



LOCAL GOVERNMENT SERVICE



**SOCIAL WELFARE AND COMMUNITY
DEVELOPMENT DEPARTMENT
OPERATIONAL MANUAL**

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

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”.

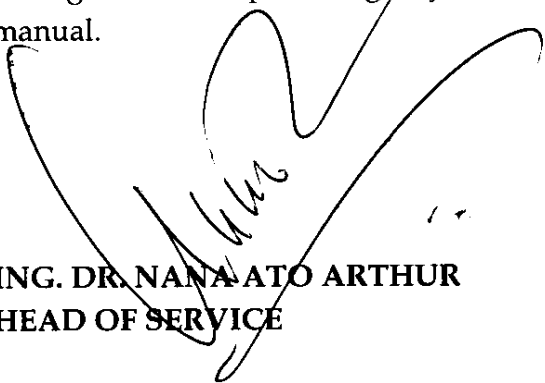
The L.I 1961 has spelt out the various functions of each Department at the MMDA level. However, there are operational differences in the performance of functions by Departments of the MMDAs and this has resulted in the lack of consistency in the operations of the Departments.

The LGS as part of its functions of implementing administrative decentralization has developed this Operational Manual for the Social Welfare and Community Development Department. It aims at complimenting other LGS protocols in streamlining functions of the Department across all MMDAs, 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 MMDA, 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

AIDS	-	Acquired Immunodeficiency Syndrome
CoC	-	Code of Conduct
CoS	-	Conditions of Service
CRI	-	Care Reform Initiatives
CSO	-	Civil Society Organization
DAs	-	District Assemblies
GIMPA	-	Ghana Institute of Management and Public Administration
GoG	-	Government of Ghana
HIV	-	Human Immunodeficiency Virus
HoD	-	Head of Department
HR /HRM	-	Human Resource / Human Resource Management
HRMOM	-	Human Resource Management Operational Manual
ILGS	-	Institute of Local Government Studies
IPC	-	Interim Payment Certificate
L.I	-	Legislative Instrument
LEAP	-	Livelihood Empowerment Against Poverty
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 & District Planning Co-ordinating Unit
MMDPO	-	Metropolitan, Municipal and District Planning Officer
MoF	-	Ministry of Finance
MoGCSP	-	Ministry of Gender, Children and Social Protection
NDPC	-	National Development Planning Commission
NGO	-	Non-Governmental Organization
OHLGS	-	Office of the Head of the Local Government Service
OVC	-	Orphans and Vulnerable Children
PLWHAs	-	Persons Living With HIV/AIDS
PV	-	Payment Voucher
PWD	-	Persons With Disability
RCC	-	Regional Co-ordinating Council
RPCU	-	Regional Planning Co-ordinating Unit
SDS	-	Service Delivery Standard
SoS	-	Scheme of Service
SWCD	-	Social Welfare and Community Development Department
TIPs	-	Trafficking in Persons
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 as 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 Social Welfare and Community Development Department at the MMDAs.

The Social Welfare and Community Development Department is one of the decentralized Departments of the MMDAs whose functions are crucial for effective implementation of Social Welfare and Community Development related policies and programmes 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 organisations:
 - (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:

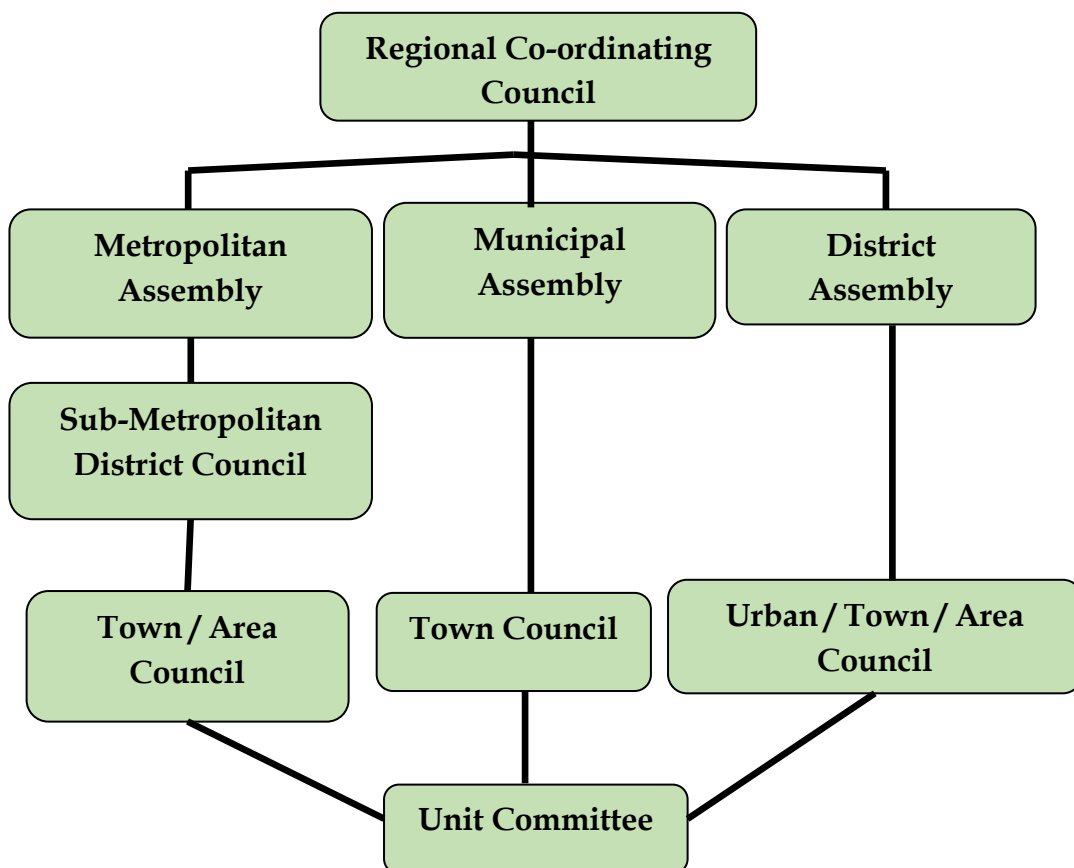
- (a) provide technical assistance to District Assemblies to enable the District Assemblies effectively perform their functions in accordance with the Constitution and this Act;
- (b) conduct organisational and job analysis for the District Assemblies;
- (c) conduct management audits for the District 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 in force for the time being;
- 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 SOCIAL WELFARE AND COMMUNITY DEVELOPMENT DEPARTMENT (SWCDD) AT MMDA LEVEL

The Social Welfare and Community Development Department (SWCDD) is established at MMDAs as per Second Schedule of the Local Governance Act, 2016 (Act 936).

