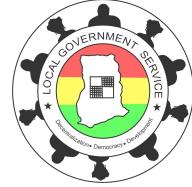




LOCAL GOVERNMENT SERVICE



ROADS DEPARTMENT
OPERATIONAL MANUAL

**Establishment, Operationalization and Management for the Metropolitan
and Municipal Assemblies (MMAs)**

November, 2018

FOREWORD

The core mandate of the Local Government Service (LGS) is to “secure effective administration and management of Local Government in the Country”.

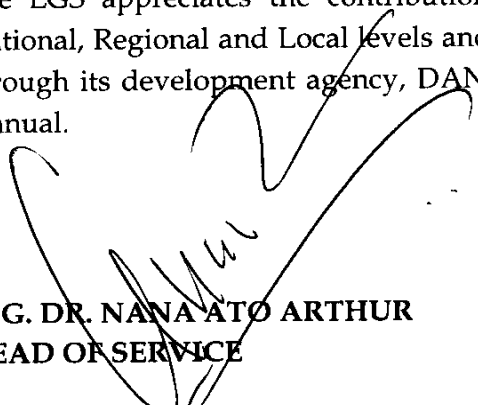
The L.I 1961 has spelt out the various functions of each Department at the MMDA level. However, there are operational differences in the performance of functions by Departments of the MMDAs and this has resulted in the lack of consistency in the operations of the Departments.

The LGS as part of its functions of implementing administrative decentralization has developed this Operational Manual for the Roads Department. It aims at complimenting other LGS protocols in streamlining functions of the Department across all MMAs, assigning specific functions and responsibilities to technical staff in the Department and providing a basis for the appraisal of technical staff across the Service.

The Operational Manual thus, has been carefully designed depicting the mandate of the Department, its Units and Sections; the services the Department renders; the communication and reporting relationship of the Department in relation to the MMA, RCC and National level Institutions; and the qualifications, skills and competencies required for the various levels of positions within the Department.

It is the expectation of the LGS that this document will facilitate the co-ordination and integration of operations of the Department, reduce significantly duplication of functions and in the long term improve service delivery.

The LGS appreciates the contribution and support of various stakeholders at the National, Regional and Local levels and would like to thank the Denmark Government through its development agency, DANIDA for their support in the production of this manual.



ING. DR. NANA ATO ARTHUR
HEAD OF SERVICE

November, 2018

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LIST OF ABBREVIATIONS

CBD	- Central Business District
CoC	- Code of Conduct
CoS	- Conditions of Service
DAs	- District Assemblies
DFR	- Department of Feeder Roads
DUR	- Department of Urban Roads
ECG	- Electricity Company of Ghana Limited
GIMPA	- Ghana Institute of Management and Public Administration
GoG	- Government of Ghana
GWCL	- Ghana Water Company Limited
HoD	- Head of Department
HR /HRM	- Human Resource / Human Resource Management
HRMOM	- Human Resource Management Operational Manual
HSD	- Hydrological Service Department
ILGS	- Institute of Local Government Studies
IPC	- Interim Payment Certificate
iRAP	- International Road Assessment Programme
KTC	- Koforidua Training Centre
L.I	- Legislative Instrument
LGS	- Local Government Service
LGSC	- Local Government Service Council
M&E	- Monitoring and Evaluation
MLGRD	- Ministry of Local Government and Rural Development
MMA	- Metropolitan and Municipal Assembly
MMDA	- Metropolitan, Municipal and District Assembly
MMDBO	- Metropolitan, Municipal and District Budget Officer
MMDCD	- Metropolitan, Municipal and District Co-ordinating Director
MMDCE	- Metropolitan, Municipal and District Chief Executive
MMDPCU	- Metropolitan, Municipal and District Planning Co-ordinating Unit
MMDPO	- Metropolitan, Municipal and District Planning Officer
MoF	- Ministry of Finance
MRH	- Ministry of Roads and Highways
MTTD	- Motor Transport and Traffic Directorate
NDPC	- National Development Planning Commission
NRSC	- National Road Safety Commission
OHLGS	- Office of the Head of the Local Government Service
PV	- Payment Voucher
RCC	- Regional Co-ordinating Council
ROW	- Right of Way
RPCU	- Regional Planning Co-ordinating Unit
SDS	- Service Delivery Standard
SoS	- Scheme of Service
TIA	- Traffic Impact Assessment
TOR	- Terms of Reference
UTA	- Urban, Town and Area

1.0 INTRODUCTION

The Local Government Service (LGS) was established by the Local Government Service Act, 2003 (*Act 656*) and was amended by the Local Governance Act, 2016 (*Act 936*) with the objective “to secure an effective administration and management of local government in the country”. The Local Government Service has been in operation since October 2004.

The Service has developed and reviewed a number of protocols, such as the Scheme of Service (SoS), Conditions of Service (CoS), Code of Conduct (CoC), Service Delivery Standards (SDS), Staffing Norms, Human Resource Management Operational Manual (HRMOM) and the Generic Guidelines for the establishment of Departments of Metropolitan, Municipal and District Assemblies (MMDAs) to enhance Human Resource Management (HRM) as well as to ensure effective and efficient service delivery. This document presents the operational manual for the Roads Department at the MMAs.

The Roads Department is one of the decentralized Departments of the MMAs whose functions are crucial for effective planning, provision and management of the road network and related infrastructure at the local level. The Office of the Head of the Local Government Service (OHLGS) has the oversight responsibility for the establishment of all such Departments.

2.0 DECENTRALIZATION, ADMINISTRATIVE DECENTRALIZATION AND THE LOCAL GOVERNMENT SERVICE (LGS)

2.1 Decentralization

Ghana is pursuing a system of political and administrative decentralization. This involves;

- i) devolution of major political and administrative responsibilities from Central Government to District Assemblies (DAs), comprising partially elected representatives with a mandate for local government and community development; and
- ii) de-concentration practiced by Regional Co-ordinating Councils (RCCs) as the political institution and Ministries, Departments and Agencies (MDAs) as the bureaucratic and technocratic institutions. These institutions exist as an extension of national level MDAs.

2.1.1 National Decentralization Policy Framework

The National Decentralization Policy Framework is based on the following five (5) Thematic/ Action Areas:

1. Political Decentralization and Legal Reforms
2. Administrative Decentralization
3. Decentralized Planning
4. Fiscal Decentralization
5. Popular Participation

2.2 Administrative Decentralization

Administrative Decentralization is a major pillar in the conceptual framework of Ghana's Decentralization policy which involves the restructuring of central administration.

The main policy objective of Administrative Decentralization is **“to improve the administrative and human resource capacity of the MMDAs and other local government stakeholders to ensure quality service delivery”**.

The key areas undergoing Administrative Decentralization are:

- o *Establishment of a Local Government Service (LGS)*
- o *Fusion of decentralized Departments and Local Government into one Administrative Unit*
- o *Ministerial restructuring and the establishment of decentralized Departments of the District Assemblies.*

Administrative Decentralization aims at transferring decision making authority, resources and responsibilities for the delivery of a selected number of public services from the Central Government to other lower levels of government, Agencies and field offices of Central Government line Agencies.

In Ghana, the Civil Service Law, 1993 (*PNDCL 327*) and the Local Governance Act, 2016 (*Act 936*) (which is a merger of the District Assemblies Common Fund Act, 1993 (*Act 455*), Local Government Act, 1993 (*Act 462*), the Local Government Service Act, 2003 (*Act 656*) and the National Development Planning (Systems) Act, 1994 (*Act 480*) into one single legislation) are the main legislations governing Administrative Decentralization. Under these laws, the functions to be transferred have been identified. Eighteen sectors of national level administration have been decentralised (*Act 936*; First Schedule, Section 77).

Local Government (Departments of District Assemblies) (Commencement) Instrument, 2009 (Legislative Instrument 1961) (LI 1961) operationalized the decentralized Departments at the district level as the Departments of the District Assemblies (DAs). It specifies the functions of the Departments established. The Local Governance Act, 2016 (*Act 936*) makes provision for sub-structures such as: Sub-Metropolitan District Councils, Urban, Town and Area (UTA) Councils.

Table 1: Roles at Different Levels of Government

LEVEL	INSTITUTION	ROLES
CENTRAL	Ministries, Departments and Agencies (MDAs)	focusing on: • policy formulation; • monitoring & evaluation (M&E); • standards setting; and • technical backstopping
REGIONAL	Regional Co-ordinating Council (RCC)	assigned with functional responsibility to: • harmonize and coordinate national level policies & programmes and local level priorities; • monitor and evaluate performance of MMDAs; and • provide technical backstopping to MMDAs
LOCAL	MMDA	assigned with functional responsibility for: • policy formulation within the context of national sectoral policies; • local level integrated development planning through sectoral coordination; • resource mobilization; and • implementation of development policies and programmes

2.3 Local Government Service (LGS)

The Local Government Service (LGS) is established by the Local Governance Act, 2016 (Act 936).

2.3.1 Legal Backing for the establishment of LGS

- Chapter 20 of the 1992 Constitution: Vests control of persons in the service of Local Governments in Local Authorities, as far as possible;
- Section 50 of Act 936: Membership of the Service includes officers and staff of the following organizations:
 - (a) Offices of the District Assemblies;
 - (b) Departments of the District Assemblies;
 - (c) Offices of the Regional Co-ordinating Councils;
 - (d) Departments of the Regional Co-ordinating Councils;
 - (e) Offices of the Sub-Metropolitan District Councils, Urban, Town and Area Councils;
 - (f) Office of the Head of the Local Government Service; and
 - (g) Other persons as may be employed for the Service.

2.3.2 Object of the LGS

To secure the effective administration and management of the decentralised Local Government system in the Country.

