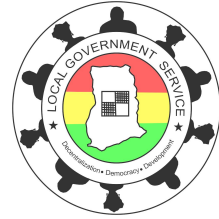




LOCAL GOVERNMENT SERVICE



WASTE MANAGEMENT DEPARTMENT

OPERATIONAL MANUAL

**Establishment, Operationalization and Management for the
Metropolitan Assembly (MA)**

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”.

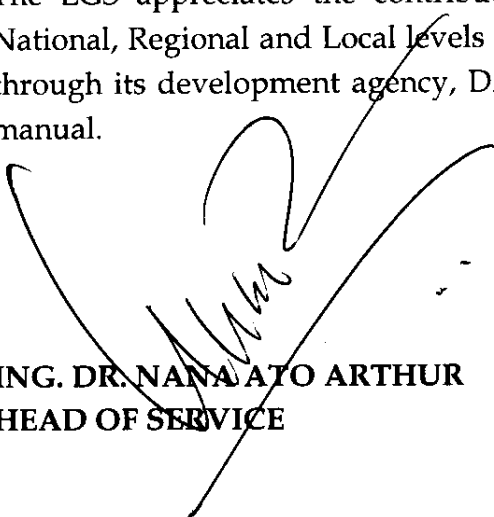
The L.I 1961 has spelt out the various functions of each Department at the MMDA level. However, there are operational differences in the performance of functions by Departments of the MMDAs and this has resulted in the lack of consistency in the operations of the Departments.

The LGS as part of its functions of implementing administrative decentralization has developed this Operational Manual for the Waste Management Department. It aims at complimenting other LGS protocols in streamlining functions of the Department across all MAs, 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 MA, 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

COC	- Code of Conduct
CoS	- Conditions of Service
CWSA	- Community Water and Sanitation Authority
EPA	- Environmental Protection Agency
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
ILGS	- Institute of Local Government Studies
IPC	- Interim Payment Certificate
L.I	- Legislative Instrument
LG	- Local Government
LGS	- Local Government Service
LGSC	- Local Government Service Council
LUSPA	- Land Use and Spatial Planning Authority
LWM	- Liquid Waste Management
M&E	- Monitoring and Evaluation
MA	- Metropolitan Assembly
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
MSWR	- Ministry of Sanitation and Water Resources
MTDP	- Medium Term Development Plan
NDPC	- National Development Planning Commission
OHLGS	- Office of the Head of the Local Government Service
PPP	Public Private Partnership
PV	- Payment Voucher
RCC	- Regional Co-ordinating Council
RPCU	- Regional Planning Co-ordinating Unit
SDS	- Service Delivery Standard
SoS	- Scheme of Service
SWM	- Solid Waste Management

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 Waste Management Department at the Metropolitan Assembly (MA).

The Waste Management Department is one of the decentralized Departments of the MAs whose functions are crucial for effective waste management at the local level. The Office of the Head of the Local Government Service 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:

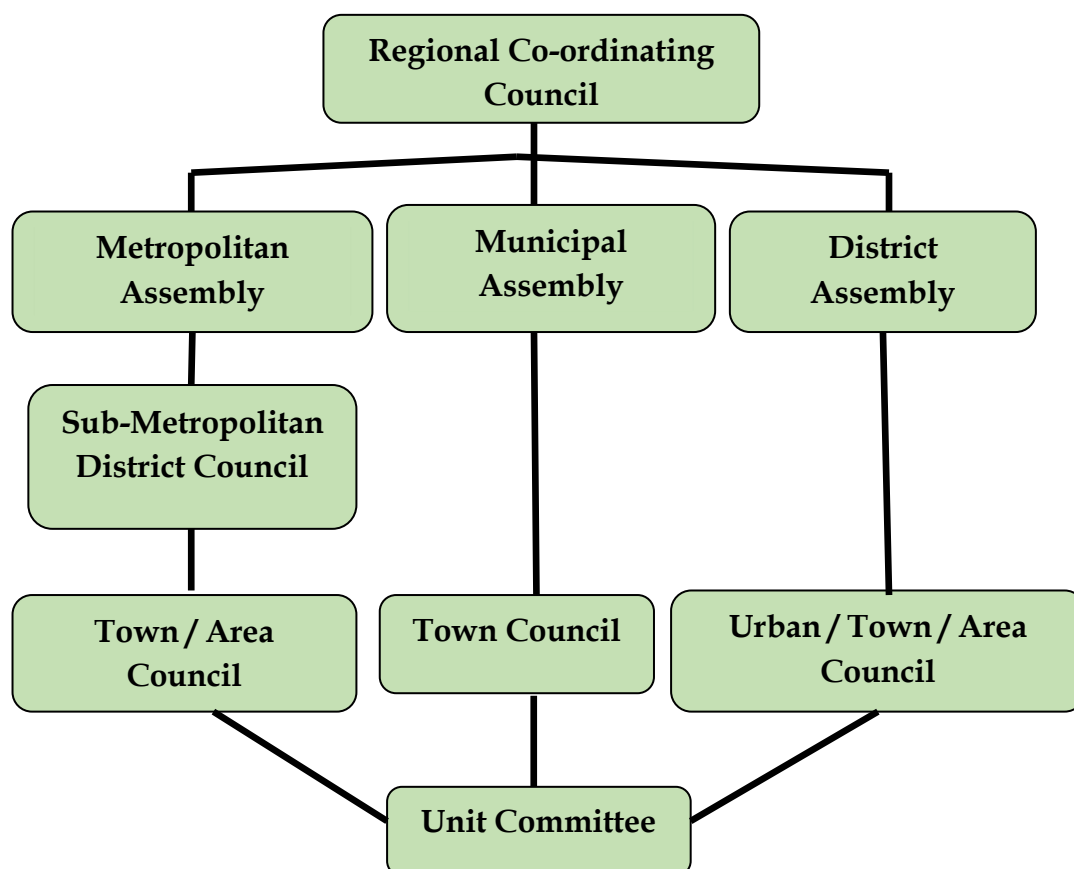
- (a) provide technical assistance to District Assemblies to enable the District Assemblies effectively perform their functions in accordance with the Constitution and this Act;
- (b) conduct organizational and job analysis for the District Assemblies;
- (c) conduct management audits for the District 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 WASTE MANAGEMENT DEPARTMENT AT METROPOLITAN LEVEL

The Waste Management Department is established at Metropolitan Assembly as per Second Schedule of the Local Governance Act, 2016 (*Act 936*).

3.1 Strategic Overview of Waste Management Department

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

Vision:

Providing access to safe, sustainable and equitable environmental sanitation infrastructure and services for enhanced public health and socio-economic opportunities for the citizenry.

Mission:

To deliver waste management solutions through effective and efficient service delivery in collaboration with all stakeholders to enhance the quality of life of the citizenry.

3.2 Objectives of the Establishment of Waste Management Department.

Waste Management Department exist to solve waste management challenges through the mobilisation, harmonisation and utilisation of qualified human capacity and resources to deliver safe, effective and efficient collection, transportation, treatment and disposal of waste (liquid waste, solid waste) with the collaboration of all stakeholders to improve the quality of life of the citizenry.

3.3 General Functions of Waste Management Department

Waste management comprises the safe, effective and efficient separation and collection, transportation, treatment and disposal of waste (liquid waste and solid waste). Waste management (covering separation, collection and sanitary disposal of wastes, including solid wastes, liquid wastes, excreta, industrial wastes, health-care and other hazardous wastes; cleansing of thoroughfares, markets, streets, drains and other public spaces)

Waste Management Department in the Metropolitan shall:

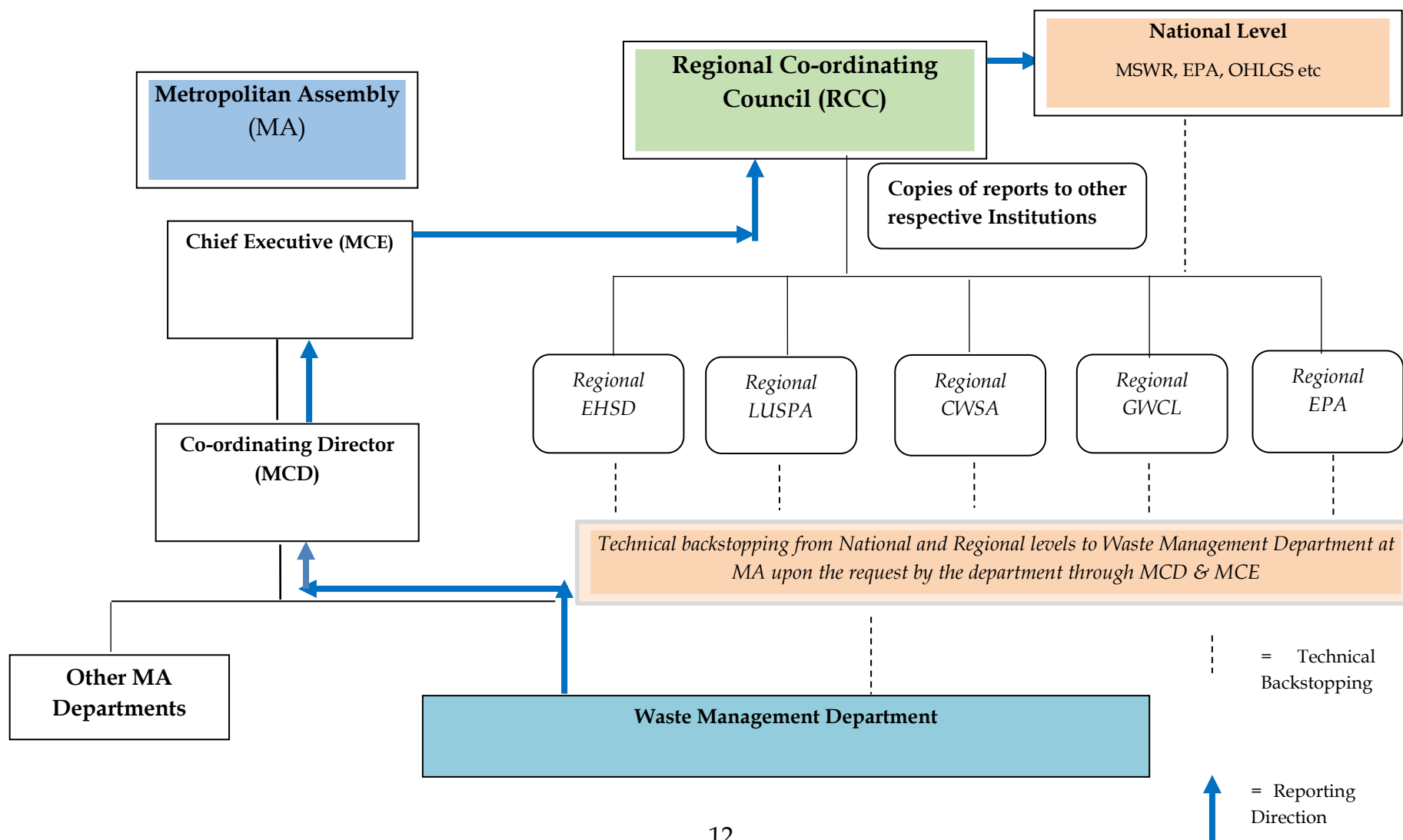
- (a) provide technical support to the Metropolitan Assemblies on sustainable waste management strategies.
- (b) prepare short, medium and long-term strategic waste management plans (e.g. MTDPs etc.)
- (c) provide adequate Sanitary Infrastructure (planning, design, costing and implementation) for separation, collection, treatment and safe disposal, reuse and recycling of both solid and liquid waste.
- (d) supervise and control the operation of cesspit emptiers and allied equipment;
- (e) facilitate the process of procuring, licensing and supervision of private sector service providers (including Development of Public Private Partnership arrangements for Waste Management Services);

- (f) manage effectively its own share of waste operations and operate facilities not franchised or contracted to private sector.
- (g) arrange for waste minimization programmes (e.g. recycling and composting of waste, localized treatment of waste)
- (h) liaise and cooperate with other Waste Management Departments of MAs and central government bodies to ensure economies of scale in waste operations and in particular the safe disposal of waste, recycling and re-use of waste.
- (i) supervise the cleansing of drains, streets, markets, car parks and weeding of road sides and open spaces;
- (j) ensure maintenance of the structural integrity of sanitary facilities in the Metropolitan Assemblies.
- (k) establish and maintain a performance monitoring system to measure progress and results obtained in waste management
- (l) liaise with other Metropolitan Assembly Departments and in particular the Environmental Health and Sanitation Unit on the impact of waste operations on environmental health conditions of the population;
- (m) monitor and take action to resolve any problems identified and to respond to community needs and wider environmental considerations, and ensure good public relations
- (n) maintain and enforce bye-laws and other regulations concerning waste collection and disposal;
- (o) revenue Mobilisation for Waste Management Services
- (p) revenue management including tariff setting and collection of disposal fees
- (q) promote periodic clean-up and self-help programmes.
- (r) prepare progress and related reports on waste management.

3.4 Communication and Reporting relationship diagram in relation to the Waste Management Department

The organogram below shows reporting relationship and the Technical backstopping arrangement of the Waste Management Department in relation to the National, Regional and Local levels

Figure 2: Organisational set-up of Metropolitan Assembly in relation to the Waste Management Department



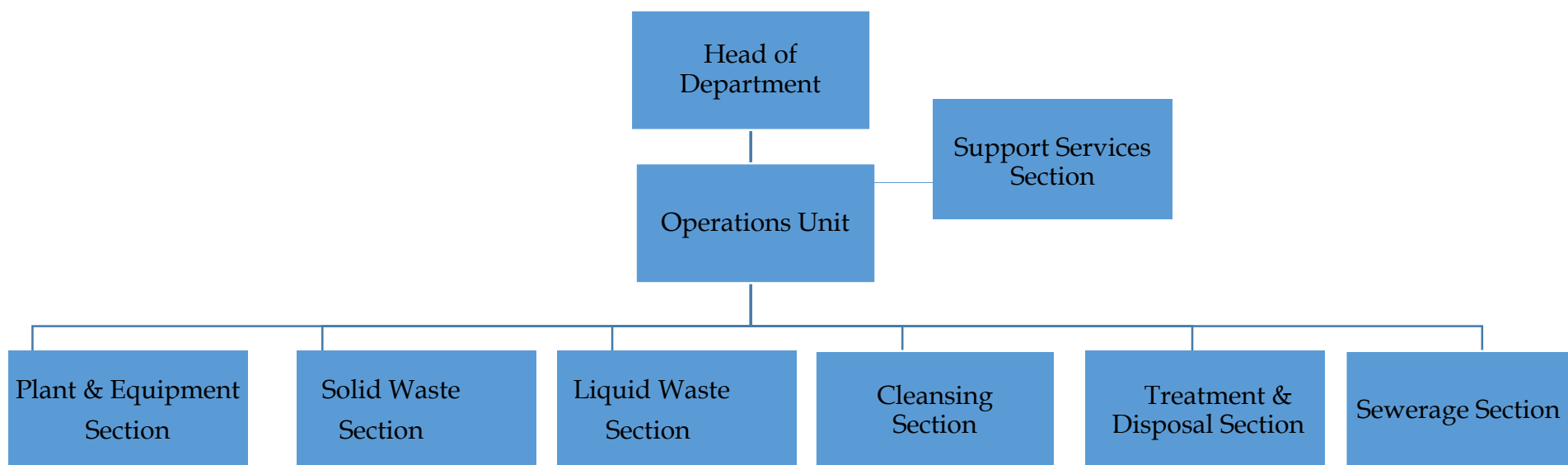
4.0 STRUCTURES, FUNCTIONS AND SPECIFIC RESPONSIBILITIES OF THE WASTE MANAGEMENT DEPARTMENT AT THE METROPOLITAN ASSEMBLY

4.1 Technical Structure of the Waste Management Department at the Metropolitan Assembly

The Waste Management Department is made up of the Operations Unit and the following Sections:

- Support Services
- Plant & Equipment
- Solid Waste
- Liquid Waste
- Cleansing
- Treatment & Disposal
- Sewerage

Figure 3: Technical Structure of Waste Management Department

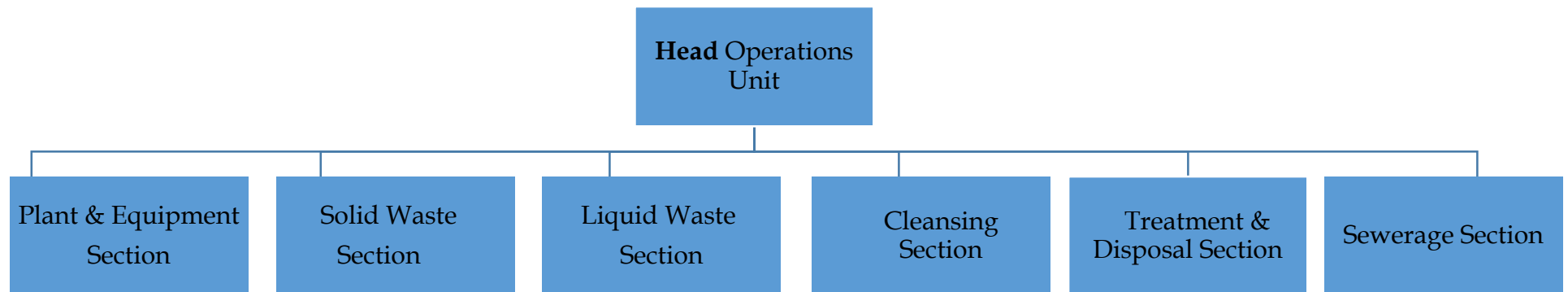


4.1.1 Technical Structure for the Operations Unit

The Operations Unit is made up of the following Sections:

- Plant & Equipment
- Solid Waste
- Liquid Waste
- Cleansing
- Treatment & Disposal
- Sewerage

Figure 4: Technical Structure for the Operations Unit

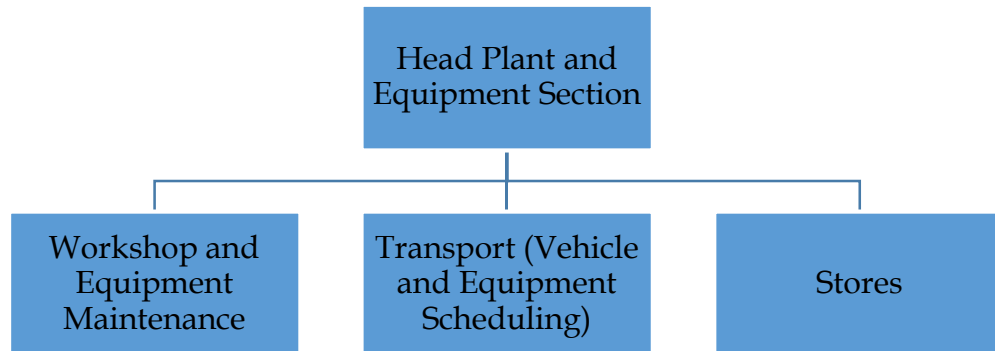


4.1.1.1 Structure of the Plant & Equipment Section

The Plant & Equipment Section is made up of the following Sub-Sections:

- Workshop and Equipment Maintenance
- Transport (Vehicle and Equipment Scheduling)
- Stores

Figure 5: Structure of Plant & Equipment Section:



4.1.1.1.1 Functions related to the Plant and Equipment Section

- o Planning and budgeting
- o Maintenance and control
- o Workshop operation and store keeping

4.1.1.1.2 Specific responsibilities related to the Plant and Equipment Section

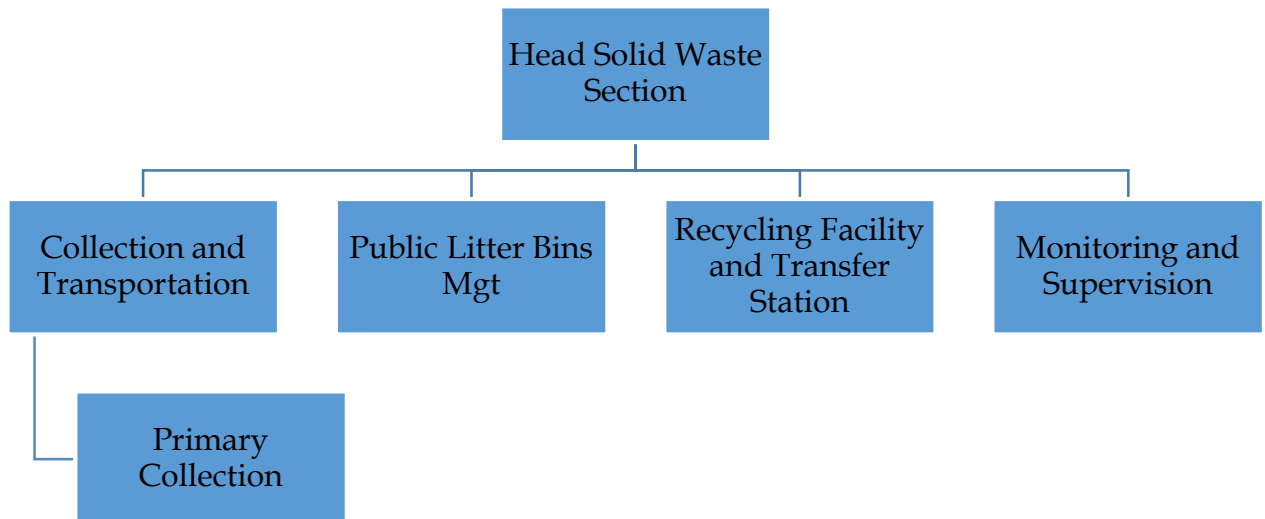
- o Maintenance of plant and equipment for waste management services delivery.
- o Vehicle and equipment scheduling and transport
- o Stores and supplies

4.1.1.2 Structure of the Solid Waste Section

The Solid Waste Section is made up of the following Sub-Sections:

- Collection and Transportation
- Public Litter Bins Management
- Recycling Facility and Transfer Station
- Monitoring and Supervision

Figure 6: Structure of Solid Waste Section



4.1.1.2.1 Functions related to the Solid Waste Section

- o Supervision and monitoring of works
- o Quality control and maintenance of works

4.1.1.2.2 Specific responsibilities related to the Solid Waste Section

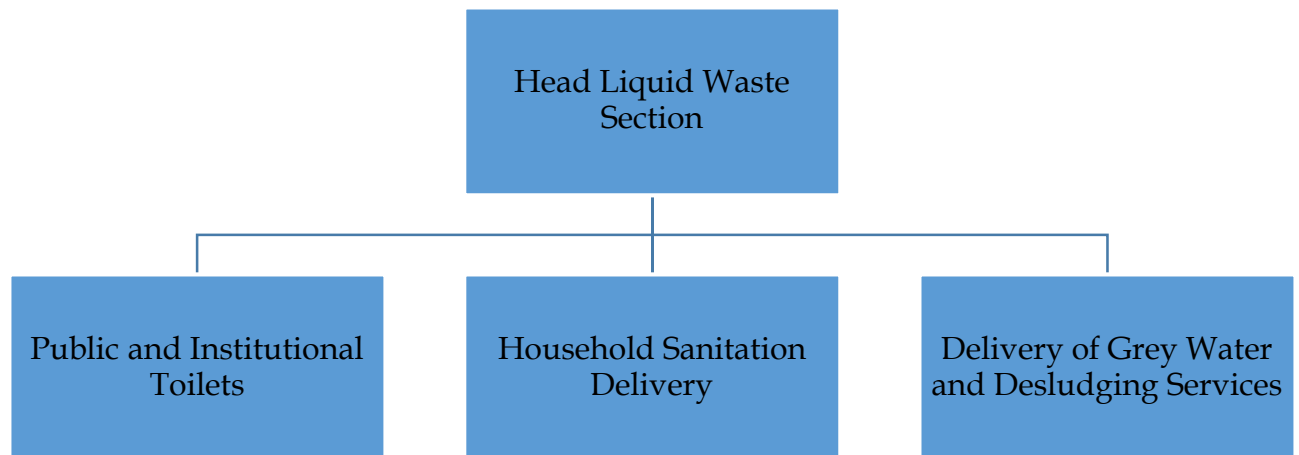
- o Waste separation, storage, removal and collection and transportation of solid waste and other special wastes to the recycling or disposal site
- o Zoning, organisation and management of jurisdictional area of the Assembly for waste collection and transportation services
- o Licensing, Supervision and Regulation of Private Environmental Service Providers
- o Operation and maintenance of Materials Recovery Facilities and Transfer Stations
- o Planning and budgeting for solid waste services
- o Monitoring and supervision of solid waste operations and enforcement of bye-laws
- o Research and development and operation of an innovative solid waste management system

4.1.1.3 Structure of the Liquid Waste Section

The Liquid Waste Section is made up of the following Sub-Sections:

- Public and Institutional toilets
- Household Sanitation Delivery
- Delivery of Grey Water and Desludging Services

Figure 7: Structure of Liquid Waste Section



4.1.1.3.1 Functions related to the Liquid Waste Section

- o Supervision and monitoring of works
- o Quality control and Maintenance of works

4.1.1.3.2 Specific responsibilities related to the Solid Waste Section

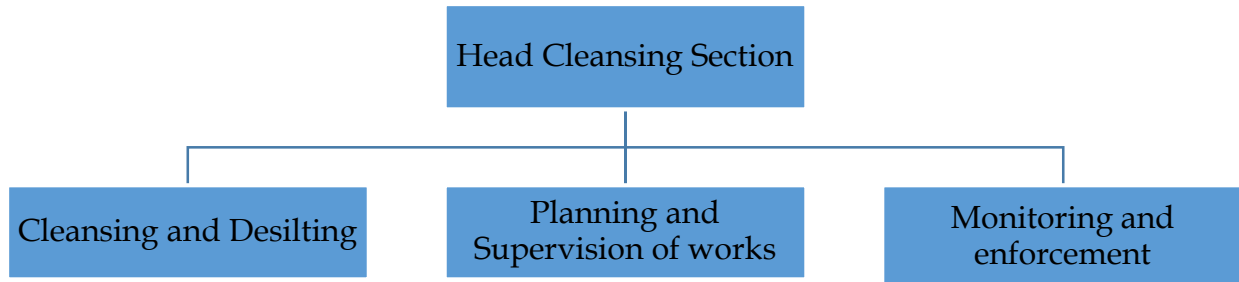
- o Promotion and construction of approved domestic toilets and ensure that only approved toilets are constructed
- o Management of public and institutional toilets
- o Inspection, licensing and regulation of faecal sludge truck operators
- o Management of liquid waste collection services and system maintenance
- o Planning and budgeting for liquid waste services
- o Monitoring and supervision of private sector operations and enforcement of bye-laws
- o Research and development

4.1.1.4 Structure of the Cleansing Section

The Cleansing Section is made up of the following Sub-Sections:

- Cleansing and Desilting
- Planning and Supervision of works
- Monitoring and enforcement

Figure 8: Structure of Cleansing Section



4.1.1.4.1 Functions related to the Cleansing Section

- o Supervision and monitoring of works
- o Quality control and maintenance of works