3.1 Strategic Overview of Social Welfare and Community Development Department

The guiding principles for functioning of the Social Welfare and Community Development Department has be formulated as follows:

Vision:

To take the lead in integrating the disadvantaged, vulnerable and excluded in mainstream of development

Mission:

The SWCD Department work in partnership with individuals, families, groups and communities to improve their social wellbeing through their active participation in promoting development with equity.

3.2 Objectives of the Establishment of Social Welfare and Community Development Department

The Social Welfare and Community Development Department exist to

- (a) facilitate the mobilization and use of available human and material resources to improve the living standards of individuals, groups, families and communities within an effectively decentralised system of administration.
- (b) prevent and respond to social exclusion and mal adjustment within the context of national and sub national development efforts

Also the Department;

- a) Shall assist the Assembly to formulate and implement social welfare and community development policies within the framework of national policy.
- b) Shall assist and facilitate provision of community care services
- c) Shall assist to maintain specialized residential services in the districts
- d) Shall facilitate the registration and supervision of non-governmental organizations and their activities in the district
- e) Shall assist to organize community development programmes to improve and enrich the socio - economic lives of the populace

- f) Shall train community groups in employable skills to improve their income levels
- g) Shall collaborate and network with governmental and non-governmental Institutions

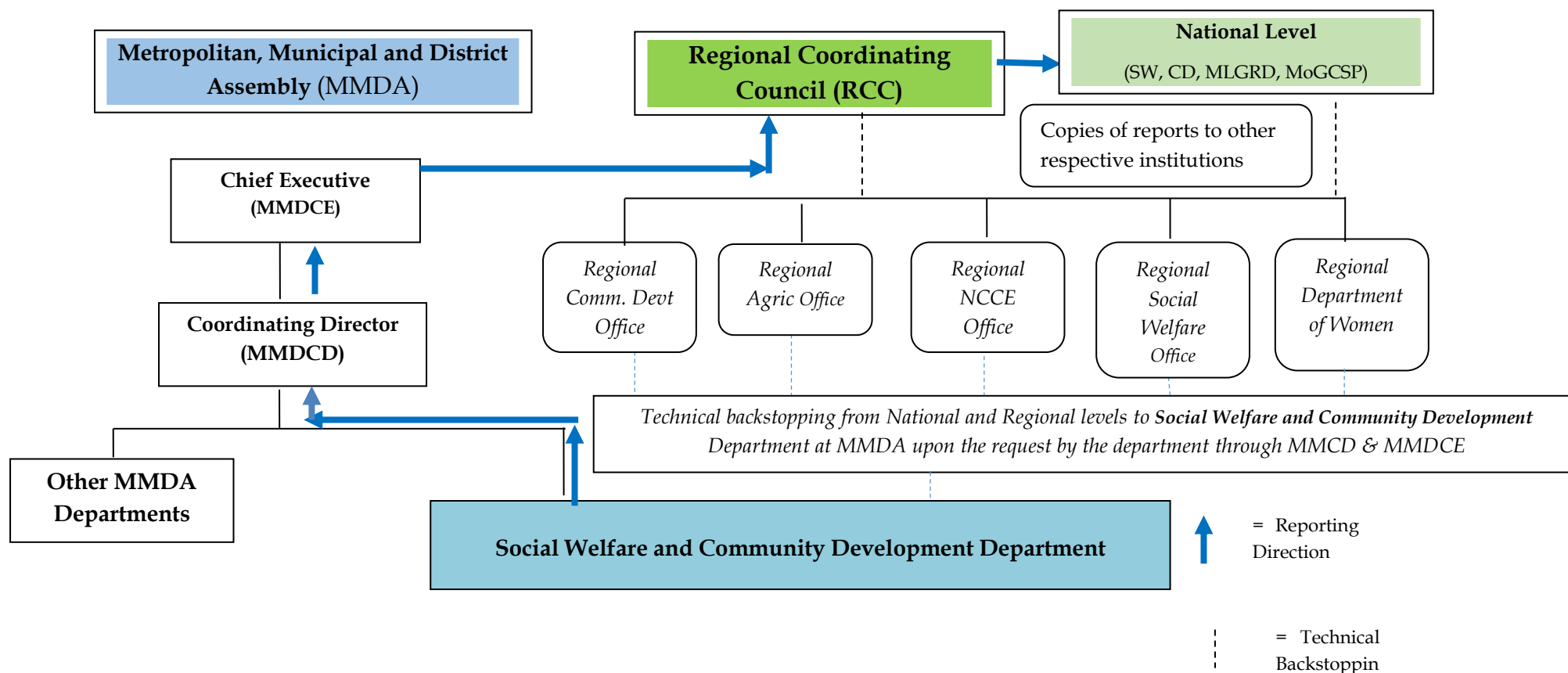
3.3 General Functions and Responsibilities of Social Welfare and Community Development Department

- a. facilitate community-based rehabilitation of persons with disabilities;
- b. assist and facilitate provision of community care services including:
 - (i) registration of persons with disabilities;
 - (ii) assistance to the elderly;
 - (iii) personal social welfare services;
 - (iv) hospital welfare services;
 - (v) assistance to street children, child survival and development; and
 - (vi) socio-economic and emotional stability in families;
- c. assist to maintain specialized residential services in the districts;
- d. facilitate the registration and supervision of non-governmental organizations and their activities in the district;
- e. justice administration – assist children and adults in contact and conflict with the law;
- f. register and supervise early childhood development centres;
- g. assist to organize community development programmes to improve and enrich standard of living through:
 - (i) Organise literacy and adult education programme;
 - (ii) Mobilise voluntary contributions and communal labour for the provision of facilities and services such as water, schools, library, community centres and public places of convenience;
 - (iii) Teach deprived women in home management, child care
 - (iv) Offer employable and sustainable skills training for the youth.
 - (v) Promote and provide alternative livelihood empowerment skills for the deprived in the communities
 - (vi) Promote entrepreneurial skills, business support services and linkages to financial institutions to beneficiaries of skills training programme
 - (vii) Mobilise and train voluntary leaders and community-based organisations as change agents in the communities
- h. Provide extension services to governmental and non-governmental organisations
- i. Facilitate the roll out of the Child Protection tool kits through community engagement and dialogue

3.4 Communication and Reporting relationship diagram in relation to the Social Welfare and Community Development Department

The organogram below shows the technical backstopping and reporting relationship arrangement of the Social Welfare and Community Development Department in relation to the National, Regional and Local levels.

