



GOVERNANCE FRAMEWORK FOR THE DELIVERY OF DECENTRALIZED AND INTEGRATED SOCIAL SERVICES

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GOVERNANCE FRAMEWORK FOR THE DELIVERY OF DECENTRALIZED AND INTEGRATED SOCIAL SERVICES

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LIST OF ACRONYMS

AAP	Annual Action Plan
APR	Annual Progress Report
AWP	Annual Work Plan
CD	Community Development
CPESDP	Coordinated Programme of Economic and Social Development Policies
CSOs	Civil Society Organisations
DACF	District Assemblies Common Fund
DCD	Department of Community Development
DDF	District Development Facility
DISSPs	District Integrated Social Services Programmes
DLT	District League Table
DMTDP	District Medium-Term Development Plan
DOVVSU	Domestic Violence and Victims Support Unit
DPAT	District Performance Assessment Tool
DPCUs	District Planning Coordinating Units
DPs	Development Partners
DSPCs	District Social Protection Committees
DSW	Department of Social Welfare
DSWCD	Department of Social Welfare and Community Development
ECOWAS	Economic Community of West African States
EOI	Expression of Interest
FDU	Fiscal Decentralization Unit
GCLMS	Ghana Child Labour Monitoring System
GES	Ghana Education Service
GHS	Ghana Health Service
GIFMIS	Ghana integrated financial management information system
GoG	Government of Ghana
IGF	Internally Generated Funds
IMCC	Inter-Ministerial Coordinating Committee
ISS	Integrated Social Services
ISSOP	Inter-Sectoral Standard Operating Procedures



LEAP	Livelihood Empowerment Against Poverty
LI	Legislative Instrument
LIPW	Labour-Intensive Public Works
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MELR	Ministry of Employment and Labour Relations
MINTER	Ministry of Interior
MLGDRD	Ministry of Local Government, Decentralization and Rural Development
MMD	Metropolitan, Municipal and District
MMDAs	Metropolitan, Municipal and District Assemblies
MoE	Ministry of Education
MoF	Ministry of Finance
MoGCSP	Ministries of Gender, Children and Social Protection
MoH	Ministry of Health
MOUs	Memorandum of Understanding
MTDPs	Medium-Term Development Plans
MTEF	Medium-Term Expenditure Framework
MTNDP	Medium-Term National Development Plan
MTNDPF	Medium-Term National Development Policy Framework
NaMEIS	National Monitoring and Evaluation and Information System
NCPWD	National Council on Persons with Disability
NDPC	National Development Planning Commission
NHIA	National Health Insurance Authority
NHIS	National Health Insurance Service
OHLGS	Office of the Head of Local Government Service
PFM	Public Financial Management
PPMED	Policy, Planning, Monitoring and Evaluation Directorate
PSOs	Private Security Organizations
RCCs	Regional Coordinating Councils
RPCUs	Regional Planning and Coordinating Units
RSIM	Research, Statistics and Information Management
RSPCs	Regional Social Protection Committees
SDG	Sustainable Development Goal



SOPs	Standard Operating Procedures
SPD	Social Protection Directorate
SPISTC	Social Protection Inter-Sectoral Technical Committee
SPISTC	Social Protection Inter-Sectoral Technical Committee
SPSWG	Social Protection Sector Working Group
SW	Social Welfare
SWCD	Social Welfare and Community Development
SWCES	Single Window Citizen Engagement Service
SWIMS	Social Welfare Information Management System
TWG	Technical Working Group
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development



INTRODUCTION

The 1992 Constitution of Ghana guarantees all sections of the population access to basic social services as their right. These services have to be delivered efficiently, effectively, equitably and sustainably for all sections of the population, including children, as well as vulnerable and underserved groups. The relevant institutional stakeholders are at the national, regional and local levels. The national level entities include the sector Ministries, Departments, Agencies (MDAs) and Public Services. Given the decentralized administrative system, the regional level actors are responsible for coordination, technical backstopping, monitoring and evaluation. These consist of the Regional Coordinating Councils (RCCs) and their component units and departments as well as the regional departments of key agencies and institutions. At the local level, the Metropolitan, Municipal and District Assemblies (MMDAs), their departments and sub-district offices are at the implementing or delivery end, coming into contact with consumers of these social services.

Over the years, however, various challenges have hampered efforts to deliver services reliably, coherently and efficiently. It was against this background that in 2019, an initiative to strengthen the delivery of decentralized and integrated social services was introduced through the Integrated Social Services (ISS) initiative. Implementation of this decentralized and integrated approach to social service delivery started with sixty (60) Metropolitan, Municipal and District Assemblies (MMDAs) in 2020 and had

been up-scaled to one hundred and sixty (160) by the end of 2022.

The Integrated Social Services (ISS) initiative is implemented by the Ministries of Gender, Children and Social Protection (MoGCSP), Local Government, Decentralization and Rural Development (MLGDRD) and Finance (MoF), the Office of the Head of Local Government Service (OHLGS), the Ghana Health Service (GHS), the National Health Insurance Authority (NHIA), and the National Development Planning Commission (NDPC) . It has been supported by the United Nations Children's Fund (UNICEF).

The ISS aims to help to address multi-dimensional poverty and vulnerability with a strong focus on preventing and responding to violence against children. It prioritizes linkages between health, child protection, sexual and gender-based violence and social protection services. The strategy uses the social welfare system as the entry point and employs the sector-wide decentralized approach to managing development. As an integral part of this strategy, the Social Welfare Information Management System (SWIMS) and Child Protection Community Facilitation Toolkit and Application has been developed and implemented in all ISS districts. SWIMS is a digital case management system to document and report on the provision of social welfare services at the decentralized level. SWIMS is used to securely collect, store, manage and share data on child protection, gender-based violence and to an extent, social protection response services delivered at the decentralized



level. The Child Protection Community Facilitation Application provides a platform for reporting on child protection sensitisations on the toolkit.

Reviews of the ISS initiative so far indicate that it has proven very useful in strengthening local authorities' efforts in various ways. These include delivering cohesive and responsive services; capacitating the social welfare and community development departments at the district level; improving data management; and enhancing access of citizens to social protection interventions. Appendix One provides a Situation Analysis and Policy Location Brief on the ISS.

ISS is in line with national development priorities as it is aligned to Ghana's Coordinated Programme of Economic and Social Development Policies (CPESDP 2017 to 2024), the Medium-Term National Development Policy Framework (MTNDPF 2022 to 2025) and various sector

policies. There are indications in the MTNDPF that the Government of Ghana intends to extend the ISS arrangements to all 261 MMDAs by 2024. (See Appendix Two for Focal Areas, Policy Objectives and Strategies in the National Development Framework).

In order to achieve the aspiration of upscaling the ISS approach nation-wide, critical coordination and governance challenges need to be addressed. Strong local level commitment and ownership must be fostered as well. There must be further clarity on institutional roles and responsibilities particularly at the sub-national level; strategies developed for ensuring the availability of critical resources, including human, logistic and financial resources; and relevant linkages built to foster coordination with ongoing initiatives, particularly social protection. Opportunities for inter-sectoral coordination and collaboration must be leveraged.



PURPOSE OF THE FRAMEWORK DOCUMENT

This framework document makes proposals for addressing the challenges identified for implementing the ISS approach and the way forward for realizing its considerable benefits. It makes provisions for the governance and coordination of the approach (including the steering and technical committees), other institutional arrangements at various levels and the relationships backed by the relevant legal and policy provisions.

The framework was developed through various consultative processes with key stakeholders in the areas of child protection, social protection, health and social services delivery across sectors and levels of governance. The

reflections were based on the lessons learned from implementation between 2019 and 2022. The emerging ideas were reviewed in a Stakeholder Meeting at Peduase in December 2022 at which discussions were held about the (a) Governance Structure and Roles; (b) Case Management, Referrals and Accountability; (c) Planning, Budgeting, Resource Mobilization, Expenditure and Sustainability; and (d) Implementation, Monitoring, Evaluation and Learning Processes. Recommendations were made for addressing the key challenges, good practices to be maintained and required changes. This framework captures these proposals.



BACKGROUND TO FRAMEWORK

The ISS approach seeks to put the poor and vulnerable, children and families, at the centre of local and national development. The initiative has as its goal, the reduction of poverty and vulnerabilities of children and families through increased access to an integrated set of social services. Its objectives are to:

1. Support MMDAs in implementing the policy objectives of the MTNDPF related to child and family welfare and social protection
2. Strengthen capacity, coordination and systems required to enable sustainable delivery of integrated services with a focus on child, protection, social protection and health services, at the local and national levels
3. Support MMDAs to access funding from different funding arrangements including the District Development Facility (DDF), the District Assemblies Common Fund (DCAF) and internally/locally generated funds available for social and child protection programmes.

To date, selection of participating MMDAs, which has been on a rolling basis, due to limited funding, has been based on several criteria including *inter alia* poverty status in urban/rural, regional balance, equity issues and endowment differences of prospective districts, and their proposals to implement child protection interventions as provided for in the MTNDP and their District Medium-Term Development Plans (DMTDPs). As at 2022, 160 MMDAs from all 16 regions of the country had received assistance, including financial and technical

support provided by UNICEF Ghana for implementing child protection and social protection policies and strategies.

The UNICEF support complements funding received for the Department of Social Welfare and Community Development (DSWCD) from other sources including the Government of Ghana (GoG), Internally Generated Funds (IGF), the District Assemblies Common Fund (DCAF) and the District Development Facility (DDF). Funding support is intended to catalyze ongoing initiatives at the decentralized level as well as improve provision of social services as part of the decentralization process.

The assistance has so far been used for implementing activities of the annual action plans of the department of social welfare and community development with some priority focus on two (2) sets of activities. The first set is related to case management¹ and linked to SWIMS. The second set focuses on organizing community mobilization and sensitization² around the key issues of child protection concerns in the MMDA. The 2022 Guidance Note (Strengthening the Delivery of Decentralized and Integrated Social Services) made provision for inclusion as a **“cross-cutting theme”**. This was to acknowledge the multiple drivers of poverty and vulnerability; and ensure that all Ghanaians could access services to which they are entitled and characteristics such as age, disability and gender did not pose constraints to accessing required services. In addition to funding support for assembly-level initiatives and efforts, assistance has been provided for training on ISS.

¹ Using the Case Management Standard Operating Procedures for Children in Need of Care and Protection (2018) and the Inter-Sectoral Standard Operating Procedures for Child Protection and Family Welfare (ISSOP – 2020)

² Using the Child Protection Community Facilitator Toolkit



So far, the initiative has been anchored on national systems and frameworks using the government's planning and budgeting guidelines. The supplementary financing supports the implementation of activities captured in the MMDA's annual action plans for DSWCDs. Resources are to be captured in composite budgets, applying the GIMFIS Budget Module System. The ISS Guidelines provide formats for planning, budgeting and funding requests. Reviews of the lessons learned related to financing options are undertaken with the support of the FDU in MoF.

