

# CLIENT SERVICE CHARTER

## FOR THE TECHIMAN MUNICIPAL ASSEMBLY



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## **LIST OF ABBREVIATIONS/ACRONYMS**

BERCC	Bono East Regional Co-ordinating Council
CAPs	Community Action Plans
CoC	Code of Conduct
CSC	Client Services Charter
DACF	District Assembly Common Fund
DMTDP	District Medium Term Development Plan
MPCU	Municipal Planning Coordinating Unit
GES	Ghana Education Service
GHS	Ghana Health Service
GoG	Government of Ghana
ICT	Information Communication Technology
IGF	Internally Generated Fund
LED	Local Economic Development
MDA	Ministries Departments and Agencies
MMDA	Metropolitan, Municipal and District Assembly
MMDCE	Metropolitan, Municipal and District Chief Executive
MOFA	Ministry of Food and Agriculture
NALAG	National Association of Local Authorities of Ghana
NDPC	National Development Planning Commission
NGO	Non-Governmental Organization
OHLGS	Office of the Head of Local Government Service
RCC	Regional Coordinating Council
SWOT	Strength Weaknesses Opportunities and Threats
ToT	Training of Trainers
UC	Unit Committees
UTZAC	Urban Town Area Zonal Council
TA	Traditional Authority

## **EXECUTIVE SUMMARY**

This Client Service Charter has been developed by the Techiman Municipal Assembly to serve as the blueprint to link up and communicate to the stakeholders' vital information about the Municipality. It is specifically to:

- Engage the citizenry and stakeholders on what the Municipal Assembly is and what it stands for (the variety and quality of services it delivers);
- Enhance the participation of the citizenry, civil society and interest groups in the decision-making processes of the Assembly;
- Detail out the service standards that the Assembly commits to deliver,
- Outline complaints and their resolution procedures for esteemed stakeholders who may have challenges with Assembly's services; and monitor effective and efficient service delivery.
- Provide transparent mechanisms for contact, accessibility and complaints and outline how stakeholders can seek remedy for unsatisfactory service.

### **OBJECTIVES**

The objectives of this charter are to:

- Make the Assembly more accessible, transparent and more open to the public in the provision of services with the view to achieving the highest level of client satisfaction; and
- Help promote transparency and public trust in services delivered by the Assembly.

It is the vision of the Techiman Municipal Assembly to be an “efficient Local Government institution in a vibrant local economy”. Its mission is: “..... to improve the quality of life of the people through the efficient mobilization and utilization of human and material resources by involving the people in the provision of the needed services”. Its core values in service delivery are client-focused and satisfaction, diversity, inclusion and participation, collaboration, integrity, transparency, accountability and commitment.

The Techiman Municipality thus expects that Stakeholders who engage the Assembly are served in line with its Vision, Mission and Values which are its brand. Stakeholders and citizens are further assured that the highest standards of excellence in client service delivery are provided. It is again expected that Citizens and Stakeholders will provide feedback as the Assembly and Stakeholders work together to create a valued customer-centred culture.

# SECTION ONE

## INTRODUCTION

### 1.1 Background

The 1992 Constitution of the Republic of Ghana and the whole programme of Local Government and Public Administration Reform through the vehicle of decentralization is predicated on participation, accountability, and transparency; the right of citizens “to participate in decision making at every level in national life” is and therefore *an important Constitutional right*.

This right enshrined in Article 35 (6) of the 1992 Constitution under the Directive Principles of State Policy. The State shall take appropriate measures to:

*(d) Make democracy a reality by decentralizing the administrative and financial machinery of government to the regions and districts and by affording all possible opportunities to the people to participate in decision-making at every level in national life and in government.*

In Chapter 20 Art 240 (2)(e) of the Constitution it further states that *“to ensure the accountability of local government authorities, people in particular local government areas shall, as far as practicable, be afforded the opportunity to participate effectively in their governance”*. Hence the importance of participation in the local governance at all levels:

- Participation in District Assembly processes,
- Participation in the preparation of Bye-laws and Fee-Fixing Resolutions,
- Right of Stakeholders to Petition on all issues considered necessary
- Duty of District Assembly to respond to Petitions of Stakeholders,
- District Chief Executive to report on Participation,
- District Assembly Communication with all resident on all issues.
- Provision of access to Information, and
- Inclusion and Integration of Minorities and Marginalized Groups.