Figure 2: Organisational set-up of Metropolitan, Municipal and District Assembly in relation to the Social Welfare and Community Development Department



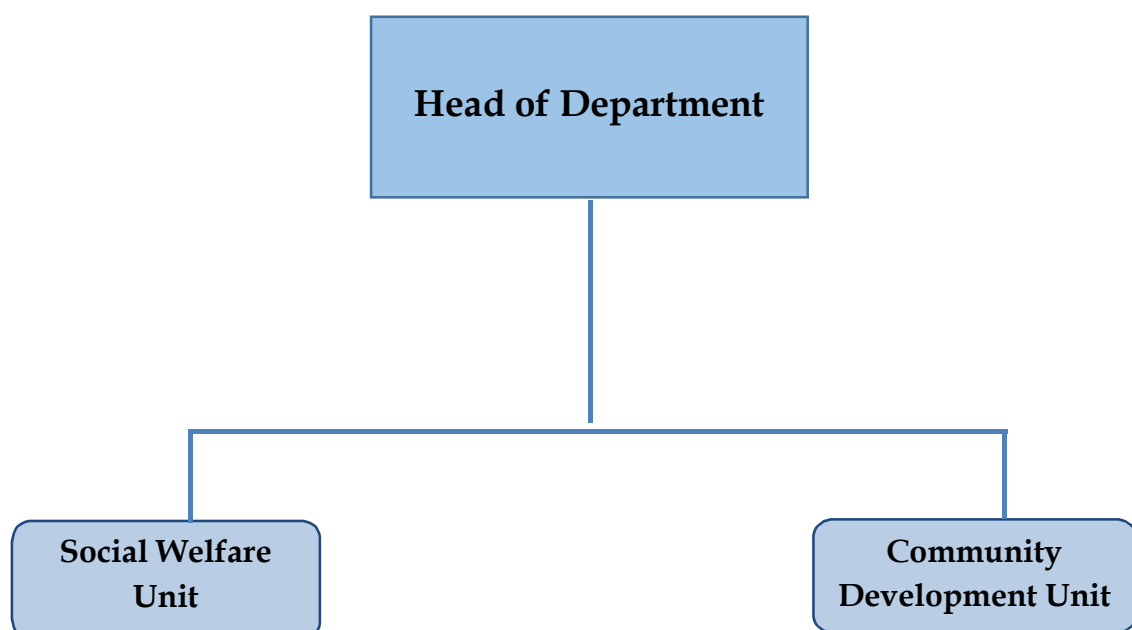
4.0 STRUCTURES, FUNCTIONS AND SPECIFIC RESPONSIBILITIES OF THE SOCIAL WELFARE AND COMMUNITY DEVELOPMENT DEPARTMENT AT THE MMDA

4.1 Technical Structure of the Social Welfare and Community Development Department at the MMDA

The Social Welfare and Community Development Department is made up of the following Units:

- Social Welfare Unit
- Community Development Unit

Figure 3: Technical Structure for Social Welfare and Community Development Department

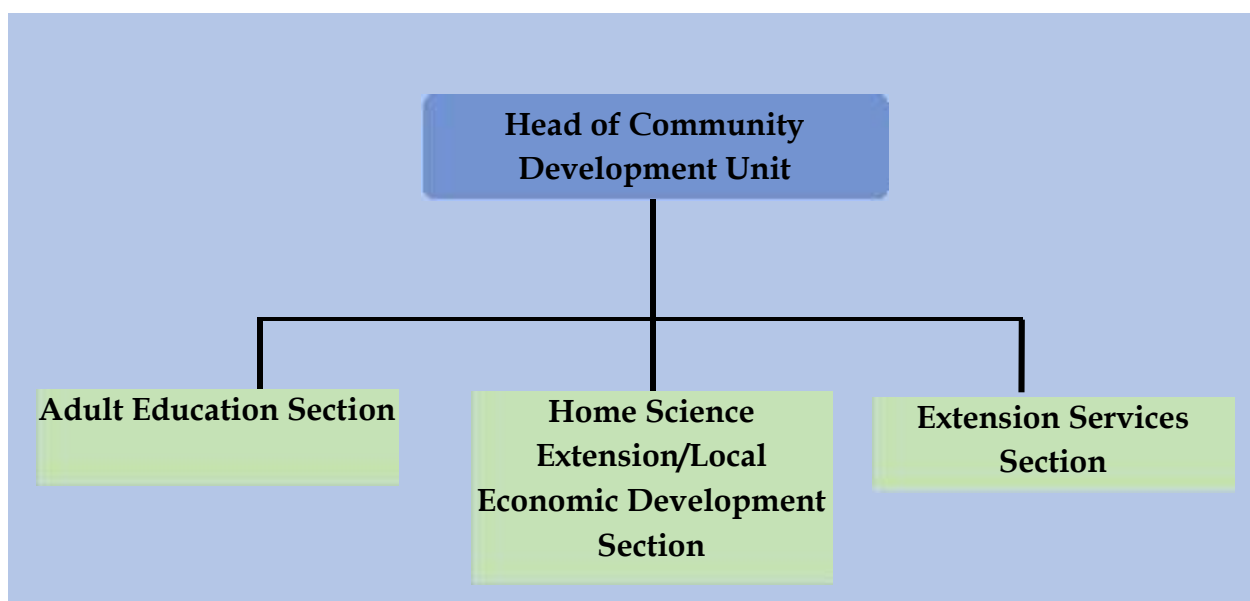


4.1.1 Technical Structure for the Community Development Unit

The Community Development Unit is made up the following Sections:

- o Adult Education Section,
- o Home Science Extension/Local Economic Development Section
- o Extension Services Section.