A Technical Working Group (TWG) is in place to coordinate and review progress on ISS implementation at the national and sub-national levels periodically. The Budget Unit located at MLGDRD has supported funds allocation and disbursement as part of the national level coordination arrangements. NDPC's role has been linked to the Annual Action Plan (AAP) implementation, annual progress reporting (APR) and SDG indicator performance tracking. Action on child protection activities has also been assessed through the District Performance Assessment Tool (DPAT) which is managed by MLGDRD. OHLGS has overseen training for the DSWCD staff. Case management and related procedures for child and family welfare has been under the purview of the Department of Social Welfare (DSW) at MoGCSP, whilst community engagement and related activities have been technically supported by the Department of Community Development (DCD), MLGDRD, the Department of Children (DoC), and MOGCSP

As indicated above, the ISS approach has brought about several gains including the following:

- » It has strengthened the operations of DSWCDs in recording, tracking, referral and follow-up of social welfare cases.
- » Programme support has assisted in the delivery of institutional mandates such as capacity strengthening efforts by OHLGS; management of critical information on vulnerable groups by MoGCSP; and programme monitoring and administration by MLGDRD.
- » The approved areas of expenditure have allowed for affirmative action at the decentralized level on key issues such as medical fees for survivors of gender-based violence.
- » The funding support has enabled MMDAs to procure IT equipment to operate SWIMS, critical furniture, case files, secure cabinets, and office logistics.
- » The Programme has encouraged tracking of numbers and capacities of SWCD staff at the MMDA levels by OHLGS in line with the requirements for satisfactory service delivery.
- » The programme has enhanced data sharing between LEAP and NHIS in support of LEAP/indigent registration and renewal
- » Limited financial and technical support to GHS has supported community health home visits



CHALLENGES AND REQUIRED AREAS OF POLICY GUIDELINES AND STRENGTHENING

There have been challenges in delivering integrated social services that need to be addressed in order to optimize the opportunities that the ISS arrangements offer, in anticipation of upscaling. They include the following:

- » Achieving consistency of institutional implementation arrangements and assignment of responsibilities, particularly at the sub-national level: how has ISS been implemented in practice and what should be the division of roles?
- » *Coordination of the ISS approach* at the national and sub-national levels. At the national level, in spite of the collaboration that has taken place, there appears to be a vacuum in a higher-level decision-making and a centralized clearing-house for information-sharing
- » The challenges of local-level integrated/ consolidated departments and their alignment with regional and national level structures. Critically, Social Welfare and Community Development are expected to operate as an integrated entity at the MMDA level. However, the two departments are separate at the regional and national levels. In relation to children's issues, the district level DSWCD also has to collaborate with the Department of Children which is not present at the district level but at the national and regional administrations.
- » Practice indicates that in spite of the guidelines that had been provided as well as the training, reporting still remains a challenge. There are still variations in the content and coverage of reports that are submitted; and in some cases, specific indicators are not reported on.
- » In spite of the primary focus of the ISS being child protection, reported cases are dominated by social protection-related issues (including socio-economic well-being for other vulnerable groups). Child protection issues including maintenance, abuse, custody and neglect do not get as much reportage. This suggests that the child protection system may be underperforming in the core mandate of identifying and responding to medium/high risks of harm against children.
- » The weak revenue bases of assemblies limit the extent to which child and social protection initiatives can be budgeted for and financed by local authorities beyond reliance on transfers from GoG and other external sources. This hampers responsiveness and pro-activity by assembly departments.
- » Staffing levels and capacities are



also challenges that need to be addressed. Based on information from OHLGS in 2019, it was estimated that staffing levels for the relevant functions were 55%; and below the minimum guidelines. Given the current national constraints on public sector recruitment and limited training opportunities, innovative ways have to be found to

ensure that services of acceptable quality are provided.

- » The quality of available structured pre- and in-service training, scheme of service training and professional coaching and technical supervision has implications for effective case management and delivery of integrated social services.





PROSPECTS FOR ACHIEVING INTEGRATED SOCIAL SERVICES

The government's intention of upscaling and mainstreaming the ISS approach to all 261 districts has been provided for in the Medium-Term National Development Policy Framework (MTNDPF) 2022-2025. Scaling-up the District Integrated Social Services Programmes for children, families and vulnerable adults has been indicated as one of the strategies for promoting rights and welfare. (See also Section 7.2.6 under which the scale-up is identified as an intervention to strengthen and improve the policy and legal environment, institutions and systems for child and family welfare). Expanding the coverage of the SWIMs to all districts has also been proposed to strengthen the culture of child protection and social welfare case management, referral, and monitoring.

Though the original concept was based on the National Social Protection Strategy and the National Decentralization Policy (2015 to 2019), the updated documents in these sectors provide a strong basis for mainstreaming ISS into decentralized development. Namely, the National Social Protection Policy (2016) and National Decentralization Policy and Strategy (2020 to 2024) and relevant sections of Act 936 as well as legislative instruments like LI 2232 provide legal and policy anchors for the ISS.

The initiative requires the staff of SW and CD to work together to achieve the results planned in the annual work plans, as well as with other assembly and district departments. However, within the

DSWCD itself, there has to be stronger cohesion and integration.

At the district level, the linkages with other departments responsible for issues that affect vulnerable children and families need to be strengthened for comprehensive support and inclusivity, as a cross-cutting priority. These include the District Directorates of Education and Health as well as entities responsible for Criminal Justice and Disaster Management. However, most of these Departments are not fully Departments of the Assembly (see Act 936 and LI 1961).

Clear guidelines and protocols are required for the working relationships between the assembly departments and some entities that do not yet have a presence at the district level. These include the National Council on Persons with Disability (NCPD), the Department of Gender, the Department of Children and the Mental Health Authority as well as other entities catering for vulnerable groups.

Achieving sustainable funding and logistic support requires further internal and external collaboration and innovative approaches. So far, assistance for ISS has come from a range of funding sources (including contributions through UNICEF from USAID, UKAID, Global Affairs Canada) to complement Government of Ghana financing. More efficient inter-departmental cooperation and stronger collaboration with non-state partners could facilitate resource management



and mobilization for ISS.

In view of the above, a broader, clearer approach and structure has to be provided for further operationalization and extension of various aspects of the ISS. Some aspects are:

- » The governance structure and institutional roles
- » Planning, budgeting, resource mobilization, expenditure and sustainability
- » Case management and referral pathways
- » Monitoring, evaluation and learning processes

Other areas for which guidelines must be provided are:

- » Human resources and capacity issues
- » Data-sharing, reporting and inter-institutional communication
- » Public education and communication, advocacy, citizens' participation and feedback mechanisms.

In relation to these, constraints and challenges have been identified in the implementation processes which must be addressed as part of a **“Road-Map”** for rolling out the District Integrated Social Services Programmes (DISSPs). Critical existing resources that can be leveraged must also be identified.

The tools, formats and templates provided so far such as the charts of accounts, the results and financial reporting and capacity-building (as indicated in the 2022 Guidance Note) are useful for inclusion in

a Standard Operating Manual. However, the adoption and inclusion of other tools that have been developed (such as those provided in 2019) may depend on the approach the country and its partners would want to adopt in furthering the ISS and the funding support arrangements. These tools include the “Expression of Interest (EOI) for Implementation of Child Protection Interventions by MMDAs”, Results Based Financing Arrangements, Project Summary Sheet, Project Description, Expected Results Format, Financial Management System Description and Commitment Letters.

The conditions for funding support and selection of MMDAs may be reviewed, given the changing circumstances of development assistance. The intention to upscale ISS to all assemblies to have DISSPs requires **decisions** to be made about both the nature of the ISS to be supported and the funding mechanisms. For instance, a decision has to be made as to whether to adopt the demand-driven approach (for which expressions of interest and application processes are required); and whether to include a competitive element to determine the quantum and extent of additional support a district may attract for its social services initiatives. Other decisions that may be required will relate to expanding the concept and coverage **of what services are going to be integrated and how.**

Integrated social service systems could include providing a single point of entry to connect to a broad range of services; comprehensive family assessments; joint case planning; and bringing together a comprehensive set of services families may require. This will require better integration of staff capacities across departments including better



sharing of information, cross-training and knowledge about the variety of services and shared accountability and joint responsibility with clients and compliance to legal standards, regulations and policies. This will require reviewing the legal and financial issues

related to the various services to find where efficiencies can be achieved; strengthening information interfacing; having common performance indicators; and resolving who will administer which services and how authority, responsibility, successes and challenges will be shared.



CONSIDERATIONS FOR THE GOVERNANCE AND COORDINATION FRAMEWORK FROM THE MANDATES AND FUNCTIONS OF PARTICIPATING AGENCIES

Governance arrangements set out the relationships between the key participating institutions and other parties and their functions in ensuring enhanced and sustainable performance. They also provide the standards and processes for ensuring adequate participation and accountability to all key parties. These include the coordination arrangements, institutional memberships of various mechanisms, roles and responsibilities and legal and policy resources to support ISS. Governance arrangements between these parties must be provided to guide how responsibilities will be coordinated at all three levels.

The institutional parties in the ISS approach include the sector MDAs, RCCs and MMDAs, oversight and regulatory bodies; institutional collaborators, Development Partners, civil society organizations (CSOs) and private sector and the clients, namely communities, citizens and local residents.

There are existing provisions in associated legislative and policy guidelines for coordinating arrangements at the national, regional and district levels. It is important to consider how to harmonize ISS with these arrangements, including those for inter-service and sectoral collaboration.

and cooperation at the regional and district levels; and the proposals for social protection coordination.

As far as possible, ISS arrangements at all levels of governance and administration must be in line with the requisite legal mandates. The justification, goals and objectives for the ISS are relevant for national development in the context of the MTNDPF Policy Objectives. The mandate must be augmented by relevant provisions from the National Social Protection Policy and the National Decentralization Policy and Strategy (2020 to 2024), amongst others.

The MTNDPF (2022-2025) indicates that the implementation process for the national medium-term development plan will be located within the decentralized planning system in order to promote broad participation³. The framework provides NDPC as the apex planning body to prescribe the format and content; review, certification and coordination of development plans of MDAs and MMDAs. These plans will be the basis for budgeting, monitoring and evaluation of programmes and projects.

The role of MoF is in resource mobilization and allocation based on priority policies

³ Implementation Arrangements, Monitoring and Evaluation Section



and programmes; tracking revenues and expenditures; as well as collaboration with other entities in the production of annual performance reports. MDAs and MMDAs constitute the basic structures for implementation of plans, programmes and activities based on the respective institutional mandates.

The mandates of the key institutions involved in the activities covered by the ISS and the roles they play in national development are presented below, highlighting the aspects pertinent for ISS.

The organizations are NDPC, MoGCSP, MLGDRD, MoF, MoH, MoE, OHLGS, NHIA, GHS and GES. Other entities have been identified for inclusion in the coordination and delivery of ISS, namely the Ministry of Employment and Labour Relations (MELR), the Ministry of the Interior (MINTER) and the Ghana Judicial Services (GJS). Appendix Three provides a fuller presentation of the visions, missions, mandates and functions of the participating agencies.