The Techiman Municipal Assembly is one of the Municipalities currently participating in the Ghana Secondary Cities Support Program (GSCSP), whose development objective is to *“improve Urban Management and basic urban services in participating Municipal Assemblies in* two key result areas, namely:

- *improved institutional performance of urban management; and improved basic urban services*

It is in fulfilment of the above-stated provisions and conditions that, as part of the GSCSP, the Techiman Municipal Assembly, through a competitive procurement process engaged Messrs. **TACHSOL CONSULT LTD** to develop a Client Service Charter for her to:

- *make the Assembly more accessible, transparent and more open to the public in the provision of services with the view to achieving the highest level of client- satisfaction, and help promote transparency and public trust in services delivered by the Assembly.*

For the Municipality to achieve this and be more accessible, transparent and more open to its public and other stakeholders in the provision of the services to engender client satisfaction and public trust depends on a number of factors, including the following:

- The extent to which the Municipality reaches out to its citizenry in terms of what it is, its mandate and what it stands for;
- Its values and performance culture with respect to services delivered;
- The extent of citizenry and stakeholders' engagement, involvement and participation in decision-making on issues affecting them;
- Its governance arrangements, and organizational structure for service delivery; and
- The response to complaints for better service delivery.

## **1.2 Development and Organization of Client Service Charter**

The development of this Client Service Charter went through series of interactive activities including the following:

- Review of relevant sections of the 1992 Constitution with respect to Local Government and Decentralization, Local Governance Act 2016 Act 936 and the Legislative Instrument (L.I.2096) of 2012 which established the Assembly,
- Review of the LGS Service Delivery Standards for MMDAs Manual, 2012;
- Identification and review of key Techiman Municipal Assembly Documents (including the Medium Term Development Plan (MMTDP, 2022-2025)) and the accompanying Annual Action Plans; and
- Documentation of the Services delivered by the Municipality including Economic Development Services, Social Development Services, Environment, Infrastructure and Human Settlements Services, Governance, Corruption and Public Accountability Services and Emergency Planning and Response Services;
- Consultations, discussions and agreement with Stakeholders on the common vision of quality and agreement on the outline of a Communication Strategy. The Stakeholders engaged included Heads of Department of the Municipal Assembly (the local Duty Bearers), Heads of Other Central Government Agencies Central Government Duty Bearers (non-decentralized), Traditional Authority Representatives, Civil Society Organizations, Non-Governmental Organizations, the Media, Trade Associations and Groups, etc.; and Other Interest Groups
- Organization of Stakeholder Workshops to validate the Service Charter and Communication Strategy, as well as the review and finalization of the Service Charter with Clients' comments; and submission of the Client Service Charter to the Municipality.

## **1.3 Organization of the rest of the Client Service Charter**

The Client Service Charter is organized as follows:

- Section Two: The Techiman Municipality: Profile, Municipality and Sub-District Structures, and Stakeholders;
- Section Three: Municipality Mandate, Vision, Mission Core Values;

- Section Four: Services Municipality delivers and Service Standards;
- Section Five: Governance and Organizational Arrangements of the Municipality
- Section Six Implementation Strategies and Recommendations and
- Section Seven Communication Strategy

## SECTION TWO

### THE PROFILE OF THE MUNICIPAL ASSEMBLY

#### 2.1 The Techiman Municipality

##### 2.1.1 Profile of the Municipality

The Municipality is a spatial entity. It displays the following administration, physical, demographic and socio-economic characteristics:

- **Administration Features**

- Regional Administration capital for the newly created Bono East Region;
- Municipal Assembly capital and bounded by the following Municipalities/Assemblies: Techiman North, Nkoranza South, Offinso North, Sunyani, and Wenchi;
- Municipal Assembly has a membership 46 (34 Elected and 12 Appointed Members);
- Municipality has 5 Zonal Councils, namely, Nkwaem, Nsuta, Tanoso, and Tanoso Kuntinso Zonal Councils and Techiman Urban Council; and Municipality has 32 Unit Committees.

- **Physical Features**

The Assembly covers an area of 669.7 square kilometres;

- the climate is typically tropical with annual high temperatures (January being the highest and August, the coolest);
- the average annual rainfall reveals a fluctuating pattern whilst the average monthly rainfall figures for the same period shows months with very high and low rainfall amounts;
- vegetation, hitherto, a tropical rainforest, has been significantly degraded in the last two decades as a result of human activities; and
- The Municipality is drained by the Tano River and other streams. These water bodies have been heavily encroached upon and polluted by human activities: solid waste disposal; filling for housing development and thereby violating the regulations on buffer. There is also loss of aquatic life and scenic beauty surrounding them. There is the need for serious efforts to protect the rivers and their aquatic life.

- **Demography**

- The total population is 243,335 (GSS, 2021) rising from 147,788 in 2010;
- The sex structure is male (48.8%) and females (51.2 %);

- Urban-rural divide is 77.8% and 22.2% respectively compared to 2010 figure of urban (64.5%) and rural (35.5%), a rise of 13.3%;
- There is rapid urban growth at the rate of 3.5 per cent; and migration is a key and major driver of urban growth fuelled largely by the attractions of the area's agricultural and commercial opportunities.

- **Trade, Commerce and Industry**

The Municipality is a hub of wholesale and retail trade, commerce, medium and small scale enterprises and it is therefore the engine of economic growth, playing a key role in reducing poverty in the Bono East Region. Other characteristics of the Municipality include the following:

- It is a major transport hub and gateway to the Upper West, Savanna, Northern, North-East and Upper East Regions of Ghana as well as the Sahel countries;
- It is a major industrial centre for smaller places and provides more specialized goods and services to the local market and surrounding areas' enterprises;
- A hub of informal sector enterprises of mechanics, welders, carpenters, technicians, small scale agricultural commodities processors, etc.;
- Foci of great variety of entertainment (restaurants, movie theatres, theme parks, and it is
- A major marketing centre (with a five-day functioning market), serving Ghana and the land-locked countries of the Sahel Region of West Africa.,

- **Socio-Economic Characteristics**

- Access to social services: urban settlements have greater access to facilities such as , education and health services, electricity, pipe-borne water for drinking purposes and water closet toilet than rural areas;

- **Environment, Infrastructure and Human Settlement**

- The main north-south highway passes through the Municipality. Other major highways include Techiman-Kumasi, Techiman-Nkoranza, Techiman-Sunyani, Techiman-Wa, and Techiman- Tamale;

## **2.2 The Legal Entity**

The Techiman Municipality, like any other Metropolitan/Municipal/District Assembly, is one of the basic building blocks for our country-wide development, decentralization, and democratization processes.

It is a:

- Legal entity established under Chapter 20 of the 1992 Constitution and Local Governance Act 2016 (Act 936);
- Local government institution with political, administrative and executive authority, local economic development responsibilities and provides technical guidance and supervision of

other administrative bodies<sup>2</sup>. Section 12 (3(a) (b)) of the Act gives the Assembly the power to plan and execute plans, programmes and strategies for the overall development of the district<sup>1</sup>