Figure 4: Technical Structure for Community Development Unit



4.1.1.1. Functions related to the Community Development Unit

- Organise literacy and adult education programmes
- Mobilise voluntary contributions and communal labour for the provision of facilities and services such as water, schools, library, community centres and public places of convenience
- Teach deprived or rural women home management and child care
- Offer employable and sustainable skills training for the youth.
- Promote and provide alternative livelihood empowerment skills for the deprived in the communities
- Promote entrepreneurial skills, business support services and linkages to financial institutions to beneficiaries of skills training programme
- Provide avenue for other institutions to implement community development programmes
- Mobilise and train voluntary leaders and community-based organisations as change agents in the communities

4.1.1.2 Specific responsibilities related to the Community Development Unit

- Undertake community entry processes for programme initiation, monitoring and evaluation;

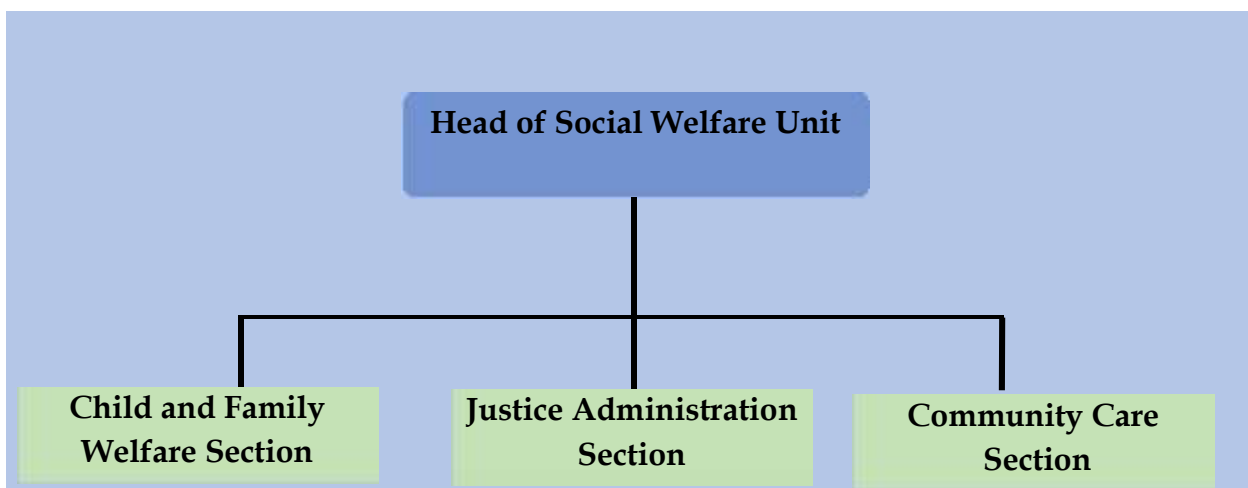
- Organise weekly adult education programmes
- Hold community briefing sessions on the role of the Assembly and its Departments with key stakeholders and community members;
- Identify, maintain and update data on various groups in the community;
- Conduct community needs assessment;
- Conduct community surveys and compile profiles;
- Assist in the mobilization of resources for community development interventions;
- Mobilise community members for communal labour and self-help projects
- Teach women home management, child care and entrepreneurial skills
- Organise community members for the collection of inputs for the preparation of budget and Medium-Term Development Plan
- Provide technical support to development partners
- Compile activity, quarterly and annual reports
- Prepare work plans and budgets
- Facilitate the roll out of the child protection tool kits through community engagement and dialogue

4.1.2 *Technical Structure for Social Welfare Unit*

The Social Welfare Unit is made up of the following Sections:

- o Child and Family Welfare Section
- o Justice Administration Section
- o Community Care Section

Figure 5: Technical Structure for Social Welfare Unit



4.1.2.1 *Functions related to the Social Welfare Unit*

- Support families and individuals in the handling of Non - Child Maintenance cases, Child Abuse, Custody, Paternity and Family Reconciliation;
- Facilitate the implementation of the Livelihood Empowerment Against Poverty (LEAP) activities;
- Supervise and monitor the setting up and operations of residential homes;
- Conduct and write social investigation report for the purposes of licencing and compliance of the National standards for residential homes;
- Handle domestic violence cases and spousal abuse;
- Supervise, monitor and facilitate the registration of Day Care Centers;
- Supervise and monitor the implementation of Social Intervention programmes eg. School Feeding Program;
- To intervene in cases of children in Worst Forms of Child Labour;
- Remove, Rehabilitate and Reintegrate Street Children;
- Rescue, Rehabilitate and Reintegrate victims of Trafficking in Persons (TIPs)
- Provide alternative care for children without parental care such as foster care and adoption;
- Identify and Register Persons With Disabilities (PWDs);
- Conduct physical, medical and psychosocial need assessments;
- Facilitate livelihood empowerment programmes for PWDs;
- Offer psycho-social counseling to affected persons with disabilities and HIV-AIDS etc;
- Provide hospital welfare services;
- Undertake sensitization and social education on social problems;
- Undertake probation and prison after care services;
- Make representation at the juvenile and family courts;
- Prepare and submit social enquiry reports;

- Provide supervision and mentorship to students from Social work training institutions
- Provide hospital welfare services
- Register and facilitate opportunities for NGOs to develop Social Services in collaboration with the communities
- create awareness on the prevention and control of HIV/AIDS and community care strategies in collaboration with communities, Ministries and related agencies
- create awareness on population issues such as family planning, reproductive health rights and other issues affecting women, teenage pregnancy and adolescent health rights etc
- supervise and coordinate Care Reform Initiatives (CRI) in the District

