consultation with key stakeholders.	LGSS
5. Organise Regional Sensitization Workshops to brief Regional and District Heads of Decentralised Departments and Heads of other Services/ Agencies/Organisations at the Regional and District levels on the new LGS structures and processes.	OHCS MLGRD
<b>C. Strengthen Local Government Service Secretariat (LGSS).</b>	
1. Find suitable office accommodation for the LGSS.	MLGRD LGSS
2. Establish LGSS as a fully functioning cost centre.	MLGRD LGSS
3. Review the functions, organogram, staff structure, skills mix, competencies and experience of the LGSS to ensure that it is structured to deliver its Mission, Vision and Mandate.	LGSS

ACTIVITIES	RESPONSIBILITIES
4. Staff the LGS in consultation with key stakeholders. This will include agreeing on a manpower ceiling and financial clearance.	LGSS
5. Transfer the Integrated Personnel-Payroll Database (IPPD) Unit as an integral part of the Secretariat's Research, Statistics and Information Management Directorate (RSiMD).	OHCS MLGRD
<b>D. Undertake Ministerial Realignment</b>	
1. Organise meetings with Chief Directors and Heads of Decentralised Departments for briefing on Ministerial Realignment.	OHCS MLGRD
2. Establish a Realignment Task Force to assist Chief Directors and Heads of Departments on Ministerial Realignment.	OHCS MLGRD
3. Commence Realignment Task Force assignment with Heads of Decentralised Departments on proposed plans to allocate functions, relationships, communication responsibilities, budgets, staff and logistics for the national, regional and district levels of Government.	OHCS LGSS
4. Hold Validation Workshops to evaluate the Ministerial Realignment options.	OHCS MLGRD MPSR LGSS
5. Submit Staff list and Staff Profile of the Decentralised Departments to the LGSS.	OHCS
6. Prepare and publish documentation of the structures and processes on the operationalisation of the LGS.	MLGRD LGSS
<b>E. Approve and implement Intergovernmental Fiscal Decentralisation Framework.</b>	
1. Submit Draft Intergovernmental Fiscal Decentralisation Framework and Institutional Arrangements for Cabinet's consideration and approval.	MLGRD

ACTIVITIES	RESPONSIBILITIES
2. Establish Inter-ministerial Coordinating Committee to oversee the implementation of the key components of Ghana's Decentralisation Programme - policies, management, administration, legal, financial, payroll etc.	MLGRD
3. Establish a Unit to provide a focused, consistent and collaborative approach to implement the Intergovernmental Fiscal Decentralisation Framework.	MLGRD INTER-MINISTERIAL COORDINATING COMMITTEE
4. Develop Budget Guidelines for Composite Budgeting to be used in 2009 as basis for funding RCCs and MMDAs.	MOFEP MLGRD
5. Implement the District Development Facility (DDF) in 2008.	MLGRD
<b>F. Establish a Tracking System to Monitor and Evaluate the Progress of the Road Map.</b>  1. Monitor and evaluate progress of implementation on the Road Map.	MLGRD INTER-MINISTERIAL COORDINATING COMMITTEE
2. Submit status reports on achievements, constraints and policy issues linked with the implementation of the Road Map to the Minister of MLGRD&E for consideration and directives	MLGRD LGSS

**ROADMAP  
FOR DECOUPLING THE  
LOCAL GOVERNMENT SERVICE FROM  
THE CIVIL SERVICE**

# PROGRESS REPORT



# **SCOPE OF THE PRESENTATION**

## **1. INTRODUCTION**

## **2. THE ROADMAP – KEY RESULT AREAS / SUBSTANTIVE TRIGGERS:**

- 2.1 Passage of the Legislative Instrument (L.I.) to integrate Central Government Departments into the RCCS and MMDAs**
- 2.2 Transfer Staff from the Civil Service to the Local Government Service (LGS)**
- 2.3 Strengthen Local Government Service Secretariat (LGSS)**
- 2.4 Undertake Ministerial Realignment**
- 2.5 Approve and implement Intergovernmental Fiscal Decentralization Framework**
- 2.6 Establish a Tracking System to Monitor and Evaluate the Progress of the Road Map**

## **3. THE WAY FORWARD**

## **4. CONCLUSION**



## **I. INTRODUCTION**

The Decentralization process in Ghana was given the added impetus with the promulgation of the Local Government Service Act 2003, Act 656. The Act provides for the systematic integration of identified decentralized departments into the fold of the Local Government Service.

The launch of the Local Government Service by H.E. the President in December 2007 paved the way for operationalizing the new service.

Following the launch, a committee comprising the OHCS, MLGRDE, LGSC and MSD was constituted in January, 2008, to develop the Roadmap for decoupling the Local Government Service from the Civil Service.

