



LOCAL GOVERNMENT SERVICE BULLETIN

Decentralisation, Democracy, Development



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BI-ANNUAL BULLETIN

OUTDOORING OF LGS CLOTH



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VISION MISSION AND OBJECTIVES OF THE SERVICE

VISION : A World Class Decentralised and Client Oriented Service.

MISSION: To support Local Government to deliver value for money services through the mobilisation, harmonisation and utilisation of quality human capacity and material resources to promote local and national development.

MOTTO : Decentralisation Democracy Development.

OUR CORE VALUES: Accountability and Impartiality, Client-Oriented, Creativity, Diligence, Discipline, Equity, Integrity, Innovativeness, Timeliness, Transparency,

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EDITORIAL

STEP BY STEP THE VISION OF THE ADMINISTRATIVE DECENTRALISATION IS BEING ACHIEVED

The Local Government Service Act, 2003 (Act 656) and Local Government Departments of District Assemblies (Commencement) Instrument, 2009 (L.I. 1961) have been passed thereby providing the key legal framework for Administrative Decentralisation. Specifically, the L.I. 1961, facilitated series of changes i.e. staff were symbolically transferred from the Civil Service to the Local Government Service (LGS), functions have been transferred from Central Government to Local Government, Composite Budget has been introduced at the Metropolitan, Municipal and District Assembly (MMDA) level, and Departments of the Assemblies are being established. Is that all there is to the Administrative Decentralisation process? Addressing the under-listed probing questions would expose us to other dimensions of the process.

- *What are the implications?*
- *What are the expectations?*
- *What are the challenges?*

The realisation of the vision implies greater responsibility at the

local level with well-defined priorities. The priorities have been captured in the MMDAs' Medium Term Development Plan (MTDP) and in principle backed by the needed resources. Departments with the responsibility to implement must therefore take the lead supported by staff with the requisite knowledge and skills. Human Resource Management (HRM) is essential and for this reason, records of the said transferred staff needed to be properly transferred to the Service as a matter of urgency to permit periodic update. In anticipation of that, the Service, with the support of the European Union, is building a Service-wide Human Resource Management Information System (HRMIS), which is a database of staff records. The database is to ensure among other things that, staff progression, welfare and exit are properly managed. It is also to ensure a fair distribution of requisite skills mix within the two hundred and sixteen (216) MMDAs across the country.

Again, the public expects services to be delivered timeously, courteously and in a transparent manner. For this reason, the

staff of the Local Government Service are being challenged to meet the expectations of the public amidst inadequate resources. The inadequacy of resources therefore calls for innovativeness, creativity and continuous participatory engagement of the public we serve. Such engagement would also help map out strategies to overcome the challenges in service delivery. The challenges associated with service delivery have necessitated the development of comprehensive service delivery standards in collaboration with many stakeholders. The standards are to guide the relationship of all staff and clients with the ultimate aim of ensuring the satisfaction of the latter, which is our prime concern. Client satisfaction should give practical expression to the Service's Vision of creating "A World class Decentralised and Client Oriented Service".

Finally, our unrelenting march towards Decentralisation in a Democratic dispensation should naturally facilitate the much anticipated Development as our all encompassing vision.

MESSAGE BY THE HEAD OF LOCAL GOVERNMENT SERVICE

As the year 2014, gradually moves to a close the Local Government Service Bulletin is happy to bring to our cherished readers the full text of his message;



Dr. Callistus Mahama
Head of Service

Ladies and gentlemen,

The year 2014, has been momentous one filled with both successes and challenges as we worked together with the sole aim of achieving our mandate “to secure effective administration and management of local government in the country”.

As a Service, we stand tall among others as many significant milestones have been reached this year. Prominent among them were firstly, a comprehensive scheme of service detailing entry, qualification, progression and exit of all staff within the twenty-seven (27) professional and sub-professional classes has been developed.

Secondly, a manual for service delivery standards has been developed which basically manages the relationship of our cherished clients and the staff of the Service. Such relationship is predicated on enhancing the satisfaction of clients as we strive to achieve our Vision of establishing a “World Class Decentralised and client Oriented Service”.