4.1.1.4.2 Specific responsibilities related to the Cleansing Section

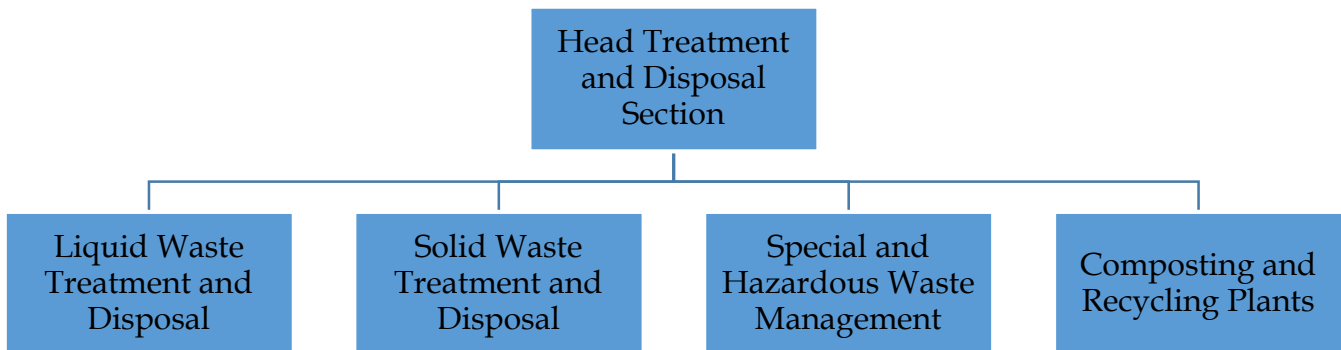
- o Maintain an up to date database of all primary, secondary and tertiary drains within the jurisdiction of the MA
- o Develop maps showing the general layout of the major drainage basins together with the corresponding drainage network and facilities
- o Maintain an up to date database on all culverts and bridges within the MA
- o Conduct regular inspection of the drains for the purpose of determining the volume of maintenance works (e.g. repair/ rehabilitation of damaged drain lining, damaged culvert headwalls, wing walls and aprons, clearing of silt, refuse, weeds and shrubs etc. from drains) required
- o Formulate and execute plans and programmes for effective maintenance of drains and drainage facilities
- o Organisation and management of public cleansing services including drain cleaning, grass cutting, sweeping of streets, pavements and open spaces.
- o Prepare, supervise and manage all drain maintenance contracts to ensure proper standards of maintenance
- o Monitor drains and lagoons, where they exist in the MA to apprehend and prosecute, with the assistance of the Environmental Health and Sanitation Unit, any residents who cause or create nuisance by throwing rubbish, faecal matter or discharging their sewage effluent etc. into any drain
- o Sectional Reporting

4.1.1.5 Structure of the Treatment and Disposal Section

The Treatment and Disposal Section is made up of the following Sub-Sections:

- Liquid Waste Treatment and Disposal
- Solid Waste Treatment and Disposal
- Special and Hazardous Waste Management
- Composting and Recycling Plants

Figure 9: Structure of Treatment and Disposal Section



4.1.1.5.1 Functions related to the Treatment and Disposal Section

- o Planning and budgeting
- o Supervision and monitoring of works
- o Treatment and technology development
- o Environmental quality control

4.1.1.5.2 Specific responsibilities related to the Treatment and Disposal Section

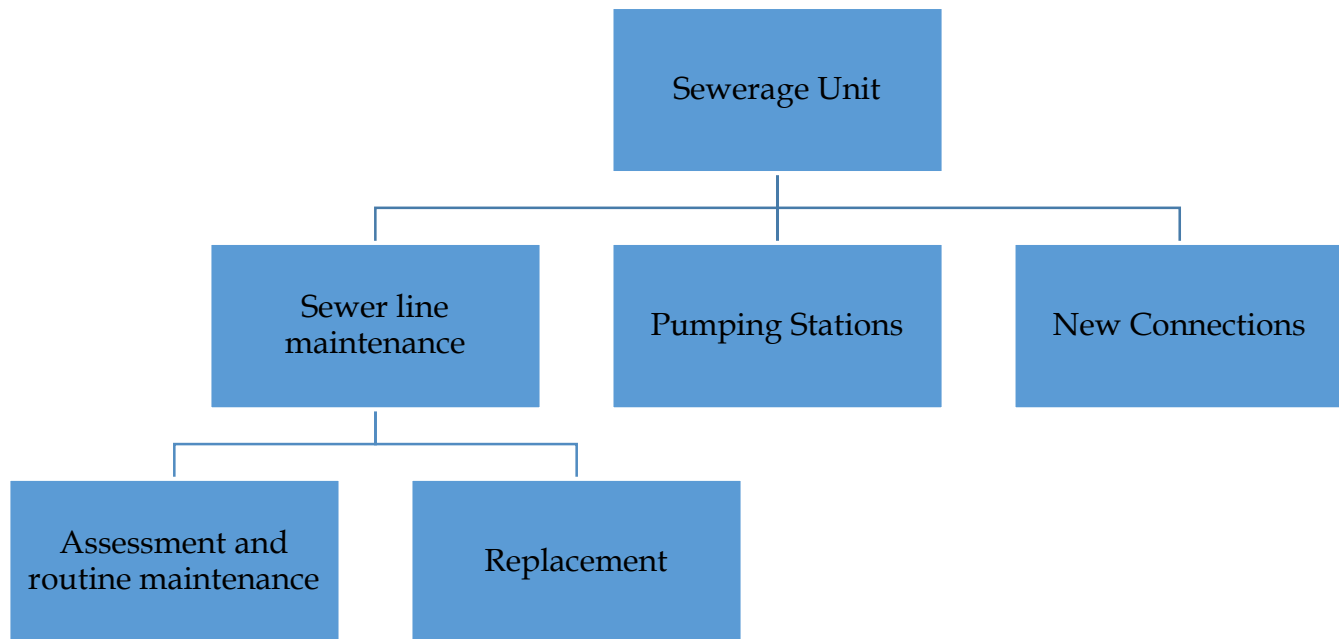
- o Operation and management of treatment plants and controlled discharge sites for waste, septage and Faecal Sludge. Where a Sewerage Unit exists in the Waste Management Department, responsibility for operation and maintenance of sewage treatment plants and/or lagoons is with that Unit
- o Operations and management of engineered landfills and dumpsites,
- o Operation and maintenance of Composting and Recycling Plants
- o Contract management and supervision of private sector operators
- o Management and Disposal of Special Waste (Hazardous Waste, Pharmaceutical, Hospital, Industrial, E-Waste, Nuclear)
- o In case, adequate facilities for safe disposal of wastes are not available in the Assembly or having insufficient capacity, make arrangements with other parties for safe disposal.
- o Sectional Reporting

4.1.1.6 Structure of the Sewerage Section

The Sewerage Section is made up of the following Sub-Sections

- Sewer line maintenance
- Pumping Stations
- New Connections

Figure 10: Structure of Sewerage Section



4.1.1.6.1 Functions related to the Sewerage Section

- o Planning and budgeting
- o Supervision and monitoring of works
- o System maintenance and control

4.1.1.6.2 Specific responsibilities related to the Sewerage Section

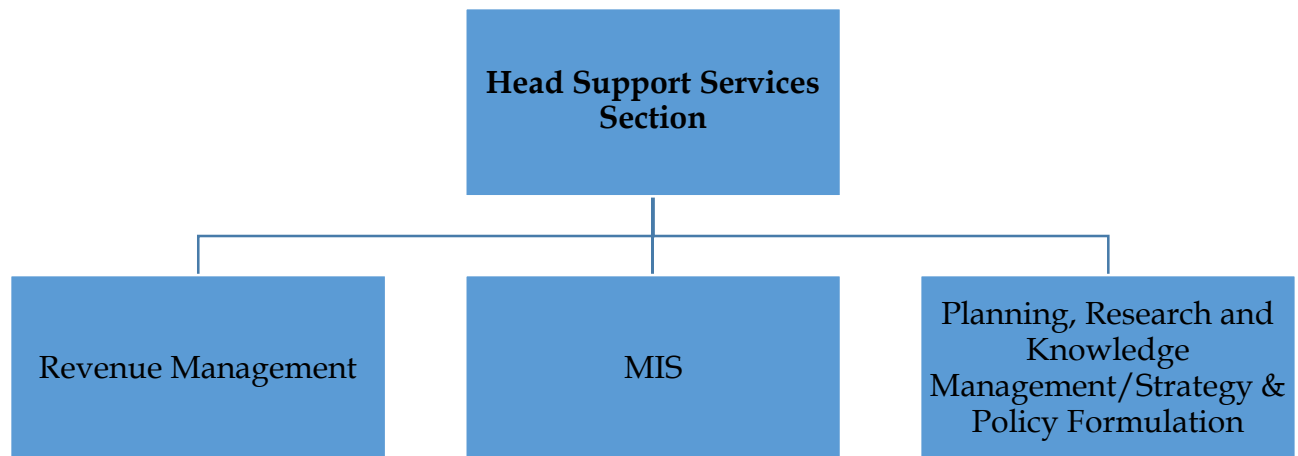
- o Maintenance of existing sewerage networks including sewers and pumping stations
- o Operation and maintenance of sewage treatment plants
- o Development and expansion of networks
- o Management of connections to sewers
- o Contract management and supervision of private sector operators
- o Licensing and supervision of private sewerage systems
- o Unit Reporting

4.1.2 Support Services Section

The Support Services Section is made up of the following Sub-Sections;

- Revenue Management
- Management Information System
- Planning, Research and Knowledge Management/Strategy & Policy Formulation

Figure 11: Structure of Support Services Section



4.1.2.1 Specific responsibilities related to the Support Services Section:

- o Undertake Planning, Research and Knowledge Management
- o Provide Waste Management strategy - and policy formulation
- o Develop Procurement plans and Contract Management
- o Revenue management
- o Client services and Complaints management
- o Serve the Management and Information technology needs of the Department
- o Sectional Reporting

5.0 JOB DESCRIPTIONS AND COMPETENCIES / SKILLS

Job description is the day to day duties to be performed by a job holder. The MA Waste Management 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 guide.