The committee completed its work in February 2008 and set out to implement the Roadmap. This report will therefore focus on the status of implementation of the Roadmap.

## **2. THE ROADMAP – KEY RESULT AREAS/ SUBSTANTIVE TRIGGERS**

### **2.1 PASSAGE OF THE LEGISLATIVE INSTRUMENT (L.I.) TO INTEGRATE CENTRAL GOVERNMENT DEPARTMENTS INTO THE RCCS AND MMDAS.**

The Local Government Act 1993 Act 462 provides in various sections as **follows:**

- a) Section 38(1) A District Assembly shall in the performance of its functions establish the Departments specified in the first schedule to the Act.
- b) Section 161(1) every branch, division or unit of the Departments or organizations specified in the Eighth Schedule to this Act which, has been established in the district shall cease to exist in the districts.
- c) Section 161(2) The Functions previously performed by the branches, divisions or units of the Departments or organizations specified in the

~~the~~ ~~relevant~~ ~~Department~~ ~~of~~ ~~the~~ ~~District~~ ~~Assembly~~.  
Eighth Schedule to this Act shall be transferred to the relevant Departments of the District Assembly.

- d) Section 161(3) The Members of staff of the branches, divisions or units of the departments in the Eighth Schedule to this Act shall be transferred to the relevant Department of the District Assembly and shall form part of the Local Government Service when established.
- e) Section 164: The Minister shall by legislative instrument prescribe the date for the coming into force of section 38 and 161 of the Act.
- f) Section 34 of the Local Government Service Act 2003, Act 656 on the coming into force of this Act, the members of staff of the branches, divisions or units of the departments specified in the schedule to this Act shall be deemed to have been transferred to a department of a District Assembly and shall form part of the service from the date of the transfer.

## **The Legislative Instrument covers the following thematic areas:**

- i. Applicability
- ii. Departments of RCCS and their Functions
- iii. Departments of District Assemblies and their Functions
- iv. Collaboration with other Services
- v. Transfer of Staff
- vi. Assets and Liabilities
- vii. Integration of Budgets
- viii. Reporting Relationships or Communication
- ix. Interpretation
- x. Effective Date of Integration

KEY RESULT AREAS AND KEY ACTIVITIES	PROGRESS TO DATE
<p><b>A. PASSAGE OF THE LEGISLATIVE INSTRUMENT (LI) TO INTEGRATE CENTRAL GOVERNMENT DEPARTMENTS INTO THE RCCS AND MMDAS</b></p> <p><input type="checkbox"/> Submit Draft L.I. to Cabinet for consideration. The L.I. which Transfers Local Government Staff and responsibilities from the Civil Service to Local Government Service.</p>	<p>Draft L.I. submitted to Cabinet in Mid January, 2008</p>
<p><input type="checkbox"/> Submit L.I. to Parliament for passage</p>	<ul style="list-style-type: none"> <li>• L.I. submitted to Parliament late August, 2008</li> <li>• L.I. 1931 passed by Parliament on 5th November 2008</li> <li>• L.I. 1931 yet to be Gazetted</li> </ul>
<p><input type="checkbox"/> Hold Publicity and Media Events on the implications of the passage of the L.I.</p>	<p>Series of publicity and media events by the Hon. Minister, MLGRD&amp;E supported by HCS, the LGSS and LGSC to launch the passage of the LI1931 yet to be held.</p>

KEY RESULT AREAS AND KEY ACTIVITIES	PROGRESS TO DATE
<p><b>B. TRANSFER STAFF FROM THE CIVIL SERVICE TO THE LOCAL GOVERNMENT SERVICE (LGS).</b></p> <p>Issue Circular to Chief Directors, Regional Coordinating Directors and District Coordinating Directors to inform them of the status of staff of the Regional Coordinating Councils and Metropolitan, Municipal and District Assemblies as members of the Local Government Service with the launch of the new Service.</p>	<p><b>Transfer exercise in two Phases.</b></p> <p>Phase 1 – Transfer of existing staff in RCCs and MMDAs.</p> <p>Phase II – Transfer of Staff from the Decentralised Departments after the Completion of the Ministerial Realignment</p> <p>A Circular was issued on 19th May, 2008 by HCS to the Regional Coordinating Directors and District Coordinating Directors to inform them of the status of the staff of the Regional Coordinating Councils and the Metropolitan, Municipal and District Assemblies (MMDAs).</p>
<p>Submit up-to-date Staff List and Staff Profile of Regional Coordinating Councils (RCCs) and Metropolitan Municipal District Assemblies (MMDAs) to the Local Government Service Secretariat.</p>	<p>A Staff list of 27,471 with their profiles has been submitted to the Secretariat of the LGS.</p>