2.3.3 Key Functions of the LGS (Section 52, Act 936)

To achieve its object, the Service shall:

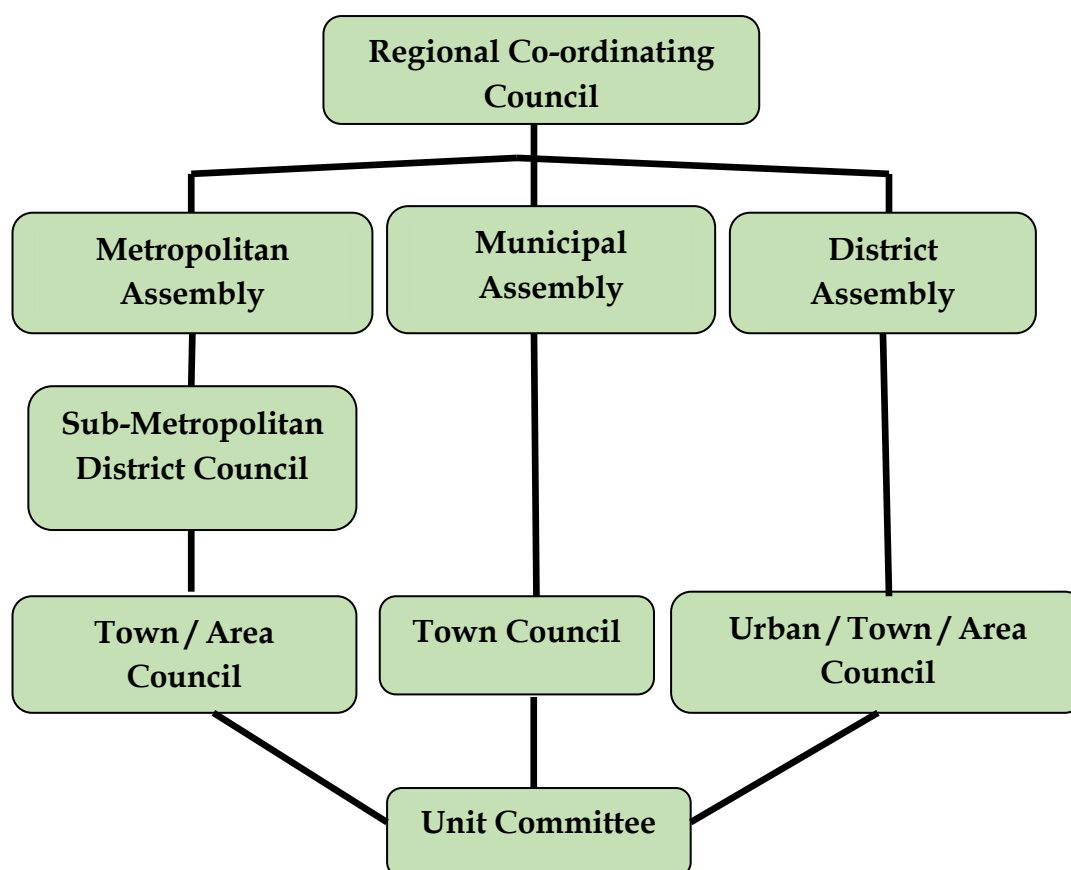
- (a) provide technical assistance to District Assemblies to enable the District Assemblies effectively perform their functions in accordance with the Constitution and this Act;
- (b) conduct organizational and job analysis for the District Assemblies;
- (c) conduct management audits for the District Assemblies in order to improve the overall management of the Service;
- (d) design and co-ordinate management systems and processes for the District Assemblies;
- (e) develop and co-ordinate the personnel plans and assess the personnel needs of the District Assemblies in consultation with the District Assemblies;
- (f) develop and co-ordinate the training implementation plans of the District Assemblies in consultation with the respective District Assemblies;
- (g) develop professional standards and guidelines for the various categories of staff who are members of the Service;
- (h) work in consultation and close co-operation with other Public Services;
- (i) assist the District Assemblies in the performance of their functions under any other enactment; and
- (j) perform other functions incidental or conducive to the achievement of the object of the Service.

2.3.4 Strategic Direction of LGS

- **VISION** – a world-class, decentralized and client-oriented Service
- **MISSION** – to support LGS to deliver value for money services through the mobilization, harmonization and utilization of quality human capacity and material resources to promote local and national development
- **MOTTO** – Decentralization – Democracy – Development
- **CORE VALUES** – Accountability, Anonymity, Client-oriented, Commitment, Creativity, Diligence, Discipline, Equity, Impartiality, Innovation, Integrity, Loyalty, Permanence, Timeliness and Transparency
- **SERVICE DELIVERY STANDARDS** – Accountability, Client Focus, Effective and Efficient use of Resources, Participation, Professionalism and Transparency.

2.4 Local Government System

Figure 1: Local Government System



2.4.1 Regional Co-ordinating Council

The Regional Co-ordinating Council (RCC) exists in each region and is mandated to monitor, co-ordinate and evaluate the performance of the DAs in the Region. The RCC is also responsible for the provision of back-stopping support for the performance of any function assigned to the DAs in the Region in respect of which a particular District Assembly is deficient in terms of skills and workforce.

There are currently 10 RCCs under the Local Government Service and they are:

- Ashanti Regional Co-ordinating Council
- Brong Ahafo Regional Co-ordinating Council
- Central Regional Co-ordinating Council
- Eastern Regional Co-ordinating Council
- Greater Accra Regional Co-ordinating Council
- Northern Regional Co-ordinating Council
- Upper East Regional Co-ordinating Council
- Upper West Regional Co-ordinating Council
- Volta Regional Co-ordinating Council
- Western Regional Co-ordinating Council

2.4.2 Metropolitan, Municipal and District Assemblies (MMDAs)

A total of 254 Metropolitan, Municipal and District Assemblies (MMDAs) distributed within the 10 Regions are as follows:

Table 2: Metropolitan, Municipal and District Assemblies (MMDAs) per Region

No	Region / RCC	Metropolitan	Municipal	District	Total
1	Ashanti	1	19	23	43
2	Brong Ahafo	0	12	17	29
3	Central	1	7	14	22
4	Eastern	0	13	19	32
5	Greater Accra	2	20	4	26
6	Northern	1	8	19	28
7	Upper East	0	3	12	15
8	Upper West	0	4	7	11
9	Volta	0	8	17	25
10	Western	1	11	11	23
	TOTAL	6	105	143	254

2.4.3 Departments of District Assembly

The decentralized Departments in the District shall be known as the Departments of the District Assembly as shown in **Table 5**.

2.4.4 Heads of Departments of District Assembly

- Departments of a District Assembly shall be headed by Heads of Departments of the District Assembly who shall be responsible for the efficient and effective performance of the functions and responsibilities assigned to the Departments; and

- The Heads of Departments shall be answerable to the District Chief Executive through the District Co-ordinating Director.

2.4.5 Functions of Departments of District Assembly

The Departments of the District Assembly shall:

- perform the functions assigned to them under the Local Government (Departments of District Assemblies) (Commencement) Instrument, 2009 (L.I. 1961) and any other enactment for the time being in force;
- be responsible for the implementation of the decisions of the District Assembly; and
- provide quarterly reports on the implementation of the decisions of the District Assembly to the Executive Committee of the District Assembly through the Office of the District Chief Executive.

2.5 Local Government (Departments of District Assemblies) (Commencement) Instrument, 2009 (L.I. 1961)

The recital clause of L.I 1961 - Section 164 of Act 462 is the trigger mechanism for the establishment of the Decentralized Departments in the District as Departments of the District Assembly.

This came into force on 25th February, 2010 after the Gazette notification of 18th December, 2009.

2.5.1 Objectives of L.I. 1961

1. **The commencement of the functioning** of the Decentralized Departments at the District level as Departments of the District Assembly
2. **The transfer of staff** of the Departments of the District Assemblies from the Civil Service to the Local Government Service
3. **Performance of the functions** in the third schedule of the L.I to the relevant Departments of the District Assembly
4. **The operationalization of the composite budget system** at the District level by the integration of the budgets of Departments of the District Assembly into the budget of the District Assembly.

2.5.2 LI 1961: First Schedule (Departments of MMDAs)

Departments of MMDAs established and ceasing to exist as per First Schedule are as shown in **Table 3**.

Table 3: First Schedule

No.	Department established	No.	Department ceasing to exist
1	Central Administration Department	1	Department of Social Welfare
2	Works Department.	2	Department of Community Development
3	Physical Planning Department	3	Public Works Department
4	Department of Trade and Industry	4	Department of Feeder Roads
5	Agriculture Department	5	Department of Parks and Garden
6	Department of Social welfare and Community Development	6	Department of Rural Housing and Cottage Industries
7	Legal Department	7	Department of Animal Health and Production
8	Waste Management Department	8	Agricultural Extension Services Division
9	Urban Roads Department	9	Crop Services Division
10	Budgeting and Rating Department	10	Department of Agricultural Engineering
11	Transport Department		

2.5.3 LI 1961: Second Schedule (Departments of MMDAs)

Departments of MMDAs established and ceasing to exist as per Second Schedule are as shown in **Table 4**.

Table 4: Second Schedule

	Department established		Department ceasing to exist
1.	Physical Planning Department	1.	Department of Town and Country Planning
2.	Department of Trade and Industry	2.	Department of Co-operatives
3.	Finance Department	3.	Controller and Accountant General's Department
4.	Department of Education, Youth and Sports	4.	Ghana Library Board
5.	Disaster Prevention and Management Department	5.	National Youth Organising Commission
6.	Natural Resources Conservation, Forestry, Game and Wildlife Department	6.	Registry of Birth and Deaths
7.	District Health Department	7.	Office of the District Sports Organiser

2.5.4 Existing Departments under MMDAs

Departments existing under the MMDAs as per the Second Schedule of Act 936 are as shown in **Table 5**.

Table 5: Departments under MMDAs as per Second Schedule

	METROPOLITAN ASSEMBLY		MUNICIPAL ASSEMBLY		DISTRICT ASSEMBLY
1	Central Administration Department	1	Central Administration Department	1	Central Administration Department
2	Finance Department	2	Finance Department	2	Finance Department
3	Education, Youth and Sports Department	3	Education, Youth and Sports Department	3	Education, Youth and Sports Department
4	Metropolitan Health Department	4	Municipal Health Department	4	District Health Department
5	Agriculture Department	5	Agriculture Department	5	Agriculture Department
6	Physical Planning Department	6	Physical Planning Department	6	Physical Planning Department
7	Social Welfare and Community Development Department	7	Social Welfare and Community Development Department	7	Social Welfare and Community Development Department
8	Works Department	8	Works Department	8	Works Department
9	Trade and Industry Department	9	Trade and Industry Department	9	Trade and Industry Department
10	Natural Resources Conservation, Forestry Game & Wildlife Department	10	Natural Resources Conservation, Forestry Game & Wildlife Department	10	Natural Resources Conservation, Forestry Game & Wildlife Department
11	Disaster Prevention Department	11	Disaster Prevention Department	11	Disaster Prevention Department
12	Roads Department	12	Roads Department		
13	Transport Department	13	Transport Department		
14	Waste Management Department				
15	Budget and Rating Department				
16	Legal Department				

3.0 ESTABLISHMENT OF ROADS DEPARTMENT AT MMA LEVEL

The Roads Department is established at MMAs as per Second Schedule of the Local Governance Act, 2016 (*Act 936*).