Thirdly, staffing norms, which seek to ensure the optimisation of labour within the Service, was developed. The staffing norms establish the minimum and maximum members of staff needed by each department for the accomplishment of its task. Additionally, Human Resource Management Information System (HRMIS) has been established. The purpose is to enhance efficient and effective human resource management in assisting management to make informed decisions on staff.

Finally, to protect the HRMIS data and other sensitive materials, the Service has come

out with an Information Technology (IT) Policy with the aim of protecting and regulating the use of the Service’s staff data.

In another development, the Service organised lots of capacity building workshops and training sessions with the support of our benefactors. To this end, it would be appropriate as a Service to acknowledge the invaluable role and support we received from all our benefactors and also to say thank you. For lack of space few of such benefactors could be mentioned i.e. the Royal Danish Government, the World Bank, the Canadian Government, the European Union, the Federal Government of Germany (GIZ) among countless others. It is my hope and prayer that the warm relationship would attain unprecedented heights in 2015.

The above successes were not achieved without challenges; however, such challenges were circumvented with the avowed determination of leadership to

succeed in the face of such mounting challenges. For this reason, some unpleasant decisions in your estimation might have been taken. However, such decisions should be understood and appreciated in the context that they were taken for the good of the Service devoid of any personal animosity.

Having said the above, I think as Head of Service, I have every reason to say Bravo to all the hard-working staff of the Service for the good work done and those found wanting should gird their loins in 2015. Furthermore, I am optimistic that 2015 would witness the Service moving to even higher pedestal as we collectively map out strategies to consolidate our collective strengths to overcome our weakness, ceasing all the opportunities that would come our way and frontally confront all the threats which may be embedded in 2015. Such a deterministic posture

has a sole aim of achieving greater laurels for the Service and the nation as a whole. For this reason, we should eschew complacency as a Service in 2015.

Please, permit me to state emphatically that I would not rest on my oars but would unrelentingly continue to do my utmost best to provide staff with the requisite tools, training, encouragement and motivation needed to create a congenial working environment at the Secretariat, Regional Co-ordinating Councils (RCCs), Metropolitan, Municipal and District Assemblies (MMDAS).

Finally, let me take this unique opportunity to wish you all a Prosperous 2015!

Thank you.

TRAITS AND BEHAVIOURAL LEADERSHIP THEORIES

Leadership in its simplest term is the ability of a person or group of persons to influence another person or group of persons with the view to achieving specific goal(s). The effectiveness of a leader in this regard, is the degree or level of influence the leader may have over his followers. The power to influence could also stem from one's designation within society either formally or informally. Public Administrators/Managers i.e. Chief Directors, Coordinating Directors, Directors and Supervisors among others, influence their constituencies by virtue of their positions backed by law, which is the formal.

The informal leadership to a large extent fits into our traditional administration, where traditional

rulers by virtue of the entrenched belief system(s) or cherished values have the power to influence their people. In other words, their followers voluntarily submit to their leadership. Similarly, opinion leaders could also have informal influence over their cohorts in terms of providing leadership during critical situations.

Leaders are generally supposed to have special qualities like intelligence, charisma, decisiveness, enthusiasm, strength, bravery, integrity and self-confidence, to mention but a few. The above qualities have fuelled the debate as to whether leaders are born or nurtured. This debate has seen the emergence of two diametrical theories namely, Traits and Behavioural, which are of interest to our present discussion.

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OUTDOORING OF LOCAL GOVERNMENT SERVICE CLOTH

The Local Government Service' (LGS) organisational cloth was officially outdoored by the Honourable Minister for Tourism, Culture and Creative Arts (MOTCCA), Mrs. Elizabeth Ofosu-Agyare with the support of Hon. Julius Debrah, the Minister for Local Government and Rural Development (MLGRD). The function took place on 26th June, 2014 at Dodowa in the Shai Osudoku District of the Greater Accra Region. The outdooring formed part of national initiatives meant to promote and project the unique and rich Ghanaian culture and identity through the use of local fabrics and designs.

