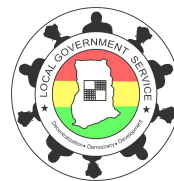




LOCAL GOVERNMENT SERVICE



WORKS 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”.

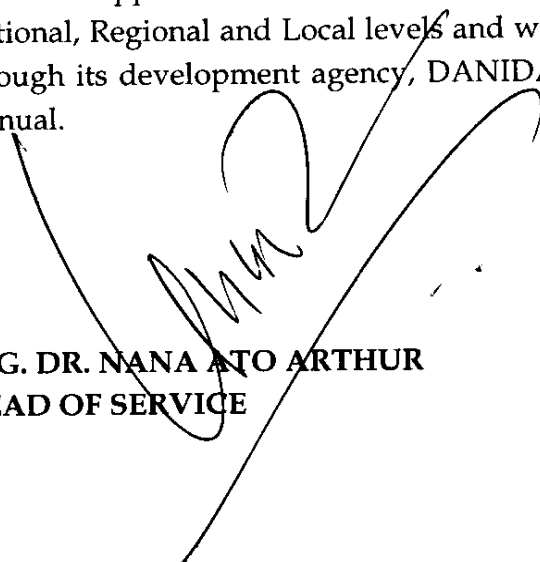
The L.I 1961 has spelt out the various functions of each Department at the MMDA level. However, there are operational differences in the performance of functions by Departments of the MMDAs and this has resulted in the lack of consistency in the operations of the Departments.

The LGS as part of its functions of implementing administrative decentralization has developed this Operational Manual for the Works 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

CoC	- Code of Conduct
CoS	- Conditions of Service
CSO	- Civil Society Organization
CWSA	- Community Water and Sanitation Agency
Das	- District Assemblies
DFR	- Department of Feeder Roads
GIMPA	- Ghana Institute of Management and Public Administration
GoG	- Government of Ghana
HoD	- Head of Department
HR /HRM	- Human Resource / Human Resource Management
ILGS	- Institute of Local Government Studies
IPC	- Interim Payment Certificate
KTC	- Koforidua Training Centre
LC	- Lands Commission
L.I	- Legislative Instrument
LGS	- Local Government Service
LGSC	- Local Government Service Council
M&E	- Monitoring and Evaluation
MLGRD	- Ministry of Local Government and Rural Development
MMA	- Metropolitan and Municipal Assembly
MMDA	- Metropolitan, Municipal and District Assembly
MMDBO	- Metropolitan, Municipal and District Budget Officer
MMDCD	- Metropolitan, Municipal and District Co-ordinating Director
MMDCE	- Metropolitan, Municipal and District Chief Executive
MMDPCU	- Metropolitan, Municipal & District Planning Co-ordinating Unit
MMDPO	- Metropolitan, Municipal and District Planning Officer
MoF	- Ministry of Finance
MRH	- Ministry of Roads and Highways
NGO	- Non-Governmental Organization
NDPC	- National Development Planning Commission
OHLGS	- Office of the Head of the Local Government Service
PV	- Payment Voucher
PWD	- Public Works Department
RCC	- Regional Co-ordinating Council
RPCU	- Regional Planning Co-ordinating Unit
RH	- Rural Housing
SoS	- Scheme of Service
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 Works Department at the MMDAs.

The Works Department is one of the decentralized Departments of the MMDAs whose functions are crucial for effective implementation of infrastructural works (building, water and feeder roads) 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 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 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 the 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. 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 and evaluation (M&E); • standards setting; and • provide 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:

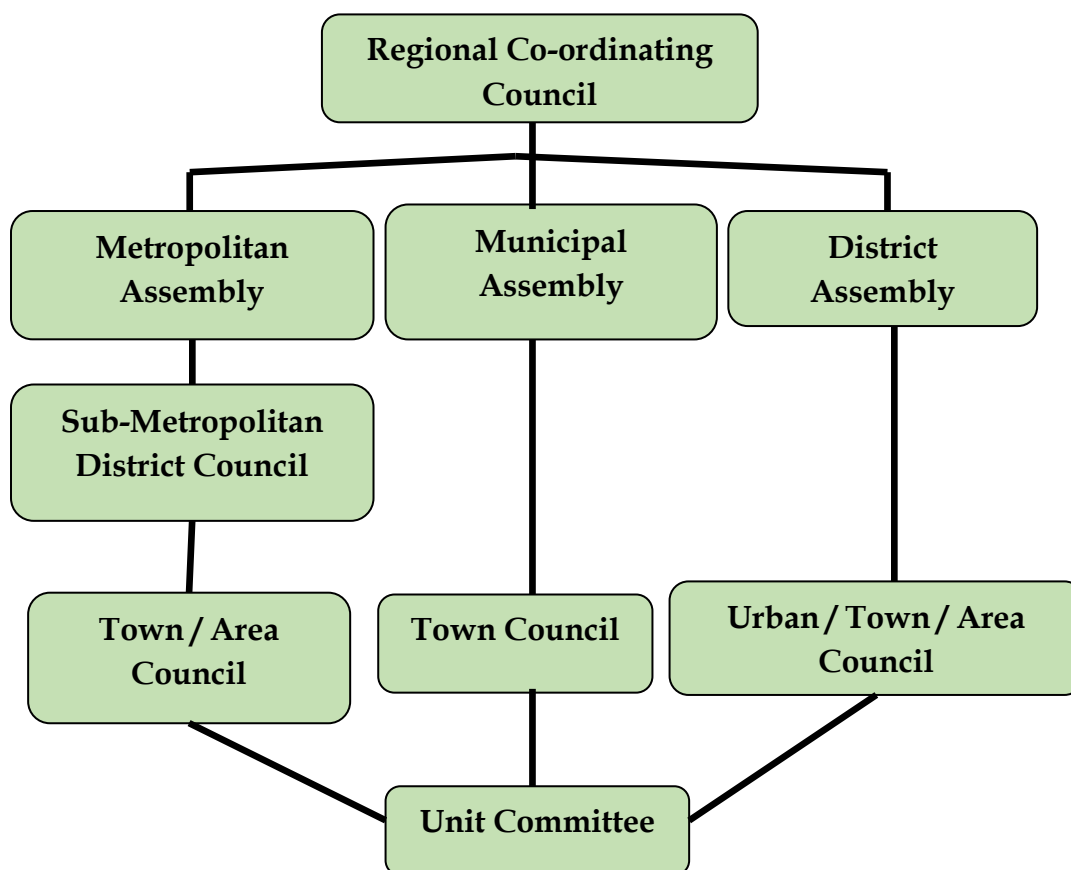
- (a) provide technical assistance to District Assemblies to enable the District Assemblies effectively perform their functions in accordance with the Constitution and this Act;
- (b) conduct organisational and job analysis for the District Assemblies;
- (c) conduct management audits for the District 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 qualified, 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) exist 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 in 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. **Transfer 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 WORKS DEPARTMENT AT MMDA LEVEL

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

3.1 Strategic Overview of Works Department

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

Vision:

To become a well – respected and reliable technical and engineering services department.

Mission:

To improve the living standards of Ghanaians by offering superior services through effective stakeholder collaboration for the provision and maintenance of adequate, safe, cost effective and socio – economic infrastructure in an environmentally sustainable manner.

3.2 Objectives of the Establishment of the Works Department.

- (a) To ensure an integrated and harmonised infrastructural development at the district level
- (b) To create synergy among work related activities
- (c) To ensure effective, efficient and sustainable service delivery (value for money)
- (d) To provide technical services for all works related activities (Feeder Roads, Buildings, and Water Systems etc.)
- (e) To maintain public works infrastructure (Feeder Roads, Buildings, Water, etc.)
- (f) To prevent the creation of slums and to upgrade existing slums
- (g) To develop a maintenance plan for public infrastructure in a coordinated and sustainable manner.