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<b>KEY RESULT AREAS AND KEY ACTIVITIES</b>	<b>PROGRESS TO DATE</b>
Developing Staffing Norms, Job Descriptions/Job Profiles for RCCs and MMDAs	<b>Staffing norms and job profiles/job descriptions exercise undertaken by MSD. Draft Document to be validated</b>
Organise Regional Sensitization Workshops to brief Regional and District Heads of Decentralised Departments and Heads of other Services/ Agencies/ Organisations at the Regional and District levels on the new Local Government Service structures and processes.	<b>Training of Trainers Workshop</b> Kumasi workshop in March <ul style="list-style-type: none"><li>• East Legon Guest House, Shiashie, Accra.</li><li>• Volta Regional Sensitisation Workshop held on 18th – 20th March, 2009 at Ho.</li></ul>

KEY RESULT AREAS AND KEY ACTIVITIES	PROGRESS TO DATE
<p><b>C. STRENGTHEN LOCAL GOVERNMENT SERVICE SECRETARIAT (LGSS)</b></p> <p>Find suitable office accommodation for the Local Government Service Secretariat.</p>	<p>Secretariat of the LGS is housed adjacent to the National Commission on Culture.</p> <p>DANIDA has supported the construction of a three-storey office block for the Local Government Service Secretariat.</p> <p>Project completed and inaugurated on 7<sup>th</sup> August, 2009</p>
<p>Establish Local Government Service Secretariat as a fully functioning cost centre.</p>	<p>The Secretariat of the LGS is progressively being made a cost centre. It is to become a fully functioning cost centre under the 2009 GoG Budget.</p>
<p>Review the functions, organogram, staff structure, skills mix, competencies and experience of the Local Government Service Secretariat to ensure that it is structured to deliver its Mission, Vision and Mandate.</p>	<p>The core functions, organogram, staff structure, skills mix, competencies and experience have been agreed upon</p>



<b>KEY RESULT AREAS AND KEY ACTIVITIES</b>	<b>PROGRESS TO DATE</b>
Staff the Local Government Service Secretariat in consultation with key stakeholders. This will include agreeing on a manpower ceiling and financial clearance	<p>Manpower level for staffing the secretariat of the LGS has been agreed in consultation with key stakeholders.</p> <p>The Secretariat has submitted application to OHCS for a manpower ceiling certificate.</p>
Transfer the Integrated Personnel-Payroll Database (IPPD) Unit as an integral part of the Secretariat's Human Resource Management Directorate (HRMD).	The Integrated Personnel-Payroll Database (IPPD) Unit has been incorporated into the Human Resource Management Directorate of the Secretariat of the LGS.
Design new Schemes of Service and Conditions of Service for the staff of the LGS in consultation with key stakeholders	<p>A new Scheme of Service is being developed and updated for the various classes within the LGS. This is being done with funding from the French Government.</p> <p>Draft condition of service developed</p>

**D. UNDERTAKE MINISTERIAL REALIGNMENT**

Organise meetings with Chief Directors and Heads of Decentralised Departments for briefing on Ministerial Realignment.

Inaugural Meeting held on 12th March, 2008 with Chief Directors and Heads of Decentralised Departments and Realignment Task Force established

Commence Realignment Task Force assignment with Heads of Decentralised Departments on proposed plans to allocate functions, relationships, communication responsibilities, budgets, staff and logistics to the national, regional and district levels of Government.

A series of in-house workshops facilitated by MSD/ OHCS held with the six Ministries and the seventeen (17) Decentralised Departments

Hold Validation Workshops to evaluate the Ministerial Realignment options

Validation Workshops held as follows:

- Ministry of Local Government, Rural Development and Environment (MLGRD&E) and its Departments held at Coconut Groove Regency Hotel, on 30th October 2008.
- Ministry of Manpower, Youth and Employment and its Departments held at Novotel Hotel, on 3rd December, 2008.
- Ministry for Food and Agric & Transport and their Departments held at on 18th December, 2008.
- Ministry of Water Resource, Works and Housing and its Depts. held at Alisa Hotel, Labone, on 23rd Dec. 2008.
- The Validation Review of the outcomes of the Ministerial Realignment workshops held on the 24th November, 2008 & 19th December 2008 with key stakeholders at Manet Hotel Ada-Foah.
- The validated outputs served as inputs

to the development of the Ministerial Realignment Model Structures. The Model Structures includes the following features:

*The core mandate of the sector Ministries defined by the Civil Service Law: Policy, Planning, Monitoring And Evaluation Research, Statistic And Information Management Strategic Human Resource Development and Management Finance and Administration The Central Strategic Services and Staff of the Decentralized Departments which are to be maintained at the national level of Government and the 2<sup>nd</sup> Phase of the Transfer of the Decentralized Departments' staff from the Civil Service to the Local Government Service will be delivered when the Inter-ministerial Coordinating Committee has considered and approved the report.*

The details are contained in the Ministerial Realignment Model Structures Document.