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 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, Waste Management Department

Qualification and Experience

Bachelor of Science in Civil Engineering or a related technical field and Master of Science in Public Health Engineering or any other related technical field with a minimum of eight (8) years' experience in a technical managerial position and must be a member of a professional body in a related field.

Required Competences

- General Planning and Managerial Skills ;
- Supervisory skills and technical knowledge in Waste Management Policy, Practice and Performance Monitoring Skills;
- Staff appraisal and development skills;
- Effective office administration skills;
- Ability to carry out community education and sensitisation programmes;
- Computer literacy/IT skills;
- Knowledge in public procurement processes
- Proposal and Report writing skills.
- Self-disciplined and self-motivated
- Ability to facilitate collaboration across teams to achieve a common goal
- Ability to initiate, define and address high-level challenges and opportunities
- Ability to use variety of communication strategies/modes to promote dialogue and develop shared understanding and consensus
- Be able to analyse and synthesize information to understand issues, identify options and support sound decision making

‘Span of Control

Manage and supervise the human and material resources of the Department and report to the Metropolitan Chief Executive through the Metropolitan Coordinating Director.

Duties

- i. Provide efficient and effective organization and management of the Waste Management Department through policy initiation, formulation and implementation of plans. In this regard, he/she shall:
 - Co-ordinate and regulate all the activities of the Waste Management Department.
 - Ensure the provision of Sanitary Infrastructure (planning, design, costing and implementation) for adequate collection, treatment and effective disposal, reuse and recycling of both solid and liquid waste
 - Prepare, discuss and implement long, medium and short-term plans of the Waste Management Department in close conjunction with the DPCU/Planning Unit and other relevant Units and departments of the Assembly.
 - Submit annual budget of Waste Management Department to the appropriate officer of the Assembly and Co-ordinate with the Assembly for the timely release of budgetary allocation to the Waste Management Department.
 - Review Waste Management Department tariffs and user fees periodically and recommend changes.
 - Ensure a Customer-related approach of the department
 - Co-ordinate and collaborate with the Assembly, other Departments and Agencies on Waste Management and other relevant issues.
 - Prepare and submit to the Assembly monthly reports on the activities of the Waste Management Department.
- ii. Build Capacity of Waste Management
 - Direct and monitor performance of staff.
 - Plan and implement training programmes.
 - Facilitate the recruitment of staff.
 - Ensure adequate inputs (plant & equipment and other resources) for waste management services.
- iii. Regulate and supervise privatized Waste Management Department service and Consultants and Contractors engaged in Waste Management Department works and services.
- iv. Provide the administrative and personnel services of the Waste Management Department.
 - Supervise and control personnel
 - Ensure the provision of Secretarial Services of the department.
 - Ensure the provision of Personnel Service of the department.
 - Any other duties that may be assigned from time to time

5.1.2 Head, Operations Unit

Qualification and Experience

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

Required competencies

- General Planning and Managerial Skills ;
- Supervisory skills and sound technical knowledge in Waste Management Operations;
- Knowledge about methods of waste recycling and re-use and safe treatment and disposal of wastes
- Staff appraisal and development skills;
- Effective office administration skills;
- Computer literacy/IT skills;
- Report writing skills.
- Self-disciplined and self-motivated
- Ability to facilitate collaboration across teams to achieve a common goal
- Ability to initiate, define and address high-level challenges and opportunities
- Ability to use variety of communication strategies/modes to promote dialogue and develop shared understanding and consensus
- Be able to analyze and synthesize information to understand issues, identify options and support sound decision making

Span of control

He/she shall supervise all staff and activities in the Operations Unit

Duties

Acts as Head in the absence of the Head of the Waste Management Department.

Assist the Head, Waste Management Department in the performance of his/her duties.

Supervise and monitor the performance of Sectional Heads by:

- Supervising and monitoring the day to day activities of Sectional heads.
- Reviewing monthly reports submitted by Sectional heads.

Supervise the provision and maintenance of infrastructure and Waste Management Department plants by.

- Ensuring the availability of Waste Management Department infrastructure and treatment plants
- Overseeing waste management operations and addressing bottlenecks
- Reviewing design and specifications of waste management facilities
- Supervising the performance of contractors
- Supervising the construction of waste management facilities.

- Drawing up and implementing a preventive maintenance programme.
- Arranging for all maintenance and repairs.

Any other duties that may be assisted from time to time.

5.1.2.1 Head, Plant & Equipment Section

Qualification and Experience

Higher National Diploma in Mechanical Engineering (or MET) (Final) or MVT (Final certificate) with a specialization in Motor Vehicle Engineering with at least three(3) years post qualification experience and minimum 2 years' experience in a technical managerial position

Required Competencies

- General planning, organisation and supervisory skills;
- Proposal development, presentation and report writing skills;
- Sound knowledge of vehicles , plants and equipment maintenance
- Familiar with preventive maintenance procedures and workshop operation
- Good motivational and team-building skills;
- Ability to develop good working relationships with relevant stakeholders (good Team Player);
- Must be confident enough to be able to enforce regulatory conditions.

Span of control:

He/she shall supervise all staff and activities of the section.

Duties

Ensure availability of vehicles, plants and equipment including containers and tools

- Prepare and implement preventive maintenance programmes.
- Supervise the execution of repairs and ensure their expeditious and satisfactory completion.
- Follow laid down procedures in respect of maintenance and repairs.
- Build up statistical data (history) on maintenance and repairs undertaken.
- Submit monthly report on the activities of the workshop (including completed and uncompleted jobs, pending jobs, and spare parts consumption).

Ensure proper handling of spare parts, tools and materials for repairs and maintenance.

- Advise on tools, repair kits and equipment requirement of the workshop.
- Determine long and short-term spare parts requirements.
- Provide specification of spare parts and other requisite materials for procurement.
- Ensure the rightful use of spare parts and tools.
- Maintain proper records on the use of spare parts and other tools

Supervise and control personnel of the section.

- Prepare nominal roll, attendance records, and leave roaster for personnel of the unit.
- Allocate labour to repairs and maintenance works.
- Arrange for replacement of personnel.
- Recommend disciplinary actions against offending personnel.
- Plan and implement training schemes.
- Any other duties that may be added to the above from time to time

5.1.2.2 Head, Solid Waste Section

Qualification and Experience

Diploma in Environmental Sanitation (or Public Health or RSH certificate) with a minimum of 2 years in a technical managerial position.

Required competencies

- General planning, organization and supervisory skills;
- Proposal development, presentation and report writing skills;
- Good communicator with high ability to carry out public education and sensitization programmes;
- Sound knowledge in waste management practices including the re-use and recycling of waste and safe disposal
- Good motivational and team-building skills;
- Ability to develop good working relationships with relevant stakeholders (good Team Player);
- Must be confident enough to be able to enforce regulatory conditions.

Span of Control

He/she shall supervise all staff and activities of the section

Duties

Plan and organize efficient and effective waste collection and disposal by:

- Preparing plans, managing and directing duties of the section.
- Preparing detailed programmes for collection, storage, transportation and disposal of solid waste and maintaining environmental standards in waste operations.
- supervising the operations at the disposal sites
- monitoring the performance of private sector operators and franchise takers
- liaising with sub structures (Sub-Metro/Urban/ Town/ Area Councils) to locate clandestine dumping and taking action to abate it
- Undertaking mapping and location of suitable and new sanitary sites for container location, holding tanks and disposal of solid waste.
- Compiling detailed statistics on waste collection, disposal and equipment usage.

- Assisting in the management of contracts for solid waste management including submission of report to Head, Waste Management Department on the performance of individual contractors.
- Submitting monthly reports on the sections operations to the Head, Operations Unit.

Control and optimize the use of vehicles, plant and equipment for solid waste collection and disposal by:

- Undertaking periodic review of plans.
- Monitoring and controlling movement and performance of vehicles and equipment.
- Ensuring compliance with preventive maintenance programmes
- Arranging the availability and proper care of tools and equipment (e.g. hand gloves. uniforms).

Supervise and control personnel of the section by:

- Allocating labourers to trucks and container sites
- Preparing and implementing leave roster for all personnel.
- Arranging replacement of personnel.
- Recommending disciplinary actions against offending personnel.

Any other duties that may be added to the above from time to time.

5.1.2.3 Head, Liquid Waste Section

Qualification and Experience

Diploma in Environmental Sanitation (or Public Health or RSH certificate) with a minimum of 2 years in a technical managerial position.

Required Competencies

- General planning, organisation and supervisory skills;
- Proposal development, presentation and report writing skills;
- Good communicator with high ability to carry out public education and sensitisation programmes;
- Sound knowledge of waste water treatment practices and environmental standards in effluent treatment
- Good motivational and team-building skills;
- Ability to develop good working relationships with relevant stakeholders (good Team Player);
- Must be confident enough to be able to enforce regulatory conditions.

Duties

Plan and organize efficient and effective waste collection and disposal

- Preparing detailed programmes for collection, storage, transportation and disposal of liquid waste and maintaining environmental standards in liquid waste operations
- monitoring the performance of private sector operators and franchise takers
- Plan, direct and control the operations of the Cesspit Emptiers.
- Maintain the environmental standards at the liquid waste disposal sites.
- Compile statistics of liquid waste collection and disposal
- Prepare monthly operational reports on Cesspit Emptiers and disposal sites.