- Institution at the district level where a team of representatives of the people, development agents and other agencies would agree on the development problems of the district, the underlying causative factors and decide on the combined action necessary to deal with them’;
- Human institution created to give expression to the assumptions that:  
Development is that which responds to people’s problems and represents their goals, objectives and priorities. Development is a shared responsibility between central government, local governments, parastatals, private sector non-governmental organizations and the people. The beneficiaries of development and virile local government institutions are necessary to provide focal points or nuclei of local energies, enthusiasm, initiative and organization to demonstrate new skills and leadership

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<sup>1</sup> Techiman Municipal Assembly Medium Term Development Plan (2022 – 2025)

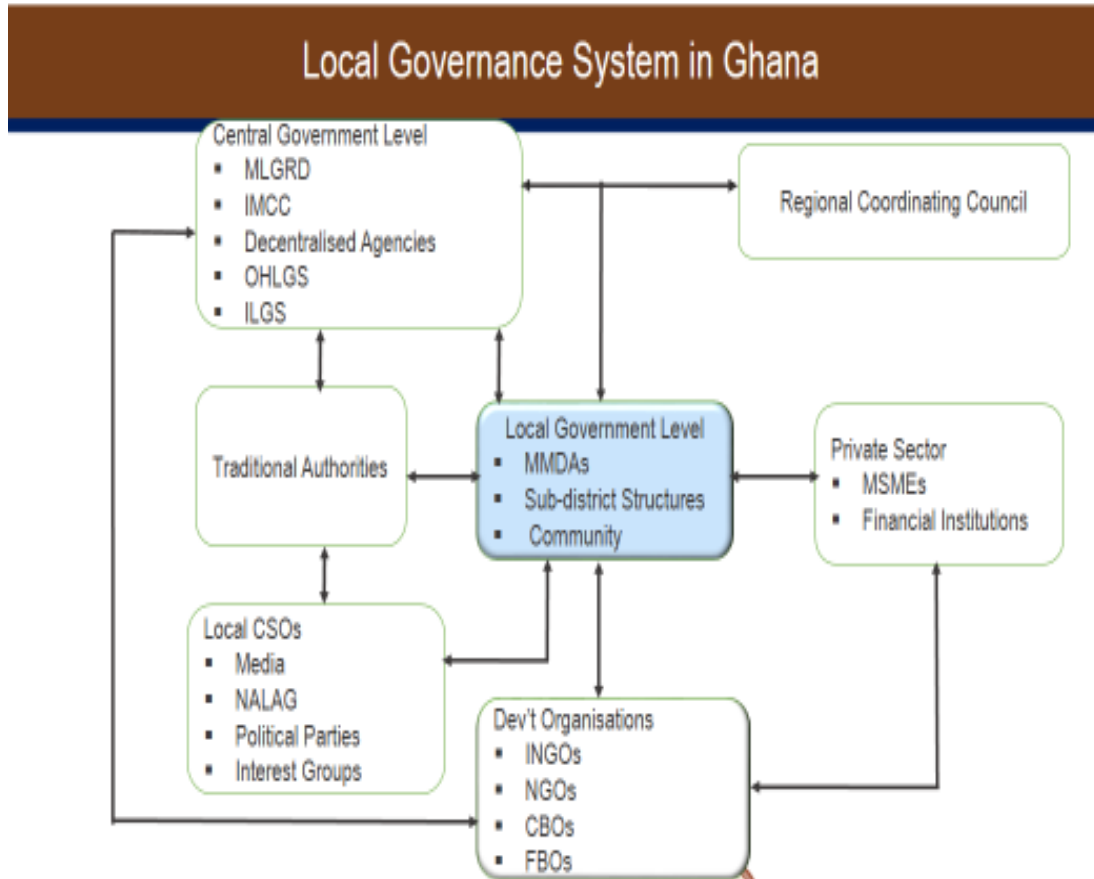
<sup>2</sup> Local Governance Act (LGA), 2016, Act 936) (S12 (1))