3.1 Strategic Overview of Roads Department

The guiding principles for the functioning of the Roads Department are as follows:

Vision:

To attain efficient cost-effective and sustainable integrated road transport system responsive to the needs of society.

Mission:

To provide a cost-effective and sustainable integrated road transport system to ensure accessibility, safety and reliability for National Development.

3.2 Objectives of the Establishment of the Roads Department

- (a) Efficiently plan, develop and maintain the Road network in the MMAs
- (b) Reduce the average travel time on the roads in each MMA
- (c) In collaboration with other departments, progressively reduce the walking and waiting time for public road transport in the Central Business District (CBD) and low income communities in each MMA
- (d) Collaborate with other departments, ensure efficient traffic management systems and road safety
- (e) Efficiently manage road transport infrastructure, coordinate and integrate the operations of different transport modes in order to effectively move people and goods in a safe, efficient and sustainable manner in the MMAs
- (f) Develop and apply social, economic and environmental criteria for the selection of projects
- (g) Collaborate with other departments, progressively improve environmental conditions along roads in the MMAs
- (h) Collaborate with other institutions involved in education and enforcement, to reduce the number and severity of road accidents in the MMAs
- (i) Progressively improve the proportion of road network in good condition in each MMA
- (j) Collaborate with the regional Roads Departments and other road Agencies in the Management of the road network within the MMA

3.3 General Functions and Responsibilities of the Roads Department

The Roads Department shall;

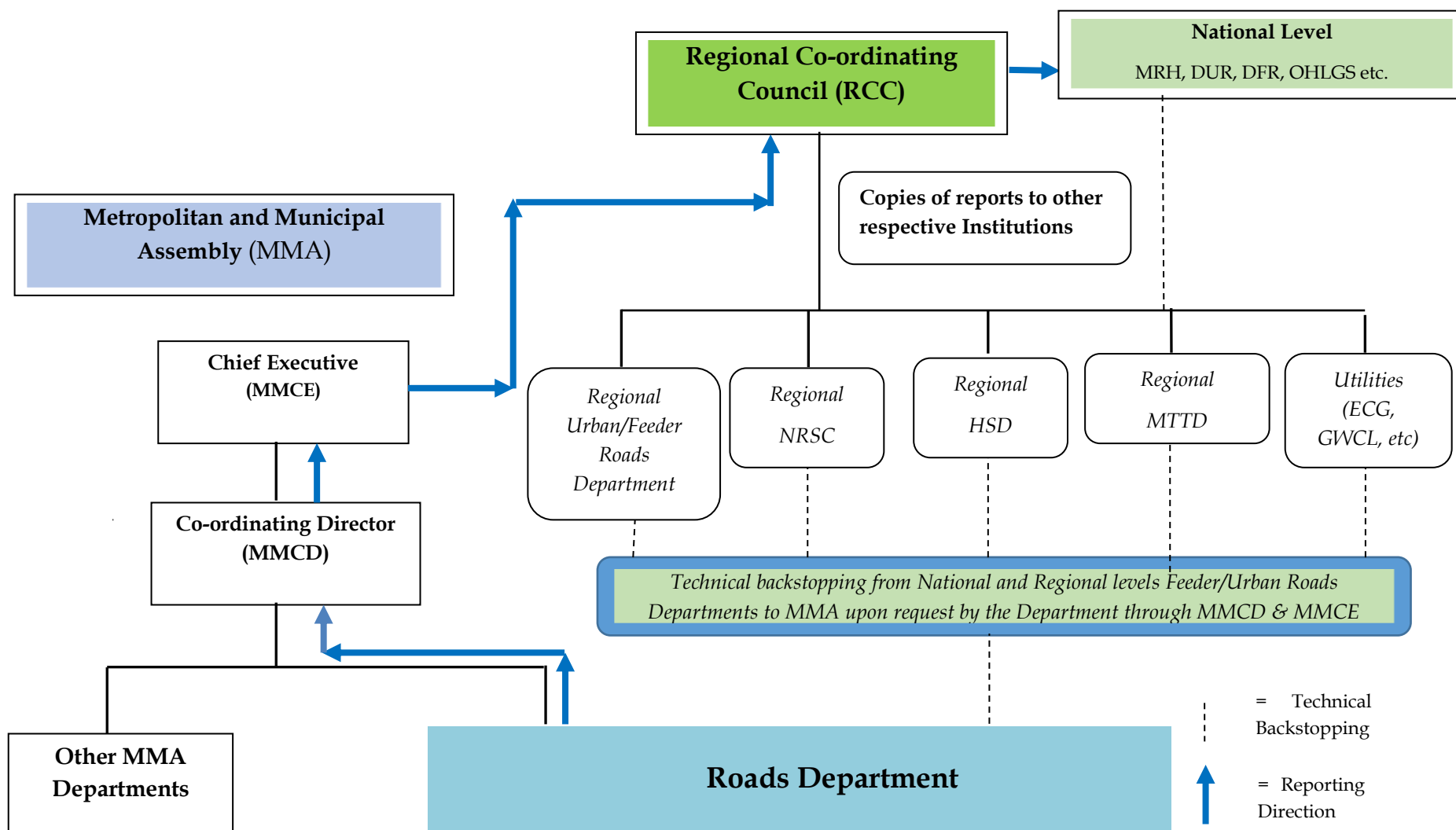
- (a) Advise the MMA on the formulation and implementation of Road Policy in the MMA;
- (b) Collect data for planning and development of roads and other related infrastructure in the MMA;

- (c) Design roads and related facilities within the roads network including traffic management and safety;
- (d) Construct roads and related facilities;
- (e) Establish and maintain a database on roads infrastructure in the MMA;
- (f) Provide for traffic planning, management and safety interventions;
- (g) Provide pedestrian and non-motorized facilities;
- (h) Carry out planned maintenance and management of roads and related facilities for the proper functioning of the Road Network e.g. traffic signals, culverts, bridges etc.;
- (i) Facilitate the prioritization of road works and preparation of annual plans for road infrastructure works in the MMA;
- (j) Assist in the procurement of road works in accordance to the Public Procurement Law;
- (k) Prepare progress and annual reports on road works in the MMA;
- (l) Provide input into the preparation of budget for road related activities;
- (m) Monitor to ensure that funds from the Ghana Road Fund and other sources are used for the designated roads in line with approved guidelines and standards;
- (n) Assist in the evaluation of all road designs;
- (o) Facilitate capacity building of contractors and stakeholders in the MMA;
- (p) Register and maintain records of classified contractors and consultants in the road construction industry within the MMA; and
- (q) Carry out road safety audit and International Road Assessment Programme (iRAP).

3.4 Communication and Reporting Relationship Diagram in relation to the Roads Department

The organogram below shows the Reporting Relationship and Technical backstopping arrangement of the Roads Department in relation to the National, Regional and Local levels

Figure 2: Organisational set-up of Metropolitan and Municipal Assembly in relation to the Roads Department



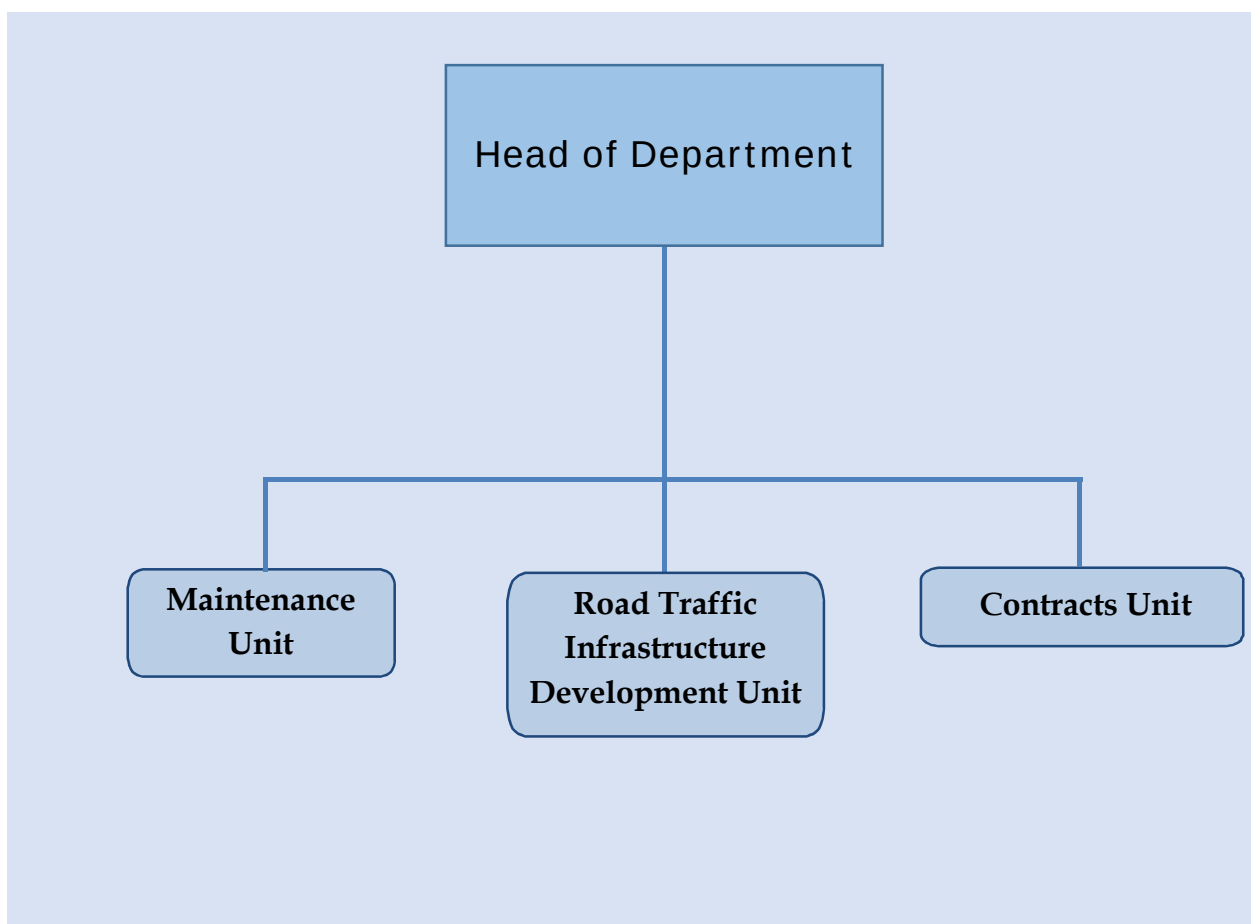
4.0 STRUCTURES, FUNCTIONS AND SPECIFIC RESPONSIBILITIES OF THE ROADS DEPARTMENT AT THE MMA