Supervise and monitor the operations of Public Toilets.

- Take direct charge of all public toilets managed by the Assembly.
- Monitor performance standards and revenue targets for Assembly managed toilets.
- Supervise the formation of Joint Management Committees (JMCs) for neighborhood toilets.
- Recommends Assembly's staff to serve on JMCs.
- Set and monitor performance standards for compliance by JMCs.
- Review JMC's reports and summarize for Head, Waste Management Department

Control and optimize the use of vehicles, plant and equipment for liquid solid waste collection and disposal

- Undertake periodic review of tour plan.
- Monitor and control movement and performance of vehicles and equipment.
- Ensure compliance with preventive maintenance programs (servicing etc.)
- Arranging the availability and proper care of tools and equipment (e.g. hand gloves, uniforms).

Supervise and control personnel of the Section

1. Assign responsibilities to subordinates
2. Prepare and implement leave roaster for all personnel.
3. Arrange for replacement of personnel.
4. Recommend disciplinary actions against offending personnel.

Any other duties that may be added to the above from time to time

5.1.2.4 Head, Cleansing Section

Qualification and Experience

Diploma in Environmental Sanitation (or Public Health or RSH certificate) with a minimum of 2 years in a technical managerial position.

Required Competencies

- General planning, organisation and supervisory skills;
- Proposal development, presentation and report writing skills;
- Good communicator with high ability to carry out public education and sensitisation programmes;
- Sound knowledge in logistic planning and operations related to waste management operations
- Good motivational and team-building skills;
- Ability to develop good working relationships with relevant stakeholders (good Team Player);
- Must be confident enough to be able to enforce regulatory conditions.

Span of control:

He/she shall supervise all staff and activities of the Section

Duties

Plan, organize and supervise the cleansing activities.

- Monitor the performance of Sub-Metro /Area/Town/Urban Council cleansing activities
- Develop and collate reporting from the Sub-Metropolitan /Area/Town/Urban Council.
- Analyze reports from Sub-Metropolitan /Area/Town/Urban Councils and instruct accordingly.
- Monitor the upkeep of major and strategic roads drains and open spaces.
- Coordinate and ensure success of clean up campaigns in the Sub Metros /Area/Town/Urban Councils.
- Monitor the privatized cleansing services in the Assembly
- Submit monthly reports on activities of the section.

Control and optimize the use of vehicles, plant and equipment for cleansing.

- Monitor and control movement and performance of vehicles and equipment.
- Ensure compliance with preventive maintenance programmes (servicing etc)
- Allocate tools, equipment and materials to the Sub-Metropolitan /Area/Town/Urban Councils.
- Arranging the availability and proper care of tools and equipment (e.g. hand gloves. uniforms).

Supervise and control personnel of the Section

- Allocate labourers to work sites
- Prepare and implement leave roaster for all personnel.
- Arrange for replacement of personnel.
- Recommend disciplinary actions against offending personnel.

Any other duties that may be added to the above from time to time.

5.1.2.5 Head, Treatment & Disposal Section

Qualification and Experience

Diploma in Environmental Sanitation (or Public Health or RSH certificate) with minimum of 2 years in a technical managerial position.

Required Competencies

- General planning, organisation and supervisory skills;
- Proposal development, presentation and report writing skills;
- Sound knowledge of waste water treatment practices and environmental standards in effluent treatment
- Sound knowledge of practices related to the re-use and recycling of waste and safe waste disposal
- Good motivational and team-building skills;
- Ability to develop good working relationships with relevant stakeholders (good Team Player);
- Must be confident enough to be able to enforce regulatory conditions.

Span of control

He/she shall supervise all staff and activities of the section

Duties

Plan and organize efficient and effective treatment and disposal of waste as per environmental standards

- Ensure that the Head of Department is informed about resource needs through the Unit Head.
- Prepare accurate reports on the unit's activities and account for resources assigned to the Section.
- Preparing detailed programmes for treatment and disposal of liquid and solid waste
- Ensure adequate operations and management of engineered landfills and dumpsites
- Ensure adequate operation and maintenance of Composting and Recycling Plants
- Ensure adequate operation and management of treatment plants and controlled discharge sites for waste, septage and Faecal Sludge
- Arrange for management and safe disposal of Special Waste (Hazardous Waste, Pharmaceutical, Hospital, Industrial, E-Waste, Nuclear)

- Maintain environmental standards in waste operations
- Compile statistics of waste treatment and disposal
- Prepare monthly operational reports treatment and disposal sites.

Monitor the performance of private sector operators (if applicable)

- Monitor the performance of private sector operators as per Contract specifications
- Ensure compliance to environmental standards in waste operations
- Compile statistics of waste treatment and disposal
- Prepare monthly reports and statements on the performance of private sector operators.

Control and optimize the use of plant and equipment for liquid and solid waste treatment and disposal

- Monitor and control movement and performance of plant and equipment.
- Establish and operate a laboratory for testing of effluent samples
- Prepare and implement an operational programme for the same
- Maintain records of waste disposal and composition at site
- Ensure compliance with preventive maintenance programmes (servicing etc.)
- Arrange the availability and proper care of tools and equipment (e.g. hand gloves. uniforms)

Supervise and control personnel of the Section

- Assign responsibilities to subordinates
- Prepare and implement leave roster for all personnel.
- Arrange for replacement of personnel.
- Recommend disciplinary actions against offending personnel.

Any other duties that may be added to the above from time to time

5.1.2.6 Head, Sewerage Section

Qualification and Experience

Diploma in Environmental Sanitation (or Public Health or RSH certificate) with a minimum of 2 years in a technical managerial position.

Required Competencies

- General planning, organisation and supervisory skills;
- Proposal development, presentation and report writing skills;
- Sound knowledge of sewerage design and engineering;
- Good motivational and team-building skills;
- Ability to develop good working relationships with relevant stakeholders (good team player)
- Must be confident enough to be able to enforce regulatory conditions.

Span of Control:

He/she shall supervise all staff and activities in the Section

Duties

Plan and organize efficient and effective sewerage systems

- Prepare detailed programmes for development and expansion of networks
- Ensure that the Head of Department is informed about resource needs of the Unit
- Prepare accurate reports on the unit's activities and account for resources assigned to the unit.
- Ensure adequate operations and management of the sewerage network
- Make adequate and timely arrangements for user connections to sewers
- Arrange for adequate connection and disposal at treatment plants
- Maintain environmental standards in waste operations
- Compile statistics of sewerage network performance and disposal
- Prepare monthly operational reports on system performance.

Monitor the performance of private sector operators (if applicable)

- Monitor the performance of private sector operators as per contract specifications
- Ensure compliance to environmental standards in waste operations
- Compile statistics of sewerage network performance
- Prepare monthly reports and statements on the performance of private sector operators.

Control and optimize the use of sewerage network and systems

- Provide for maintenance of existing sewerage networks including sewers and pumping stations
- Ensure supervision and permitting of private sewerage systems
- Monitor the performance of plant and equipment.
- Ensure compliance with preventive maintenance programmes (servicing, replacement)
- Arrange the availability and proper care of tools and equipment (e.g. hand gloves, uniforms)
- Maintain occupational health standards in sewerage maintenance works (manholes).

Supervise and control personnel of the unit

- Assign responsibilities to subordinate
- Prepare and implement leave roster for all personnel.
- Arrange for replacement of personnel.
- Recommend disciplinary actions against offending personnel.

Any other duties that may be added to the above from time to time

5.1.3 Head, Support Services Section

Qualification and Experience

Bachelor of Science in Civil Engineering or other related field with a minimum of 2 years' experience in a technical managerial position.

Required competencies

- General Planning and Managerial Skills ;
- Supervisory skills and technical knowledge in Waste Management Policy, Practice and Regulation Monitoring and Evaluation Skills;
- Staff appraisal and development skills;
- Effective office administration skills;
- Knowledge about database systems for monitoring purposes and performance assessment of sanitation systems and operations
- Ability to initiate community education and sensitization programmes;
- Computer literacy/IT skills;
- Knowledge in public procurement processes
- Proposal and Report writing skills.
- Self-disciplined and self-motivated
- Ability to facilitate collaboration across teams to achieve a common goal
- Ability to initiate, define and address high-level challenges and opportunities
- Ability to use variety of communication strategies/modes to promote dialogue and develop shared understanding and consensus
- Be able to analyze and synthesize information to understand issues, identify options and support sound decision making

Span of control

The Head of section is responsible for all Support Services activities within the Department.