3.3 General Functions and Responsibilities of the Works Department

The Works Department in the MMDA shall:

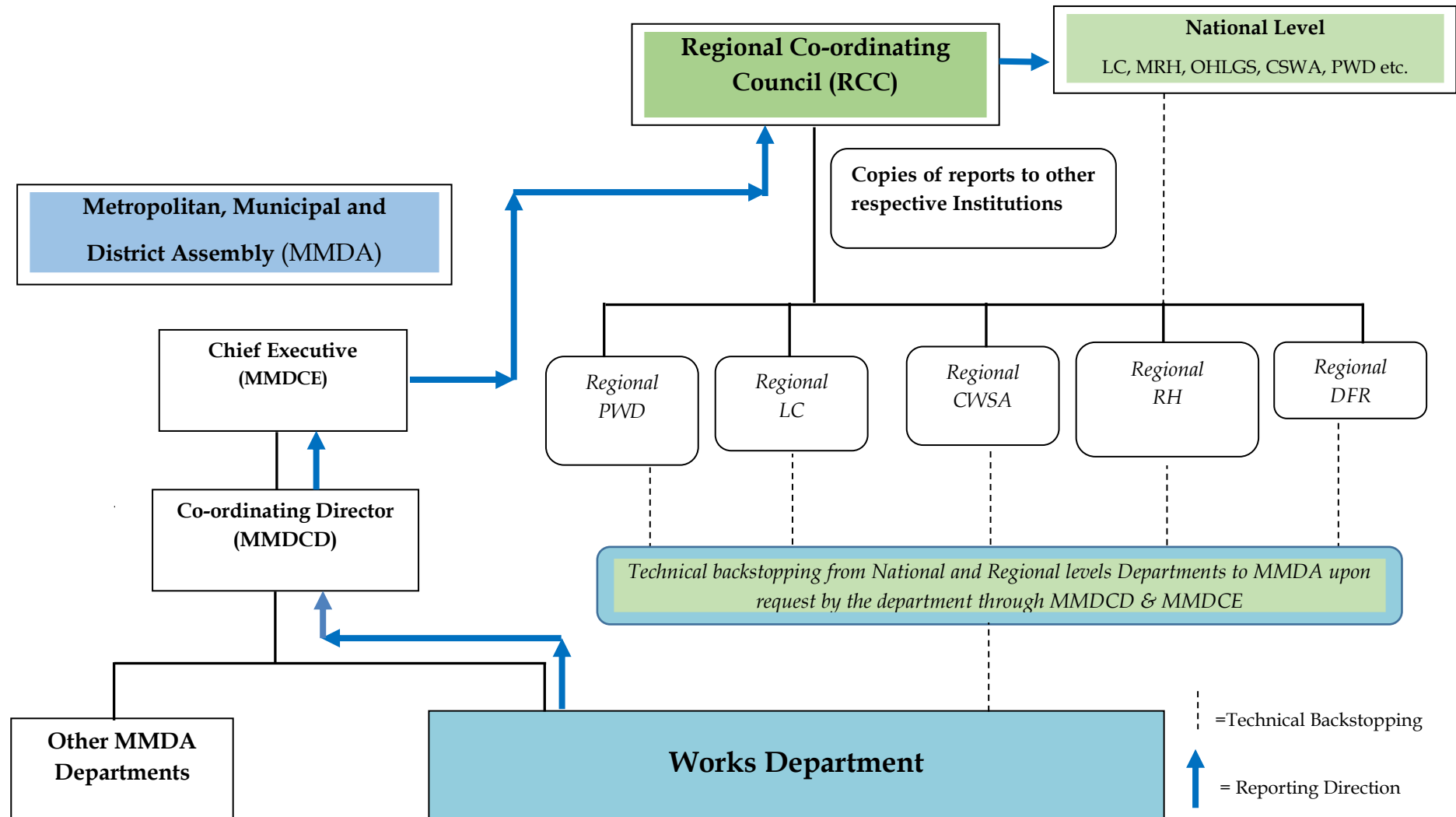
- (a) assist the Assembly to formulate policies on works within the framework of national policies;
- (b) assist to establish and specify the programmes of action necessary for the implementation of physical plans;
- (c) facilitate the implementation of policies on works and report to the Assembly;
- (d) advise the Assembly on matters relating to works in the district;
- (e) assist to prepare tender documents for all works and works-related supply of goods and technical services to be undertaken by the Assembly through contracts or community initiated projects;
- (f) facilitate the construction, repair and maintenance of;
 - i. feeder roads in the District Assembly level, and
 - ii. drains along any feeder roads in the District Assembly level;
 - iii. community water and sanitation systems in the District;

- (g) advise on the construction, repair, maintenance and diversion or alteration of the course of any street in consultation with other relevant departments in the District;
- (h) advise and facilitate the maintenance of Public buildings (offices, schools, health facilities, residential accommodation etc.) in the district;
- (i) assist to build, equip, and maintain commercial public buildings and prohibit the erection of stalls/shops/stores in places other than the markets and designated commercial areas;
- (j) facilitate the provision of adequate and wholesome supply of potable water in conjunction with relevant stakeholders for the entire district;
- (k) collaborate with other relevant Departments of the Assembly in the inspection of projects undertaken by the District Assembly;
- (l) advise the Assembly in conjunction with other relevant stakeholders on the prohibition of:
 - i. digging of burrow pits or other excavations, and
 - ii. the sinking of wells or their closure;
- (m) provide technical and engineering assistance on works undertaken by the Assembly;
- (n) facilitate the registration and maintenance of data on public buildings;
- (o) in consultation with power supply companies and other service providers (renewable energy technologies), facilitate the provision of street lighting in the District;
- (p) provide technical advice for the machinery and structural layout of building plans to facilitate escape from fire, rescue operation and fire management;
- (q) assist to maintain the integrity of approved spatial and land use plans for all major settlements in the district;
- (r) assist in the enforcement of any regulatory enactment on physical infrastructural development;
- (s) advise the Assembly on slum upgrading for slum settlements in the district; and
- (t) assist in the review and approvals of building permit applications in line with the Ghana Building Code and other regulatory enactments.

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

The organogram below shows the Technical backstopping and reporting relationship arrangement of the Works 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 Works Department



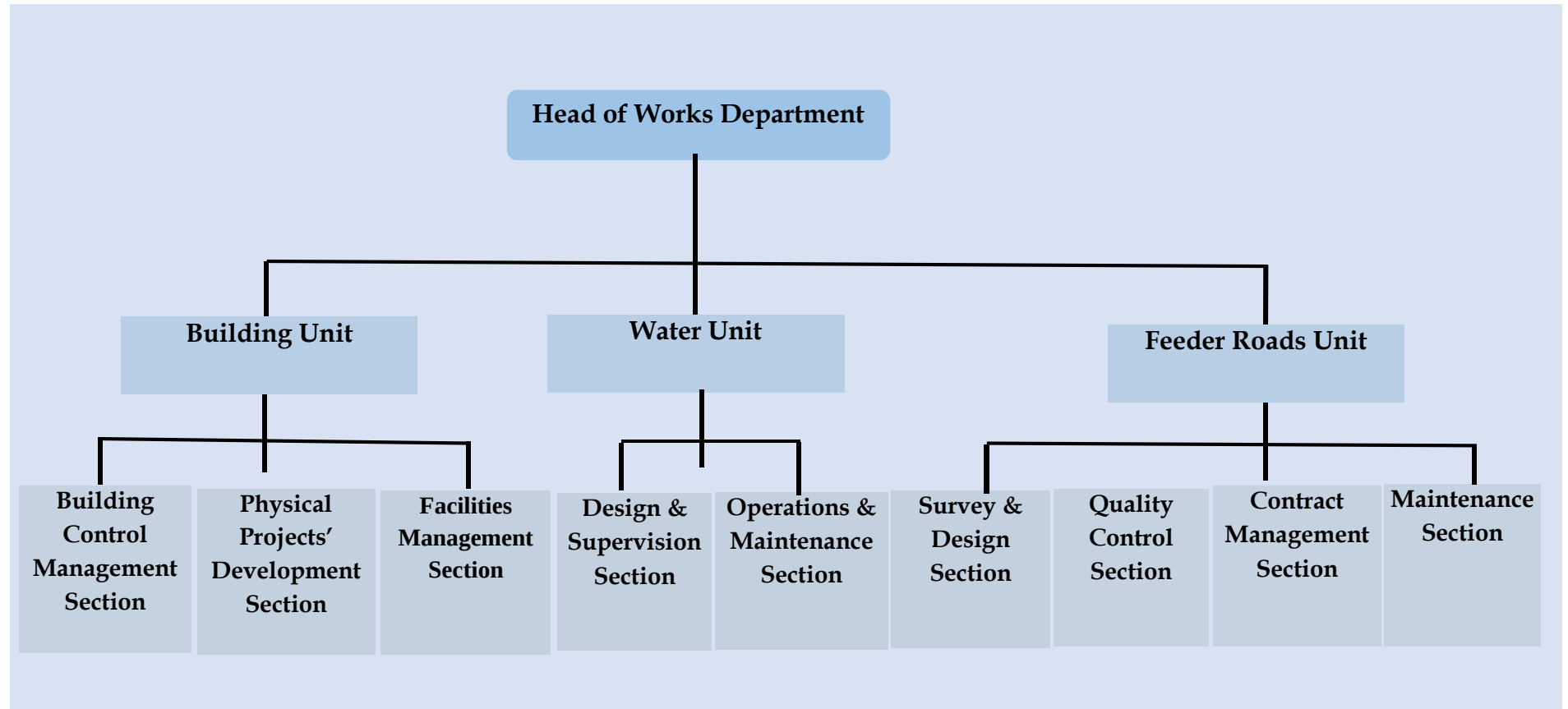
4.0 STRUCTURES, FUNCTIONS AND SPECIFIC RESPONSIBILITIES OF THE WORKS DEPARTMENT AT THE MMDA

4.1 Technical Structure of the Works Department at the MMDA

The Works Department is made up of the following Units and Sections:

- Building Unit
- Water Unit
- Feeder Roads Unit
- Building Control Management Section
- Physical Projects Development Section
- Facilities Management Section
- Design and Supervision Section
- Operations and Maintenance Section
- Survey and Design Section
- Quality Control Section
- Contract Management Section
- Maintenance Section