## 2.3 Stakeholders;

The Stakeholders identified and illustrated in the diagram below include Central Level Agencies; Regional Co-ordinating Council; Traditional Authorities; Local Civil Society Organizations; Development Organizations; Private Sector; Religious Bodies and Citizenry. These stakeholders make significant contributions to the Municipality as follows

- **Traditional Authorities:** promote progressive traditional values in their communities, mobilise community members for the development of the district; serve as knowledgeable people for consultation on affairs concerning the community; manage natural resources in the district on behalf of communities; sit on various committees as advisors; and release land for development and also resolve land disputes
- **Private Sector:** provides inputs into district planning and budgeting including fee-fixing resolutions, and revenue mobilisation; lives up to its social obligations by paying taxes; demand accountability from Municipal Assembly; provides basic services to the citizenry and Municipal Assembly; promotes local economic development; and provides employment opportunities
- **Civil Society Organizations:** These undertake civic responsibility in the Municipality, initiate social audit processes in the communities; demand accountability from the Assembly in the use of resources; undertake advocacy on behalf of communities and interest groups; and collaborate with the other CSOs/Non-Governmental Organisations to ensure that the Assembly lives up to its responsibilities to the people
- **Religious Bodies:** run and provide such social services as schools, hospitals and clinics
- **Media:** undertake agenda setting by leading on policy and developmental issues in local governance; mobilise the communities to demand responsive local governance; inform and educate the people by organising awareness creation sessions for the community and assembly on government policies; build competence of the community and the assembly through training; promote dialogue among stakeholders; collaborate with the other NGOs to ensure that the Assembly lives to its responsibilities to the people; and play a watchdog role on the use of resources available to the assembly
- **Citizens:** collate and present views, opinions and proposals to the assembly through the assembly member; receive feedback on the proposals from the assembly through the assembly member organise communal labour to undertake and/or implement development projects in the community; organize themselves into productive economic activities (co-operative groups, credit associations, benevolent groups, etc); perform civic responsibilities by paying taxes and propose to the assembly the imposition of special rates/levies

**Fig 1**  
**Stakeholders in Techiman Municipality**



Participation (the involvement of the Stakeholders in Municipality processes) underscores the objectives to make the Municipality more accessible, transparent and more open to the public in the provision of services, to help promote transparency and public trust in services delivered by the Assembly as well as improved institutional performance of urban management.

## **SECTION THREE**

### **MANDATE, VISION AND MISSION OF THE MUNICIPALITY**

#### **3.1 Constitutional Mandate**

The mandate of the Assembly as provided in the Constitution includes the:

- formulation and execution of plans, programmes and strategies for the effective mobilization of the resources necessary for the overall development of the district;
- levying and collection of taxes, duties, rates and fees for prosecuting the mandate.

#### **3.2 Local Governance Act, 2016 (Act 936)**

The Local Governance Act, 2016 (Act 936) (Section 12) provides the mandate of the Municipality as follows:

- the Assembly shall exercise political and administrative authority in the district; promote local economic development; and provide guidance, give direction to and supervise other administrative authorities in the district as may be prescribed by law;
- the Assembly shall exercise deliberative, legislative and executive functions. Without limiting subsections (1) and (2), the Assembly shall:
  - Be responsible for the overall development of the district;
  - Formulate and execute plans, programmes and strategies for the effective mobilization of the resources necessary for the overall development of the district;
  - Promote and support productive activity and social development in the district and remove any obstacles to initiative and development;
  - Sponsor the education of students from the district to fill particular manpower needs of the district especially in the social sectors of education and health, making sure that the sponsorship is fairly and equitably balanced between male and female students;
  - Initiate programmes for the development of basic infrastructure and provide municipal works and services in the district;
  - Be responsible for the development, improvement and management of human settlements and the environment in the district;
  - In co-operation with the appropriate national, regional and local security agencies, be responsible for the maintenance of security and public safety in the district;
  - Ensure ready access to courts in the district for the promotion of justice;
  - Act to preserve and promote the cultural heritage within the district;
  - Initiate, sponsor or carry out studies that may be necessary for the discharge of any of the duties conferred by this Act or any other enactment; and
  - Perform any other functions that may be provided under any other enactment.