Duties

- i. Provide efficient and effective organization and management of the Section through the coordination of Research, Planning, Monitoring and Information Management activities of the Department.
 - Co-ordinates and regulates all the activities of the Section.
 - Prepares, discusses and implements long, medium and short-term plans of the Section.
 - Co-ordinates and collaborates with the other Sections on Waste Management and other issues.
 - Prepares and submits Reports on the Activities of Section.
 - Assist the Head, Waste Management Department in the performance of his/her duties.
- ii. Planning of waste management services, programmes and projects

- Carry out surveys and conduct research and trials on alternative ways of waste collection, transportation and disposal and submit findings to Assembly for adoption
 - Review methods of technical – and financial operations and recommend improvement
 - Review and update Waste Management Department bye-laws
 - Plan new waste management projects and programmes for Waste Management Department and provide cost effectiveness analysis and project appraisal for each project.
- iii. Supervise the administration of the MIS.
- Review and update regularly the information needs of Waste Management Department.
 - Advise Sectional heads on the processing of report /data on achievements, performance, activities and constraints
 - Collect, collate and analyze all data on waste generation, collection, transportation, treatment and disposal.
 - Compile and disseminate operating data, statistics and other essential information to all personnel or Heads of Unit/Sections in Waste Management Department so as to help in the implementation of policies, plans and programmes.
- iv. Direct the Public Relations function of the Department.
- Plan public education programmes.
 - Receive public complaints and act on them.
- v. Regulate and supervise privatized Waste Management Department service consultants and contractors engaged in Waste Management Department works and services.
- Establish the system and arrange for the procurement of all Waste Management Department works and services
 - Contract and franchise management, including preparation of tender documents, tender evaluation, monitoring, day-to-day liaison, instigation of corrective measures and application of sanctions.
- vi. Direct and Monitor performance of staff.
- vii. Any other duties that may be added from time to time.

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 Waste Department

Unit	Metropolitan	
	Min	Max
Head of Department	1	1
Support Services Section	6	9
Operations Unit		
Liquid Waste Section	5	7
Solid Waste Section	5	7
Cleansing Section	4	5
Treatment and Disposal Section	7	10
Sewerage Section	6	6
Plant and Equipment Section	7	8
TOTAL	41	53

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 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 format of the Head of the Waste Management Department will be facilitated by OHLGS in collaboration with respective RCCs and MMAs.

6.4 Capacity Building for Waste Management Department

The essence of capacity building is to support the goals of the Waste Management 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 Waste Management 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 taken into account 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 waste management business
- 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 Metropolitan Assembly 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, ILGS and GIMPA 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 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 Waste Management Department /Environmental Health & Sanitation Unit
- Organizational Structure of the Waste Management Department and 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 Waste Management Department
- The Local Government Service
- Writing Skills(depending on the level of the post holder)

6.5 Training Matrix for Waste Management Department

Tables 7 and 8 show the training matrices for the Waste Management Department

Table 7: Training Matrix for Professional Class

	Training Requirements
1	Strategic Asset and Maintenance Planning
2	Public Sector Financial Management
3	Labour Relations
4	Strategic Project Management
6	Public Sector Procurement
7	Public Sector Budget and Financial Management
8	Public Policy Analysis
9	Total Quality Management
10	Conflict Resolution
11	Senior Management Development Programme
12	Monitoring and Evaluation
13	Training in Local Governance
15	Emerging Waste Management Technologies
16	Strategic Human Resource Management
17	Project Management
19	Environmental and Social Impact Assessment
20	Research and Proposal Writing
21	Human Resource Development
22	Contract Management

23	Waste Management
24	Environmental Sanitation Management
25	Proficiency in Microsoft Office Suite
26	Orientation Course
27	Basic Project Management
28	Overview of Environmental Sanitation/Health Policy

Table 8: Training Matrix for Sub-Professional Class

	Training Area
1	Change Management
2	Management and Administration
3	Occupational Health and Safety
4	Project Management
5	Waste Management
6	Landfill Operation and Management
7	Environmental Management
8	Communications and Human Relations
9	Proficiency in Microsoft Office Suite
10	Conflict Management
11	Staff Performance Appraisal Reporting
12	Training in Local Governance
13	Environmental Sanitation Management
14	Orientation Course
15	Basic Statistics
16	Report Writing
17	Community Entry and Animation
18	Monitoring and Evaluation
19	Intermediate Waste Management
20	Basic ICT
21	Operational Field Hygiene
22	Occupational Health and Safety Laws in Ghana
23	Code of Conduct
24	Compulsory Induction Programmes

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 level:
- 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 Waste Management 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

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

Professional Class

Engineering Class

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

- o Engineer
- o Assistant Engineer

- o Chief Public Health Engineer/Director
- o Principal Public Health Engineer/ Deputy Director
- o Senior Public Health Engineer
- o Public Health Engineer
- o Assistant Public Health Engineer

Environmental Health Class

- o Chief Environmental Health Analyst/Director
- o Principal Environmental Health Analyst/ Deputy Director
- o Senior Environmental Health Analyst
- o Environmental Health Analyst
- o Assistant Environmental Health Analyst

Sub – Professional Class

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

- o Chief Environmental Health Officer
- o Principal Environmental Health Officer
- o Senior Environmental Health Officer
- o Environmental Health Officer (EHO I)
- o Assistant Environmental Health Officer (EHO II)

- o Chief Public Health Technologist
- o Principal Public Health Technologist
- o Senior Public Health Technologist
- o Public Health Technologist
- o Assistant Public Health Technologist

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.

The MMDA Departments and their Units 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 & 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, 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 Waste Management, the communication shall be addressed to:-

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

and copied to:

*The Head of Department
Waste Management 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 Waste Management Department, the letterhead will read:

*Tamale Metropolitan Assembly
Waste Management Department
Tamale*

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

For example:

*Alima Kafui
Head, Waste Management 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 Waste Management Department the letterhead will read:

Accra Metropolitan Assembly
Waste Management 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 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 Chairpersons 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 (PV) 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)

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*).

1. MMDCE/MMDCD shall refer the request to the MMDBO.
2. 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.
3. 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.
4. The MMDBO shall prepare the specific warrant for approval by the MMDCE and MMDCD.
5. 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.
6. 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 Waste Management Departments

Table 9: Required Office/Technical Facilities:

FACILITY TYPE	MINIMUM No.
Office rooms (furnished)	6
Vehicles (4x4 Pick-Up)	5
Computers	6
Printers	3
Projector	1
Filing Cabinet	6
Photocopiers	1
Scanner (scanner may be part of a photocopy unit)	1
Equipment (Heavy duty equipment for Waste Management Department) - Roll-on Roll-off Trucks - Compactor - Cesspit emptier - Bulldozer - Grader	
Workshop	
Laboratory	
Treatment facility (SWM)	
Treatment facility (LWM)	
Transfer stations	

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 Waste Management with the Waste Management 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.

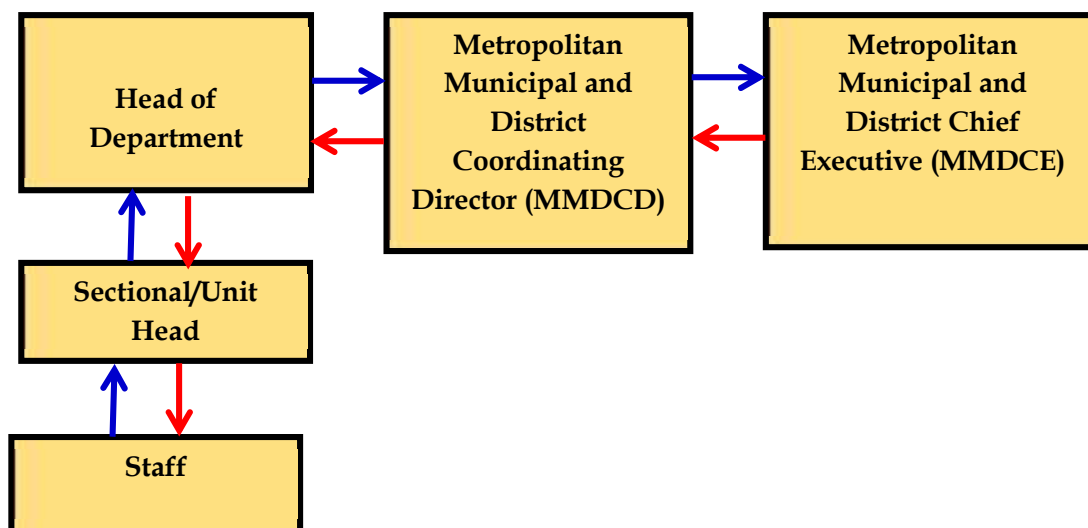
Departments/Units within the MMDAs are expected to put in place strategies to ensure both quality assurance and control in their service and product provisions within the broad framework of the LGS.

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 12: 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, money 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

WASTE MANAGEMENT DEPARTMENT QUARTERLY PROGRESS REPORT

REGION:.....MA:.....

QUARTERLY STATUS REPORT: NOQUARTER ENDING:

1. Activity Summary

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

2. Problems and Constraints

Output	Problems	Proposed Action

3. Other Issues:

4. Report prepared by:.....

Annex 2: Annual Work Plan Format

WASTE MANAGEMENT DEPARTMENT ANNUAL WORK PLAN..... (Year)

REGION:.....MA:

Output	Indicators	Planned Activities	Start (Yr/M)	End (Yr/M)	Proposed Budget (M ₺)
1.					
Sub-total					
2.					
Sub-total					
3.....					
Sub-total					
GRAND TOTAL					
Prepared by: Approved by:..... Signature:..... Signature:..... Date:..... Date:.....					