Table 1: Key institutions mandates and functions

Entity	Relevant Mission, Mandate and Functions for ISS
National Development Planning Commission (NDPC)	<p>The mission of NDPC is to advise the President (and Parliament on request) on national development planning policy and strategy. Its mandate includes promoting even development of all districts of the country, ultimately aimed at improving the standard of living of all Ghanaians. The functions of NDPC relevant for ISS include:</p> <ul style="list-style-type: none">» Coordinating the decentralized national development planning system through prescribing the format and content of development plans for the Districts, Ministries and Sector Agencies to reflect integration of economic spatial and environmental principles and ensure their compatibility.» Formulating comprehensive national development planning strategies and ensuring that the strategies including consequential policies and programmes are effectively carried out» Preparing broad national development plans» Monitoring, evaluating and co-ordinating development policies, programmes and projects



Entity	Relevant Mission, Mandate and Functions for ISS
Ministry of Local Government, Decentralization and Rural Development (MLGDRD)	<p>The mission of MLGDRD is to deepen decentralized governance and improved access to services at the sub-national level. Its mandate includes supporting good governance and balanced development of Assemblies.</p> <p>The functions of MLGDRD relevant for ISS include:</p> <ul style="list-style-type: none">» Implementation of local government sector policies and programmes;» Coordination of the development of sector medium-term plans and annual action plans in line with NDPC framework; and» Enhancing the implementation, monitoring and evaluation of programmes for skills and community development.
Ministry of Finance (MoF)	<p>The mission of MoF includes ensuring efficient public financial management. Its functions, particularly relevant for ISS, include:</p> <ul style="list-style-type: none">» Ensuring efficient and effective allocation and prudent management of resources» Deploying efficient financial management information systems» Ensuring commitment to transparency, probity and accountability in the management of financial resources
Ministry of Gender, Children and Social Protection (MoGCSP)	<p>The mission of MoGCSP includes enforcement of the rights of children; promote the integration and protection of the vulnerable, excluded and persons with disabilities in the development process. The functions of MoGCSP relevant to the ISS framework include:</p> <ul style="list-style-type: none">» Formulating, coordinating, monitoring and evaluating implementation of policies and programmes geared towards child development and social protection» Ensuring compliance with international protocols, conventions, and treaties in relation to children, gender, and social protection» Conducting research into gender, children, and social protection issues



Entity	Relevant Mission, Mandate and Functions for ISS
Ministry of Health (MoH)	<p>The mission of MoH includes ensuring access to quality health for all people. In relation to ISS, the mandate of the Ministry is to contribute to the Government's vision of universal health coverage and ensuring a healthy population. The functions of MoH relevant to the ISS framework include:</p> <ul style="list-style-type: none">» Formulating, coordinating and monitoring implementation of sector policies and programmes.» Providing public health and clinical services at primary, secondary and tertiary levels.» Providing pre-hospital care during accidents, emergencies and disasters.
Ministry of Education (MoE)	<p>As part of its mandate, the MoE is required to ensure quality and accessible education for all Ghanaians, in order to support human capital and national development. Its' work is to reduce deprivation and poverty through education. . In relation to ISS, the MoE's function is to coordinate implementation of sector policies and strategies.</p>
Office of the Head of Local Government Service (OHLGS)	<p>The mission of the OHLGS is to provide value for money services through the mobilization, harmonization and utilization of quality human capacity and material resources for effective local governance. The mandate of the Service is to ensure effective administration and management of the decentralized local government system. To this end, and in the light of ISS, OHLGS' functions include</p> <ul style="list-style-type: none">» Providing technical assistance to MMDAs and RCCs to enable them to effectively perform their functions and» Designing and coordinating management systems and processes for RCCs and MMDAs.



Entity	Relevant Mission, Mandate and Functions for ISS
National Health Insurance Authority (NHIA)	<p>The mission of the NHIA is to provide financial risk protection against the cost of quality basic health care for all residents. The Authority's mandate is to attain universal health insurance coverage in relation to persons and to provide access to healthcare services to the persons covered by the NHIS. The functions of the NHIA include</p> <ul style="list-style-type: none">» Registering members of the NHIS;» Ensuring equity in health care coverage, access by the poor to healthcare services and protection of the poor and vulnerable against financial risk» Undertaking public education on health insurance on its own or in collaboration with other bodies and» Identifying and enrolling persons exempt from payment of contribution.
Ghana Health Service (GHS)	<p>The vision of the GHS is to ensure that all communities have access to timely, quality and comprehensive health care. The GHS' mandate is delivering comprehensive and accessible health service with special emphasis on primary health care at regional, district and sub-district levels. The Service's functions are to</p> <ul style="list-style-type: none">» Ensuring access to health services at the community, sub-district, district and regional levels by providing health services» Promoting health, mode of healthy living and good health habits» Performing any other function that is relevant to the promotion, protection and restoration of health



Entity	Relevant Mission, Mandate and Functions for ISS
Ghana Education Service (GES)	<p>The GES has a vision of providing an enabling environment in all educational institutions to facilitate effective teaching and learning and efficiency in the management. The Service's mission is to ensure that all Ghanaian children of school-going age are provided with inclusive and equitable quality formal education and training through effective and efficient management of resources. The mandate of the GES is to ensure that all Ghanaian children of school-going age, irrespective of tribe, gender, disability, religious and political affiliations are provided with inclusive, equitable quality formal education.</p> <p>The Service's functions include providing and overseeing basic education (pre-tertiary), technical education as well as special education, maintain professional standards and incidental functions</p>

The MELR, Ministry of Interior and the Judicial Service have been proposed for inclusion in the coordination and direction of the ISS, namely the Technical Coordinating Committee and the High-Level Steering Committee. Aspects of their missions, mandates and functions of particular interest to the ISS have been presented below.



Table 2: Proposed institutions mandates and functions

Entity	Relevant Mission, Mandate and Functions for ISS
Ministry of Employment and Labour Relations (MELR)	<p>The mission of MELR is to co-ordinate employment opportunities and labour-related interventions in all sectors, promote decent jobs. The mandate of MELR is oversee accelerated employment generation for national development. Its functions include to</p> <ul style="list-style-type: none">» Ensure the provision of employable skills and apprenticeship particularly to the youth, through vocational and technical training at all levels to promote decent and sustainable jobs;» Ensure occupational safety and health for all workers in both the formal and informal sectors;» Ensure all workplaces conform to labour laws through labour inspection, and» Facilitate the development of vibrant co-operatives and small-scale enterprises for employment generation and poverty reduction.» Coordinate all national employment initiatives with the collaboration of relevant stakeholders of the economy;
Ministry of Interior (GPS/DOVVSU, GIS)	<p>The MINTER exists to ensure internal security, a stable and peaceful environment for sustainable national development. It has its mandate as ensuring internal security, maintenance of law and order in the country. The functions of MINTER include:</p> <ul style="list-style-type: none">» Prevention and management of internal conflicts and disputes.» Prevention and management of undesired fires and the provision of rescue and extrication services during emergencies» Prevention and management of disasters, rehabilitation and resettlement of affected persons.» Control of the acquisition and use of arms and ammunition



Entity	Relevant Mission, Mandate and Functions for ISS
Judicial Service	The vision of the Judicial Service is to achieve equal access to quality justice for all sections of the population. Its mandate is to improve access to affordable and timely justice. The Service's functions include to ensure the efficient and speedy disposal of cases at all courts; and ensure efficiency and the speedy delivery of justice
DOVVSU	



PROPOSALS FOR GOVERNANCE AND COORDINATION OF THE DISTRICT INTEGRATED SOCIAL SERVICES PROGRAMME

National Level

Based on these guidelines and the issues raised in the preceding sections, the following proposals are offered. Further details are provided in the table below.

- » NDPC is constitutionally and legally placed to undertake the inter-sectoral coordination of development initiatives. NDPC will perform convening Steering Committee meetings and clearing-house functions as well as offer a secretariat for the committee that will service the ISS⁴.
- » The sector Ministries involved in ISS will provide policy coordination, oversight, monitoring and evaluation to ensure the maintenance of appropriate standards, quality of delivery, harmony with national sectoral policies and medium-term plans and integration of lessons into policy review and programme development
- » The Ministries will be responsible for ensuring coordination with critical technical committees whose work has relevance for the implementation of the ISS such as the DDF Committee under the purview of MLGDRD and the Social Protection Inter-Sectoral Technical Committee (SPISTC), National Child Protection Committee, etc. operating under MoGCSP.
- » Technical Agencies and Departments will have responsibility for ensuring professional and technical standards, professional training, quality assurance and oversight (Department of Social Welfare, Department of Community Development etc)
- » A High-Level Committee to provide strategic direction as well as periodic review of the operation of the system. The Ministries will be represented on the High-Level Steering Committee which will be chaired by the NDPC.

⁴ Coordination as convening brings together various multi-sector and multi-disciplinary entities with different legal mandates together in ways that do not compromise their effectiveness. It fosters mutual inter-dependence of independent implementing entities to work in synergy and identify and leverage opportunities for working together. Convening must provide clarity on roles and wide recognition of these roles and responsibilities. Convening promotes respect for institutional members' timelines, SOPs and other obligations. The coordinating entity plays a facilitating and clearing house role, monitoring mutually agreed commitments and performance standards. Compliance may be promoted through MOUs or other instruments of agreement



The Technical Working Group chaired by the OHLGS will offer more operational guidance and backstopping to foster collaboration, technical and programme coherence and complementarity of effort. The technical agencies will constitute members of the ISS Technical Working Group and provide technical standards, facilitation, programme development and review. They will develop content to support capacity development of assembly staff and other key stakeholders in ISS delivery

National Level

- » NDPC will play the convening role of the Steering Committee as well as collate the relevant medium-term development and annual action plans, reports and budgets and receive and disseminate district reports. Currently, the district work plans and budgets for ISS are sent to and collated by MLGDRD which facilitates the release of funds from MoF. However, for consistency and integration into the wider national development planning system, it is proposed that the NDPC guidelines for mainstreaming planning, reporting and budgeting processes be applied to ISS.
- » MoGCSP will provide technical direction for the delivery of services for the vulnerable in line with its mandate for coordinating social protection, child protection and providing support for vulnerable and under-served groups based on gender, and for children and persons with disabilities. MoGCSP will provide policy oversight, sector support and linkages to key agencies and programmes under its ambit, namely gender, children, human trafficking, social protection and social welfare. Other roles are envisaged under the case management, referral and accountability sections below.
- » MLGDRD will be responsible for monitoring and oversight of programme implementation in relation to ISS, including RCCs' supervision, backstopping and monitoring activities. MLGDRD will continue to provide the assessment and facilitation services it currently provides. MLGDRD will oversee data collection and analysis for presentation on the DDDP and assess performance on the ISS. MLGDRD will provide technical direction to the ISS coordination process to ensure alignment and coherence between various programmes being implemented at the sub-national level and ISS.
- » MLGDRD will be responsible for policy guidance, sector support and linkages to key programmes rolled out to foster decentralized development. It will oversee ISS delivery in relation to rural development, urban development and community development. Other roles are envisaged in the data-sharing, reporting and inter-institutional communication provisions.
- » MOF will be responsible for facilitating mobilization and disbursement of resources in line with the requirements of the Public Financial Management (PFM) Act. Other roles for the MoF under the proposals for the resource mobilization, expenditure and sustainability roles
- » OHLGS will organize and support training and capacity building with the technical support of MoGCSP and



other agencies in decentralized services delivery, community development, accountability and other relevant issues for delivery. It will ensure the capacities of functionaries at the sub-national levels (including regional) through periodic needs assessment and performance reviews. It will support other sector agencies to provide technical training in various, specialized areas, depending on the subject matter

» OHLGS will also undertake needs assessment of other actors at the sub-national levels from the other assembly

departments and district level entities to inform capacity-building interventions. It will also be responsible for evaluating capacity-building and training interventions for effectiveness.