Staff list and Staff Profile of the Decentralized Departments to the LGSS.

Staff list and Staff profiles of the Decentralized Departments are to be submitted to the Secretariat of the Local Government Service upon approved by the Inter-ministerial Coordinating Committee.

Prepare and publish documentation of the structures and processes on the operationalisation of the Local Government Service.

Each of the Ministerial Realignment Assignment has been appropriately documented.

KEY RESULT AREAS AND KEY ACTIVITIES	PROGRESS TO DATE
<p><b>E. APPROVE AND IMPLEMENT INTER-GOVERNMENTAL FISCAL DECENTRALISATION FRAMEWORK.</b></p> <p>Submit Draft Inter-governmental Fiscal Decentralisation Framework and Institutional Arrangements for Cabinet's consideration and approval.</p>	<p>Cabinet approved the Framework in March 2008 and thereby satisfied the MDBS trigger.</p>
<p>Establish Inter-ministerial Coordinating Committee to oversee the implementation of the key components of Ghana's Decentralisation Programme - policies, management, administration, legal, financial, payroll etc.</p>	<p>Not yet established</p>

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<p>Establish a Unit to provide a focused, consistent and collaborative approach to implement the Intergovernmental Fiscal Decentralisation Framework.</p>	<p>Not yet established</p>
<p>Develop Budget Guidelines for Composite Budgeting to be used in 2009 as basis for funding Metropolitan Municipal District Assemblies.</p>	<p>Guidelines for the implementation of the Composite Budgeting developed but yet to be operationalised by MOFEP.</p>

<b>KEY RESULT AREAS AND KEY ACTIVITIES</b>	<b>PROGRESS TO DATE</b>
<p>Implement the District Development Facility (DDF) in 2008.</p>	<ul style="list-style-type: none"> <li>• 1st Assessment of MMDAs using FOAT conducted in 2008</li> <li>• Steering Committee approved results of the FOAT Assessment in April 2008</li> <li>• Formulation for allocation of DDF approved in October, 2008</li> <li>• GOG contribution of GH¢10.00m transferred to the facility.</li> </ul>



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<b>KEY RESULT AREAS AND KEY ACTIVITIES</b>	<b>PROGRESS TO DATE</b>
Develop, cost and seek funding to operationalise Ghana's Inter-governmental Fiscal Decentralization Framework.	Implementation Plan developed and costed in March 2008.  Seeking funding to operationalise Framework.

### 3. THE WAY FORWARD

The essential next steps identified to ensure successful implementation of the Road Map include:

- 1) Political leadership and direction (sustained) by the Hon. Minister of Local Government, Rural Development and Environment for the implementation of the Road Map.
- 2) Political Leadership by the <sup>Quresh Bener</sup> ~~Minister of Local Government~~, Rural Development and Environment to facilitate buy-in of the implementation of the Road Map by ~~his colleague ministers~~.  
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- 3) Sustained sensitization and publicity programmes by the Ministry of Local Government, Rural Development ~~and Environment~~ <sup>to</sup> elicit acceptance and support of the staff of the new service for the Decentralization process.  
*to*
- 4) Establish the Ministerial Coordinating Committee on decentralization to oversee the implementation of the key components of the Programme.

- 5) The understanding and willingness of Metropolitan/Municipal/District Chief Executives to embrace and work with staff transferred to the Local Government Service.

6) With the Passage of the Legislative Instrument, District Chief Executives are encouraged to hold regular consultative and coordinating meetings with Heads and Staff of Decentralized departments to elicit their willingness to belong to the Local Government Service.

- 7) DCES are also encouraged to establish consultative and cooperative working relationship with other services especially the Health, Education and Forestry Services as provided in Act 2003, Act 656.
- 8) OHCS and LGSS to work collaboratively and cooperatively in the decoupling exercise.

## 4. CONCLUSION

Decentralization is a process. It involves the transfer of functions, powers responsibilities, competence and resources from the centre to local government in a coordinated manner.

The 1992 Constitution and subsequently various other legislations indicate national commitment to decentralization.

If managed well the process has the potential to:

- Make Democracy a Reality
- Promote Local Social and Economic Development
- Reduce Poverty and increase the choices of the people.

The tasks ahead are demanding. To carry out in a proper and timely manner is a major challenge to all stakeholders in terms of leadership and decision making, manpower inputs and funding.

Require the willingness of both the Central and Local officials to make the journey smooth.