Local Design and Patronage

The LGS' cloth is beautifully designed in the rich Ghanaian colours of red, gold, green and black and is printed on Woodin fabric with the LGS Logo boldly displayed in it to project our identity. Additionally, the cloth was produced by GTP, an indige-



Mrs. Elizabeth Ofosu-Agyare, Minister for MOTCCA

nous Ghanaian company.

In her address, Mrs. Elizabeth Ofosu-Agyare indicated that, the initiative was in line with a campaign her Ministry had embarked upon to encourage Ghanaians to patronise made-in-Ghana goods. That campaign she said, received a boost when the President, His Excellency John Dramani Mahama, in his State of the Nation Address in February, 2014, appealed to Ghanaians to develop the taste for locally made goods for many and varied reasons.

According to her, patronising made-in-Ghana goods had added advantages of providing employment to the citizenry, reviving the ailing and defunct industries and more importantly, improving our economy. She also noted that "we can only promote what we have as a nation, when we appreciate and proudly use them". To this end, she commended the management of the Local Government Service for the laudable initiative and further encouraged the staff to

move from wearing the cloth only on Fridays, to wearing it at least twice a week.

Legislative Instrument 1961

Mrs. Elizabeth Ofosu- Agyare further intimated that, with the promulgation of the Local Government Departments of Districts Assemblies (Commencement) Instrument, 2009 (L.I.1961), which had facilitated the integration of staff of the decentralised Departments into the District Assemblies system, it was important for the Service to carve a new and unique identity for itself.



Hon. Julius Debrah, Minister for MLGRD

The Minister for Local Government and Rural Development, Hon. Julius Debrah, on his part reminded the staff of the important role they played in the decentralisation process of the country and for that reason en-

couraged them to give off their best in the performance of their duties.

Conclusion

The Head of Service, Dr. Callistus Mahama, was excited about the realisation of that long awaited dream of branding the Service. He thanked staff who had travelled from far and near in their beautifully designed attires to be part of the ceremony. The well attended programme was chaired by Nene Okukrubour Teye Kwesi Agyeman V, the Chief of Numeisi in the Shai Osudoku District.

Finally, the Staff showcased their beautifully tailored clothes in a well-choreographed catwalk.



Dr. Callistus Mahama, Head of Service

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Traits and Behavioural Leadership Theories

Traits Theory of Leadership

The Traits theory, posits that leaders are in fact born and not nurtured. For this reason, if your lineage is devoid of any celebrated leader, then you are not likely to have leadership traits or could not possibly be a leader. To put it differently, leaders should have some innate qualities differentiating them from non-leaders. The protagonists of this theory believe that critical examination of the core personality traits could serve as the basis to predict the effectiveness of a leader. Further to that, it could also help organisations in their training needs assessment of staff in terms of who should be trained as leader and who should not.

Essentially, leadership was seen as unique hence it should be the preserve of special individuals. To this end, the traits theorists dispute the omnibus leadership discourse as advocated by the behaviouralists. Furthermore, the traits protagonists, believe that such special individuals possess leadership qualities which were immutable, hence any attempt to inculcate such qualities into non-born leader(s) could equally be a non-starter. To the traits theorists, Great Leaders are born and in fact lead their followers by divine inspiration. This therefore, fits into what was called the "*Great man Theory of Leadership*", which predicated leadership skills in a scenario of genetic transfer from one generation to another. The traits leadership has some semblance of our traditional leadership style, where certain royal families or gates have inalienable rights to lead the traditional communities irrespective of whether the candidate has the qualities of a good leader.

Behavioural Leadership Theory

A contrast to the above is the behavioural theory of leadership, which says leaders could be nurtured to assume leadership positions. Performance of a specific role based on the individual's behaviour could influence others. By this theory, anyone could become a leader, through either a well-tailored academic training or by any other forms of training and right exposure. Such training programmes have indeed churned out good and outstanding leaders without any of them having Great Leaders ancestries or connections.

To buttress the above, a scientific means is now in place to help identify potential leaders through psychometrics measurement. The psychometrics process helps to measure one's leadership potentials or as a means to separate leaders from non-leaders. In other words, it is basically, a psychological measurement of knowledge, abilities, attitudes and personality traits.