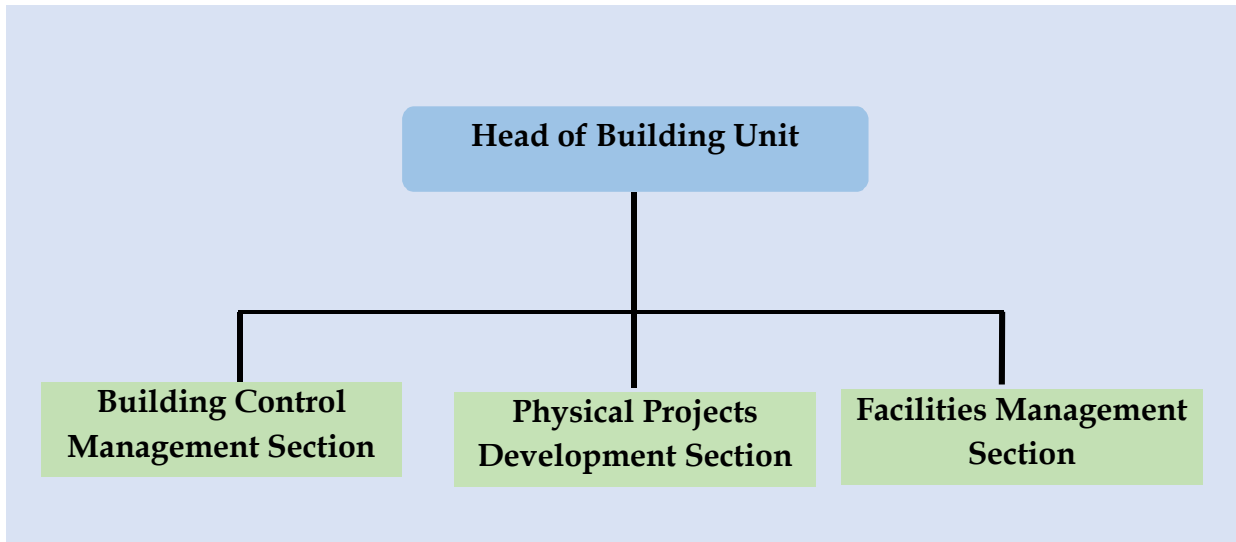
Figure 3: Technical Structure for the Works Department



4.1.1 Technical Structure for the Building Unit

The Building Unit is made up of the Building Control Management, Physical Projects Development and Facilities Management Sections.

Figure 4: Technical Structure for the Building Unit



4.1.1.1 Functions related to the Building Unit

- o Establish inventory of public buildings
- o Provide designs, supervision, construction, rehabilitation and maintenance works related to public buildings.
- o Facilitate access to decent shelter and promote improved skills in construction, development of local building materials, and maintenance of rural housing
- o Advocacy and Technology Transfer
- o Advise the Assembly on slum prevention and upgrading for existing slum settlements in the District
- o Facilitate the implementation of policies on works related to buildings or other structures and report to the Assembly.
- o Assist to prepare annual departmental budget
- o Prepare and submit required reports

4.1.1.2 Specific responsibilities related to the Building Unit

- o Assist with the preparation of schedule of accommodation for capital projects initiated by the Assembly
- o Invite Public (stakeholders) input into the development of designs
- o Assist with the review/evaluation of designs submitted by consultants
- o Prepare and maintain inventory of furniture and fittings in all public buildings

- o Inspect and assess public buildings, and prepare recommendations for necessary action
- o Assist in carrying out capital and rental valuation
- o Carry out community sensitization and education on shelter issues – housing extension services
- o Disseminate creative and innovative research findings and technologies in the production and use of improved local building materials
- o Provide technical assistance/consultancy to individual entrepreneurs, communities and NGOs and District Assemblies in using improved local building materials such as earth construction, clay bricks and tiles, micro concrete roofing tiles, lime based material (cement), etc.
- o Introduce innovative and improved housing construction technologies to individual entrepreneurs, communities and NGOs
- o Facilitate the training of the youth, organized groups/communities, NGOs in construction skills covering carpentry, masonry and painting
- o Provide technical assistance to organized individuals and on-the-job training in construction and maintenance skills
- o Train local communities to plan and implement improved shelter by formation of viable housing societies, rehabilitation of existing houses, construction of new houses, erosion and drainage control
- o Assist housing societies to establish, and sustain revolving fund for housing provision
- o Prepare bills of quantities, budgets, build plans and reports for specific rural housing projects and slum upgrading projects.
- o Environmental Control
- o Prepare certificate of completion for public buildings
- o Prepare certificate of habitation for buildings in the District
- o Review and submit progress reports (monthly, quarterly and annual)

4.1.1.1.1 Functions and Responsibilities related to the Building Control Management Section
The Building Control Management Section is under the Building Unit with the following functions and specific responsibilities:

4.1.1.1.1.1 Functions related to the Building Control Management Section

- o Review of building permit (applications) drawings
- o Monitor all building construction works in the district
- o Prepare and maintain building permit register
- o Enforcement of approved building permits
- o Review inspection reports of on – going construction works and make recommendations for necessary action
- o Coordinate health and safety assessment of completed projects in pursuant of issuing certificate of habitation.
- o Advise and ensure owners of premises:
 - (i) Remove or trim trees, shrubs or hedges which interfere with traffic, wires or works on any street;
 - (ii) Remove dilapidated structures or fences in any public place

(iii) Paint, distemper, white wash or colour wash the outside of any building forming part of the premises; and

(iv) Remove any derelict vehicles or objects which constitute nuisance;

- o Submit monthly, quarterly and annual status technical reports on buildings
- o Prepare inventory of unauthorised structures.

4.1.1.1.2 Specific responsibilities related to the Building Control Management Section

- o Participates in vetting building permit applications prior to approval.
- o Undertake stage – by – stage inspection of projects with requisite permits in the district.
- o Stop all on – going unauthorised construction works.
- o Submit inputs for the issuance of certificate of habitation for completed projects.
- o Undertake approved demolition of unauthorised structures
- o Provide technical inputs for prosecutions of recalcitrant unauthorised developers
- o Provide inputs for update of building permits register
- o Update inventory of unauthorised structures.

4.1.1.1.2 Functions and responsibilities related to the Physical Projects Development Section

This Physical Projects Development section is under the Building Unit with the following functions and specific responsibilities:

4.1.1.1.2.1 Functions related to the Physical Projects Development Section

- o Provide designs for various physical/ building projects
- o Provide technical assistance for various community initiated projects
- o Coordinate the supervision of all Assembly's projects; and Community initiated projects.
- o Prepare and maintain contract register for all Assembly's projects
- o Coordinate the compilation of technical reports related to Assembly projects; and community initiated projects.
- o Prepare and analyse costing of tenders for all works.
- o Facilitate certification of Interim Payment Certificates (IPCs) and final accounts on contracts.
- o Assist to peg and demarcate all physical developments prepared for all major settlements in the district.
- o Facilitate the survey of all Assembly's landed properties for documentation
- o Provide support for preparation of annual plans and budget
- o Review periodic progress of project for decision making

4.1.1.1.2.2 Specific Responsibilities related to the Physical Projects Development Section

- o Review of existing building designs submitted by consultants.
- o Assist in providing technical designs for Assembly and community initiated projects.
- o Provide priced bills of quantities for all Assembly's projects; and community initiated projects.
- o Provide materials schedule for direct labour works of the Assembly and community initiated projects.
- o Carry out effective and efficient supervision all Assembly's projects (IGF, DACF, and Donor & Others).
- o Estimation of cost for permit fees.
- o Prepare and submit monthly, quarterly and annual progress reports.
- o Submit inputs for preparation of annual procurement plan and related procurement processes.
- o Conduct market surveys to build – up rates for works activities.
- o Provide cost estimates and bills of quantities for maintenance works.
- o Provide relevant data to support project packaging and procurement of the works.
- o Facilitate the preparation of Terms of Reference (TOR), request for proposals and contract agreement of consultants.
- o Facilitate completion and final take over procedures for building projects.