### **3.3 Legislative Instrument**

The Legislative Instrument that established the Municipality lists eighty-six functions which the Municipality should carry out. These 86 functions are summarized as follows:

- Basic education;
- Primary health and sanitation;
- Food and agriculture (including livestock);
- Conservation (forest, water and soil);
- Potable water;
- Construction/roads/streets;
- Welfare;
- Community development;
- Cottage industry; and
- Physical/land-use planning among others

### **3.4 Mandate of Sub-District Structures**

#### **3.4.1 Mandate of Zonal Councils**

The Local Governance Act 2016 (Act 936) 15 (1) provides that the Assembly may delegate any of the functions to an Urban, Zonal, Town or Area Council or Unit Committee or any other body or person as it may determine other than its power to legislate, levy taxes, rates, duties and fees or borrow money to Urban Zonal, Town or Area Council or Unit Committee.

The Legislative Instrument that sets up the Sub-District Councils assigns them a number of functions, including the following:

- Enumerate and keep records of all rateable persons and properties in the Urban, Area, Zone or Town;
- Assist any person authorized by the District Assembly to collect revenues due to the Assembly;
- Recommend to the Assembly the naming of all streets in its area of authority and cause all building in the streets to be numbered;
- Plant trees in any street and to erect tree-guards to protect them so that the streets are not unduly obstructed;
- Prevent and control fire outbreaks including bush fires; and
- Prepare annual budgets of revenues and recurrent and development budget of the Urban or Town Council for the approval of the Assemblies.

#### **3.4.2 Unit Committees**

The Unit Committees are also mandated to:

- Supervise the staff of District Assembly performing their duties in its area of authority
- Assist in revenue collection
- Organize communal and voluntary work
- Educate the people on their rights, privileges, obligations, and responsibilities
- Provide focal point for discussion of local matters and make recommendations to the Assembly

- Monitor the implementation of self-help and development projects
- Assist in enumerating and keeping records of all rateable persons and properties
- Make proposals to assembly regarding levying and collection of rates for projects and programs

From the fore-going, the Techiman Municipal Assembly is:

- A political, administrative and executive authority;
- Charged with the responsibility of the overall development of the municipality, including promoting and co-ordinating local economic development; providing guidance and giving direction to and supervising other administrative authorities in the municipality.
- To ensure effective administration and management of local government, provision of basic social services and infrastructure.

### **3.5 Vision of the Techiman Municipal Assembly**

The Vision of the Techiman Municipal Assembly is to be an **“efficient Local Government institution in a vibrant local economy”**.

### **3.6 Mission**

The Municipal **“exists to improve the quality of life of the people through the efficient mobilization and utilization of human and material resources by involving the people in the provision of the needed Services**

### **3.7 Core Values**

In its service delivery responsibilities and activities, the Techiman Municipality ascribes to the following as its core values:

- Client/customer focused and Satisfaction
- Diversity, Inclusion and Participation
- Collaboration
- Integrity
- Transparency
- Accountability
- Commitment

## **SECTION FOUR**

### **GOVERNANCE AND ORGANIZATIONAL ARRANGEMENTS FOR SERVICE DELIVERY**

#### **4.1 Introduction**

The Municipal Assembly is the overarching institution with political and administrative authority and local economic development responsibilities. It also provides technical guidance and supervision of other administrative bodies. It is clothed with the power to plan and execute plans, programmes and strategies for the overall development of the Municipality. The governance and organizational arrangements are illustrated in the diagram below as follows:

##### **Governance Structure**

- Municipal Assembly;
- Executive Committee and Sub-Committees;
- Public Relations and Complaints Committee;
- Sub-District Structures (Zonal Councils and Unit Committees); and
- Office of the Municipal Assembly (outlined extensively in Section 4).