» OHLGS also has a legal mandate to establish effective inter-service and sectoral collaboration and cooperation systems between the Service and other public services. Therefore, it will assist the RCCs and Assemblies to constitute ISSCs platforms to support the DPCUs in the review and strengthening of ISS delivery.

NDPC in National Level Coordination, Reporting and Oversight of the ISS

The National Development Planning Commission (NDPC) has the requisite constitutional and legal mandate for development planning coordination, monitoring and evaluation. To ensure consistency and coherence especially in response to the National, Sector and District Medium Term Plans and the Coordinated Programme of Economic and Social Development Policies (CPESDP), the NDPC provides the relevant policy and plan proximity.

Oversight by NDPC allows for closer attention to the interpretation of national priorities including the SDGs, Agenda 2063 and sub-regional (ECOWAS) targets by local authorities. Given the intention to embark on ISS, NDPC's coordination role will facilitate the inclusion of commitments to health and nutrition, social protection, child protection and urban development amongst others. Apart from ensuring compliance through the DPAT, the linkage of the ISS delivery to the District League Table (DLT) assessments will

provide a comprehensive assessment of outcomes.

Technical Facilitation and Quality Assurance

The organizations indicated for technical facilitation and quality assurance are mainly public departments, agencies and services. The services will oversee the performance of their staff members in ISS related activities; as well as liaise with the technical agencies to access critical skills, knowledge and resources. They have a responsibility to oversee effective implementation of their components in ISS to ensure effective and accessible services delivery. They will also constitute members of the ISS Technical Committee. They are:

- » MoGCSP
- » MLGDRD
- » MoF



- » Office of Head of Local Government Service (already indicated above)
- » Ghana Health Service
- » Ghana Education Service
- » National Health Insurance Authority
- » LEAP Management Secretariat (LMS)
- » Ghana Police Service (DOVVSU)

Ensuring professional and technical standards, quality assurance and oversight

- » The Department of Social Welfare (DSW)
- » The Department of Community Development (DCD)
- » Fiscal Decentralization Unit (FDU)

Coordinating Committees

As indicated earlier, two coordinating committees are recommended for supporting the ISS Model and its related processes. These are the Steering Committee (High Level) and the Technical Working Group. The proposals made below some ideas about their purpose and proposed membership.

The Steering [Oversight] Committee

As indicated above, the general policy and strategic direction of the ISS will be provided by an Oversight Committee. This may be designated as a Steering or High-Level Committee. This Committee will, as far as possible, bring on board representation from the key participating agencies to receive and review reports from the Technical Working Group/ Technical Committee and provide inputs for ISS strengthening from their sectoral and institutional perspectives. The Steering Committee will undertake periodic review of the operation of the system. The Committee will provide the forum for making commitments, leveraging partnerships and making representation to key national decision-making bodies like Cabinet, Parliament, Inter-Ministerial Coordinating Committees, Sector Working Groups and related parties and harmonizing DP technical and financial support.

The Steering Committee shall meet twice a year. However, in between these meetings, the Steering Committee can convene learning events, webinars and dialogues to share emerging findings, widen reflections and disseminate information related to ISS. The Steering Committee may also reflect on the nature of the Steering Committee itself and resolve on its membership, organization and functioning. It may also make decisions regarding the organization, scope and methodology of the ISS .



MEMBERSHIP

1. National Development Planning Commission (Chaired by Director-General)
2. Ministry of Gender, Children and Social Protection
3. Ministry of Local Government, Decentralization and Rural Development
4. Ministry of Finance
5. Ministry of Education
6. Ministry of Employment and Labour Relations
7. Ministry of Health
8. Ministry of Justice/Attorney-General's Department
9. Office of Head of Local Government Service
10. Ghana Health Service
11. Ghana Education Service
12. Judicial Service
13. National Health Insurance Authority
14. Commission on Human Rights and Administrative Justice
15. Ghana Police Service (DOVVSU)
16. Representative of Development Partners
17. Representative of Civil Society Organizations

The Technical Committee

Currently, there is a Technical Working Group which exists if there are proposals to be reviewed and recommendations made. However, a Technical Committee may replace it as a body to offer operational guidance and backstopping to foster technical and programme coherence and complementarity of effort. The Technical Committee will meet quarterly to review and analyze reports emanating from the district levels through the RPCUs on behalf of the RCCs.

Apart from programme processes, the Technical Committee will review budgeting and planning processes; resource mobilization and expenditure; human resource and capacity issues; monitoring and evaluation; accountability; reporting and data-sharing issues. Based on this, the Technical Committee shall report to and make appropriate recommendations to the Steering Committee. The Technical Committee will meet quarterly; and will report twice a year to the Steering Committee.



MEMBERSHIP

PARENT INSTITUTION	DIRECTORATES AND DEPARTMENTS TO REPRESENT THE INSTITUTIONS
Office of Head of Local Government Service (Chaired by Head of Service)	Research, Statistics and Information Management (RSIM) Human Resource Management (HRM) Policy, Planning, Monitoring and Evaluation Department (PPMED)
National Development Planning Commission	Director-General's Office
Ministry of Finance	Budget Division/Fiscal Decentralisation Unit (FDU)
Ministry of Local Government, Decentralization and Rural Development	Policy, Planning, Monitoring and Evaluation Department (PPMED) Department of Community Development
Ministry of Gender, Children and Social Protection	Policy, Planning, Monitoring and Evaluation Department (PPMED) Social Protection Directorate Department of Gender Department of Children Department of Social Welfare LEAP Management Secretariat (LMS) Domestic Violence Secretariat Human Trafficking Secretariat
Ministry of the Interior	Ghana Immigration Service
Ministry of Employment and Labour Relations	CLU
Ministry of Information	Information Services Department
Ministry of Communications	Cyber Security Authority
National Health Insurance Authority	Deputy Chief Executive Operations Membership and Regional Operations
Ghana Health Service	Policy, Planning, Monitoring and Evaluation Department (PPMED) Family Health Division



PARENT INSTITUTION	DIRECTORATES AND DEPARTMENTS TO REPRESENT THE INSTITUTIONS
Ghana Education Service	Policy, Planning, Monitoring and Evaluation Department (PPMED)
	Partnerships and Affiliation
Ghana Police Service	Domestic Violence and Victims Support Unit (DOVVSU)
	Anti-Human Trafficking Unit (AHTU)
Development Partners	United Nations Children's Fund (UNICEF)
Civil Society Organizations	Selected from amongst partner organizations by CSOs to represent them
Private Sector Representation	Selected in consultation with umbrella/representative organizations

Sub-National Arrangements for Coordination

At the **sub-national level**, it is proposed that coordination will be undertaken by the DPCUs and RPCUs, at the district and regional levels, respectively. These bodies are prescribed by Act 936 and whose functions are elaborated in LI 2232.

Regional Level Coordination

The regional level in the administrative system has the function of providing coordination, technical backstopping, monitoring, evaluation, integration of regional plans and budgets. It provides a facility for conflict resolution and harmonization of effort for the districts in the geographical and political purview. Section 190 of Act 936 provides for the Regional Planning Coordinating Unit

(RPCU). It brings together Heads of Regional Departments and is convened by the Regional Planning Officer.

The ISS Model at present is quite silent on the roles of regional level agencies. However, mainstreaming and up-scaling ISS must leverage the contribution regional departments can make to the process through coordination, technical backstopping, monitoring, evaluation, review and learning and joint, inter-district service delivery options/activities. RCCs provide relevant data and facilitate the preparation, coordination, harmonization, monitoring and evaluation of district development plans. In relation to ISS, the regional level does not implement nor make policy or programme decisions. It provides critical, convening and technical support.



Regional Level

- » RPCU functions as stated in Act 936, Act 480 and LI 2232 will apply to the Integrated Social Services
- » ISS should be an agenda item for reporting at every RPCU/RCC meeting

Local Level Coordination

At the local level, the fulcrum of ISS implementation is the Department of Social Welfare and Community Development (DSWCD) under each MMA. However, DSWCD's critical roles in supporting children and families to access critical services must be done in collaboration with other departments⁵. The ISS process has strengthened the overall capacity and methods of DSWCD, but it has not quite achieved integrated action on inter-departmental basis as required.

In order to foster inter-sectoral linkages and build collaboration with other district-level departments, the initiative must be anchored in a larger, coordinating entity. The legally provided District Planning Coordinating Units (DPCUs) have the potential to foster working-together between the DSWCD and other departments.

In Section 84 of Act 936 provides for the District Planning Coordinating Unit (DPCU). It comprises Heads of District Departments and other parties that the District Planning Authority considers

appropriate; and is led by the Coordinating Director. Heads of other sectors may be invited to participate in the meetings of the DPCU. Section 85 provides the Authority with its secretariat for planning, programming, monitoring and evaluating and coordinating functions. The DPCU is also required to synthesize strategies related to the development of the district. It is also responsible for providing NDPC with requisite data and information.

The DPCU brings together the key departmental players and is ideally placed to oversee coordinated activities. Its responsibility for district development planning and synthesis of sector initiatives gives it access to various departments and can facilitate the integration of the ISS into the business of the district development.

The DPCUs have been assigned the responsibility of facilitating the formation of the District Social Protection Committees (DSPCs). ISS can be a distinct, over-arching, cross-sectoral agenda of the DPCU (since most of the members of the DPCU and its sub-committees are involved in ISS-related activities).

⁵ DSWCD's responsibilities include identifying and managing risks; preventing and responding to violence, abuse, neglect and exploitation; linking vulnerable families to poverty alleviation and social services; and providing outreach services to support these functions.



Officers from the DSWCD will be focal persons for the ISS within the DPCUs

Next Steps for Activating Coordination Arrangements

- » Undertake relevant consultations with key parties on the above arrangements
- » Provide further detail on each of the Coordination Structures and proposed mechanisms for cooperation (MOUs?) and resourcing
- » Develop the required Standard Operating Procedures (SOPs) for the proposed coordination arrangements
- » Develop time-lines for operationalizing the coordination arrangements



OTHER PROPOSALS

The following section presents recommendations made by stakeholders relating to the following:

- » Planning, budgeting, resource mobilization, expenditure and sustainability issues
- » Case management, referrals and accountability
- » Implementation, monitoring,

evaluation and learning processes

Under each of these areas, the issues to be addressed; existing processes and practices that may be leveraged; and concrete action points, have been summarized. However, stakeholders recommend an in-depth evaluation of the ISS approach before it is implemented in 2024.