Annex 3: Performance of Waste Management Department (Check List)

..... MA
WASTE MANAGEMENT DEPARTMENT

PERFORMANCE MONITORING FORM COMPLETED BY MMDCD

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

ACTIVITY	REMARKS
1. Office Procedures	
1.1 Daily Attendance Book signed	
1.2 Movement Book signed	
1.3 Vehicle Logbooks signed	
2. Site Supervision of Contracts	
2.1 Officers completes site visit report	
2.2 Officers/supervisors complete daily diary	
2.3 Type of support from MMDA to Waste Management Department	
3. Planning of the work	
3.1 Complete annual composite work plan	
3.2 Update work plan at end of each quarter	

3.3 Unit Heads complete monthly plans	
3.4 HoD compiles and sends to MMA	
3.5 Complete weekly plan	
4. Reporting of Work Done	
4.1 Unit Heads prepare monthly Reports	
4.2 HoD compiles & sends to MMA	
4.3 Unit Heads prepare quarterly reports	
4.4 HoD compiles and sends to MMA	
4.5 HoD makes monthly staff performance report	
5. Monthly Operating Costs	
5.1 HoD prepares request to MMCD	
5.2 HoD justifies expenditure for previous month	
5.3 Local component of running cost from MMDA	

6. Progress of activities in the quarter	
Unit	Progress
1.	
2.	
3.	
7. Other Comments	

Signed by MMCD:

District Assembly:

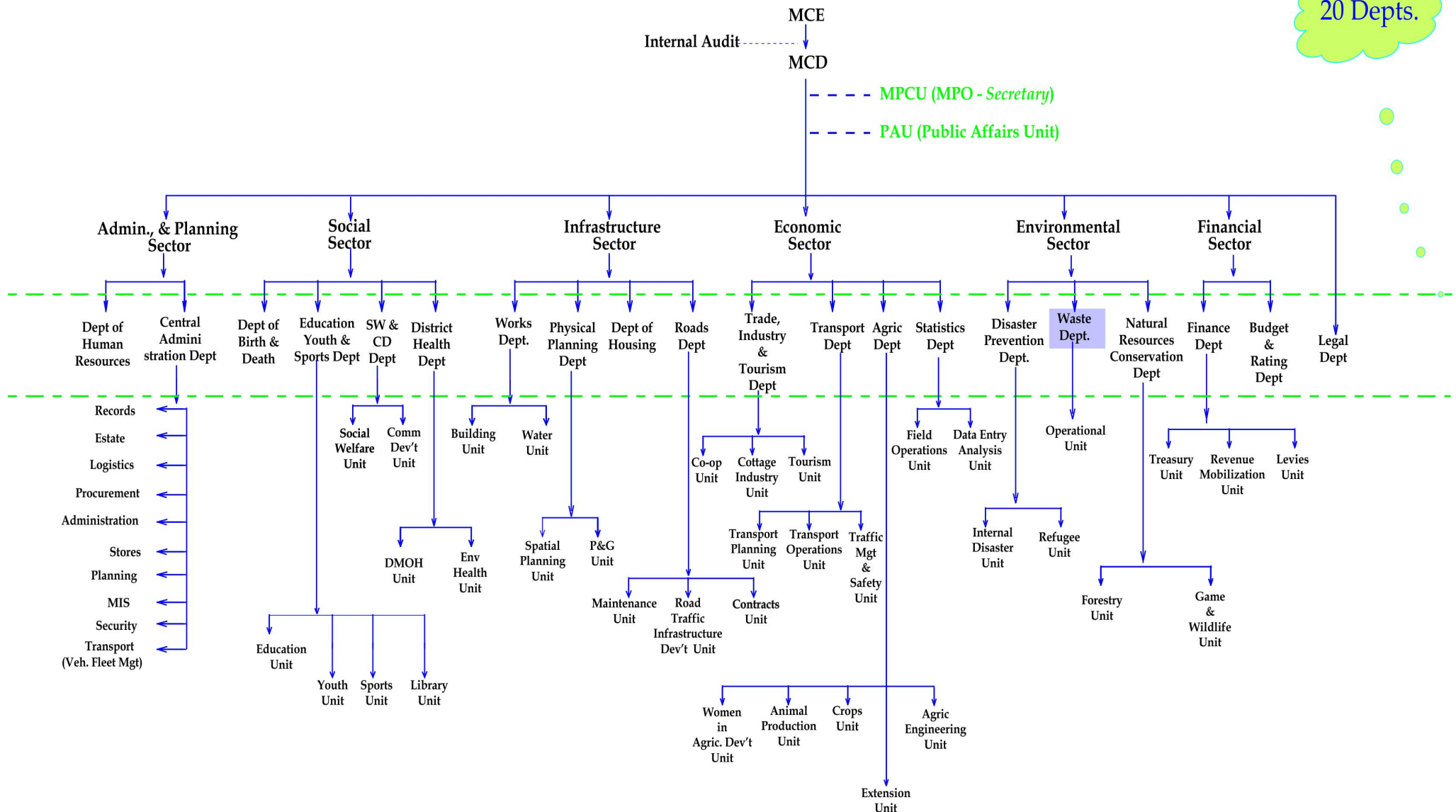
Date:

Annex 5: Other Training Areas

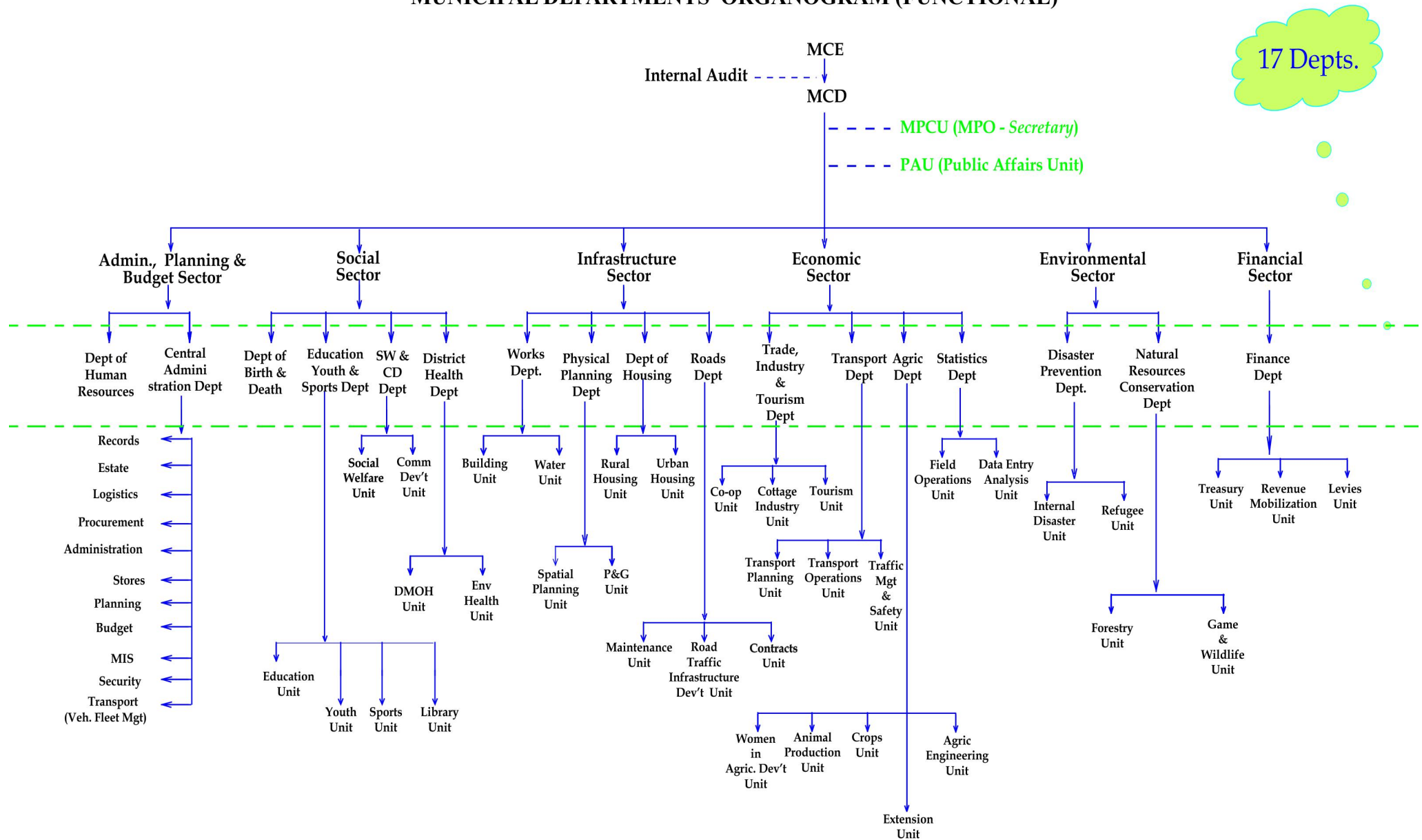
Training Area	Target participants
Maintenance Management	
Urban Env. Mg't (IHS Diploma)	
Communication Skills	
Contract Management	
Computer Skills	
Leadership & Communication	
Management & Public Relations	
Liquid Waste Management	
MIS & Costing for Waste Mg't	
Report Writing & Information Mg't	
Integrated Environmental Sanitation	
Supervision & Monitoring Skills	
Basics of Waste Management	
Public-Private Partnerships	
Costing, Budgeting & Cash flow Mg't	
Basic Training in Prosecution of Sanitary Cases	
Strategic Sanitation Planning	
Dumpsite & Landfill Management	

10.0 APPENDICES

METROPOLITAN DEPARTMENTS ORGANOGRAM (FUNCTIONAL)



MUNICIPAL DEPARTMENTS ORGANOGRAM (FUNCTIONAL)



DISTRICT DEPARTMENTS ORGANOGRAM (FUNCTIONAL)