4.1 Technical Structure of the Roads Department at the MMA

The Roads Department is made up of the following Units:

- Maintenance Unit
- Road Traffic Infrastructure Development Unit
- Contracts Unit

Figure 3: Technical Structure of the Roads Department

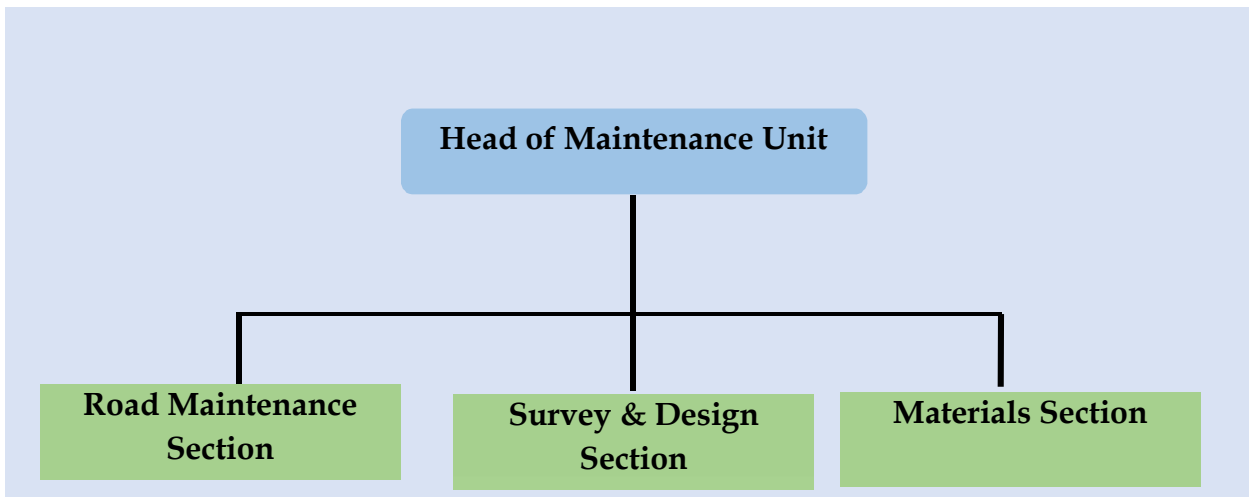


4.1.1 Technical Structure for the Maintenance Unit

The Maintenance Unit is made up of the following Sections:

- o Road Maintenance Section
- o Survey & Design Section
- o Materials Section

Figure 4: Technical Structure for the Maintenance Unit



4.1.1.1 Functions related to the Maintenance Unit

- o Provision and management of the roads network and related infrastructure in the MMAs;
- o Provision of well-maintained road infrastructure in the MMAs;
- o Provision of quality delivery of road infrastructure and transport systems in the MMAs;
- o Assist in the preparation of annual departmental budget;
- o Preparation and submission of required reports.

4.1.1.2 Specific Responsibilities related to the Maintenance Unit

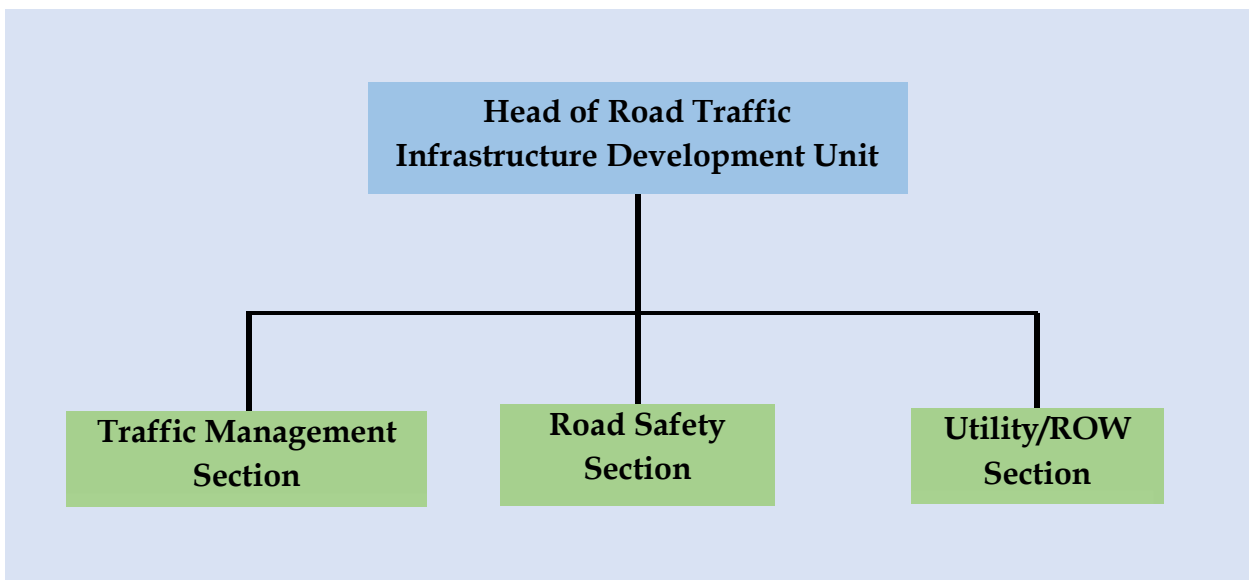
- o Carry out annual Road inventory and condition survey;
- o Carry out Survey and design of construction works;
- o Collaborate with relevant departments in the preparation of procurement plans related to road infrastructure works;
- o Provide relevant data to support project packaging and procurement of the works;
- o Carry out effective and efficient project supervision and management;
- o Ensure quality control and assurance on all road maintenance projects;
- o Prepare and submit progress reports (monthly, quarterly and annual);
- o Ensure efficient maintenance of the Roads and other related infrastructure.

4.1.2 Technical Structure for the Road Traffic Infrastructure Development Unit

The Road Traffic Infrastructure Development Unit is made up of the following Sections:

- o Traffic Management Section
- o Road Safety Section
- o Utility/ROW Section

Figure 5: Technical Structure for the Road Traffic Infrastructure Development Unit



4.1.2.1 Functions related to the Road Traffic Infrastructure Development Unit

- o Provide technical support for effective road traffic management and safety;
- o Collaborate with other relevant Departments in providing technical support for public transport planning and management;
- o Provide technical support to manage the Right of Way (ROW) in the MMAs;
- o Collaborate with other relevant Departments in providing technical support for the planning and development of roads in newly developing communities and;
- o Liaise with other Agencies on utility issues.

4.1.2.2 Specific Responsibilities related to the Road Traffic Infrastructure Development Unit

- o Prepare annual traffic management and safety budget;
- o Planning and development of roads and other critical infrastructure in newly developing communities;
- o Provide safe pedestrian facilities and infrastructure within the roads corridor;
- o Coordinate with relevant government agencies to preserve the Right of Way (ROW) and address utility issues;

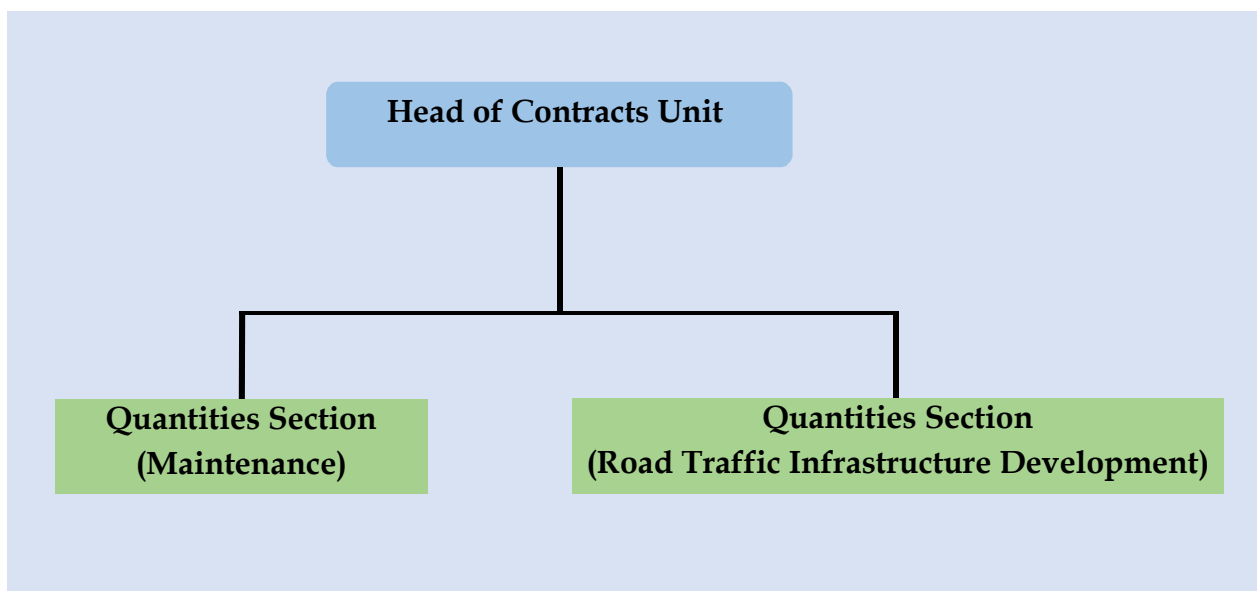
- o Provide traffic planning , management and safety;
- o Collaborate with other relevant agencies to educate the public on road safety;
- o Perform periodic road safety audit and International Road Assessment Programme (iRAP) on all the MMAs network;
- o Submit progress reports (monthly, quarterly and annual);
- o Collect and analysis of annual Traffic data and;
- o Conduct a technical review of all Traffic Impact Assessment (TIA) reports submitted to the MMA by developers.