Planning, Budgeting, Resource Mobilization, Expenditure and Sustainability Issues

Issues to be addressed

The planning, budgeting and sustainability processes should be optimized as a tool for linking up the different dimensions of action on ISS between the participating institutions.

Planning issues

- » No uniform criteria or checklist for ISS issues (Different MDAs and MMDAs have used their own definitions/interpretations of ISS depending on the various sectors)
- » Limited integration of ISS issues into planning process or MTDPs (Sector and District)
- » Limited inter-ministerial coordination and collaboration

Budgeting issues

- » Limited budgeting for ISS at national and sub-national levels
- » Weak linkages between planning and budgeting
- » Budget credibility issues: How can we ensure that whatever is allocated in the government budgets will be released?

Monitoring issues

- » The 22 core indicators on ISS are not widely known so should be included in the MTDP
- » Need to strengthen M and E of ISS activities especially provision of adequate resourcing



Resource mobilization issues

- » Weak identification of resources
- » Inadequate databases for ISS
- » Weak decentralization system
- » Untimely release of funds to DSWCD

- » The District Data Development Platform managed by MLGDRD – where assemblies' planning and information data is compiled and can be accessed by various partners – can be deployed for further coordination of ISS information.

Expenditure-related issues

- » Weak implementation of budgeted issues; misapplication of designated funds

Required Actions

Planning-Related Actions

- » A systems-framework perspective should be adopted in which partner responsibilities and programmes are related. This should enhance working together and inter-institutional and inter-sectoral communication from the national level to the sub-national level
- » Integrate ISS into the action planning processes of MDAs and MMDAs
- » NDPC's guidelines on planning should have a central, more explicit provision around ISS;
- » Initiative by NDPC to digitize report preparation, submission and facilitate plan preparation and monitoring should prioritize ISS
- » Develop a manual to guide process for integrated and inter-sectoral planning and multi-actor working together and cooperation by assemblies and RCCs
- » Develop uniform criteria on ISS actions so that DPs incorporate ISS priorities in their programmes
- » Undertake further advocacy amongst stakeholders about ISS including the principle that ISS

Sustainability-Related Issues

- » Limited integration of ISS issues in planning
- » Strengthening political commitment to ISS at all levels

Existing processes and practices to be leveraged

Planning

- » Gradually, NDPC is moving towards joint-programme delivery and fostering input-output approaches. What is required of each institution must be indicated (where?), quarterly.
- » Local Governance Act 936 provision for joint development planning; in the districts on border towns can come together and develop a common project or programme to eradicate critical shared issue



leverages low-hanging actions and funding directed at these in already existing systems. This principle must be emphasized in the SOPs

Budgeting-Related Actions

- » Enhance inter-ministerial coordination and cooperation
- » Be in line with programme-based budgeting (alignment of budgets with plans)
- » Develop both output and outcome-level indicators and linked this with budgets.
- » Align the Monitoring framework to the National Monitoring Framework especially in relation to impact-level indicators
- » Track funding and allocation of funds with required results
- » Include ISS in MTEF at national and sub-national levels

Resource Mobilization Actions

- » Engage private sector in resource mobilization
- » Identify possible sources from which leverage funds for ISS with private sector at both national and local levels including mineral resources and royalties
- » Undertake advocacy and support MoF to ensure that in spite of budget constraints, allocations to departments of the assemblies will get at least 30% in the first quarter.

Expenditure-Related Action

- » Ensure implementation of planned issues budgeted for

Sustainability-Related Action

- » Ensure effective inter-ministerial collaboration
- » Build capacities of key actors

Reporting Related Issues

- » Ensuring timely reporting to DPs and clear institutional accountability for realizing this
- » How do we simplify reporting processes so that they are not too long or extensive?
- » ISS districts report to both MLGDRD and NDPC and this process needs to be streamlined and possibly one report required
- » Elements of the ISS are categorized under sectoral headings (water, gender etc)

Reporting Related Actions

- » The existing reporting obligations of MMDAs which are that reports are due quarterly and annually to NDPC must be adopted; the reports may be copied to MLGDRD
- » ISS reporting must be consolidated and mainstreamed throughout the process and reporting provisions rather than be disaggregated



- under sector categories
- » Fostering awareness of the implications of delayed action and reporting from
- » There are vulnerability and exclusion help lines at the MMDA levels
- » The Social Welfare Information Management System (SWIMS)

Case Management, Referrals and Accountability

Existing Processes and Practices

ISS is primarily about children but encompasses entire family. Types of cases that may come up for management include:

- » Child abuse; sexual, physical, emotional
- » Child neglect, child labour, child health care, child poverty, child education, child marriage and teenage pregnancy

Issues to be addressed

The linkage between the receipt of complaints/cases and the timeliness of response and referral needs to be strengthened. There are delayed responses and there is the need to utilize the ISSOP and related instruments to better facilitate follow-up

Changes to be initiated (including new activities, reforms, expansion of collaborators etc)

- » Public knowledge and education intensified on the Single Window (SWCES) to be used for referral to appropriate actors
- » Weak linkages between actors (e.g., health and education practitioners) and social workers must be strengthened
- » Expansion of SWIMS: proposing that for all actors to come on board to make requisite inputs
- » Making SWIMS interoperable with other IMS systems; ISS and SWIMS are in only 160 but can be expanded to all 261 districts
- » Take other actions to foster integration of the information management systems

Points of identification of cases include:

- » The home; the general public, schools (teachers), in communities, Community Health Planning (CHPs) and other health facilities, religious leaders, organized groups, opinion leaders

After identification, referrals are made.

- » People in charge are health workers, welfare, community development personnel/focal persons in the communities who can identify and make referrals
- » MoGCSP operates the toll-free (Single Window Citizens Engagement) Centre (SWCEs)



Concrete action points

- » Develop a media strategy including media engagements to facilitate information dissemination
- » Utilize community engagements as part of the strategy for public awareness creation
- » Capacity building and training for community-level actors to update skills for detecting issues
- » Dissemination of the Inter-Sectoral Standard Operating Procedures for Child Protection and Family Welfare (ISSOP, 2020) guidelines (which details types of cases, referral pathways etc) to all actors should be revisited and widened
- » Sensitization on the redress system must be widened; for instance, the toll-free numbers must be shared with the public widely (Police Service, Cyber Security numbers)
- » Ensure that SWIM system is used by all stakeholders
- » Social Services Directory which has all the relevant contacts in MMDAs and social service actors must be updated and widely disseminated
- » Targeted attention to CSO partners and ensure their involvement is aligned with the agreed processes
- » Prioritized attention to Children PWDs and their access to ISS services and optimal benefits from the initiative; need to review the Family Based Care and Alternative Care Guidelines to enhance inclusivity)

Implementation, Monitoring, Evaluation And Learning Processes

Issues to be addressed

Implementation Issues

- » Inadequate human capacity: technical in particular
- » Data discrepancies between SWIMs and ISS indicators
- » Lack of ownership of ISS implementation – at what level?
- » Lack of commitment for Social Development programmes at the MMDA level

Monitoring Issues

- » Inadequate reporting on ISS indicators
- » Inadequate financial support in conducting DPCU meetings
- » Limited evidence-based decision-making

Evaluation-related issues

- » Limited assessment of ISS; a mid-term evaluation has been conducted by NDPC based on the indicators for social protection and child protection issues
- » Weak evaluation culture



Learning-related issues

- » Limited dissemination of ISS success stories

Processes and practices to be leveraged

Implementation-related processes

- » District League Table as a strategy for competitive assessment
- » APR processes which can be reviewed and adapted
- » DPCU processes to facilitate engagement on ISS processes
- » Monitoring and evaluation arrangements provided for in LI 2232
- » NaMEIS, a national framework which will be at the service of all MDAs to make inputs; There is provision for API which enables the systems to be connected and communicate with others including DDPD located in MLGDRD

Concrete action points

Implementation Actions

- » Operationalize the National Monitoring and Evaluation and Information System (NaMEIS)

capturing all M and E on one platform:

- » Channel efforts into ensuring ownership at the decentralized level
- » Highlight high impact areas on ISS
- » Ensure regular enforcement mechanisms are sustained
- » Develop an investment case in terms of impact of ISS

Monitoring Actions

- » Continue to strengthen M and E capacities
- » Strengthen departmental coordination for monitoring purposes
- » Utilization of M and E evidence for decision-making

Learning-related actions

- » Institutionalize ISS impacts at DPCU level
- » Institutionalize the learning culture as a critical input for institutional development
- »
- »



CONCLUDING NOTE: ADDRESSING THE CHALLENGES

Organization and coordination of ISS-related responsibilities at the district and regional levels, given the demand-driven nature of the undertaking

The NDPC will have responsibility for coordinating the National Steering Committee because of its constitutional mandate to bring sectors together (Local Government, Gender, Children and Social Protection, Education, Health and Water and Sanitation, amongst others). These arrangements potentially address the “vacuum of centralized decision-making” and exacting accountability in line with responsibilities for securing sector policy, planning and budgetary consistency. Given that the national level is not imbued with implementation powers, other structures, linked to the NDPC as well as the levels of administration have to be given this responsibility. OHLGS will have the responsibility for coordinating the Technical Working Group.

Integration with the “**supra**”_social protection and decentralization coordination arrangements will be as follows: at the National Level Coordination of Decentralization, NDPC will represent and harmonize ISS performance with social protection and other social development oversight and reporting to the requisite oversight bodies including the Inter-Ministerial Coordinating Committee (IMCC), Cabinet and Parliament. NDPC will also report on ISS activities and performance at the Social Protection Inter-Sectoral Technical Committee (SPISTC) which

meets quarterly and where necessary, the Social Protection Sector Working Group (SPSWG) Meetings. A relationship with the IMCC is also necessary since the ISS draws some legitimacy from the National Decentralization Policy and Strategy Document (2020-2024) which is an instrument emanating from the IMCC.

Absence of a clear decision-making structure and accountability mechanism at the regional and district levels

As proposed above, at the **sub-national level**, it is proposed that coordination will be undertaken by the DPCUs and RPCUs, at the district and regional levels, respectively. These bodies are prescribed by Act 936 and whose functions are elaborated in LI 2232. Also, they have been assigned the responsibility of facilitating the formation of the District and Regional Social Protection Committees (D/M/RSPCs). Therefore, the ISS can be adopted as a business of the D/M/RSPCs.

Variations in the reporting quality and content of reports as well as non-adherence to guidelines

Variations in reporting quality and content, including non-adherence on specific indicators may arise from three (3) problems: insufficient understanding by reporting staff; inadequate technical monitoring and backstopping; and absence of feedback and sanctions for incomplete and unsatisfactory reports.