4.1.2.2 Specific responsibilities related to the Social Welfare Unit

- Identify, register and keep update data on Persons with Disabilities
- Engage in need assessment of PWD and their significant others
- Assist in the rehabilitation of PWDs and promote job placement
- Offer general counselling services to PWD and their families
- Advocate and lobby for the social inclusion of disadvantaged individuals and groups including children, women, elderly, PWDs, PLWHAs
- Engage in Juvenile and family court sittings
- Offer probation and supervision services to the courts and offer prison after care services to remand and prison inmates and discharged prisoners
- Family tracing and reintegration of discharged child offenders and discharged psychiatry patients
- Conduct Social investigations in favour of abandoned children, orphans, abused children, victims of trafficking and child labour as and when required
- Engage in family tracing of missing children and stranded people and assist in family reunification/reintegration and settlement of such people
- Engage in public sensitisation on child rights and protection
- Submit Social investigation and Home Study Reports in favour of Orphans and Vulnerable children (OVCs) to Regional Director of Social Welfare for placement on adoption or fostering
- Identify potential foster parents and arrange for alternative care arrangements for OVCs
- Inspect, supervise and monitor residential facilities housing, OVCs, elderly, PWDs including shelters for abused persons
- Supervise and monitor children placed on fostering, returned trafficked children and reintegrated children
- Prepare care orders for the court
- Establish child panels in the communities
- Engage in family and mediations in child custody, paternity, and non-maintenance cases and make maintenance orders
- Undertake staff capacity development initiatives including Case Conferencing;

- engage communities and groups in sensitisation and social education activities on emerging social problems

4.1.3.1 Specific responsibilities related to the Child and Family Welfare Section

- General case work management including; Support to families and individuals in Non - Child Maintenance cases, Child abuse, Custody, Paternity and Family Reconciliation;
- Provide alternative care for children without parental
- Support, and handle domestic violence cases and spousal abuse
- Supervise, monitor and facilitate the registration of Day Care Centers;
- Work with street children and their families in the removal, Rehabilitating and their Reintegration
- Rescue, Rehabilitate and Reintegrate victims of Trafficking in Persons (TIPs)
- Prepare and submit social enquiry reports;

4.1.3.2 Specific responsibilities related to the Justice Administration Section

- Provide probation services to juveniles and families
- Involve in Family tribunal sittings
- Conduct social investigation and home study reports to the courts and regional office
- Liase with police, hospitals and prepare Social Investigation and/or Home study Reports for Regional Social Welfare office in favour of missing, abandoned or vulnerable children.
- Undertake probation and prison after care services;
- Make representation at the juvenile and family courts;
- Ensure the establishment of child panels in the district

4.1.3.3 Specific responsibilities related to the Community Care Section

- Facilitate the implementation of the Livelihood Empowerment Against Poverty (LEAP) activities;
- Supervise and monitor the operations of residential homes
- Conduct and write social investigation report for the purposes of licencing and compliance of the National standards for residential homes
- Identify and Register Persons With Disabilities (PWDs);
- Conduct physical, medical and psychosocial need assessments for vulnerable groups;
- Facilitate skills training programmes for PWDs;
- Offer psycho-social counselling to affected persons with disabilities and HIV-AIDS and their families etc;
- Provide hospital welfare services;
- Assistance to destitute, psychiatry patients and stranded people
- Undertake sensitization and social education on social problems;
- Supervise and monitor the implementation of Social Intervention programmes eg. School Feeding Program, Gender Activities, ;
- To intervene in cases of children in Worst Forms of Child Labour;

5.0 JOB DESCRIPTIONS AND COMPETENCIES / SKILLS

Job description is the day to day duties to be performed by a job holder. The MMDA Social Welfare and Community Development 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 a staff of the LGS.

5.1.1 Head, Social Welfare and Community Development Department

Qualification and Experience:

Bachelor's degree in Social Work, Community Development, Development Studies, Administration, Social Sciences etc and Masters degree in a related technical field with a minimum of 8 years' experience in a technical managerial position and also a member of a professional body in a related field.

MSc., MBA, MPhil or its equivalent from an accredited tertiary institution, a Bachelor Degree in or relevant professional qualification with a minimum of eight (8) years' experience a technical managerial position and a member of a professional body in a related field.

Required Competencies:

- Ability to facilitate collaboration across teams to achieve a common goal
- Ability to initiate, define and address high level challenges and opportunities that have the potential to advance and improve the work of the Department in particular and the MMDA in general
- Ability to use variety of communication vehicles to promote dialogue and develop shared understanding and consensus
- Knowledge in social policy and analysis
- Conflict management and resolution skills

- Strategically and systematically evaluate emerging and long-term trends in Social and Community Development to be able to meet client's needs
- Be able to analyse and synthesize information to understand issues, identify options and support sound decision making
- Must be computer literate

Span of Control:

Coordinate and manage the human resource in the Department and report to the MMDCE through the Co-ordinating Director

Duties

- Day to day administration of the Department
- Serve as Secretary to Social Services Sub Committee
- Represents the MMDA and liaise with the District Planning Coordinating Unit on issues pertaining to social and community development
- Coordinate the implementation of work plans of the department
- Represent the Department at all meetings and other programmes
- Brief staff of the Department on proceedings of meetings and other programmes
- Provide technical advice on staffing needs, performance and development of the capabilities, skills and knowledge of staff
- Hold weekly meetings with Unit Heads and monthly meetings with entire staff members to discuss progress of work of the Department
- Compile Action plans and budgets of the Units for the department and submit same to the Assembly
- Collate quarterly and annual reports of the department
- Conduct Staff Appraisals
- Ensure the mainstreaming of Gender issues into the Assemblies programming
- Serve as Secretary to the Disability Fund Management Committee
- Serve as Secretary to other Social and Community Development Sub Committees of the Assembly
- Ensure the appropriate delegation of duties when necessary
- Any other duties assigned

5.1.2 Head – Community Development Unit

Qualification and Experience:

A Bachelor's Degree in Community Development, Integrated Development Studies, Development Studies, Social Sciences or relevant professional qualification 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 etc.