4.1.3 Technical Structure for the Contracts Unit

The Contracts Unit is made up of the following Sections:

- o Quantities Section (Maintenance)
- o Quantities Section (Road Traffic Infrastructure Development)

Figure 6: Technical Structure for the Contracts Unit



4.1.3.1 Functions related to the Contracts Unit

- o Develop guidelines for the preparation of procurement plans and contract documentations for the Department;
- o Review periodic progress of projects for decision making;
- o Provide support for preparation of annual plans and budget;
- o Coordinate the compilation of technical reports;
- o Prepare and analyse costing of tenders for road construction and maintenance works;
- o Facilitate certification of Interim Payment Certificates (IPCs) and final accounts on contracts.

4.1.3.2 *Specific Responsibilities related to the Contracts Unit*

- o Assist in conducting inventory on proposed annual activities for road works and related infrastructure;
- o Submit inputs for preparation of annual programme and projects and other technical reports;
- o Submit inputs for preparation of annual procurement plan and related procurement processes;
- o Conduct market survey to build-up rates for roads work activities;
- o Evaluate and analyse tenders and make recommendations to the Head of Department;
- o Carry out monthly valuation of works done to ensure projects stay within budget;
- o Facilitate the preparation of Terms of Reference (TOR), request for proposals and contract agreement of consultants;
- o Facilitate completion and final take over procedures for roads projects.

5.0 JOB DESCRIPTIONS AND COMPETENCIES / SKILLS

Job description is the day to day duties to be performed by a job holder. The MMA Roads Department and the relevant Units are to collaborate to write job descriptions using the relevant Scheme of Service (SoS) and Conditions of Service (CoS) as guides.

Competencies are the skills needed by an employee to be able to perform his/her duties effectively. When developing job descriptions, competencies are considered. Examples of such competencies are:

- Leadership skills
- Negotiation skills
- Interpersonal and Communication skills
- Professional skills
- ICT skills
- Managerial skills
- Quantitative and Analytical skills
- Knowledge of public sector operations, ethics and good governance
- Knowledge of developing annual acquisition strategy etc.

5.1 Job Descriptions of Key Positions

Officers to occupy the under listed positions must be staff of the LGS.

5.1.1 Head, Roads Department

Qualification and Experience:

Bachelor of Science in Civil Engineering and Master of Science in a related technical field with 8 years' experience in a technical managerial position or a Bachelor of Science in Building Technology / Geomatic Engineering with a Master of Science in Road and Transportation Engineering or a related post graduate field with 8 years' experience in a technical managerial position in the Road Maintenance sector and must be a member of a professional body related to the field.

Required Competencies:

- Leadership skills
- Negotiation skills
- Interpersonal and Communication skills
- Professional skills
- ICT skills
- Managerial skills
- Conflict management skills
- Change management skills etc.

Span of Control:

Manage and supervise the human and material resources of the Department and report to the Metropolitan / Municipal Chief Executive (MMCE) through the Metropolitan / Municipal Co-ordinating Director (MMCD).

Duties

- Advise the MCE through the Co-ordinating Director on issues related to the Roads Department;
- Apply effective and efficient management techniques to manage the affairs of the Department;
- Exercise oversight responsibilities over the various units of the Department;
- Promptly notify the Co-ordinating Director on any condition that may adversely affect the smooth running of the Department;
- Ensure that the assets of the Department are properly maintained;
- Ensure judicious use of available resources;
- Submit monthly, quarterly, annual and other relevant reports through the Co-ordinating Director to the MCE;
- Ensure the road network is well maintained and in good condition;
- Supervise the preparation of the department's annual budget;
- Represent the Department at Executive Committee meetings at the Assembly and;
- Collaborate with other Departments in the physical planning of the MMA.

5.1.2 Head, Maintenance Unit**Qualification and Experience:**

Bachelor of Science in Civil Engineering or Geomatic Engineering with a minimum of 4 years' experience in a technical managerial position and a member of a professional body in a related field.

Required Competencies:

- Appreciation of Road Maintenance requirements for the MMA
- Inventory and Condition Survey skills
- Leadership skills
- Negotiation skills
- Interpersonal and Communication skills
- Professional skills
- ICT skills
- Managerial skills
- Knowledge of public sector operations, ethic and good governance
- Research and analytical skills etc.

Span of Control:

The Head of Unit is responsible for Road Maintenance activities in the MMA, manages subordinates under the unit and reports directly to the Head of Department. He/she also acts as Head of Department in the absence of the Head.

Duties

- Coordinate the activities of the various units under the maintenance unit;
- Coordinate the preparation of the Department's annual budget and procurement plans;
- Provide effective and efficient supervision and delivery of road projects;
- Ensure maintenance works are carried out in accordance with specifications;
- Submit timely reports to the Head of Department;
- Conduct annual road inventory on the local network and identify maintenance needs to the Head of Department;
- Coordinate the preparation of Interim Payment Certificate (IPCs) for works done and;
- Carry out other duties as may be assigned by the Head of Department.

5.1.3 Head, Road Traffic Infrastructure Development Unit**Qualification and Experience:**

Bachelor of Science in Civil Engineering with a minimum of 4 years' experience in a technical managerial position and a member of a professional body in a related field.

Required Competencies:

- Appreciation of the Traffic Maintenance and Safety of the MMA
- Inventory and Condition Survey skills
- Leadership skills
- Negotiation skills
- Interpersonal and Communication skills
- Professional skills
- ICT skills
- Managerial skills etc.

Span of Control:

The Head of Unit is responsible for Traffic Management and Road Safety activities in the MMA. He / She also manages subordinates under the unit and reports directly to the Head of Department.

Duties

- Coordinate the activities of the various sections under the Traffic Management/Road Safety Unit;

- Participate in the preparation of the Department's annual budget and procurement plans;
- Liaise with the Transport Department for Traffic and Safety data and reports to inform traffic management and safety interventions;
- Liaise with the Transport Department in coordinating and optimizing the performance of traffic signals as well as manage and improve intersection performance and ROW issues and report to the Head of Department;
- Provide effective and efficient road network planning to ensure connectivity and accessibility in the MMA;
- Submit timely reports to the Head of Department;
- Conduct annual inventory of the Department's road network and update the Road network Condition Mix;
- Collection of traffic data and analysis on the road network as required;
- Conduct safety audit and iRap assessment on the road network and;
- Review Traffic Impact Assessment of developers and;
- Draft Term of Reference (ToR) of traffic related projects in the MMA.

5.1.4 Head, Contracts Unit

Qualification and Experience:

Bachelor of Science in Quantity Surveying or other related fields with a minimum of 4 years' experience in a technical managerial position and a member of a professional body in a related field.

Required Competencies:

- Leadership skills
- Negotiation skills
- Interpersonal and Communication skills
- Professional skills
- ICT skills
- Managerial skills
- Knowledge of public sector operations, ethic and good governance etc.

Span of Control:

The Head of Unit is responsible for Contract Management and Administration activities in the MMA. He / she manages subordinates under the unit and reports directly to the Head of Department

Duties

- Develop guidelines for the preparation of procurement plans and contract documentations for the Department;
- Review periodic progress of projects for decision making;
- Provide support for preparation of annual plans and budget;

- Coordinate the compilation of technical reports;
- Prepare and analyse costing of tenders for road construction and maintenance works;
- Facilitate certification of Interim Payment Certificates (IPCs) and final accounts on contracts;
- Participate in the preparation of the Department's annual budget and procurement plans;
- Collect and collate inputs from units and other stakeholders for policy planning and budgeting;
- Facilitate and organize tender committee meetings and related issues;
- Prepare Tender Documents in line with procurement plan and budget;
- Collect data for the preparation of periodic reports;
- Undertake market survey to identify sources of supply to enable constructive decisions on rate built up, procurement and contract management;
- Assist in conducting inventory on proposed annual activities for road works and related infrastructure;
- Submit inputs for preparation of annual programme and projects and other technical reports;
- Facilitate the collation of inputs for preparation of annual procurement plan and related procurement processes;
- Conduct market survey to build up rates for roads work activities;
- Evaluate and analyse tenders and make recommendations to the Head of Department;
- Carry out monthly valuation of works done to ensure projects stay within budget;
- Facilitate the preparation of Terms of Reference (TOR), request for proposals and contract agreement of consultants;
- Facilitate completion and final take over procedures for roads projects.
- Submit timely reports to the Head of Department;
- Carry out other duties as may be assigned by the Head of Department.

6.0 STAFFING REQUIREMENT, HUMAN RESOURCE (HR) POLICIES AND CAPACITY BUILDING MEASURES

6.1 Staffing Requirement related to the Department

Table 6 shows the minimum and maximum staffing required in the Units and Sections under the Department. Schedules are specific to a Department and are based on workload.

Table 6: Staffing Requirement of the Roads Department

Unit	District		Municipal		Metropolitan	
	Min	Max	Min	Max	Min	Max
Head of Department	N/A	N/A	1	1	1	1
Maintenance Unit	N/A	N/A	4	11	10	17
Road Traffic Infrastructure Development Unit	N/A	N/A	2	5	3	7
Contracts Unit	N/A	N/A	2	4	2	7
TOTAL			9	21	16	32

6.2 HR Policies and Procedures

Conditions of Service (CoS)

The Conditions of Service is a standard guideline to manage the human resources within the Service.

HR Policies and Procedures

HR Policy includes:

- Recruitment procedures
- Promotion procedures
- Disciplinary procedures
- Transfer and posting procedures
- Institutional co-operation between the Local Government Service (LGS) and other branches of the public services.
- Training and development
- Compensation

HR Policies and its protocols (SoS, CoS, Recruitments, etc.) can be accessed at LGS website: www.lgs.gov.gh

6.3 Appointment of Heads of Departments

Heads of Departments shall be appointed in accordance with the Scheme and Conditions of Service. The appointment shall be through interviews based on merit and in accordance with the following criteria:

- Seniority which shall be determined from the date of last promotion
- Qualification and experience in area of work

- (c) Number of years in technical managerial position
- (d) Efficiency
- (e) Attitude towards work and general behaviour
- (f) Leadership qualities
- (g) Performance appraisal

The selection criteria of the Heads of the Roads Department will be facilitated by OHLGS in collaboration with respective RCCs.

6.4 Capacity Building for Roads Department

The essence of capacity building is to support the goals of the Roads Department by bringing about changes in the performance of personnel and improvements in the processes used to achieve its objectives as well as engendering the right attitude for service delivery. The output of capacity building therefore is the development of the needed skills, knowledge and attitude required for the attainment of the objectives of the Roads Department.