In the effort to standardize and institutionalize ISS, standard operating procedures/guidelines and a capacity-building plan will be one of the operational steps.

The 2022 Guidance Note to support Strengthening the Delivery of Decentralized and Integrated Social Services provides an important starting point for providing guidelines for conditions of funding support and use; charts of accounts; results and financial report; SWIMS; the communication structure. However, these may be modified based on the emerging arrangements.

Under-performance of the child protection system in identifying and responding to risks of harm against children

The inadequacy of the child protection system suggests a need to continue to capacitate the focal department, the DSWCD. There are fundamental challenges that require a more holistic effort at reforming this facility. These include the integration of the two units in the department; and adopting a change management programme. Team building must be addressed. Internal and external integration issues must be resolved (within the department, with other assembly departments and regional offices). Other priorities for action include strengthening their logistic capacities in line with their functions or finding ways of augmenting its links with potential local collaborators including civil society organizations and citizen-watchdogs; as well as resolving the issue of regional technical support and supervision.

Limited linkages to the education and criminal justice sectors therefore, not realizing comprehensive support for vulnerable children and families

A framework of collaboration at the district/municipal/metropolitan level of sector and service departments can strengthen the linkages between social welfare, community development and the education and criminal justice departments. This collaboration framework can be operationalized within the legal arrangements for the inter-sectoral and service collaboration and coordination arrangements provided for in Act 936; or through memoranda of understanding at the local level to provide comprehensive support for vulnerable children and families.

Inability of MMDAs to raise adequate revenues for child protection services and structures, given the low levels of local revenues to support transferred resources from the centre and development partner relations

Weak local revenue bases have been the part of the decentralization process that has lagged behind the most. It is a focal area of reform in the 2020-2024 Decentralization Policy and Strategy. Learning from the experience of the ISS, agreements will be secured for ensuring inclusion of children and social protection provisions and social welfare and community development operations in the composite budget. However, given the dependence of local authorities on external flows (in some cases up to about 70% of their resources), it is important to consciously explore financial and in-kind resource mobilization opportunities.



How these can be leveraged through

- » inter-sectoral collaboration;
- » private sector corporate social responsibility commitments in the localities and regions in which they operate;
- » traditional authority and diaspora philanthropic initiatives;
- » dedicating or ring-fencing certain local levies and the use of particular public facilities;
- » partnership with traditional authorities on proceeds from natural resource endowments; as well as
- » other strategies developed at the initiative of the participating assemblies.

DSWCD Staff levels below the minimum guidelines of the OHLGS

Recruitment of local government staff is restricted by the larger macro-economic system and the commitments within it. The OHLGS has to be given clearance, and must cater for other classes of local government service requirements. Within these constraints, other challenges include acceptance of postings to disadvantaged areas, which ironically, could have considerable child and social protection concerns. Within the context, a review of the guidelines for staffing in the sector to provide a clearer picture would be a useful next step. A complementary review of the current geographical and professional distribution of social development staff (social welfare and community development unit) and their capacities

would be important to inform strategies for strengthening capacity at the local and regional levels. How available human and logistic resources can be leveraged more efficiently, including through technology and partnerships must be explored.

Limited training opportunities and absence of adequate, structured service training

The training-related concerns must be dealt with holistically in line with the capacity-building and human resource development plans of the OHLGS. The Scheme of Service Training Arrangements in place for social welfare and community development staff may be reviewed in line with their job requirements; and be systematically applied in line with their career progression as well as results of performance appraisals. In the short-term, in order to equip staff and agents to perform the required services, training sessions using the SW and CD Manuals may be organized for district and regional staff who have not benefited from these programmes.

Existing curricula and training packages available at key training institutions should be reviewed to assess how responsive these are to present child and social protection needs of the districts. Training for ISS delivery and coordination should not be limited to SWCD staff but packaged and tailored for district teams. Possibilities of online courses should be considered as part of the structured programme for capacity development – for the short-term and longer term. In view of the dearth of professional coaches, given the scale of potential demand, communities of practice or action learning sets, can be



established for ongoing professional capacity enrichment.

work smartly, and efficiently? What opportunities are there to be utilized?

The Case Management Process

The SWIMS case management system and process provides exciting possibilities for data management, analysis and follow-up. However, it exists alongside other case management systems which could potentially target the same people and be used by the same service providers. The results of the SWIMS suggested a predominance of social protection issues in case management load managed by DSWCD, in comparison to low, medium and high-risk child protection cases. So, how can the case management system

Under MoGCSP, there is the Single Window Citizens Engagement Service(SWCES) intended to be a unified facility for social protection case management. The different social protection programmes such as LEAP and LIPW also have their individual case management arrangements. There are also complementary complaints mechanisms in the local level environment. Therefore, one more critical issue to consider (beyond the limited availability of the workforce) may be how to harmonize these systems or for them to work in a complementary manner.



APPENDIX ONE: SITUATION ANALYSIS AND POLICY LOCATION OF THE INTEGRATED AND DECENTRALIZED SOCIAL SERVICES (ISS) SYSTEM

The analysis in the MTNDPF (2022-2025) establishes that there are policy gaps in addressing pertinent child protection issues. In the light of these challenges MTNDPF (2018-2021) and (2022-2025) defined a specific strategy to Introduce District Integrated Social Services Programmes for children, families and vulnerable adults, which is predicated on SDG Target 10.2. The Integrated Social Service (ISS) was to facilitate two focal areas of **Child and Family Welfare** and **Population Management**. There are three defined objectives to be attained. These are to:

- » Ensure effective child protection and family welfare system,
- » Ensure the rights and entitlements of children
- » Improve population management

There are four expected outputs and specific indicators to measure the progress of the programme and these are;

- » Ensure the rights and entitlements of children through an effective child protection and family welfare system
- » 80% of approved Gender

Based Violence interventions implemented and reported on by the end of the year

- » At least 60% of child protection cases managed effectively by the end of the year.
- » 80% of community mobilization and education programmes of annual action plans executed by the end of the year

In response some of the specific actions include

- » Facilitating access to social protection schemes such as the Livelihood Empowerment Against Poverty (LEAP) and health services through the National Health Insurance Service (NHIS).
- » Handling persons with socio-economic vulnerabilities and social protection;
- » Pursuing cases of violence, abuse, custody, maintenance or neglect (online and offline);
- » Tracking and responding to cases of child labour and trafficking;
- » Tracking and following up cases of children without parental care,



- » unaccompanied or separated;
- » Monitor and report on Adolescent pregnancy and child marriage;
- » Take note and handle cases of children in conflict with the law; and
- » Trace and respond to Sexual and Gender-Based Violence.

and gender-sensitive practices; promote positive parenting and gender socialization; promote public-private partnerships in the provision of alternative care services such as foster and kinship care; build capacity of the Adoption Authority and other key stakeholders to coordinate in-country and inter-country adoption of children in Ghana. Others are to update and accelerate the implementation of the Early Childhood Care and Development Policy; and develop and implement policies and legislation for child survival, development and protection.

Improve and strengthen the policy and legal environment, institutions and systems for child and family welfare:

Interventions to be implemented are to: strengthen regulatory, multi-sectoral coordination and M&E systems; strengthen the Department of Social Welfare and Community Development to implement child related policies and regulations; strengthen mainstreaming of child development and protection issues into development plans and budgets of MDAs and MMDAs; facilitate children's participation in development planning processes. Others are to expand coverage of the Social Welfare Information Management System (SWIMS) to all districts; develop a comprehensive management information system with M&E and advocacy tools for the Integrated Social Services system; and strengthen growth monitoring, promotion, support and referral of children with developmental needs.

Despite extensive efforts to enhance the gains for the ISS programmes, it is overwhelmed in potent challenges. The challenges can be organized into:

Existing Situation

This is fully aligned with the Coordinated Programme and the Medium-Term National Development Policy Framework (MTNDPF), 2018-2021 and 2022-2025.

Under child protection and development, the defined national pursuit was to prevent and protect children from all forms of violence, abuse, neglect and exploitation; promote the rights and welfare of children; and improve and strengthen the policy and legal environment, institutions and systems for child and family welfare. It is a national objective prevent and protect children from all forms of violence, abuse, neglect and exploitation and strategies to employ include developing and implementing multi-sectoral plans of action to address issues of "streetism", kayayei and other neglected conditions; implementing and enforcing comprehensive support mechanisms, including counselling, for victims of domestic violence including child victims; improve online protection for children. The strategy is also to increase awareness on the effects of child labour.

Promote the rights and welfare of children: Strategies to be carried out to achieve this objective are to: promote positive cultural systems, traditions



1. Policy gaps and misinterpretation
2. Institutional gaps, overlaps, misalignment and poor relationship
3. Capacity and capability challenges
4. Inadequate counterpart resources
5. Poorly defined activities and copious implementation lapses
6. Undefined reporting, monitoring and evaluation processes.

The ISS programme is predicated on the national decentralization policy and strategy. Under the Second Schedule of the *(Sections 78 (1), (4) and 198 (4) Local Governance Act 2016 (Act 936)*, all the key departments for the ISS, Social Welfare and Community Development, Health and Education are indicated. However, the key Departments work in isolation, practically clinging to the dictates of their respective Regional and National directions than concerted local actions. Specific policy guidelines to give meaning to a concerted ISS response at the local level are not available. Procedures and regulations to facilitate the team actions are also required.

There are other policy and statutory actions to be reviewed and implemented. These include the National Plan of Action for the Elimination of Worst forms of Child Labour; operationalizing the Ghana Child Labour Monitoring System (GCLMS); instituting child protection committees in all communities; establishing, refurbishing and resourcing juvenile and family courts; developing standard operating procedures for correctional centers and existing remand homes and enforcing compliance; and improving and strengthening the policy and legal environment, institutions and systems for

child and family welfare.

The national institutional structure for service delivery generally follows a focus on policy development at the national, coordination and supervision at the regional and implementation at the district level. However, in practice, the process is convoluted with inadequately defined roles, responsibilities and accountability. Under the guise of “national programmes” while regional levels are latent, the central institutions carry out implementation activities thus crowding out the district institutions. The specific observation with the ISS is that while at the MMDA level there is a semblance of functional cooperation among the departments, the national and regional level Departments “work in silos”.

The expected matrix relationship of horizontal relationships at the MMDA level coordinated at the DPCU and the vertical link of coordination and policy direction at the Regional and MDAs at the national is not guided with clearly defined roles, responsibilities, relationships and reporting systems. The result is functional gaps, overlaps, unpredictability, accountability challenges and poor reporting.

The severity of the institutional misalignment and deepened by the obvious capacity and capability challenges at all levels but particularly at the MMDA level where visible change results are expected. While it is acknowledged that the numbers of officers at post and the individual levels of qualification have improved in the last three years, the collective requirements in terms of skill, knowledge and ability to deal with complex and scope of the ISS issues are lacking. The reported situation



of the caseload suggests that the child protection system is not yet fulfilling its core function of identifying and responding to medium/high risks of harm against children⁶. Overall, staffing levels are 55% below the minimum guidelines set out by the Office of the Head of Local Government Services (OHLGS)⁷. Training opportunities are also limited, with no structured pre- and in-service training and limited professional coaching and supervision programmes.