4.1.1.1.3 Functions and responsibilities related to the Facilities Management Section

The Facilities Management section is under the Building Unit with the following functions and specific responsibilities:

4.1.1.1.3.1 Functions related to the Facilities Management Section

- o Prepare maintenance plan for all Assembly's projects and other public buildings in the district
- o Prepare documentation for all Assembly's landed properties
- o Maintain all Assembly's buildings and other public buildings.
- o Assist to prepare annual departmental budget
- o Prepare and submit required reports

4.1.1.1.3.2 Specific responsibilities related to the Facilities Management Section

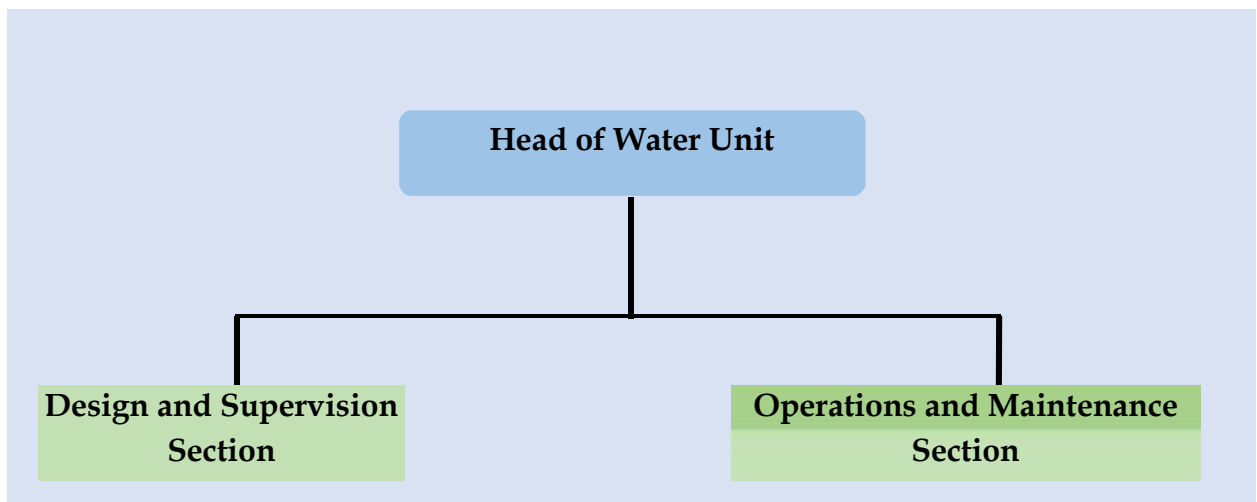
- o Prepare inventory of all Assembly's landed properties and other public buildings.
- o Carry out required inspections on Assemblies landed properties and other public buildings
- o Carry out effective and efficient project supervision and management
- o Ensure quality control and assurance on all maintenance works
- o Prepare and submit progress reports (monthly, quarterly and annual)

- o Provide relevant data to support project packaging and procurement of maintenance works.
- o Participates in the assessment and acquisition of all Assemblies landed properties.

4.1.2 Technical Structure for the Water Unit

The Water Unit is made up of the Design and Survey Section, and the Operations and Maintenance Section.

Figure 5 Technical Structure for the Water Unit



4.1.2.1 Functions related to the Water Unit

- o Facilitate and/or provide safe water and related sanitation services to rural communities and small towns.
- o Promote hygiene

4.1.2.2 Specific responsibilities related to the Water Unit

- o Monitor the functioning of point source (bore holes) water systems managed by communities, private sector agencies or other entities
- o Provide educational programmes for the creation of public awareness in rural communities and small towns of water related health hazards
- o Provide technical support in planning tendering supervision, reporting on construction of water supply and sanitation facilities
- o Provide technical advice to the rural people in maintenance of wells, pumps and toilet facilities
- o Establish database for water and sanitation

4.1.2.1.1 Functions and Responsibilities of the Design and Supervision Section

The Design and Supervision section is under the Water Unit with the following functions and responsibilities:

4.1.2.1.1.1 Functions related to the Design and Supervision Section

- o Provision of water operating systems
- o Provide support for preparation of annual plans and budget
- o Review of periodic progress reports for decision making

4.1.2.1.1.2 Specific Responsibilities related to the Design and Supervision Section

- o Prepare designs for water systems.
- o Review designs for water systems submitted by consultants.
- o Provide relevant data to support project packaging and procurement of water related projects.
- o Carry out effective and efficient project supervision.
- o Collaborate with other water service providers (GWCL, Water Research Institute, etc.) to provide quality assurance on water delivery for new water projects.
- o Collaborate with other units or departments to prepare procurement plans for water related works.
- o Prepare monthly, quarterly and annual reports.
- o Facilitate the preparation of Terms of Reference (TOR), request for proposals and contract agreement of consultants.
- o Facilitate completion and final take over procedures for building projects.

4.1.2.1.2 Functions and Responsibilities related to the Operations and Maintenance Section

The Operations and Maintenance section is under the Water Unit with the following functions and responsibilities:

4.1.2.1.2.1 Functions related to the Operations and Maintenance Section

- o Maintain all water systems and operations.
- o Ensure quality control and assurance of water delivery by collaborating with other water service providers for all existing water projects.
- o Facilitate the implementation of policies related to water and report to the Assembly.
- o Assist to prohibit the:
 - (i) digging of burrow pits or other excavations, and
 - (ii) sinking of wells or their closure.
- o Periodic monitoring of all water systems.
- o Protect and manage water systems, wells and pumps, and its operations.
- o Prepare maintenance plan for all water related projects.

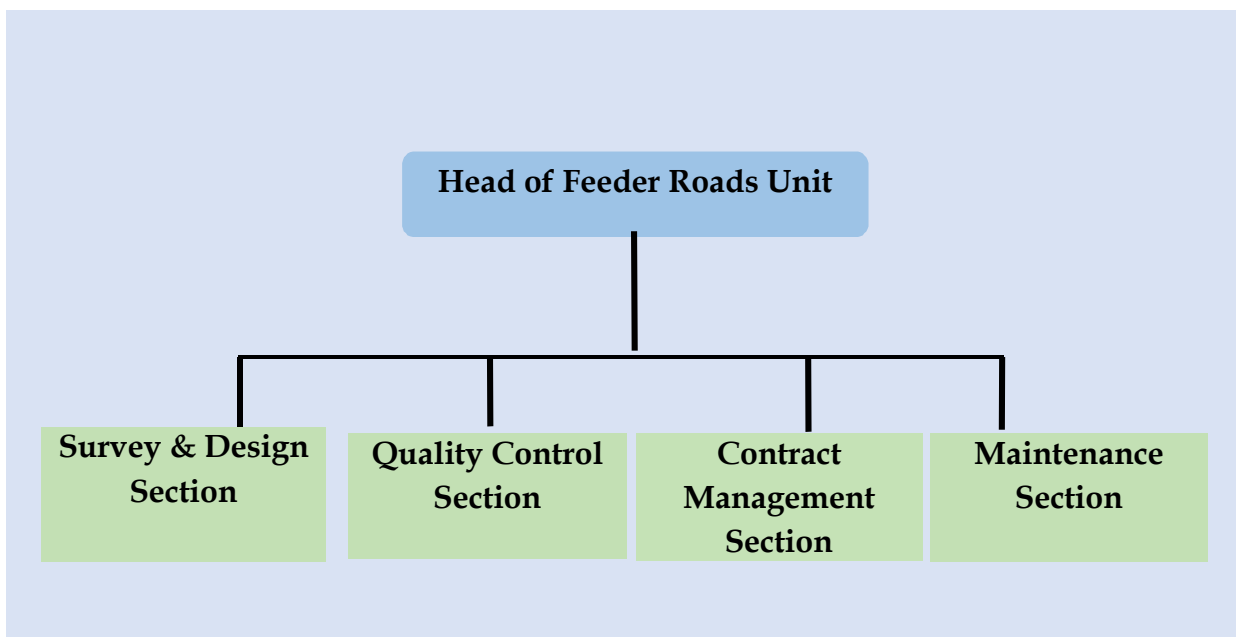
4.1.2.1.2.2 Specific Responsibilities related to the Operations and Maintenance Section

- o Carry out inventory and condition survey on all water systems.
- o Provide relevant data to support project packaging and procurement of water related maintenance works.
- o Prepare and submit monthly, quarterly and annual progress reports on all maintenance works.
- o Ensure efficient and effective maintenance of the water systems and its operations.
- o Ensure water safety.
- o Train community members to protect, manage and maintain water pumps, tanks etc.

4.1.3 Technical Structure for the Feeder Roads Unit

The Feeder Roads Unit is made up of the Survey and Design, Quality Control, Contract Management and the Maintenance sections.

Figure 6 Technical Structure for the Feeder Roads Unit



4.1.3.1 Functions related to the Feeder Roads Unit

- o Provide design, supervision, construction, rehabilitation and maintenance of paved and unpaved feeder roads including related drainage and bridge structures.
- o Review designs submitted by consultants.
- o Facilitate the implementation of policies related to feeder roads and report to the Assembly.

4.1.3.2 Specific responsibilities related to the Feeder Roads Unit

- o Assist in prioritization and selection of feeder roads for maintenance & development.
- o Prepare budget for feeder road maintenance activities and ensure that funds (from Road Fund / other sources) are used for the specified roads.
- o Assist and advice on the utilization of allocated funds to the district for planned road maintenance activities are in accordance with the Road specifications.
- o Prepare Road Asset Management (Feeder Road Database).
- o Contract Administration, Monitoring and Supervision of works.

4.1.3.1.1 Functions and Responsibilities related to the Survey and Design Section

The Survey and Design section is under the Feeder Roads with the following functions and responsibilities:

4.1.3.1.1.1 Functions related to the Survey and Design Section

- o Provide and manage all feeder roads and its related infrastructure.
- o Prepare annual strategic plans.
- o Assist in the preparation of annual departmental budgets.
- o Prepare and submit required reports.
- o Review technical reports for decision making.
- o Review existing designs submitted by consultants.