To sum up, behavioural theorists disagree with the notion that leaders are born hence they have certain inherent traits or capabilities to lead. To behavioural theorists leadership should be situated in a system-wide scenario where response of an individual to a particular situation could determine whether he/she is a leader or not. The particular situation here does not limit the horizon of behavioural theorists to only situational leadership style but it includes all the other styles of leadership such as transformational, Laissez-faire, Autocratic/ Boss-centred, Subordinate-centred, Charismatic and Visionary among others.

...To be continued in the next Edition

GHANA INTERNALLY-GENERATED FUNDS TECHNICAL SUPPORT (GIFTS) PROJECT

The Ghana Internally Generated Funds Technical Support (GIFTS) Project is aimed at enhancing revenue mobilisation in the Metropolitan, Municipal and District Assemblies (MMDAs). The project was officially launched on 11th September, 2014 in Accra. It was attended by the Minister of Local Government and Rural Development, the Canadian High Commissioner, the leadership of the Local Government



Participants at the GIFTS launch in Accra

Service Secretariat, officials from Amplify Governance (a Canadian firm) and representatives from the beneficiary MMDAs.

The project is jointly funded by the Canadian and Ghana Governments aimed at strengthening MMDAs' ability to improve their Internally Generated Fund (IGF) with the use of modern technology. The project is being implemented by Amplify Governance in collaboration with the Local Government Service Secretariat. Amplify Governance is to establish a database for the purpose of expanding the tax frontiers. The first phase of the project is currently on-going and covers a period of twenty-four (24) months

(2014-2015). The three (3) beneficiary Municipalities are: Hohoe (Volta region), Savelugu-Nanton (Northern region) and Sunyani (Brong Ahafo region). Sensitisation programmes have been organised for citizens in the various communities within the above Municipalities.

The first year of the implementation process had witnessed a lot of successes as acknowledged during the recent Steering Committee meeting as depicted by the table below. A number of properties had been discovered, numbered, valued and businesses registered, all aimed at expanding the tax net to cover businesses and individuals who hitherto escaped tax payment.

MMDA	NUMBER OF PROPERTIES DISCOVERED, NUMBERED AND NUMBERED	NUMBER OF BUSINESS REGISTERED
Hohoe	8000	714
Savelugu-Nanton	6500	675
Sunyani	5000	1200

The successful completion of the first phase would justify the expansion of the project to other interested MMDAs.

LGS CLOTH OUTDOO



DRING IN PICTURES



SERVICE DELIVERY STANDARDS AND PERFORMANCE MANAGEMENT SYSTEM: A MECHANISM FOR SUSTAINABLE QUALITY SERVICE DELIVERY IN THE LGS

Introduction

Since 2012, the Local Government Service (LGS) has been engaged in a process of developing acceptable Service Delivery Standards (SDS) and establishing a universal framework for operationalising these standards within a robust Performance Management System (PMS) particularly at the Metropolitan, Municipal and District Assembly (MMDA) level. This has been in the context of the LGS' desire to consciously and systematically improve its capacity so as to remain motivated in delivering efficient, effective, timely, and quality services to the citizenry and also in accordance with the provisions of the Local Government Act, 2003 (Act 656), which enjoins the Service to:

- Set performance standards within which the District Assemblies (DAs) and Regional Coordinating Councils (RCCs) shall carry out their functions and discharge their duties;
- Monitor and evaluate performance standards of the District Assemblies and Regional Coordinating Councils.

MMDAs in particular, as established, have been assigned a wide range of responsibilities, including ensuring effective administration and management of local government, provision of basic social services and infrastructure in areas such as housing, education, health, water & sanitation, waste management, agriculture, roads and environmental activities.



Now, LGS has in place well-accepted and integrated Service Delivery Standards (SDS) and a comprehensive Performance Management System (PMS) which will be consistently effected, managed, monitored, evaluated and reported on, to ensure that expected benefits are derived.

Service Delivery Standards (SDS)

The Service Delivery Standards are the LGS' commitment as the duty bearer, to a minimum and measurable level of performance that the citizenry, who are the rights holders, can expect. They are mechanisms by which transparency, accountability and mutual trust would be ensured between the LGS and the citizenry in service delivery.