Linkages with education, health and criminal justice sectors, which are fundamental to delivery comprehensive support to vulnerable children and families is lacking rendering evidence capacity challenges.

The capacity challenge is compounded by the very limited resource allocation to issues covered by the ISS by government. The budgets to MDAs and MMDAs in the sector are among the least prioritised if education and health are taken out. At the MMDAs it is worse since premium is given to physical projects in the allocation of their respective budgets. It is very common to note that budget allocation to these critical social development issues cover just the remuneration and basic stationery of the core Department, Social Welfare and Community Development. The delivery top-up resources through the ISS have also been fraught with bureaucratic challenges.

The ISS is also hampered with several implementation challenges including unclear activities, undefined responsibility and roles, poor scheduling of response to activity due unpredictable resource flow and poor supervision from the centre to the district level. Full course

of interventions is thus not completed and the focus is more on counting as done than making the expected impact.

Finally, the biggest challenge of the MDAs and MMDAs under the ISS programme is monitoring and reporting. The SWIMS has been developed as a data-base to capture, analyse and report on the situation of the ISS indicators. In many reported cases reporting is delayed and again the results from the important information base is not used in influencing planning or resource allocation. The role of the central institutions MDAs in making use of this information for governance and relevant decision making only indicates a tacit no commitment to this important element of the development of human capital and reduction of social vices.

Notwithstanding this, the Government plans to scale up ISS and SWIMS to all 261 MMDAs by the end of 2024. Therefore, this calls for a stronger and clearer ISS coordination and governance structure to be formalized for the greater government ownership and sustainability of ISS.

Therefore, the best means of coordinating a process that involves multiple institutions and varied interests is to harmonize the interests, establish a common objective and framework backed by clear roles, responsibilities and relationships. Presently, the institutions involved in the ISS at the national and sectoral levels are the Ministry of Gender, Children and Social Protection (MoGCSP), Ministry of Local Government Decentralization and Rural Development (MLGDRD) and the Office of the Head of Local Government Service (OHLGS), in close collaboration with Ghana Health Services (GHS), National Health Insurance Authority

⁶ Formative and Summative Evaluation of Child Protection Programme (2012-2019), UNICEF Ghana, 2021.

⁷ Social Welfare Service Workforce Capacity Assessment, Ministry of Gender, Children & Social Protection, UNICEF Ghana, 2020.



(NHIA), National Development Planning Commission (NDPC), the Ministry of Finance (MoF/FDU) and UNICEF.

At the MMDA level, the initiative involves the office of the MMD Chief Executive, the MMD Coordinating Director as the

chairman of the MMD Coordinating and Planning Unit, Department of Social Welfare and Community Development, Health Department, Education Department and the Judicial Office, where necessary.



APPENDIX TWO: FOCAL AREAS, POLICY OBJECTIVES AND STRATEGIES IN THE NATIONAL DEVELOPMENT FRAMEWORK

FOCUS AREA	POLICY OBJECTIVES	STRATEGIES
CHILD AND FAMILY WELFARE	Ensure effective child protection and family welfare system	Increase awareness of child protection (SDG Targets 5.3, 16.2, 16.3)
	Ensure the rights and entitlements of children	End harmful traditional practices such as female genital mutilation and early child marriage. (SDG Targets 5.3, 16.2, 16.3)
		Introduce District Integrated Social Services Programmes for children, families and vulnerable adults (SDG Target 10.2)
		Eliminate the worst forms of child labour by enforcing laws on child labour and child protection (SDG Targets 8.7, 16.2, 16.3)
		Strengthen the capacity of relevant institutions to enforce laws on child abuse and child trafficking (SDG Targets 16.2, 16.6)



POPULATION MANAGEMENT	Improve population management	Strengthen civil registration and vital statistics (SDG Target 16.9)
		Eliminate child marriage and teenage pregnancy (SDG Targets 3.7, 5.3)

Outcome / outputs	Description of Outcome/Output Indicators	Outcome/Output Indicators
Outcome	Ensure the rights and entitlements of children through an effective child protection and family welfare system	<ul style="list-style-type: none">» Number of girls and boys benefiting from child protection case management services (type of risk, age, gender, disability, location disaggregation) Minimum standards include– having case file, follow process of draft SOPs, use of standard forms (this is a mandatory target)» Number of meetings between formal and informal child protection partners» 10% decrease of teenage pregnancy cases over total absolute number per year by age and sex» Number of girls who receive prevention and care services to address child marriage and harmful traditional practices (Disaggregated by age, type of risk and type of service)» 10% decrease in cases of child trafficking (by age and sex), over total absolute number per year» 10% decrease in cases of child labour (by age and sex), over total absolute number per year» 90% of children aged 0-1years registered by age and sex



Outcome / outputs	Description of Outcome/Output Indicators	Outcome/Output Indicators
Output 1	80% of approved Gender Based Violence interventions implemented and reported on by the end of the year	<ul style="list-style-type: none">» Number of approved Gender based violence interventions planned and implemented» Number of cases of girls and boys referred to other services and followed up – health, education, Police, justice etc» Number of children who have received training on gender based violence by sex and age
Output 2	At least 60% of child protection cases managed effectively by the end of the year.	<ul style="list-style-type: none">» Number of girls and boys benefiting from child protection case management services (type of risk, age, gender, disability, location disaggregation) Minimum standards include– having case file, follow process of draft SOPs, use of standard forms» Number of child protection cases managed between both formal and informal structures (informal institutions include traditional, religious and other community based groups such as youth, women etc)
Outputs 3	80% of community mobilization and education programmes of annual action plans executed by the end of the year	<ul style="list-style-type: none">» Number of community mobilization and education programmes in annual action plan» Number of Communities mobilised and educated» Number of people reached with child protection information by sex and age



APPENDIX THREE: VISIONS, MISSIONS, MANDATES AND CORE FUNCTIONS OF PARTICIPATING ENTITIES

ENTITY: NATIONAL DEVELOPMENT PLANNING COMMISSION (NDPC)

Vision: To be an authoritative planning body providing sound policy choices for sustainable and even development of Ghana

Mission: To advise the President (and Parliament on request) on national development planning policy and strategy by providing a national development policy framework, preparing and ensuring effective implementation of approved national development plans and to coordinate economic, and social activities country-wide in a manner that will ensure accelerated and sustainable development of the country to promote continuous improvement in the living standards of all Ghanaians

Mandate: To provide government of Ghana with alternative policy choices which conform to sound environmental principles and promotes even development of all districts of the country, ultimately aiming at improving the standard of living of all Ghanaians. The Commission derives its mandate from the 1992 constitution, National Development Planning Commission Act, 1994 (Act 479), and National Development Planning (Systems) Act, 1994 (Act 480)

Core Functions:

- » Advise the President on National Development Policy and Strategy;
- » Study and make strategic analysis of macro-economic and structural reform options;
- » Make proposals for the development of multi-year rolling plans taking into consideration the resource potential and comparative advantage of the different districts of Ghana;
- » Make proposals for the protection of the natural and physical environment with a view to ensuring that development strategies and programmes are in conformity with sound environmental principles;
- » Make proposals for ensuring the even development of the districts of Ghana by the effective utilization of available resources;
- » Monitor, evaluate and co-ordinate development policies, programmes and projects;
- » Undertake studies and make recommendations on development and socio-economic issues;
- » Formulate comprehensive national development planning strategies and ensure that the strategies including consequential policies



and programmes are effectively carried out;

- » Prepare broad national development plans;
- » Keep under constant review national development plans in the light of prevailing domestic and international economic, social and political conditions and make recommendations for the revision of existing policies and programmes where necessary and perform such other functions relating to development planning as the President may direct; and
- » Coordinate the decentralized national development planning system by prescribing the format and content of development plans for the Districts, Ministries and Sector Agencies to reflect integration of economic spatial and environmental principles and ensure their compatibility.

ENTITY: MINISTRY OF GENDER, CHILDREN AND SOCIAL PROTECTION (MOGCSP)

Vision: To have a harmonious society in which the survival and development of the sexes, children, the vulnerable, and persons with disability are guaranteed

Mission: To contribute to the development of the nation by achieving gender equality and equity; facilitate the enforcement of the rights of children; promote the integration and protection of the vulnerable, excluded and persons with disabilities in the development process

Mandate: To coordinate and ensure gender equality and equity, promote the survival, social protection and development of children, vulnerable and excluded, and persons with disability and integrate fulfilment of their rights, empowerment and full participation in national development

Core Functions:

- » Formulate gender, child development and social protection policies.
- » Co-ordinate gender, child and social protection related programmes and activities at all levels of development.
- » Develop guidelines and advocacy strategies for use by all MDAs and for collaboration with Development Partners and Civil Society Organizations (CSOs).
- » Facilitate the integration of gender, children, and social protection policy issues into National Development Agenda.
- » Provide guidelines and advocacy strategies for MDAs and other Development Partners (DPs) for effective gender and social protection mainstreaming.
- » Ensure compliance with international protocols, conventions, and treaties in relation to children, gender, and social protection.
- » Conduct research into gender, children, and social protection issues.
- » Monitor and evaluate programmes and projects on gender, children,



the vulnerable, excluded and persons with disabilities

- » Ensure the availability of appropriate administrative and financial management systems and support services for the effective and efficient running of the Ministry/Sector for enhanced service delivery; and
- » Coordinate the development and implementation of human resource management, policies, systems and programs consistent with the requirements of the sector to enhance service delivery.

ENTITY: MINISTRY OF LOCAL GOVERNMENT, DECENTRALIZATION AND RURAL DEVELOPMENT (MLGDRD)

Vision: To ensure good governance, equitable and balanced development at the local level

Mission: To deepen decentralized governance and improved access to services at the sub-national level through the formulation of policies, programmes and projects and monitoring and evaluation of their implementation using professional staff and appropriate technology

Mandate: To ensure good governance and balanced development of Metropolitan/ Municipal/ District Assemblies. The Ministry derives its mandate from the 1992 constitution and section 12 of the PNDCL 327.

Core Functions:

- » Initiate and formulate policies on Local Governance, Decentralisation, Rural and Urban Development;

- » Initiate and develop policies and guidelines on the acquisition and use of human and financial resources of Assemblies;
- » Strengthen the coordinating functions of administrative regions in Ghana; · Ensure rapid socio-economic development of newly created regions.
- » Coordinate, monitor and evaluate the implementation of local government sector policies and programmes;
- » Initiate the review/promulgation of legislation and regulations on local governance, decentralisation, rural and urban development;
- » Coordinate the development of sector medium-term plans and annual action plans in line with National Development Planning Commission (NDPC) framework;
- » Enhance the implementation of programmes for skills and community development.
- » Strengthen the registration of births and deaths to provide the statistical basis for development planning

ENTITY: MINISTRY OF FINANCE

Vision: To be the lead Economic Management Institution for development and prosperity for all Ghanaians

Mission: To ensure effective economic policy management for the attainment of macroeconomic stability and sustainable economic growth through sound fiscal policy and efficient public



financial management by deploying competent staff and robust systems for the development of Ghana.