4.1.3.1.1.2 Specific Responsibilities related to the Survey and Design Section

- o Carry out annual feeder road inventory and condition survey
- o Carry out survey works and provide design of construction works.
- o Assist to supervise effectively and efficiently feeder roads works
- o Collaborate with relevant departments to prepare procurement plans related to feeder roads infrastructure works.
- o Prepare and submit monthly, quarterly and annual reports.

4.1.3.1.2 Functions and Responsibilities related to the Quality Control Section

The Quality Control section is under the Feeder Roads Unit with the following functions and responsibilities:

4.1.3.1.2.1 Functions related to the Quality Control Section

- o Provide specifications for materials to be used for feeder roads works.
- o Ensure required testing is carried out on recommended materials to be used for the construction works.
- o Preparation and submission of required reports.
- o Review laboratory reports for decision making.

4.1.3.1.2.2 Specific Responsibilities related to the Quality Control Section

- o Ensure required testing of materials meets stipulated specifications or standards.
- o Facilitate the testing of materials as and when required.
- o Assist in carrying out effective and efficient project supervision and management.
- o Ensure quality control and assurance on all feeder roads projects.
- o Ensure receipt of all laboratory reports for various required tests on materials.

4.1.3.1.3 Functions and Responsibilities related to the Contract Management Section

The Contract Management section is under the Feeder Roads Unit with the following functions and responsibilities:

4.1.3.1.3.1 Functions related the Contract Management Section

- o Prepare and analyse costing of tenders for feeder roads construction and maintenance works.
- o Provide support for preparation of annual plans and budget.
- o Coordinate the compilation of technical reports.
- o Facilitate certification of Interim Payment Certificates (IPCs) and final accounts on contracts.
- o Ensure cost control of all contracts.

4.1.3.1.3.2 Specific Responsibilities related to the Contract Management Section

- o Assist in conducting inventory on proposed annual activities on feeder road works and related infrastructure.
- o Submit inputs for the preparation of annual programme and projects and other technical reports.
- o Submit inputs for preparation of annual procurement plan and related procurement processes.
- o Conduct market survey to build – up rates for roads wok activities.
- o Assist to evaluate and analyse tenders and make recommendations to the Head of Department.
- o Facilitate the preparation of Terms of Reference (TOR), request for proposals and contract agreement of consultants.
- o Facilitate completion and final take over procedures for feeder roads projects.

4.1.3.1.4 Functions and Responsibilities related to the Maintenance Section

The Maintenance section is under the Feeder Roads unit with the following functions and responsibilities:

4.1.3.1.4.1 Functions related to the Maintenance Section

- o Management of the feeder roads works and related infrastructure.
- o Assist in the preparation of annual departmental budget.
- o Prepare and submit required reports.

4.1.3.1.4.2 Specific responsibilities related to the Maintenance Section

- o Carry out annual feeder roads inventory and condition survey.
- o Carry out survey and design of construction works.
- o Collaborate with relevant departments in the preparation of procurement plans related to feeder roads maintenance works.
- o Provide relevant data to support project packaging and procurement of the works.
- o Carry out effective and efficient project supervision and management.
- o Prepare and submit monthly, quarterly and annual progress reports.
- o Ensure efficient maintenance of the feeder roads and other related infrastructure.

5.0 JOB DESCRIPTIONS AND COMPETENCIES / SKILLS

Job description is the day to day duties to be performed by a job holder. The MMDA Works 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
- Quantitative and Analytical skills
- Managerial 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, Works Department

Qualification and Experience:

Bachelor of Science in (Civil Engineering, Geodetic Engineering, Building Technology, Construction Management, etc.) or other related fields; Post Graduate Diploma in Architecture; and Master of Science in a related Technical field with a minimum of 8 years' experience in a technical managerial position and must be a member of a professional body related to the field.

Required Competencies:

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

Span of Control:

Coordinate and manage the human and material resource of the department and report to the Metropolitan/Municipal/District Chief Executive through the Metropolitan/ Municipal/District Coordinating Director.

Duties

- The day-to-day management, control and direction of activities relative to the functions of the Department;
- Collaborate and harmonise meetings with other Sectional Heads of the Assembly on effective planning and implementation of Public Works management activities in the Assembly;
- Feedback sectional heads (Building, Water and Feeder Roads sections) with relevant information on operational reports, problems etc.;
- Submission of reports to and attendance at meetings of the Assembly, the Executive Committee and its relevant Sub-Committees
- Prepare monthly report on the general status of the implementation of planned activities and related issues to the MMDCD;
- Prepare quarterly comprehensive progress report to the MMDCD.
- Submission of Performance Reports annually, and as and when so directed;
- Conduct performance appraisal between MMDCD and HOD and between HOD and sectional heads under the District Works Department.
- Policy initiation for approval by the Assembly and the subsequent implementation of such policies
- Planning, implementation and management of Public-Private Partnerships for the delivery of Public works and infrastructure;
- Preparation and submission of Departmental budgets for approval by the Assembly and the subsequent utilisation of the provisions approved for cost-effective operation of the Department;
- Prepare Training Needs Assessment for staff and facilitate training activities for staff
- Establish and maintain database system with detailed information on all Public facilities within the MMDA
- Monitor and take action to resolve any problems identified and to respond to community needs and ensure good public relations
- Improve and sustain an efficient means of Revenue Mobilisation for Public Works in the MMDA
- Playing the lead role in the development and implementation of Public Works plans and programmes, projects and services;
- Provide the necessary advice for effective planning and prioritisation of works;
- Participate in the MMDPCU meetings;

- Provide technical support for community initiated projects.
- Collaborate with sectional heads and MMDA administration to effectively communicate with and sensitise stakeholders on works related activities of the Assembly.

5.1.2 Head, Building Unit

Qualification and Experience:

- Bachelor of Science in (Civil Engineering, Geodetic Engineering, Electrical Engineering, Building Technology etc.) or other related fields; Post Graduate Diploma in Architecture; with a minimum of 4 years' in a technical managerial position and must be a member of a professional body in a related field.

Required Competencies:

- Leadership skills
- Negotiation skills
- Interpersonal skills
- Professional skills
- ICT skills
- Managerial skills
- Knowledge of public sector operations, ethics and good governance
- Research and analytical skills
- Knowledge of the national building code, enactments, policies and practices in the building industry etc.

Span of Control

Responsible for all building projects and activities within the MMDA and supervises/manages all the sections under the unit; and reports directly to the Head of Department.

Duties

- Collaborate with the procurement unit of the Assembly for the preparation of tender and contract documents for new buildings and buildings selected for maintenance.
- Takes part in the evaluation of tenders for building works in the District as may be directed by the Head of Works.
- Prepares draft building maintenance plan and budget for the Head of Department.
- Carries out regular inspection to ensure that building works in the District progress according to schedule and specification; and report to the Head of Works.
- Prepares progress report on building works in the District.
- Update and maintain database of all building facilities in the District.

- Makes recommendation to the Head of Works on all contractual issues that arise during the execution of Building works.
- Appraise direct reports.
- Participates in the review of building drawings and make recommendations to the Head of Works.
- Coordinates the survey and design of building projects.
- Supervision and control of subordinate personnel.
- Preparation of documentation of all Assembly's landed properties.
- Carry out other duties as may be assigned.

5.1.2.1 Head, Building Control Management Section

Qualification and Experience:

- Bachelor of Science in (Civil Engineering, Geodetic Engineering, Electrical Engineering, Building Technology, Construction Management etc.) or other related fields with a minimum of 2 years' experience in a technical managerial position and must be a member of a professional body in a related field.

Required Competencies:

- ICT skills
- Report writing skills
- Knowledge of the national building code and other relevant enactments, policies and practices in the building industry.
- Interpersonal and Communication skills
- Monitoring and Supervision skills
- Self- motivated and Self – disciplined
- Ability to enforce regulations.

Span of Control

Acts for the head of the Building Unit in his/her absence, manages subordinates under the section and reports directly to the Head of Unit.

Duties

- Participates in the review of building permit drawings.
- Undertakes approved demolition of unauthorised structures.
- Coordinates the inspections and assessments of building projects being carried out in the district.
- Facilitates the issuance of certificate of habitation for completed building projects with the requisite permits.
- Conduct public education and sensitization programmes for relevant stakeholders on the need to acquire building permits.
- Prepare and submit timely required reports.
- Carry out other duties as may be assigned.

5.1.2.2 Head, Physical Projects Development Section

Qualification and Experience:

Bachelor of Science in (Civil Engineering, Geodetic Engineering, Mechanical Engineering, Electrical Engineering, Building Technology, etc.) or other related fields; Post Graduate Diploma in Architecture; with a minimum of 2 years' experience in a technical managerial position and must be a member of a professional body in a related field.

Required Competencies:

- ICT skills
- Knowledge of national building code and other enactments and policies related to the built environment.
- Good report writing skills.
- Interpersonal and Communication skills.
- Self- motivated and Self- disciplined.
- Negotiation Skills
- Knowledge of public sector operations, ethics and good governance.
- Monitoring and Supervision Skills etc.

Span of Control:

Acts for the head of Building Unit in his/her absence, manages subordinates under the section and reports directly to the Head of Unit.