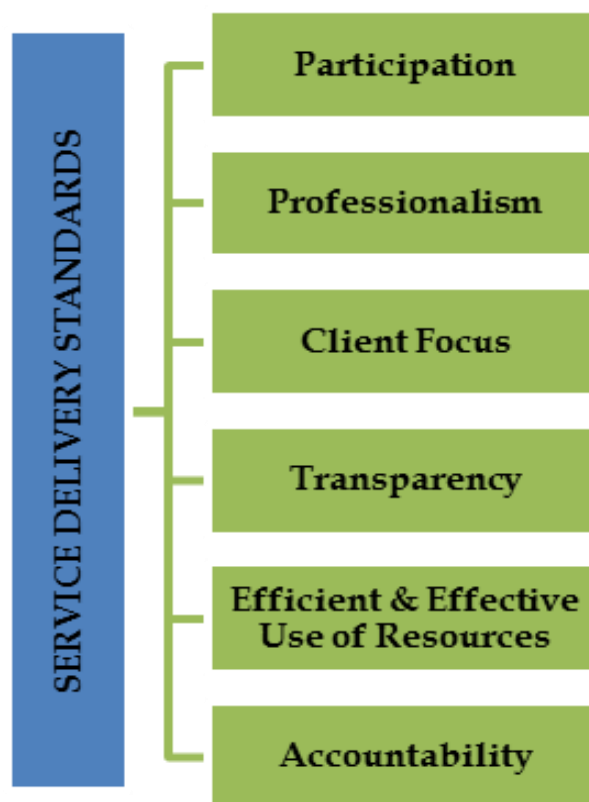
The Service Delivery Standards were developed in a participatory manner with key stakeholders from the RCCs, MMDAs, Non-Governmental Organisations (NGOs), Civil Society Organisations (CSOs) and the Public Services Commission (PSC). The SDS are to serve two key purposes of providing staff with performance targets and informing clients about

what to expect in terms of timeliness, quality, quantity, and cost of services to be provided and also redress mechanisms when unsatisfactory or unacceptable services are offered.

Key features of the SDS are that, they are relevant to clients or the citizenry, consistent across the Service, based on consultation, measurable, ambitious but realistic and transparent. SDS has since been endorsed by the LGS Council and is subject to continuous update.

Below are the six (6) SDS developed :

- 1) **Participation** - 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 within the LGS.
- 2) **Professionalism** - the demonstration of requisite skills and competencies, and the ability to adapt best practices in the delivery of services to the satisfaction of the clients whilst adhering to ethical standards.
- 3) **Client Focus** - using clients requirements to prioritise and consistently develop affordable and accessible services in a timely manner.
- 4) **Transparency** - 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.
- 5) **Efficient And Effective Use Of Resources** - 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.



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

Performance Management System (PMS)

The PMS, as developed based on the SDS, is a systematic process for improving general performance by developing the individual performance of staff and teams to enhance productivity, develop competencies, increase job satisfaction and achieve the full potential of staff and the Service as a whole. It aims at having in place predictable, effective and efficient system for planning, implementing, monitoring, evaluating and reporting on performance of LGS employees.

The LGS Performance Management System involves the following key elements:

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Service Delivery Standards and Performance Management System



- Planning and agreeing on what needs to be done;
- Doing what has been agreed to be done;
- Checking and monitoring performance information and identifying opportunities for improvement;
- Reviewing what has gone well or not so well;
- Acting on the information and making any necessary changes and
- Reporting on progress and outcomes.

Benefits of Integrating/Linking SDS and PMS

Linking the Service Delivery Standards to Performance Management System provides the benchmark for measuring and managing the performance of the LGS. The under-listed benefits will be derived by the LGS especially the MMDAs:

- a) Services will be improved and delivered at a reduced cost by: Refocusing services on clients; providing management the flexibility to respond to the needs of clients; developing proper incentives to promote innovation and con-

tinuous improvement; and monitoring and analysing performance against realistic targets and standards.