Mandate: To ensure effective and efficient Macroeconomic and Financial Management of Ghana's economy.

Core Functions:

- » Formulate, implement, monitor and evaluate macroeconomic, fiscal and financial policies for sustainable development.
- » Ensure effective mobilization of domestic and external resources.
- » Ensure efficient and effective allocation and prudent management of resources.
- » Establish and disseminate performance-oriented guidelines and deploy efficient financial management information systems
- » Ensure commitment to transparency, probity and accountability in the management of financial resources
- » Ensure sustainability of public debt
- » Development of an efficient financial sector that supports structural transformation of the economy, promotes financial inclusion and is well integrated into the global financial system.

ENTITY: MINISTRY OF HEALTH

Vision: To have a healthy population for national development.

Mission: To contribute to socio-economic development and the development of a

local health industry by promoting health and vitality through access to quality health for all people living in Ghana using motivated personnel.

Mandate: Ministry of Health seeks to improve the health status of all people living in Ghana thereby contributing to Government's vision of universal health coverage and a healthy population.

Core Functions:

- » Formulate, coordinate and monitor the implementation of sector policies and programmes.
- » Provide public health and clinical services at primary, secondary and tertiary levels.
- » Regulate registration and accreditation of health service delivery facilities as well as the training and practice of various health professions regarding standards and professional conduct.
- » Regulate the manufacture, implementation, exportation, distribution, use and advertisement of all
- » food, drugs, cosmetics, medical devices and household chemical substances as well as the marketing
- » and utilization of traditional medicinal products in the country.
- » Conduct and promote scientific research into plant and herbal medicine.
- » Provide pre-hospital care during accidents, emergencies and disasters.



ENTITY: MINISTRY OF EDUCATION

Vision: Building a highly educated and skilled nation where every Ghanaian can achieve their potential

Mission: To ensure quality and accessible education for all. Through the formulation, coordination, monitoring, and evaluation of policies with motivated staff and appropriate systems, Ghana's education system will meet the needs of the labor market, improve human development, and increase national integration" Education is the ultimate game changer and opens many doors of opportunity and promise. It is the meal ticket out of deprivation ad underdevelopment."

Mandate: The MoE works to ensure that quality education is accessible for all Ghanaians, in order to support human capital and national development.

Core Functions:

- » Initiates and formulates policy options on Education for the consideration of Government;
- » Initiates and advises on Government plans;
- » Undertakes research as may be necessary for the effective implementation of Government policies;
- » Reviews Government policies and plans;
- » Coordinates the implementation of sector policies and strategies; and
- » Conduct periodic monitoring and evaluation.

ENTITY: GHANA EDUCATION SERVICE

Vision: To create an enabling environment in all educational institutions and management positions that will facilitate effective teaching and learning and efficiency in the management for the attainment of the goals of the Service

Mission: To ensure that all Ghanaian children of school-going age are provided with inclusive and equitable quality formal education and training through effective and efficient management of resources to make education delivery relevant to the manpower needs of the nation.

Mandate: GES is responsible for the implementation of approved national pre-tertiary educational policies and programmes to ensure that all Ghanaian children of school-going age, irrespective of tribe, gender, disability, religious and political affiliations are provided with inclusive, equitable quality formal education.

Core Functions:

- » To provide and oversee basic education (pre-tertiary), technical education as well as special education
- » To promote the efficiency and full development of talents among its members
- » To carry out such other functions as are incidental to the attainment of the functions specified above
- » To maintain professional standards and the conduct of its personnel
- » To recruit and post qualified teaching and non-teaching staff.



ENTITY: OFFICE OF THE HEAD OF LOCAL GOVERNMENT SERVICE (OHLGS)

Vision: A world class decentralised and client oriented service

Mission: To Support Local Government to deliver value for money services through the mobilization, harmonization and utilization of quality human capacity and material resources to promote local and national development

Mandate: To secure effective administration and management of the decentralised local government system in the country

Core Functions:

- » Provide technical assistance to MMDAs and RCCs to enable them to effectively perform their functions
- » Conduct organizational and job analysis for RCCs and MMDAs
- » Conduct management audits for RCCs and MMDAs in order to improve the overall management of the Service
- » Design and co-ordinate management systems and processes for RCCs and MMDAs, and
- » Assist the RCCs and MMDAs in the performance of their functions under Act 936, Act 480, and any other enactment, etc

ENTITY: NATIONAL HEALTH INSURANCE AUTHORITY (NHIA)

Vision: To be a model of a sustainable, progressive and equitable social health insurance scheme in Africa and beyond

Mission: To provide financial risk protection against the cost of quality basic health care for all residents in Ghana, and to delight our subscribers and stakeholders with an enthusiastic, motivated and empathetic professional staff who share the values of honesty and accountability in partnership with all stakeholders

Mandate: To attain universal health insurance coverage in relation to persons resident and not resident in the country but who are on a visit to this country and to provide access to healthcare services to the persons covered by the Scheme.

Core Functions:

- » Implement, operate and manage the National Health Insurance Scheme
- » Determine in consultation with the Minister contributions that should be made by members of the National Health Insurance Scheme;
- » Register members of the National Health Insurance Scheme;
- » Register and supervise private health insurance schemes
- » Issue identity cards to members of the National Health Insurance Scheme
- » Ensure equity in health care coverage, access by the poor to healthcare services and protection of the poor and vulnerable against



- » financial risk
- » Receive, process and pay claims for services rendered by healthcare providers
- » Undertake public education on health insurance on its own or in collaboration with other bodies
- » Identify and enroll persons exempt from payment of contribution to National Health Insurance into the National Health Insurance Scheme.

- » Developing mechanisms for the equitable distribution of health facilities in rural and urban districts
- » Managing and administering health institutions within the Service
- » Contracting with teaching hospitals for the treatment of referred patients
- » Promoting health, mode of healthy living and good health habits by people
- » Establishing effective mechanisms for disease surveillance, disease prevention and control
- » Promoting the efficiency and advancement of health workers through in-service and continuing education
- » Managing the assets and properties of the Service to ensure the most effective use
- » Determining with the approval of the Minister of Health charges for health services rendered by the Service
- » Performing any other function that is relevant to the promotion, protection and restoration of health.

ENTITY: GHANA HEALTH SERVICE

Vision: To ensure all communities have access to timely, quality and comprehensive health care

Mandate: To provide and prudently manage comprehensive and accessible health service with special emphasis on primary health care at regional, district and sub-district levels in accordance with approved national policies

Core Functions:

- » Ensuring access to health services at the community, sub-district, district and regional levels by providing health services or contracting out service provision to other recognized health care providers
- » Setting technical guidelines to achieve policy standards set by MOH
- » Planning, organizing and administering comprehensive health services with special emphasis on primary healthcare



ENTITY: MINISTRY OF EMPLOYMENT AND LABOUR RELATIONS (MELR)

Vision: To become a world-class Employment and Labour Relations Ministry.

Mission: To co-ordinate employment opportunities and labour-related interventions in all sectors, promote decent jobs and ensure harmonious labour relations in Ghana.

Mandate: To formulate, plan, coordinate, monitor and evaluate policies, programmes/projects and the performance of the employment and labour relations sector towards accelerated employment generation for national development; to promote harmonious industrial (labour) relations and ensure workplace safety; as well as to create an enabling policy environment and opportunities for profitable job creation, career and professional development.

Core Functions:

- » Initiate and formulate policies, taking into account the needs and aspirations of the people;
- » Undertake development planning in consultation with the National Development Planning Commission; and
- » Co-ordinate, monitor and evaluate the efficiency and effectiveness of the performance of the Sector

Specific functions:

- » Develop strategies and mechanisms to ensure and promote industrial peace and harmony;
- » Develop and periodically review all legal and policy instruments for the sector.
- » Ensure the development and review of labour market information management systems to facilitate the availability of timely, relevant and accurate national employment and labour statistics
- » Coordinate all national employment initiatives with the collaboration of relevant stakeholders of the economy;
- » Ensure fair and equitable wages and salaries for employees in all sectors of the economy
- » Ensure the provision of employable skills and apprenticeship particularly to the youth, through vocational and technical training at all levels to promote decent and sustainable jobs;
- » Ensure occupational safety and health for all workers in both the formal and informal sectors;
- » Ensure all workplaces conform to labour laws through labour inspection, and
- » Facilitate the development of vibrant co-operatives and small-scale enterprises for employment generation and poverty reduction.



ENTITY: MINISTRY OF INTERIOR

Vision: “A world-class Ministry with well-defined operational internal security systems”.

Mission: The MINTER exists to ensure internal security, a stable and peaceful environment for sustainable national development through the initiation, formulation, monitoring and evaluation of policies, regulations and programmes relating to the protection of life and property; disaster prevention and mitigation; immigration, crime control, prevention and detection; safe custody, reformation and rehabilitation of prisoners.

Mandate: The Ministry of the Interior (MINTER) is mandated to ensure internal security, maintenance of law and order in the country. The mandate of the Ministry of the Interior and its Agencies is guided by the 1992 Constitution of Ghana. The Ministry is further guided by the Civil Service Act, 1993 (PNDCL 327) and other relevant enactments.

Core Functions:

- » Maintenance of law and order, crime prevention and prosecution of offenders.
- » Prevention and management of internal conflicts and disputes.
- » Provision of safe prison custody, rehabilitation and reformation of prisoners.
- » Prevention and management of undesired fires and the provision of rescue and extrication services during emergencies
- » Prevention and management of disasters, rehabilitation and

resettlement of affected persons.

- » Protection of the country's frontiers, immigration control and the monitoring of the activities of foreign nationals.
- » Repatriation and deportation of illegal immigrants.
- » Extradition of fugitive criminals.
- » Ensuring legal entry, residence and grant of official recognition to refugees in Ghana.
- » Granting of Ghanaian citizenship.
- » Control of the production, use and trafficking of narcotics and other psychotropic substances.
- » Licensing and regulating the activities of Private Security Organizations (PSOs).
- » Control of the acquisition and use of arms and ammunition.

ENTITY: JUDICIAL SERVICE

Vision: “Equal access to quality justice.”

Mission: The Mission Statement for the existence of the Judiciary and JSG is: “Judiciary is an independent arm of State created to resolve legal conflicts according to law, impartially and efficiently to all persons without fear or favour, affection or ill-will.

Mandate: The judicial service seeks to: Improve access to affordable and timely justice and enhance public confidence in the justice delivery and court administration system



Core Functions:

- » Ensure the efficient and speedy disposal of cases at all courts
- » Ensure efficiency and the speedy delivery of justice
- » Strengthen the capacity of its human resource and improve the conditions of service for all staff
- » Change the poor public perception of the judiciary and build public confidence in the
- » Service
- » Improve its infrastructural capacity to enhance its service delivery