Span of Control:

- Shall champion the implementation of the key functions and responsibilities of the Unit
- Ensure that all reports of the Unit are submitted to the Head of Department
- Shall work directly under the Head of Department
- In his/her absence due to leave or otherwise, he/she should hand over to the most senior and competent officer of the Unit

Duties

- Supervise, coordinate and monitor the activities of the Unit
- Organise weekly adult education programmes
- Represent the Unit at Departmental meetings and other community development related programmes
- Brief staff members on all proceedings of meetings held with Head of Department and other Institutions
- Hold monthly meetings with staff members to discuss progress of work of the Unit
- Carry out field visits
- Meet with key stakeholders; that is traditional authorities, opinion leaders, Assembly members, etc. during community entry
- Hold community briefing sessions on the role of the Unit with key stakeholders and community members
- Create and update database of groups in area of operation
- Catalogue community needs in their area of operation
- Establish an inventory of prioritized community needs in area of operation
- Establish a database of community profiles in area of operation

- Facilitate the mobilisation of voluntary contributions and communal labour for the provision of facilities and services such as water, schools, library, community centres and public places of convenience
- Write proposals to fund community projects
- Organise community members for the collection of inputs for the preparation of budget and Medium-Term Development Plan
- Hold meetings with other organisations
- Compile activity, quarterly and annual reports on the Units
- Prepare annual budgets and plans for the Unit
- Ensure that itineraries and workplans are prepared
- Identify programmes of other stakeholders and provide the needed support
- Organise skills training programmes
- Conduct Staff Appraisals
- Any other duties assigned

5.1.3 Head – Social Welfare Unit

Qualification and Experience:

A Bachelor's Degree in Social Work, Social Administration Development Studies, Development Studies, Social Sciences or relevant professional qualification 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 etc.
- Case Conferencing Skills
- Facilitation and Presentation skills

Span of Control:

- Shall champion the implementation of the key functions and responsibilities of the Unit
- Ensure that all reports of the Unit are submitted to the Head of Department
- Shall work directly under the Head of Department
- In his/her absence due to leave or otherwise, he/she should hand over to the most senior and competent officer of the Unit

Duties

- Supervise, coordinate and monitor the activities of the Unit
- Represent the Unit at Departmental meetings and other Social Welfare related programmes
- Brief staff members on all proceedings of meetings held with Head of Department and other Institutions
- Hold monthly meetings with staff members to discuss progress of work of the Unit
- Carry out field visits
- Create and update database of groups in area of operation
- Compile activity, quarterly and annual reports on the Units
- Prepare annual budgets and plans for the Unit
- Ensure that itineraries and workplans are prepared
- Identify programmes of other stakeholders and provide the needed support
- Organise skills training programmes
- Lead in the implementation of activities and interventions in line with good social work and social welfare standards, practices and protocols
- Lead in the development of performance indicators of the various sections under the Unit
- Lead in the identification of potential social welfare programs and projects opportunities and interventions;
- Supervises the activities of the sub-sections of the /unit under the Division
- Provide information on program achievements and lessons learned that can be disseminated to a variety of audiences
- Serve on statutory Committees such as the Family and Juvenile Courts;
- Review and counter-sign where applicable, all requested /statutory reports such as Social Enquiry, Home and Child Study Reports;
- Lead in conducting routine and specified Compliance Monitoring visits including Day Care Centres, Special Residential Homes and supervision Visits to NGOs;
- In the absence of a Social Welfare Officer as Head of Department, he/she shall serve as Gender desk officer, Serve as Secretary to Women and Children Sub Committee; school feeding program, and serve as secretary to the District Disability Fund Committee
- Conduct Staff Appraisals
- Any other duties assigned

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 the Department and are based on workload.

Table 6: Staffing requirement of the Social Welfare and Community Development Department.

Class	District		Municipal		Metropolitan	
	Min	Max	Min	Max	Min	Max
Chief Social Development Officer	1	1	1	1	1	1
Principal Social Development officer						
Senior Social Development Officer	2	2	2	2	3	6
Social Development Officer	4	5	6	6	6	9
Assistant Social Development Officer	6	7	6	7	9	12
Sub -Total	13	15	15	16	19	28
Sub Professional Class						
Chief Social Development Assistant	1	1	1	1	1	1
Principal Social Development Assistant	1	1	1	2	2	1
Senior Social Development Assistant	2	2	3	4	6	9
Social Development Assistant	3	4	4	6	6	9
Assistant Social Development Assistant						
SUB-TOTAL	7	8	10	13	15	20
TOTAL	20	23	25	29	34	48

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:

- (a) Seniority which shall be determined from the date of last promotion
- (b) 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 Social Welfare and Community Development Departments will be facilitated by OHLGS in collaboration with respective RCCs.

6.4 Capacity Building for Social Welfare and Community Development Department

The essence of capacity building is to support the goals of the Social Welfare and Community Development 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 Social Welfare and Community Development 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 the Social Welfare and Community Development processes
- 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 MMDA 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, GIMPA, Civil Service Training School, Social Welfare and Community Development related Colleges, Institute of Local Government Studies (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 Social Welfare and Community Development Department
- Organization Structure of the Social Welfare and Community Development 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 Social Welfare and Community Development Department
- The Local Government Service
- Writing Skills (Depending on the level of the post holder)

6.5 Training Matrix for Social Welfare and Community Development Department

Tables 7 and 8 show the Training Matrices for Social Welfare and Community Development Department.

Table 7: Training Matrix for Professional Class

	Training Requirements
1	Higher academic development – MPhil/MSc, PhD levels
2	Post Graduate Certificate/Diploma in Management
3	Workshops/Seminars for specific technical skills development
4	Strategic and annual work planning, budgeting, monitoring and evaluation
5	Project Planning and management
6	Organizational management – management of work teams
7	Interpersonal, communication and conflict management skills

Table 8: Training Matrix Sub-Professional Class

	Training Area
1	Higher Academic qualifications – Diploma, BSc. Social Welfare or Community Development related programme
2	Continuous regular technical training
3	Training on group/team development and management
4	Organizational processes

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 Social Welfare and Community Development Department

The objectives of the Professional/Sub-professional/ Technical Classes 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

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

Professional Class

- Chief Social Development Officer/Director
- Principal Social Development Officer/Deputy Director
- Senior Social Development Officer
- Social Development Officer
- Assistant Social Development Officer

Sub – Professional Class

- Chief Social Development Assistant
- Principal Social Development Assistant
- Senior Social Development Assistant
- Social Development Assistant

8.0 GENERIC GUIDELINES ON REPORTING RELATIONSHIP AND ADMINISTRATIVE PROCEDURE

8.1 Reporting Relationship

LOCAL GOVERNMENT SERVICE ADMINISTRATIVE INSTRUCTIONS ON METROPOLITAN/MUNICIPAL/ DISTRICT 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 ORGANOGRAM 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 1A, 2A and 3A respectively.