- b) Governance generally, and management in particular, will improve by: Promoting partnerships for delivering quality clients service; providing the means to measure service performance and costs in a reliable manner; and providing meaningful information on the content, value and method of service delivery; using performance and client satisfaction information to guide operational decisions to improve service standards and actual performance on a continuous basis.

Implementation of the SDS and PMS

Realisation of the much needed and desired successes and benefits of the SDS and PMS depends heavily on all stakeholders. For this reason, the Head of the Local Government Service in particular is to provide overall leadership; Regional Coordinating Directors (RCDs) to assist the Coordinating Directors and Directors at MMDAs level to facilitate a high performance culture by setting Key Performance Areas and Indicators, participate in assessment and finally to provide feedback.

As an initial step, the Performance Agreement Contract between the Honourable Regional Ministers and Regional Co-ordinating Directors for 2015 has been prepared and would be signed in January, 2015.

UPGRADING HUMAN RESOURCE AT LEDZOKUKU- KROWOR MUNICIPAL ASSEMBLY

The Ledzokuku-Krowor Municipal Assembly (LEKMA) has within a year, carried out series of capacity building programmes to upgrade the skills of both senior and junior staff. This move was based on results of earlier training needs assessment conducted by the Human Resources Department of LEKMA in collaboration with management. It is also in fulfillment of some recommendations made during the 2012/2013 Functional Organisational Assessment Tool (FOAT) exercise. Areas where some staff were lagging behind were identified and consequently, training programmes were arranged to address these short-comings to enable them increase productivity. All the training programmes took place at the LEKMA Assembly Hall.

LEKMA STAFF UNDERTAKE ICT TRAINING

The Management Information System unit of LEKMA in collaboration with the Human Resource Department organised a three-day training in Information and Communication Technology (ICT) from 9th to 11th July, 2014 to broaden the knowledge base of staff.

The participating departments included the following: the Information Department, Births and Deaths Registry, Social Welfare Department, Town and Country Planning, National Commission on Civic Education, Marriage Registry, Agricultural Department, Roads Department, Education Department and National Disaster Management Organisation.

At the training, participants were introduced to Microsoft Word, Excel and Power Point.

HEADS OF DEPARTMENTS AND SENIOR STAFF RECEIVE TRAINING ON COMMUNICATION

A two-day training programme was also organised

by the Assembly on “Communication – as a Tool for Effective Management” between 11th and 12th August, 2014 for heads of departments and units as well as senior staff of the Assembly. The purpose was to improve upon the channels of communication. A total of forty-nine (49) heads of departments and senior staff attended the training. They were made up of twenty (20) females and twenty-nine (29) males.

Some of the topics treated included: the meaning of communication, medium of communication, written communication, verbal communication, channel of communication within the Local Government Service. The facilitator of the programme was Mr. Edwin P.D. Barnes, former Chief Director of the Office of the Head of Civil Service (OHCS).

REMARKS FROM MCE AND MCD ON THE CAPACITY BUILDING WORKSHOPS

The Municipal Chief Executive (MCE), Hon. Seth Badu-Tawiah, said management deemed it necessary to regularly update the skills of staff. The Acting Municipal Co-ordinating Director (MCD), Mrs. Moira Nancy Ewa, was also appreciative of the support and discipline exhibited by participants and was optimistic that, these training programmes would be beneficial to the work of the Assembly.



Mrs. Moira Nancy Ewa- AG. MCD of LEKMA, interacting with some participants

HEAD OF SERVICE PAYS WORKING VISITS TO ACCRA METROPOLITAN ASSEMBLY (AMA) AND TEMA METROPOLITAN ASSEMBLY (TMA)

On Thursday 23rd October and Monday 3rd November 2014, the Head of Service, Dr. Callistus *Mahama*, the Chief Director Mr. J.M. *Dasanah* and two sets of Directors of the Secretariat paid working visits to Accra Metropolitan Assembly (AMA) and Tema Metropolitan Assembly (TMA). After exchanging of pleasantries with the Metropolitan Chief Executives, Dr. Alfred *Okoh Vanderpuye* and Mr. Isaac *Odamtten*, the Head of Service and his team met with the heads of the decentralised and some deconcentrated departments and units.