There should be a consistent approach to training. The basic capacity development will as far as possible be carried out in Ghana and complemented with overseas training in the form of appropriate attachments and study tours. While the completion of specific training will not be the sole determinant of promotion, the successful completion of relevant management and professional training will be considered in the promotion process of staff.

The core competencies that will influence recruitment, selection, performance management, training and development are:

- a) Technical and functional expertise
- b) Understanding Road Development and Maintenance
- c) Achieving results
- d) Serving the clientele
- e) Team work
- f) Interpersonal and communication skills
- g) Leadership and personal effectiveness

Based on these principles, each MMA is encouraged to develop a systematic capacity building programme for its staff. It can liaise for that purpose with the Human Resource Directorate of OHLGS, KTC, GIMPA, ILGS or other accredited training institutions (Universities and Technical Colleges) to develop appropriate training modules to cater for both induction and other staff training and development programmes.

A special concern would be the induction training for new entrants. This is intended to introduce the new employee /upgrade to his /her new environment and help him/her fit smoothly into it by providing him/her with all the information he /she needs concerning the Department/Unit, such as:

- The history, growth and nature of work of the Roads Department
- Organizational Structure of the Roads Department and its Units
- Policy, practices; in particular, personnel policy and practices
- Rules and regulations such as hours and conditions of work and procedures in his/her own duties, responsibilities and status
- Client orientation
- The mandate of the Roads Department
- The Local Government Service
- Writing Skills (depending on the level of the post holder)

6.5 Training Matrix for Roads Department

Tables 7 and 8 show the Training Matrices for Roads Department.

Table 7: Training Matrix for Professional Class

	Training Requirements
1	Continuous professional development in specialized professional fields
2	Knowledge of Road Engineering Development policies
3	Public Policy Management
4	Contract Management
5	Objective and Target Setting
6	Performance Management
7	Strategic Monitoring and Evaluation
8	Conflict Management
9	Risk Management

Table 8: Training Matrix for Sub-Professional Class

	Training Area
1	Training in Base-line Surveys and Questionnaire Administration
2	Record Management
3	Public Policy Management and Good Governance
4	Continuous specialized engineering technique
5	Introduction to group dynamics
6	Training in Leadership Skills and Ethics
7	ICT training on Data Analysis
8	Introduction to analytical skills
9	Ethics in Road Construction and Management
10	Introduction to Procurement and Contract Management
11	Customer Orientation
12	Data collection and Analysis
13	Procurement Management
14	Project Management

7.0 SCHEME OF SERVICE (SoS)

7.1 Principles

The Scheme of Service is a management tool crafted to provide a coherent framework to facilitate recruitment, career development and progression of staff.

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

- Highly motivated
- Disciplined
- Loyal
- Equipped with the relevant skills and knowledge
- Provided with a career path

A typical Scheme of Service provides the following information:

- Job title:
- Grade level:
- Job purpose:
- Job summary
- Qualification and Experience:
- Mode of Entry:
 - o In-Service: through the ranks, career progression
 - o Direct : through recruitment
- Career progression
- Training needs of a particular occupational class.

7.2 Objectives of Scheme of Service for Roads Department

The objectives of the Scheme of Service are to;

- Attract talents to the classes
- Serve as a valuable aid to recruitment
- Provide frame work for career development
- Define progression in the job and
- Facilitate effective succession planning

7.3 Staffing Structure

MMAs are expected to operate within the SoS as defined by LGS. The relevant class/ classes for the staff of Roads Department in LGS-SoS will depend upon their profession, qualification and experiences. The following is the list of the relevant classes and staff required for the Roads Department:

(a) Professional Class

Engineering Class

- o Assistant Engineer
- o Engineer

- o Senior Engineer
- o Principal Engineer/Deputy Director
- o Chief Engineer/Director

Quantity Surveying Class

- o Assistant Quantity Surveyor
- o Quantity Surveyor
- o Senior Quantity Surveyor
- o Principal Quantity Surveyor/Deputy Director
- o Chief Quantity Surveyor/Director

(b) Sub - Professional Class

- o Technician Engineer
- o Senior Technician Engineer
- o Principal Technician Engineer
- o Assistant Chief Technician Engineer
- o Chief Technician Engineer

Technical Class

- o Technical Officer
- o Senior Technical Officer
- o Principal Technical Officer
- o Chief Technical Officer

8.0 GENERIC GUIDELINES ON REPORTING RELATIONSHIP AND ADMINISTRATIVE PROCEDURE

8.1 Reporting Relationship

LOCAL GOVERNMENT SERVICE ADMINISTRATIVE INSTRUCTIONS ON METROPOLITAN/MUNICIPAL DEPARTMENTAL AND METROPOLITAN/MUNICIPAL/DISTRICT ASSEMBLY ORGANOGRAMS AND REPORTING RELATIONSHIPS

A. INTRODUCTION

Following the enactment of the Local Government (Departments of District Assemblies) (Commencement) Instrument, 2009, L.I. 1961, which came into force on 24th February 2010, and following the ceremonial transfer of the affected staff from the Civil Service to the Local Government Service, the following Administrative Instructions are issued with respect to the new district level departmental organograms, the District Assembly Organograms as well as the reporting relationships at the district level.

L.I. 1961 commences the operation of the Departments of the Metropolitan, Municipal and District Assemblies (MMDAs) as such and the cessation of the 17 Departments listed in the Local Government Service Act, 2003, Act 656 to function as de-concentrated Departments at the district level. As provided for in the Local Governance Act, 2016, (Act 936), Metropolitan Assemblies are to establish 20 Departments, while Municipal Assemblies are to establish 17 Departments with District Assemblies mandated to establish 15 Departments.

B. STRUCTURE AND ORGANOGRAMS OF THE DEPARTMENTS AT THE MMDA LEVEL

A model structure and Organogram has been attached to these Administrative Instructions for each of the District, Municipal and Metropolitan Assemblies. These have been attached as Appendices.

The MMDA Departments and their Units and Sections and in some cases, their Sub-Sections, have been shown on the Organograms. The Departments themselves have been clustered into 6 functional groups namely:

Social Sector Departments

1. Education, Youth and Sports Department
2. Social Welfare and Community Development Department
3. District Health Department
4. Birth and Death Department

Infrastructure Sector Departments

1. Works Department
2. Physical Planning Department
3. Roads Department (Municipal and Metropolitan Assemblies only)
4. Housing Department

Economic Sector Departments

1. Trade and Industry Department
2. Agriculture Department
3. Transport Department (Metropolitan and Municipal Assemblies only)
4. Statistics Department

Environmental Sector Departments

1. Disaster Prevention Department
2. Waste Management Department (Metropolitan Assemblies only)
3. Natural Resources Conservation, Forestry, Game and Wildlife Department.

Budget/Financial Sector Departments

1. Finance Department
2. Budget and Rating Department (Metropolitan Assemblies only)

Administration & Planning Sector Department

1. Central Administration Department
2. Human Resource Department

Miscellaneous Department

1. Legal Department (Metropolitan Assemblies only)

C. REPORTING RELATIONSHIP

Personnel Arrangements & Reporting Lines (General)

1. All staff of the Departments of the MMDAs are officers of the MMDAs. In this regard, they are subject to the Scheme of Service (SoS), Conditions of Service (CoS) and other Protocols and Regulations issued from the OHLGS for and on behalf of the LGS.
2. Performance of functions of Departments shall be channelled through the Metropolitan/Municipal/District Co-ordinating Director (MMDCD) to the Metropolitan/Municipal/District Chief Executive (MMDCE).
3. For all matters relating to administration, the reporting line shall be through the Head of the Central Administration Department to the MMDCD.
4. For all matters relating to planning and budget, the reporting line shall be through the Metropolitan/Municipal/District Planning Officer (MMDPO) or Metropolitan/Municipal/District Budget Officer (MMDBO) to the MMDCD as the case may be.
5. For purposes of budgetary expenditure, the MMDCE shall be the authorizing officer and the MMDCD shall be the spending officer.

Reporting Relationship between the MMDA & the Structures above the MMDA Level (General)

1. In all matters relating to human resource management and development (including personnel administration), capacity-building (including training), professional standards, performance reporting (see Annex 3), service delivery standards, the MMDA shall, acting through the MMDCE, report to OHLGS through the RCC.
2. On issues relating to Inter-Service and Sectoral Collaboration and Cooperation, the MMDA shall, acting through the MMDCE, report to the OHLGS through the RCC.
3. In matters relating to District Development Plans and Budgets, as and when required, the MMDA shall, acting through the MMDCE, report to the NDPC and the MoF through the RCC and copied to OHLGS.
4. In matters relating to local government and decentralization policy, legislation and finance including the District Composite Budget, as and when required, the MMDA shall, acting through the MMDCE, submit reports to the MoF, MLGRD and OHLGS through the RCC.
5. In matters relating to sector policy, the RCC will collate and report to the appropriate MDA as the case may be.

Channel of Communication (General)

1. Communication from Heads of MDAs at the National and Regional levels intended for the Departments of the MMDA shall be addressed to the MMDCE in all cases especially where it relates to major policy, operational and management issues.
2. Copies of such communication shall be addressed to the District Head in charge of the relevant Department. The MMDCE shall issue directives indicating the appropriate course of action to be taken. For example, in major policy and management issues relating to Road Maintenance, the communication shall be addressed to:

*The Metropolitan Chief Executive
Sekondi-Takoradi Metropolitan Assembly
Sekondi*

and copied to:

*The Head of Department
Roads Department
Sekondi-Takoradi Metropolitan Assembly
Sekondi*

3. All communication addressed by District Head to Regional and National Heads as well as members of the general public will be issued on the appropriate letterhead of the Assembly and will be signed over their departmental title for the MMDCE. For example, in the case of Roads Department, the letterhead will read:

***Berekum Municipal Assembly
Roads Department
Berekum***

and the communication will be signed by the Head of Department for the MMDCE;

For example:

***Alima Kafui
Head, Roads Department
For MCE***

4. To enable the MMDCE harmonize the activities of the de-concentrated Departments, State-owned Organizations and other Central Government Agencies in the District with those of the MMDA, all communication addressed to the District Officer in charge of those non-MMDA Departments shall be copied to the MMDCE for his information.
5. Communication from MDAs to MMDAs relating to matters of general policy affecting all MMDAs shall be addressed to RCCs and copied to MMDAs.
6. In all matters relating specifically to a particular Assembly or Assemblies and in cases of emergency as well as in those areas where the MDAs ask for reports, statistical data and related information, communication shall be addressed directly to the MMDCEs and copied to the RCCs.
7. The MMDCEs shall, in such cases, address the responses directly to the MDAs with copies to the RCC.