Duties

- Provide effective and efficient supervision and delivery of building infrastructure works.
- Coordinate the preparation of Interim Payment Certificates (IPCs) for works done.
- Coordinate the survey, design and review of new and existing building projects.
- Submit timely reports to the Head of Building Unit.
- Coordinate the preparation of bills of quantities and material schedules for building projects to be procured.
- Participate in site meetings organised by the department for all building projects.
- Perform any other duties as may be assigned by the Head of Unit.

5.1.2.3 Head, Facilities Management Section

Qualification and Experience:

Bachelor of Science in (Civil Engineering, Facilities Management, Estates Management, Land Economy, etc.) or other related fields; Post Graduate Diploma in Architecture; with a minimum of 2 years' experience in a technical managerial position and must be a member of a professional body in a related field.

Required Competencies:

- ICT skills
- Report writing skills
- Supervision skills
- Negotiation skills

Span of Control:

Acts for the head of Building Unit in his/her absence, manages subordinates under the section and reports directly to the Head of Unit.

Duties

- Coordinates the preparation of maintenance plan for all Assembly's buildings and other public buildings in the district.
- Establish and maintain inventory of all Assembly's landed properties and facilities, and other public buildings in the district.
- Facilitates the maintenance of all Assembly's buildings and other public buildings in the district.
- Ensures maintenance works are carried out in accordance to specifications.
- Provide relevant input into the annual plan and budget.
- Submit timely reports to the Head of Building Unit.
- Facilitates documentation of all Assembly's landed properties.
- Carry out other duties as may be assigned by the head of unit.

5.1.3 Head, Water Unit

Qualification and Experience:

- Bachelor of Science in (Civil Engineering, Geological Engineering, Geology, Health Science, etc.) or other related fields with a minimum of 4 years' experience in a technical managerial position and must be a member of a professional body in a related field.

Required Competencies:

- Leadership skills
- Negotiation skills
- Interpersonal and Communication skills

- Professional skills
- ICT skills
- Managerial skills
- Knowledge of public sector operations, ethics, and good governance.
- Research and analytical skills etc.

Span of Control

Responsible for all community water systems and projects within the MMDA; acts for the head of department in his/her absence, manages subordinates under the unit and reports directly to the Head of Department.

Duties

- Supervision and monitoring of operations of small town water and sanitation management teams in the District and report to the Head of Works.
- Supervision of Water & Sanitation works in the District to ensure works progresses on schedule and according to specifications.
- Overseeing the operation and maintenance of water treatment plants to ensure compliance with WHO standards;
- Active participation in the training and development of personnel;
- Update and maintain database of all water supply facilities in the District.
- Submission of operational performance reports to the Head of Department for the preparation of monthly MIS reports for the Department;
- Submission of inputs for public works planning and budgeting, and participating in the planning process and annual budgeting of the Department;
- May attend Assembly and Sub-committees' meetings on behalf of the Head, WD;
- Supervision and control of subordinate personnel.
- Assist in the formation of Water & Sanitation Management Teams (WSMTs) in various communities and prepare training schedules for WSMTs in the District.
- Participates in the evaluation of tenders of water related works as may be recommended by the Head of Works.

5.1.3.1 Head, Design and Supervision Section

Qualification and Experience:

Bachelor of Science in (Civil Engineering, Geological Engineering, Geology, Health Science, etc.) or other related fields with a minimum of 2 years' experience in a technical managerial position and must be a member of a professional body.

Required Competencies:

- General planning and supervisory skills
- ICT skills
- Good Communication skills

- Proposals and Report writing skills
- Ability to carry out public education and sensitization programmes
- Sound knowledge in Drinking Water Policy, Laws, and Regulations.
- Ability to work in teams and with relevant stakeholders etc.

Span of Control:

Responsible for the construction of new water projects within the MMDA; acts for the head of Water Unit in his/her absence, manages subordinates under the section and reports directly to the Head of Unit.

Duties

- Ensure effective and efficient supervision of water related works.
- Ensure the functionality of water operating systems.
- Ensure water safety for all new water related projects.
- Prepare and submit timely reports to Head of Unit.
- Ensure water safety for all water related projects.
- Carry out public education and sensitization on the management of the water systems and delivery; and personal and water hygiene.
- Carry out any other duties as may be assigned by the Head of Unit.

5.1.3.2 Head, Operations and Maintenance Section

Qualification and Experience:

Bachelor of Science in (Civil Engineering, Geological Engineering, Geology, Health Science, etc.) or other related fields with a minimum of 2 years' experience in a technical managerial position and must be a member of a professional body.

Required Competencies:

- Maintenance planning and supervisory skills.
- ICT skills.
- Good Communication skills.
- Report writing skills
- Ability to work in teams and with relevant stakeholders.
- Sound knowledge in Drinking Water Policies, Laws and Regulations.

Span of Control:

Responsible for all maintenance works of water related projects; acts for the Head of Water Unit in his/her absence, manages subordinates under the section and reports directly to the Head of Unit.

Duties

- Ensure effective and efficient supervision of water operations system maintenance works.
- Prepare maintenance plan for all water related works.
- Ensure water safety by collaborating with other Service Providers to conduct water testing on water samples from various projects sites.
- Establish and maintain inventory of all water related projects.
- Carry out public education and sensitization on the management of water operations systems and delivery; personal and water hygiene.
- Carry out other duties as may be assigned by the head of unit.

5.1.4 Head, Feeder Roads Unit

Qualification and Experience:

Bachelor of Science in (Civil Engineering, Geodetic Engineering, Materials Engineering, Building Technology, etc.) or other related fields with a minimum of 4 years' experience in a technical managerial position and must be a member of a professional body in a related field.

Required Competences:

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

Span of Control:

Responsible for all feeder roads projects within the MMDA; acts for the Head of Department in his/her absence, manages subordinates under the unit and reports directly to the Head of Department.

Duties

- Plan and undertake road condition surveys of all feeder roads in the Districts.
- Supervision and monitoring of all feeder roads works.
- Collaborates with the procurement unit of the Assembly to prepare tender and contract documents for all feeder roads works.
- Take part in the evaluation of road works in the District as may be recommended by the Head of Works.

- Submission of operational performance reports to the Head of Department, for the preparation of monthly MIS reports for the Department;
- Submission of inputs for planning and budgeting, and participating in the Feeder Roads planning process and annual budgeting of the Department;
- Active participation in the training and development of personnel;
- May attend Assembly and Sub-committee meetings on behalf of the Head, DWD;
- Supervision and control of subordinate personnel.
- Prepares progress reports on feeder roads works in the District.
- Coordinate the activities of site meetings for various feeder roads projects.
- Carry out other duties as may be assigned by the head of department.

5.1.4.1 Head, Survey and Design Section

Qualification and Experience:

Bachelor of Science in (Civil Engineering, Geodetic Engineering, etc.) or other related fields with a minimum of 2 years' experience in a technical managerial position and must be a member of a professional body in a related field.

Required Competences:

- Planning and Supervisory skills
- ICT skills
- Communication skills
- Ability to work in teams
- Proposals and Report writing skills

Span of Control:

Responsible for all feeder roads projects planning and designs; acts for the Head of Feeder Roads Unit in his/her absence, manages subordinates of the section and reports to the Head of Unit.

Duties

- Participates in the feeder roads planning process
- Provide feeder roads designs
- Provide effective and efficient supervision and delivery of feeder roads
- Prepare and submit timely reports to the Head of Unit.
- Conduct annual feeder road inventory in the District.
- Participates in site meetings of feeder roads projects.
- Carry out other duties as may be assigned by the Head of Unit.

5.1.4.2 Head, Quality Control Section

Qualification and Experience:

Bachelor of Science in (Materials Engineering, Civil Engineering, Geodetic Engineering, etc.) or other related fields with a minimum of 2 years' experience in a technical managerial position and must be a member of a professional body in a related field.

Required Competencies:

- ICT skills
- Report writing skills
- Professional skills
- Interpersonal and Communication skills

Span of Control:

Responsible for quality control and assurance for all materials used in feeder roads projects within the MMDA; acts for Head of Feeder Roads Unit in his/her absence, manages subordinates under the section and reports directly to the Head of Unit.

Duties

- Ensures required tests for various materials are carried out.
- Review laboratory test reports and make recommendations
- Ensures specifications/standards for all aspects of the feeder road project are met, from the design stage to completion of project.
- Prepare and submit timely reports.
- Participates in the effective and efficient supervision of feeder roads projects.
- Participates in site meetings of various feeder roads projects.
- Carry out other duties as may be assigned by the head of unit.

5.1.4.3 Head, Contract Management Section

Qualification and Experiences:

Bachelor of Science in (Building Technology, Construction Management, etc.) or other related fields with a minimum of 2 years' experience in a technical managerial position and must be a member of a professional body in a related field.

Required Competencies:

- ICT skills
- Interpersonal and Communication skills
- Report writing skills
- Knowledge of public sector operations, ethics and good governance.

Span of Control

Responsible for cost estimation and control, and management of all feeder roads contracts within the MMDA; acts as head of unit in his/her absence, manages subordinates under the section and reports directly to the Head of Unit.