The Head of Service, in his address, noted that the Secretariat had been preoccupied with the issues of the distant Assemblies to the detriment of the closer ones like AMA, TMA and others. He therefore, said his visits were both indication and assurance that equal attention would now be paid to the nearby Assemblies as well.

Challenges of AMA and TMA

Dr. Mahama further intimated that the population of Accra and Tema outweighed the resources available to these Assemblies to manage their service delivery despite all the efforts being put in. In view of that, it was regrettable that these efforts in the midst of multiplicity of challenges were mirrored into the public domain negatively as non-performance to put it bluntly. He stated that in his estimation, the two (2) Metropolitan Assemblies were doing well because he was privy to the challenges facing them. To this end, he solicited the support of all and sundry i.e. Corporate Bodies, Development Partners (DPs) and Public-spirited Individuals to assist the Assemblies in resource mobilisation to address some of these hydra-headed

challenges. He also encouraged the staff to strengthen their team spirit and organisational cohesion for the achievement of the Assemblies' mandates.

However, he reminded the leadership that the welfare of the staff should be put on a high pedestal as the Assemblies strived to achieve their mandates.

Professional Ethics

On the issue of professional ethics, Dr. Mahama, advised the staff to desist from granting media interviews unless they were mandated to do so. This word of caution he said, should be understood and appreciated in the context that, such media engagements had the propensity to compromise our political neutrality as public servants. Apart from that, such interviews could sometimes compel the Assemblies to invest their precious time, energy and resources to do damage control because the opinion expressed may not be the official position.

Reporting Relationships

On reporting relationships, the Head of Service stated emphatically that all the new lines of communication should be followed in the pursuance of their duties to ensure the smooth running of the administrative machinery. In case of workplace conflicts which may be inevitable as human institutions, staff should exhaust all local remedies before bringing it to the attention of the Secretariat.

Service Delivery

The issue of service delivery was not left out; heads of departments were informed that a service delivery standards manual had been developed. The manual had set the required standards or checklist

for the general public to judge the performance of the Assemblies.

Promotion and HRMIS

Promotion of staff was equally given the needed attention. Dr. Mahama explained that it was the responsibility of the Regional Co-ordinating Councils to compile the list of all staff due for promotion for his consideration. To this end, individuals should desist from sending applications for promotion directly to the Secretariat.

AMA was also singled out for commendation by the Head of Service for the excellent manner the Assembly was operating the pilot Human Resource Management Information System (HRMIS). The system had helped management to make informed decisions on human resource issues.

Attention was again drawn to the revised Scheme of Service (SOS), which came into effect on 1st of October 2014. Dr. Mahama asked all the staff, in their own interest, to familiarise themselves with the document.

Staff Development

Staff development, he noted, was a positive thing for every organisation but, it should be done properly. By that, all academic programmes being undertaken by members of staff should be relevant to the needs of the Service and should have served the required number of years. On the issue of weekend courses, Dr. Mahama, advised staff to seek permission because such information could help the Service in human resource planning. Finally, the staff were advised to refrain from backbiting and gossiping which might have the potential of destroying a hitherto congenial working atmosphere.

Open Forum

During the open forums, a humble appeal was made to the Central Government for financial as-

sistance in tackling waste. It was noted that the appeal had become necessary because it was that single service which took the bulk of the Internally Generated Fund (IGF). Furthermore, dumpsites, decongestion exercises, accommodation for all the decentralised departments, wage bill of casual labourers, border demarcation issues were all formidable challenges which required colossal amounts of resources to address them.

Other issues raised included the request for categorisation of sanitation as a development item to remove the current limit placed on it under recurrent expenditure. Again, there should be a cap on casual workers employed through IGF as substantial portion of the Assemblies' revenue went into such payments. Staff also called for the restructuring of training courses in the Service to benefit all members of staff. They asked about the criteria for the selection of Heads of Departments. Staff were also concerned about four batches of Environmental Health Officers who had not been appointed yet.