8.2 Administrative Procedure

Provision of Office Space and Logistics

MMDAs have the responsibility to provide office space and logistics for all Departments. For Departments that are being merged, efforts should be made to house them in the same office block to ensure effective and efficient coordination of activities of the Department.

MMDAs should also provide adequate logistics and facilities to enhance the work of the Departments.

Administrative Procedures

Administrative procedures are measures put in place with the purpose of ensuring effective and efficient functioning of an organization. Below are some of the administrative procedures that can be put in place and operationalized to ensure an effective and efficient administration of a Department:

- Staff Attendance Monitoring System
- Receipts & Dispatch Books

- Vehicle Log Book
- Office Filing System
- Asset Register (see Annex 4)
- Contract Register
- Planning & Reporting format, etc.

Office Letter Head

A Department under an Assembly may have its letter head for administrative purposes. However, such letter heads should have the name of the Assembly, followed by the Department concerned. For example, in the case of Roads Department, the letterhead will read:

**Accra Metropolitan Assembly
Roads Department, Accra**

8.3 Planning and Budgeting

Departmental Plans and Budgets shall be harmonized in the Medium Term Development Plan and Composite Budget. As practical as possible, these shall be broken down into Annual, Quarterly and Monthly work plans and budgets. (See Annex 2)

FLOW OF FUNDS

Flow of funds relates to the processes/procedures that are put in place to access funds from the Composite Budget and Internally Generated Funds. Refer to the MMDAs/GoG Accounting Procedures and Composite Budget Manual for MMDAs.

REQUEST FOR FUNDS FROM MINISTRY OF FINANCE (MoF)

Goods and Services

MMDAs shall initiate the process to request for the release of funds to undertake programmed activities under Goods and Services from MoF through OHLGS on a quarterly basis. OHLGS shall forward the request from the Assemblies to MoF based on quarterly cash ceilings received from MoF. The MoF shall then authorise Controller and Accountant General's Department (CAGD) to transfer the funds to the Assemblies.

Non-Financial Assets

For non-financial assets, MMDAs shall initially request for commencement warrants from MoF after going through the Public Procurement process as required by the Public Procurement (Amendment) Act 2016 (*Act 914*).

The MMDAs shall apply for the release of funds to MoF through OHLGS upon receipt of invoices, Interim Payment Certificates (IPCs) and other relevant documents.

It should be noted that this process is the current situation for requesting for funds from MoF in respect of Government of Ghana (GoG) funds or sector transfers to Departments.

REQUEST FOR THE RELEASE OF FUNDS FROM THE MMDA

Goods and Services

The Head of Department shall request for funds to undertake their programmed activities as spelt out in the budget estimates. The request shall be sent to the MMDCD for consideration and further action for the release of funds.

Non-Financial Assets

Release of funds for activities under non-financial assets shall be based on the submission of Interim Payment Certificates (IPCs) and invoices by the Head of the Department to the MMDCD of the Assembly.

In both cases, the Budget Unit based on the availability of funds shall issue specific warrants to accompany the memo in respect of the request for approval by the MMDCE and MMDCD. The approved warrant shall be forwarded to the Finance Office and vetted by responsible officers (*including Internal Auditor*) before payments are made to the beneficiary Department.

Other payment requirements for Non-Financial Assets

The Metropolitan/Municipal/District Planning Co-ordinating Unit (MMDPCU) and Regional Planning Co-ordinating Unit (RPCU) shall undertake monthly and quarterly project monitoring respectively to inspect and assess project execution status. The MMDPCU shall prepare and submit progress reports (See Annex 1) which will be the basis for payment for the assessed value of work done. The inspection team shall include the Chairmen of Development Planning, Finance and Administration and Works Sub- Committees as well as service providers, community leaders and beneficiary Assembly Members.

STEPS FOR REQUEST FOR GOODS AND SERVICES

1. The Department shall initiate the process for request for funds by applying to the MMDCD;
2. MMDCE/MMDCD shall refer the request to the MMDBO to commence the process;
3. After checking the relevant budget provision, cash ceiling and relevant documentation, the MMDBO shall prepare the specific warrant and forward it to the MMDCE/MMDCD for approval;
4. The approved specific warrant shall be forwarded to the Finance Office for the preparation of Payment Vouchers (PVs) and supporting documents. Responsible officers including the Internal Auditor shall vet and ensure the consistency of the PV, warrant and other supporting documents;
5. The vetted documents shall be returned to the Finance Office for final payment to the beneficiary Department.

STEPS FOR REQUEST FOR NON-FINANCIAL ASSETS (CAPITAL EXPENDITURE)

1. The Head of Department shall apply for a commencement warrant to procure Goods, Works and Services through the Management of the Assembly. This activity must be in the Procurement Plan and in line with the appropriate procurement process as stated in the Public Procurement (Amendment) Act 2016 (*Act 914*).
2. MMDCE/MMDCD shall refer the request to the MMDBO.
3. After checking the relevant budget provision, cash ceiling and relevant documentation including the Entity Tender Committee Minutes, Award of Contract letter, Pro-forma Invoices, Bills of Quantities etc., the MMDBO through the MMDCE/MMDCD shall commit the Assembly to the tune of the value of the assets to be procured by issuing a Commencement Warrant to the Department.
4. The Department upon receipt of the invoices or Interim Payment Certificates shall apply for the release of funds from the Assembly with copies of the relevant documents and commencement certificates.
5. The MMDBO shall prepare the specific warrant for approval by the MMDCE and MMDCD.
6. The approved specific warrant shall be forwarded to the Finance Office for the preparation of PVs and supporting documents. The PV together with the warrant and other supporting documents shall be forwarded to responsible officers (*including Internal Auditor*) for vetting and consistency checks.
7. The vetted documents shall be returned to the Finance Office for payment to the beneficiary Department.

NOTE: No payment shall be made without the PV and appropriate supporting documents including the specific warrant duly approved.

8.4 Required Office / Technical Facilities for Roads Department

Table 9: Required Office/Technical Facilities

FACILITY TYPE	MINIMUM No.
Office Accommodation	3
Pick-up (Vehicle)	1
Tables	8
Office Chairs	11
Computer	4
Desk-top Printers	3
Multi-purpose Printer (Photocopier)	1
Table-Top Fridge	2
Pre-cimeter	3
Office Cabinet	2
Air Conditioner	3
Survey Field Book	8
Automatic Level	1
Portable Concrete Crusher	1
Measuring Tape	3
Office Tray	5
Scanner	1
Stationary	

8.5 Monitoring & Evaluation (M&E)

Departments of MMDAs shall put in place M&E systems for management of activities and works to ensure value for money. M&E reports shall include quality assurance and quality control procedures of the MMDAs. Monitoring will cover all aspects of road network management with the Roads Department being responsible for data collection, processing, analysis and utilisation of results.

8.6 Quality Assurance & Quality Control

Quality Assurance (Monitoring of the System)

Quality Assurance refers to planned and systematic processes/activities implemented in a quality framework so that quality requirements of a product or a service could be fulfilled. Quality Assurance focuses on reducing deficiencies in the service levels. The goal of quality assurance is to improve development and test processes so that defects do not arise when the product is being developed.

Quality Control (Monitoring of the Works)

Quality Control is a process that is used to ensure a certain level of quality in a product or service. It might include whatever actions an organization or a business deems necessary to provide for the control and verification of certain characteristics of a product or service. Most often, it involves thoroughly examining and testing the quality of products or the results of services.

The basic goal of this process is to ensure that the products or services that are provided meet specific requirements and characteristics, such as being dependable, satisfactory, safe and physically sound. Quality Control focuses on identifying defects. The goal of Quality Control is to identify defects before and after a product is developed.

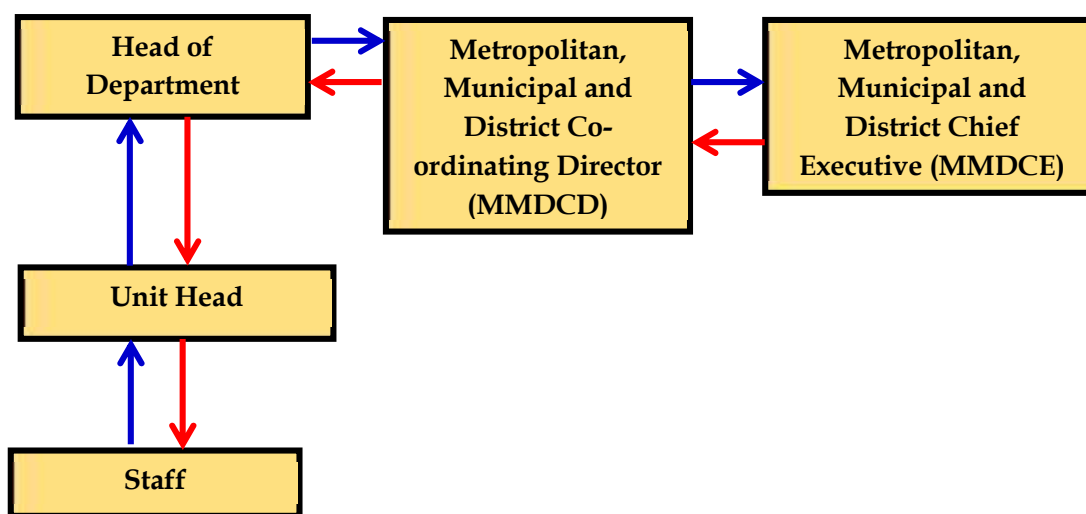
Departments/Units within the MMDAs are expected to put in place strategies to ensure both quality assurance and control in their services and product provisions within the broad framework of the LGS.

8.7 Internal Reporting Direction, Planning and Budgeting

The establishment of the LGS, with its attendant reorganization of the structures, systems and processes has made it imperative that internal reporting relationships are properly defined.

As outlined below, the system flows in both a bottom-up and top-down formation. The key element is the need for a unity of command and respect for the hierarchy to ensure consistency and focused service delivery.