Duties

- Prepare and submit Interim Payment Certificates to Head of Unit.
- Conducts market survey to build-up rates for feeder roads work activities.
- Prepare bills of quantities for all feeder roads projects.
- Provide cost control for all feeder roads contracts.
- Participates in site meetings for all feeder roads projects.
- Perform other duties as may be assigned by Head of Unit.

5.1.4.4 Head, Maintenance Section

Qualification and Experience:

Bachelor of Science in (Civil Engineering, etc.) or other related fields with a minimum of 2 years, experience in technical managerial position and must be a member of a professional body in a related field.

Required Competencies:

- ICT skills
- Negotiation skills
- Interpersonal and Communication skills
- Professional skills
- Knowledge of public sector operations, ethics and good governance.

Span of Control

Acts for the Head of Feeder Roads Unit in his/her absence, manages subordinates under the section and reports directly to the Head of Unit.

Duties

- Participates in the preparation of the department's annual budget and procurement plans.
- Ensures maintenance works are carried out in accordance to specifications.
- Conduct annual road inventory of feeder roads in the district.
- Prepare maintenance plan for all feeder roads in the district.
- Participates in site meetings for feeder roads projects.
- Carry out other duties as may be assigned by the Head of Unit.

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 requirement 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 Works Department

Unit/ Section	District		Municipal		Metropolitan	
	Min	Max	Min	Max	Min	Max
Head of Department	1	1	1	1	1	1
1.1 Building Unit						
PROFESSIONAL						
Head of Building Unit	1	1	1	1	1	1
Building Control Management	1	2	3	3	3	5
Physical Projects Development	5	6	5	6	5	7
Facilities Management	1	1	1	2	1	2
SUB- PROFESSIONAL						
Technician Engineers	6	12	6	12	10	14
1.2 Water Unit						
PROFESSIONAL						
Head of Water Unit	1	1	1	1	1	1
Design, Supervision & Management	1	2	1	2	1	2
Maintenance	1	2	1	2	1	2
SUB- PROFESSIONAL						
Technician Engineers	1	2	1	2	1	2
1.3 Feeder Roads Unit						
PROFESSIONAL						
Head of Feeder Roads Unit	1	1	1	1	1	1
Survey & Design	2	3	2	3	1	2
Quality Control Management	1	2	1	2	1	2
Contract Management	1	2	1	2	1	2
Maintenance	1	2	1	2	1	1
SUB- PROFESSIONAL						
Technician Engineers	1	3	1	3	1	2
TOTAL	26	42	28	44	31	47

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 Works Departments will be facilitated by OHLGS in collaboration with respective RCCs.

6.4 Capacity Building for Works Department

The essence of capacity building is to support the goals of the Works 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 Works 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 building, water and roads/development and maintenance
- c) Achieving results
- d) Serving the clientele
- e) Team work
- f) Interpersonal and communication skills
- g) Leadership and personal effectiveness

Based on these principles, each 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, KTC, Civil Service Training School, 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 Works Department
- Organization Structure of the Works 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 Works Department
- The Local Government Service
- Writing Skills (Depending on the level of the post holder).

6.5 Training Matrix for Works Department

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

Table 7: Training Matrix for Professional Class

	Training Requirements
1	Continuous professional development in specialized professional fields
2	Contract Management
3	Knowledge of Building, Water & Road Engineering Development Policies
4	Public Policy Management
5	Objective and Target Setting
6	Performance Management
7	Strategic Monitoring and Evaluation
8	Negotiation Skills
9	Proposal Writing Skills
10	Conflict Management
11	Risk Management

Table 8: Training Matrix for Sub-Professional Class

	Training Area
1	Supervision Skills – Building, Water & Feeder Roads
2	Training in Base-line Surveys and Questionnaire Administration
3	Record Management
4	Public Policy Management and Good Governance
5	Continuous Specialised Technical/ Engineering Technique
6	Introduction to Group Dynamics
7	Training in Leadership Skills and Ethics
8	ICT Training on Data Analysis
9	Technical Report Writing Skills
10	Introduction to Analytical Skills
11	Ethics in Building & Road Construction and Management
12	Procurement Management
13	Project Management
14	Client Service Orientation

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 Works 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 Works Department in LGS-SoS will depend upon their profession, qualification and experiences. The following is the list of relevant classes and staff for the Works Department:

1. Professional Class

Engineering Group Class

- o Architect Class

- o Quantity Surveyor Class
- o Engineering Class
- o Estate Management Class

2. Sub – Professional Class

Technician Engineer Class

3. Technical Class

Professional Class

- o Chief Architect/Director
- o Principal Architect/Deputy Director
- o Senior Architect
- o Architect
- o Assistant Architect

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

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

- o Chief Estate Manager/Director
- o Deputy Estate Manager/Deputy Director
- o Senior Estate Manager
- o Estate Manager
- o Assistant Estate Manager

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 Estates Officer
- o Principal Estates Officer
- o Senior Estate Officer
- o Estate Officer
- o Assistant Estate Officer

Technical Class

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

8.0 GENERAL 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 and Death Department

Infrastructure Sector Departments

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

4. Housing Department

Economic Sector Departments

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

Environmental Sector Departments

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

Budget/Financial Sector Departments

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

Administration & Planning Sector Department

1. Central Administration Department
2. Human Resource Department

Miscellaneous 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 Annex3), 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 Water, the communication shall be addressed to:-

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

and copied to:

*The Head of Department
Works 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 Works Department, the letterhead will read:

***Berekum Municipal Assembly
Works Department
Berekum***

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

For example:

***Alima Kafui
Head, Works 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 Works Department, the letterhead will read:

**Accra Metropolitan Assembly
Works Department, Accra**

8.3 Planning and Budgeting

Departmental Plans and Budgets shall be harmonized in the Medium Term Development Plan and Composite Budget. As practicable 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 Metropolitan/Municipal/District Planning Coordinating Unit 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- 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 Payment Vouchers (PVs) and supporting documents. The payment voucher 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 Works Department

Table 9: Required Office/Technical Facilities

FACILITY TYPE	MINIMUM No.
Office rooms (furnished)	7
Meeting room	1
Store room	1
Vehicles	4
Desktop Computers	3
Laptops	4
Printers	1
Photocopy machine	1
Projector	1
Filing Cabinet	7
Scanner	1
Plotter	1
GPS	4
Digital 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 infrastructural works development with the Works 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.

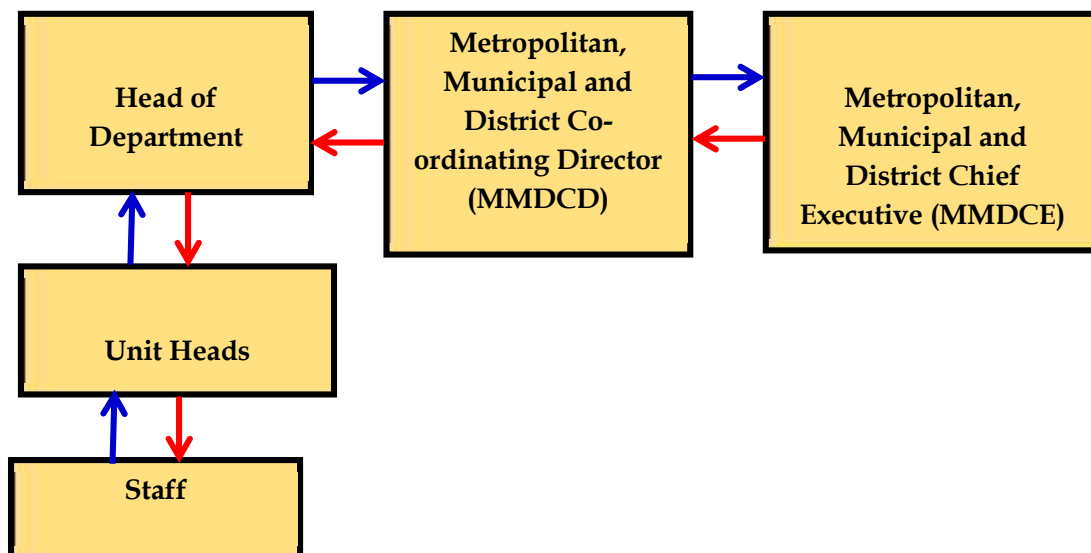
Departments/Units within the MMDAs are expected to put in place strategies to ensure both quality assurance and control in their service and product provisions within the broad framework of the LGS.

8.7 Internal Reporting Direction, Planning and Budgeting

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

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

Figure 7: Internal Reporting Direction



8.8 Service Delivery Standards

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

1. Accountability - taking responsibility for one's actions and/or in-actions in rendering services and informing citizens on the use of public resources.
2. Client focus - using client requirements to prioritize and consistently develop affordable and accessible services in a timely manner.
3. Effective and Efficient use of Resources - the optimal use of resources (including time, human resource, natural resources, funds etc.) to provide services and products that satisfies the requirements of users in a timely manner.
4. Participation - the involvement of relevant stakeholders including Civil Society Groups, Media, NGOs, Private Sector and Community Members in the planning, implementation, monitoring and evaluation of service delivery at the MMDA level.
5. Professionalism - the demonstration of requisite skills and competencies, and the ability to adapt best practices in the delivery of services to the satisfaction of the client whilst adhering to ethical standards.
6. Transparency - providing all stakeholders with the understanding of how MMDAs operate, and furnish them with easy access to adequate and timely information regarding decisions and actions taken by MMDAs.