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

1. Central Administration Department
2. Human Resource Department

Miscellaneous Departments

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 Budget, as and when required, 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 adult education programmes, the communication shall be addressed to:-

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

and copied to:

*The Head of Department
Social Welfare and Community Development 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 Social Welfare and Community Development Department, the letterhead will read:

***Berekum Municipal Assembly
Social Welfare and Community Development Department
Berekum***

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

For example:

***Alima Kafui
Head, Social Welfare and Community Development 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 Social Welfare and Community Development Department, the letterhead will read:

**Accra Metropolitan Assembly
Social Welfare and Community Development Department,
Accra**

8.3 Planning and Budgeting

Departmental Plans and Budgets shall be harmonized in the Medium Term Development Plans and Composite Budgets. 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 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 and District Planning and 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 DPCU 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- Committee 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 Payment Voucher, 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 Social Welfare and Community Development Department

Table 9: Required Office/Technical Facilities:

FACILITY TYPE	MINIMUM No.
Office rooms (furnished)	7
Meeting room	1
Store room	2
Vehicles	1
Motor Bikes	27
Desktop Computers	3
Laptops	9
Printers	1
Photocopy machine	1
Projector	1
Filing Cabinet	9
GPS	4
Camera	1

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 Social Welfare and Community Development with the Social Welfare and Community Development 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.

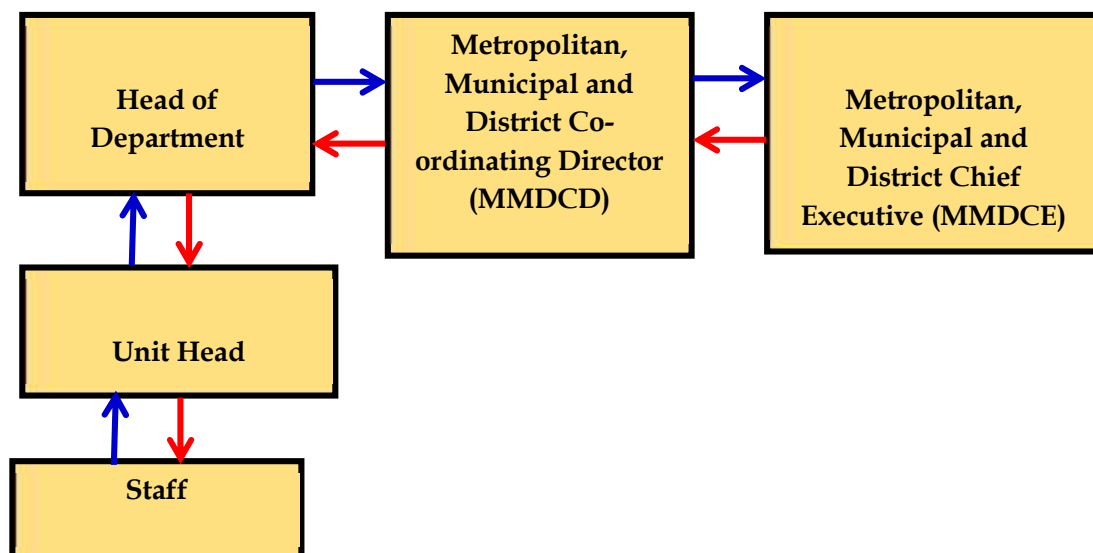
Departments/Units within the MMDAs are expected to put in place strategies to ensure both quality assurance and control in their service and product are provided within the broad framework of the LGS.

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 6: 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. **Efficient and Effective 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

SOCIAL WELFARE AND COMMUNITY DEVELOPMENT DEPARTMENT QUARTERLY PROGRESS REPORT

REGION:.....MMDA:.....

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:.....

9.2 Annex 2: Annual Work Plan Format

SOCIAL WELFARE AND COMMUNITY DEVELOPMENT DEPARTMENT

ANNUAL WORK PLAN..... (Year)

REGION:.....MMDA:

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 Social Welfare and Community Development Department (Check List)

..... MMDA

SOCIAL WELFARE AND COMMUNITY DEVELOPMENT DEPARTMENT

PERFORMANCE MONITORING FORM COMPLETED BY MMDCD

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 MMCD:

Name of Assembly:

Date:

9.4 Annex 4: Asset Register

SOCIAL WELFARE AND COMMUNITY DEVELOPMENT DEPARTMENT

ASSET REGISTER

REGION:

MMA:

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

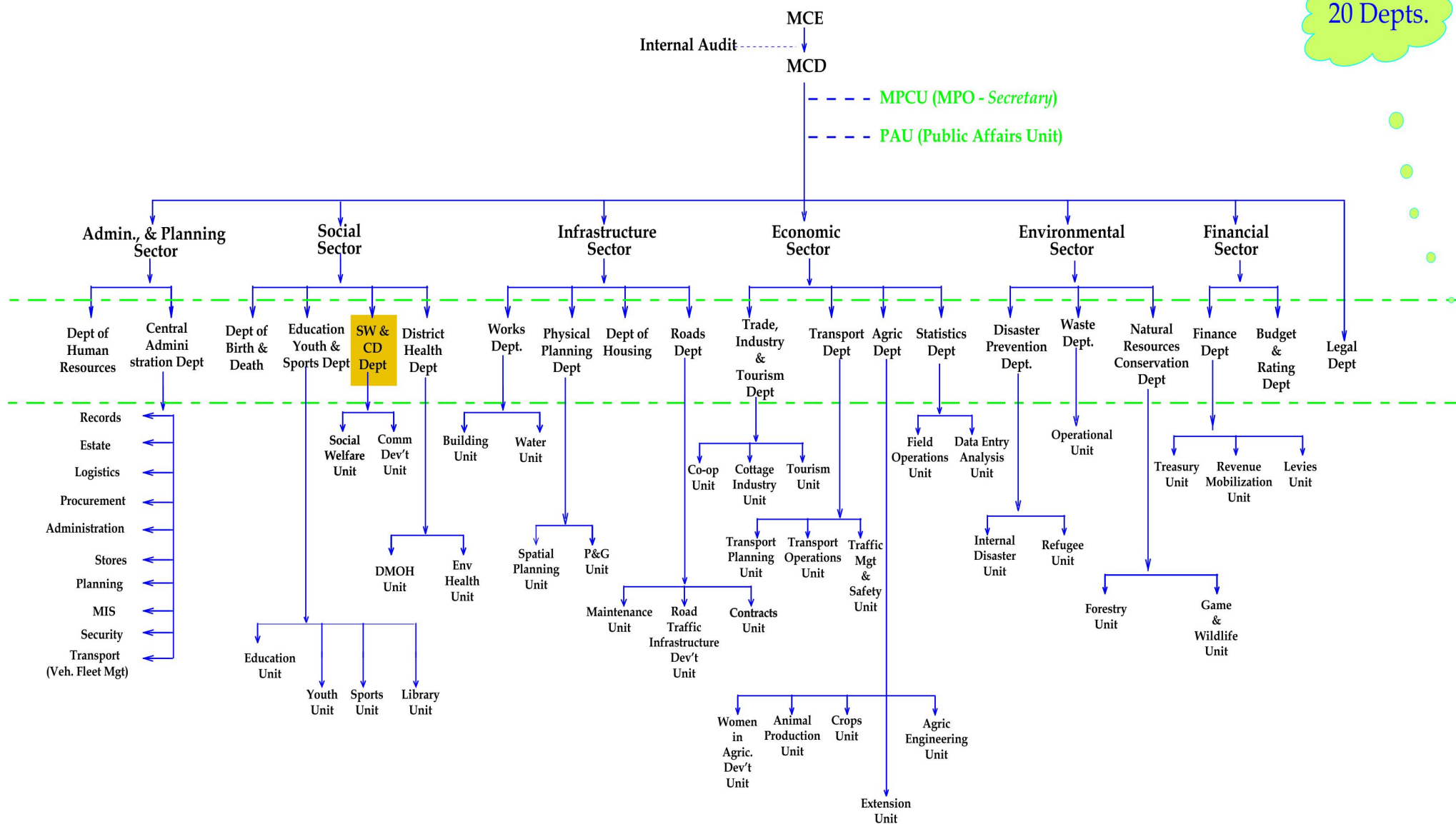
Annex 5: Training Areas

..... MMDA
SOCIAL WELFARE AND COMMUNITY DEVELOPMENT DEPARTMENT

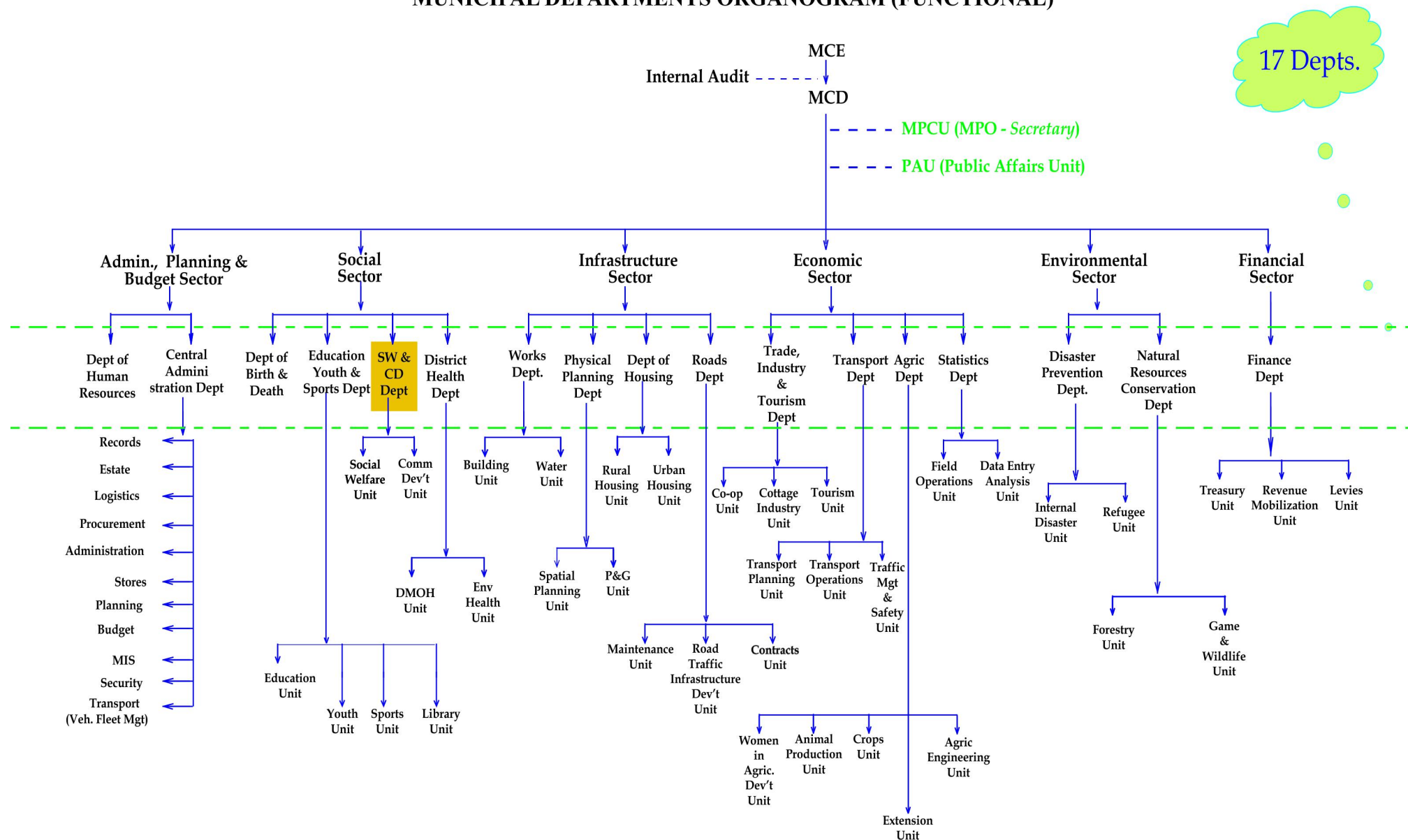
Training Area	Target participants

APPENDICES

METROPOLITAN DEPARTMENTS ORGANOGRAM (FUNCTIONAL)



MUNICIPAL DEPARTMENTS ORGANOGRAM (FUNCTIONAL)



DISTRICT DEPARTMENTS ORGANOGRAM (FUNCTIONAL)