Figure 7: Internal Reporting Direction



8.8 Service Delivery Standards

Six (6) Service Delivery Standards of the LGS are listed below:

1. ***Accountability*** - taking responsibility for one's actions and/or in actions in rendering services and informing citizens on the use of public resources.
2. ***Client focus*** - using client requirements to prioritize and consistently develop affordable and accessible services in a timely manner.
3. ***Effective and Efficient use of Resources*** - the optimal use of resources (including time, human resource, natural resources, funds etc.) to provide services and products that satisfies the requirements of users in a timely manner.
4. ***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 at the MMDA level.
5. ***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 client whilst adhering to ethical standards.
6. ***Transparency*** - providing all stakeholders with the understanding of how MMDAs operate, and furnish them with easy access to adequate and timely information regarding decisions and actions taken by MMDAs.

9.0 ANNEX SECTION

Annex 1: Progress Report Format

ROADS DEPARTMENT QUARTERLY PROGRESS REPORT

REGION:.....MMA:.....

QUARTERLY STATUS REPORT: NOQUARTER ENDING:

1. Activity Summary

Output	Indicators	Planned Activities (according to approved annual work plans)	Progress in Quarter	Expenditure	
				Approved Budget (GH¢)	Actual to Date (GH¢)
1.					
2.					

2. Problems and Constraints

Output	Problems	Proposed Action

3. Other Issues:

.....

4. Report prepared by:.....

Annex 2: Annual Work Plan Format

ROADS DEPARTMENT ANNUAL WORK PLAN..... (Year)

REGION:.....MMA:

Output	Indicators	Planned Activities	Start (Yr/M)	End (Yr/M)	Proposed Budget (M GH¢)
1.					
Sub-total					
2.					
Sub-total					
3.					
Sub-total					
GRAND TOTAL					

Prepared by: Approved by:.....

Signature:..... Signature:.....

Date:..... Date:.....

Annex 3: Performance of Roads Department (Check List)

..... MMA

ROADS DEPARTMENT

PERFORMANCE MONITORING FORM COMPLETED BY MMCD

PERFORMANCE OF DURING THE QUARTER OF 20.....

Activity	Remarks
1.	
2.	
3.	
4.	

Progress of Activities in the Quarter	
Unit	Progress
1.	
2.	
Other Comments: 	

Signed by Unit Head:

Date:

Annex 4: Asset Register

ROADS DEPARTMENT ASSET REGISTER

REGION:

MMA:

Item No.	Date	Description	Name of Supplier	Cost	ID No.	Qty	Model	Reg. No.	Serial No.	Location	User	Note

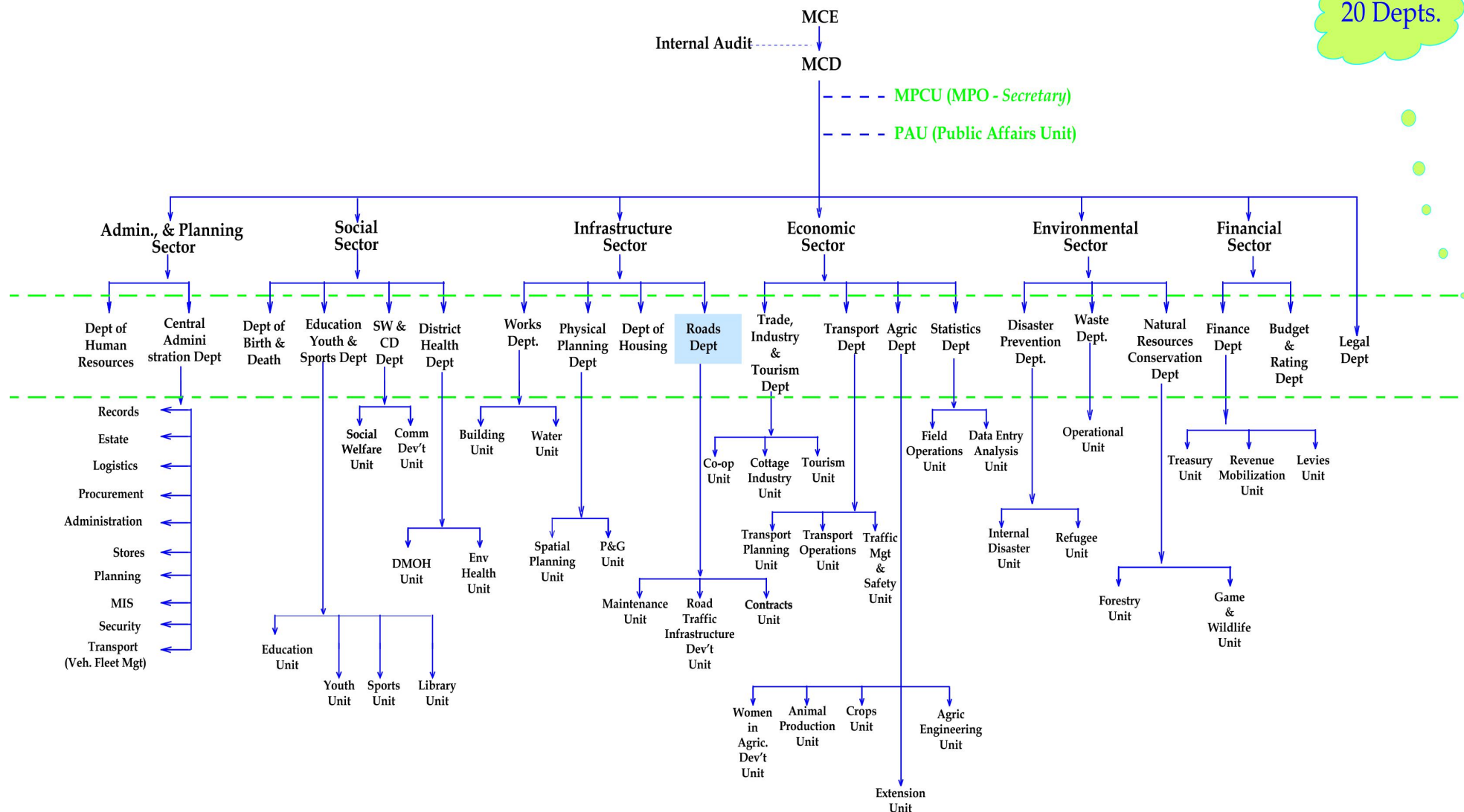
Annex 5: Training Areas

..... MMDA
ROADS DEPARTMENT

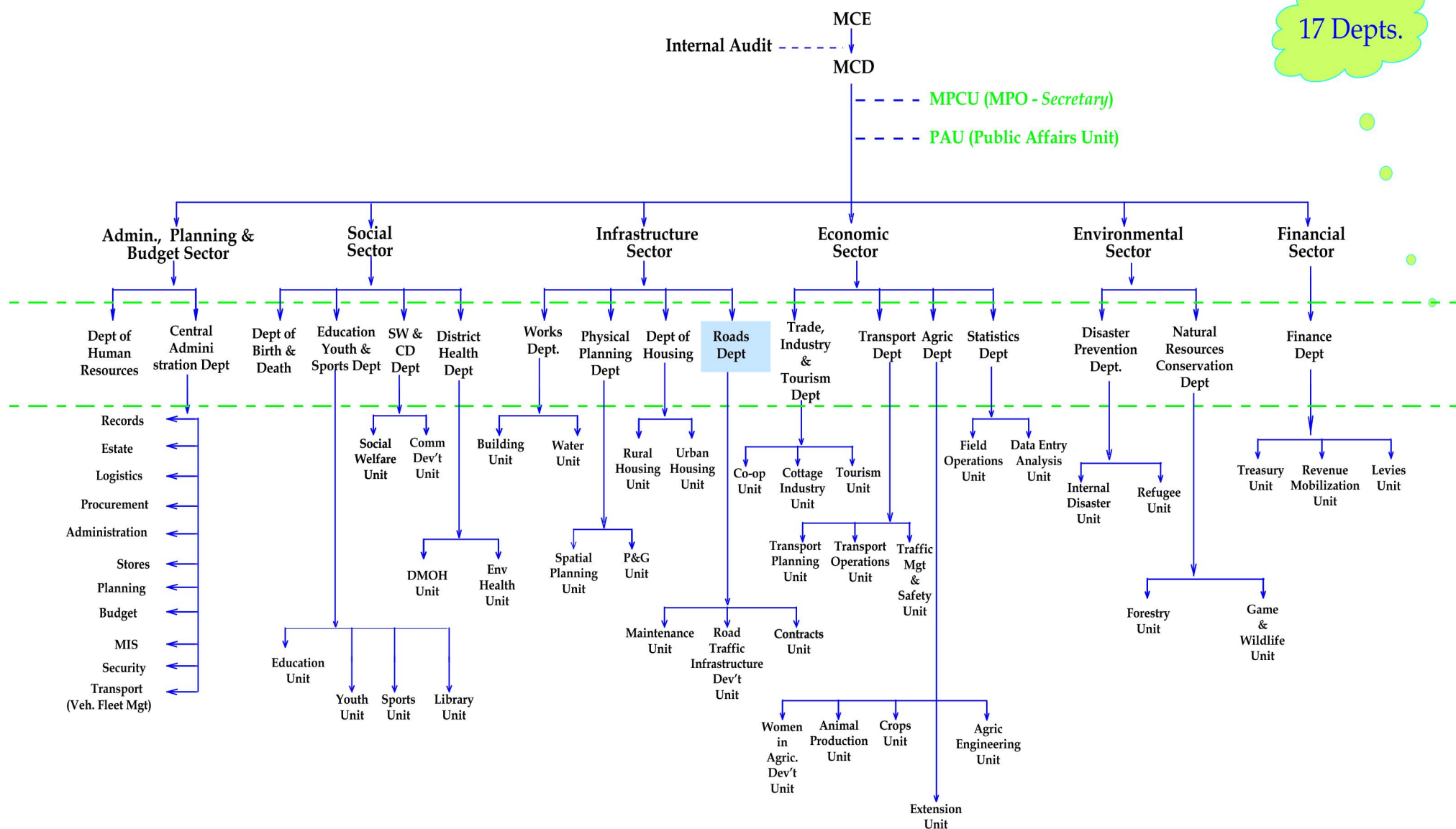
Training Area	Target Participants

APPENDICES

METROPOLITAN DEPARTMENTS ORGANOGRAM (FUNCTIONAL)



MUNICIPAL DEPARTMENTS ORGANOGRAM (FUNCTIONAL)



DISTRICT DEPARTMENTS ORGANOGRAM (FUNCTIONAL)