9.0 ANNEX SECTION

Annex 1: Progress Report Format

WORKS 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:.....

Annex 2: Annual Work Plan Format

WORKS 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 Works Department (Check List)

..... MMDA

WORKS DEPARTMENT

PERFORMANCE MONITORING FORM COMPLETED BY MMDCD

YEAR.....

QUARTER

.....

Activity	Remarks
1.	
2.	
3.	
4.	

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

Signed by Unit Head:

Date:

Annex 4: Asset Register

WORKS DEPARTMENT ASSET REGISTER

REGION:

MMDA:

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

Annex 5: Training Areas

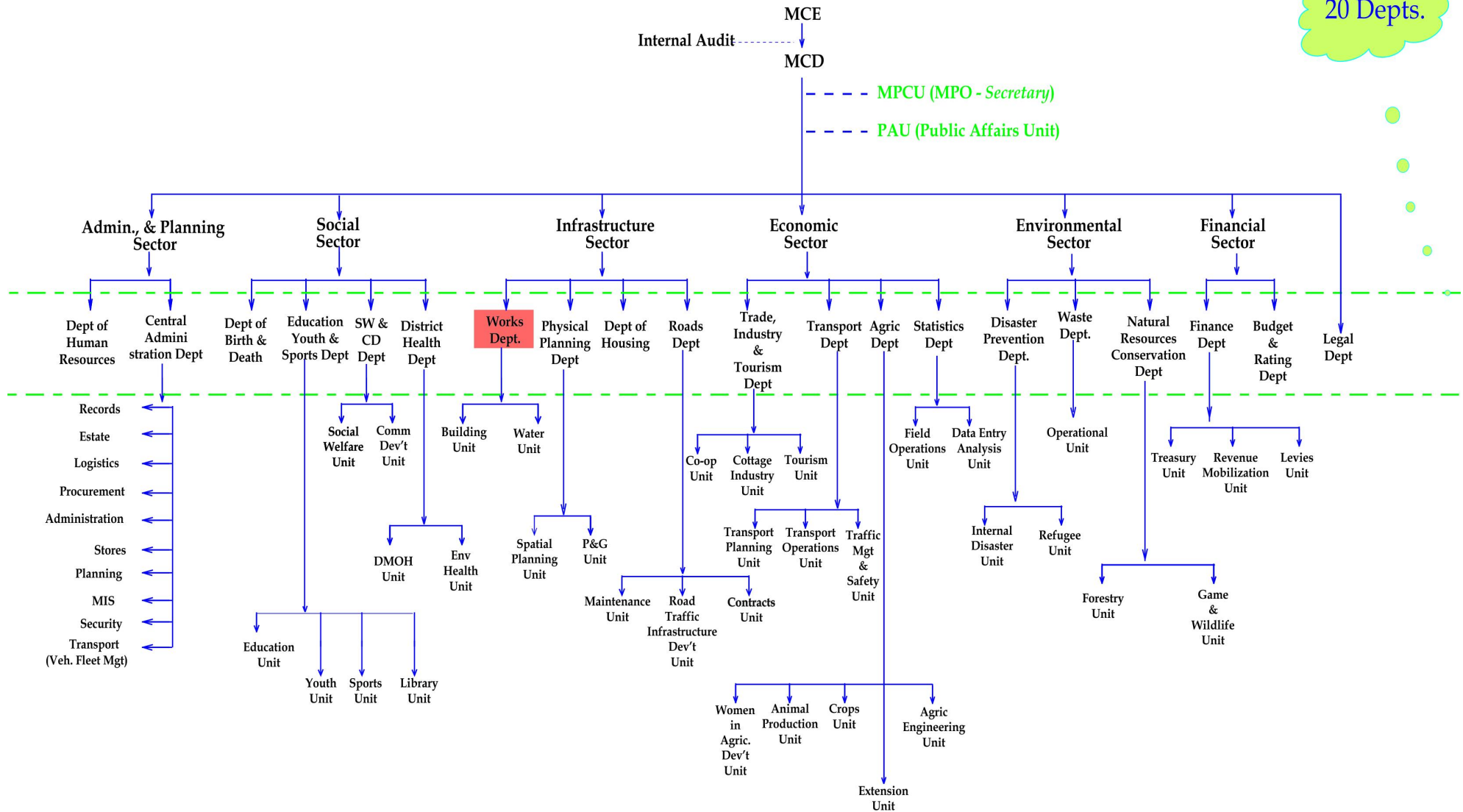
..... MMDA

WORKS DEPARTMENT

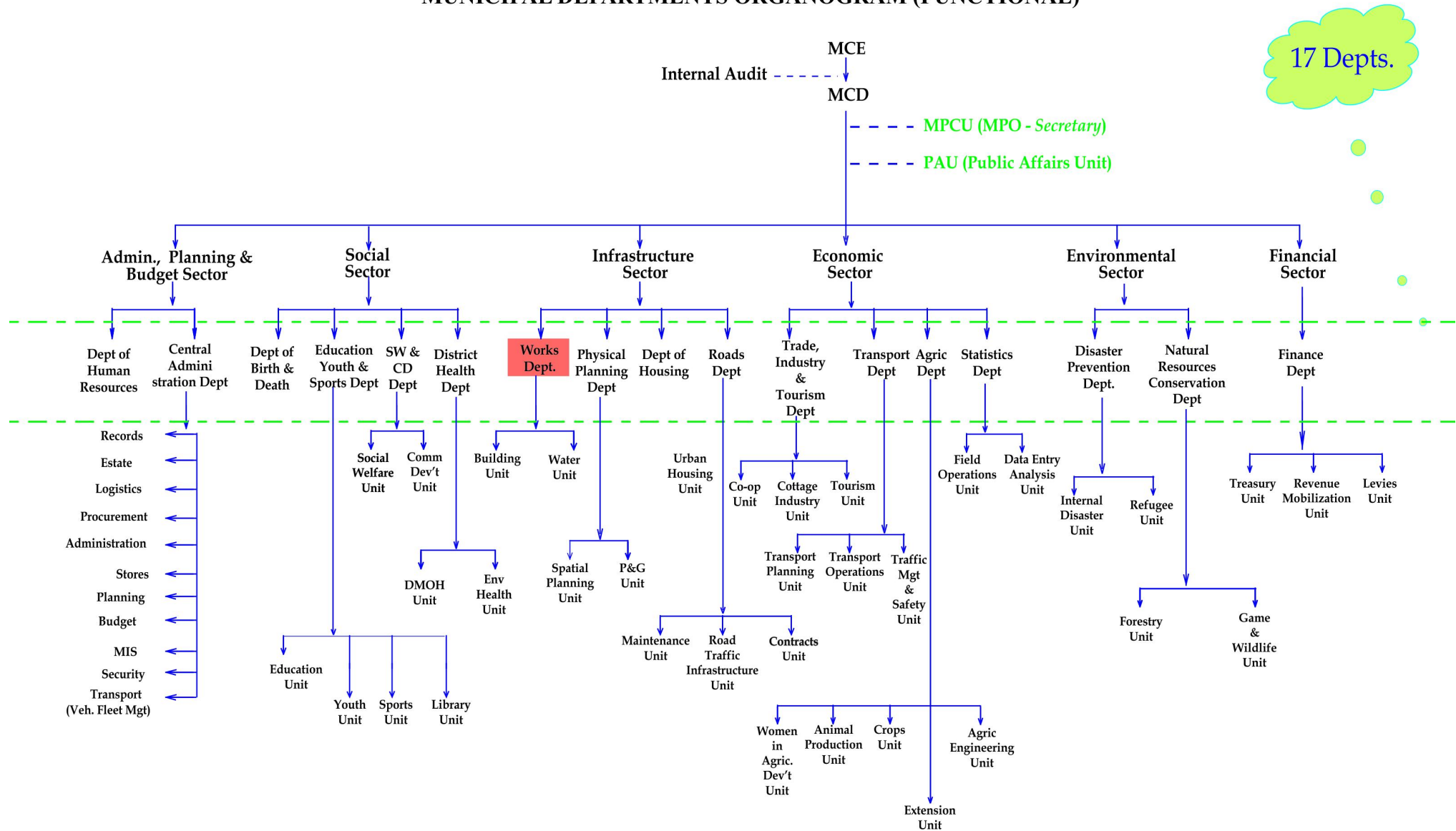
Training Area	Target Participants

METROPOLITAN DEPARTMENTS ORGANOGRAM (FUNCTIONAL)

20 Depts.



MUNICIPAL DEPARTMENTS ORGANOGRAM (FUNCTIONAL)



DISTRICT DEPARTMENTS ORGANOGRAM (FUNCTIONAL)