Conclusion

The Head of Service assured the staff that some of their concerns had already been worked on. He cited the example of a Governmental Committee set up to address the border issues. The finalisation of the Committee's work according to him might necessitate all the Assemblies having new Legislative Instruments (L.Is) re-establishing them.

He also mentioned that the Institute of Local Government Studies was starting courses in various levels in Local Government Administration which would be opened to all.

The staff expressed their profound gratitude to Head of Service and his team for such thought provoking staff durbars and humbly requested for more of such warm interactions.

THE SECOND CONFERENCE OF COORDINATING DIRECTORS

A two (2) day Conference of Co-ordinating Directors under the theme: “**Deepening Administrative Decentralization: the Role of Local Level Players**” was held in, Koforidua, the capital of Eastern Region, from 13th to 14th of November 2014. The Conference was attended by Co-ordinating Directors from the two hundred and sixteen (216) Metropolitan, Municipal and District Assemblies (MMDAs), the Local Government Service Secretariat (LGSS) staff as well as the 10 Regional Co-ordinating Directors. Other dignitaries invited were the Eastern Regional Minister, Hon. Antwi Boasiako Sekyere, the Chairman of the Local Government Service Council (LGSC), Mr. F. N. Andan who also



Dr. Callistus Mahama, Head of Service

chaired the function, the Head of Civil Service, Nana Agyekum Dwamena and representatives from Ministries, Departments and Agencies (MDAs).

The Chairman, in his acceptance speech, indicated that the Co-ordinating Director plays a pivotal role between the Government and the citizenry. He further said such a Conference creates a fo-

rum for participants to share ideas and professional experiences. To this end, he urged the participants to make good use of the opportunity offered by the Conference.

In a welcome address, the Eastern Regional Minister reiterated the fact that the private sector was the engine of growth. However, he was quick to say that, that statement would not be true without a functioning Public Service. For this reason, this Conference was a step in the right direction. The discussion on the role of the local level players was also very appropriate.

The Head of the Local Government Service, Dr. Callistus Mahama informed participants that the Conference had three (3)



Mr. F.N. Andan, Chairman of LGSC



Nana Agyekum Dwamena, Head of Civil Service

main objectives, which were:

- To inform participants of government policies and programmes in relation to Administrative Decentralisation;
- To sensitise participants on the protocols that have been developed to enhance the management of the Local Government Service and
- To give feedback on the effective implementation of programmes and activities within the Service.

The Head of Civil Service, Nana Agyekum-Dwamena in a brief solidarity message, indicated that, the Civil Service had always lent its support to the Local Government Service and such support would continue. He then launched the protocols that had been developed by the Service.

Government Policies and Programmes in line with Administrative Decentralisation

Dr. Callistus Mahama informed participants about the policies and programmes in line with Administrative Decentralisation. These included efforts to complete office accommodation for the newly-created MMDAs, the re-drafting of the Legislative Instrument (L.I.1961). Furthermore, the integration

and establishment of departments at the MMDAs level, the completion of a human resource management information system, the implementation of a performance management system, compensation of staff and the implementation of the integrated budget system (composite budget) as well as the appointment of substantive Co-ordinating Directors for all MMDAs are being pursued vigorously. He summed up that in all these policies and programmes, the role of the Co-ordinating Director was very crucial.

Sensitisation on the Protocols of the Local Government Service

A number of new protocols had been developed and existing ones had also been reviewed to accommodate current trends. The Directors of the Secretariat walked the participants through the under-listed protocols:

- The Scheme of Service
- The Code of Conduct
- The Service Delivery Standards
- The Service Delivery Standards and Performance Management Systems
- The Staffing Norms
- The Medium Term Development Plan.



A Coordinating Director making a contribution during the open forum section

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The Second Conference of Coordinating Directors

Conclusion

Dr. Callistus Mahama highlighted the challenges confronting the smooth implementation of Administrative Decentralisation which included inadequate resources, unnecessary bureaucracy and

attitudinal change. Finally, he expressed his appreciation to the Co-ordinating Directors for their hard work and encouraged them to continue to educate themselves of the protocols so that they could operationalise them effectively.



A group photograph of participants at the second Conference of Coordinating Directors—Koforidua, Eastern region



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