##### **Organizational Structure of the Municipality**

- Office of the Municipal Assembly
- Municipal Co-ordinating Director
- Departments and Staff of the Office of the Municipal Assembly
- Additional Departments yet to be established
- New Form of Department at District Level
- Inter-Service Co-ordination and Collaboration

#### **4.2 Governance Structure of the Municipality**

##### **4.2.1 Municipal Assembly**

The General Assembly of the Municipality is made up of the following members:

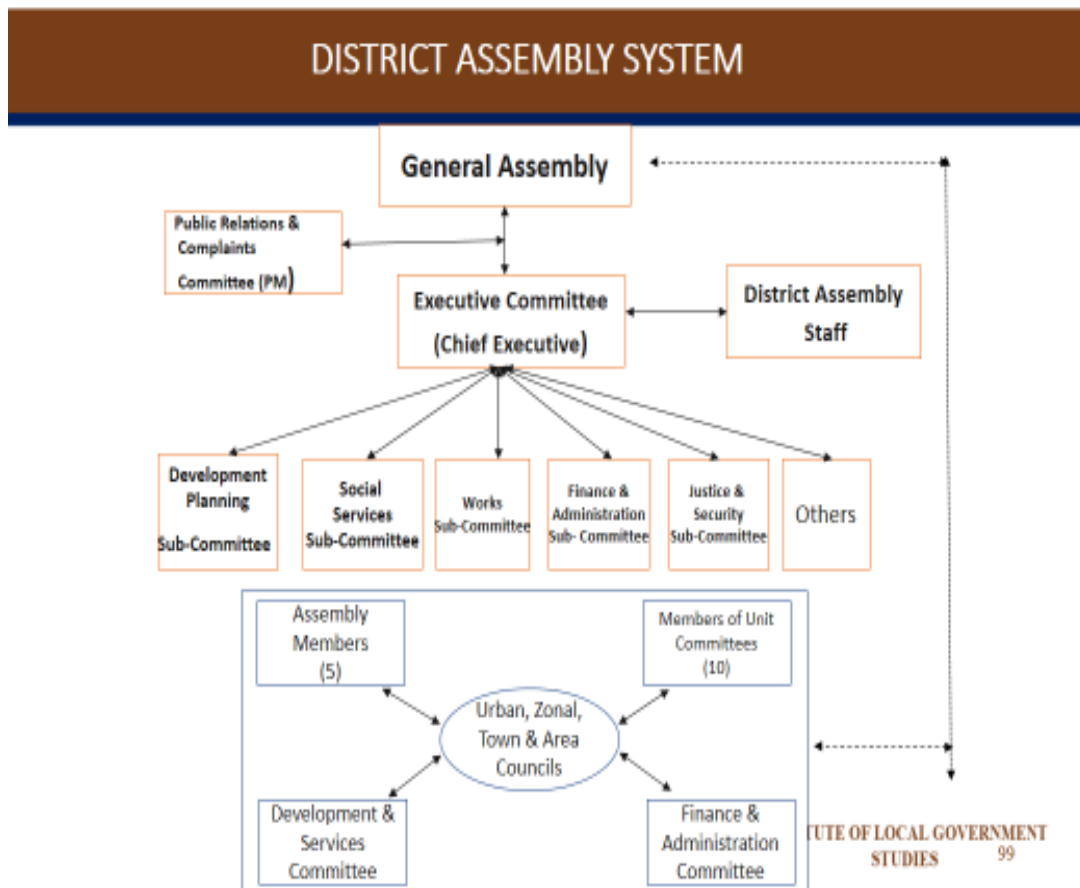
- The Municipal Chief Executive;
- Thirty-four (34) Elected Members;
- One (1) Member of Parliament; and

- Twelve (12) other members appointed by the President in consultation with the traditional authorities and other interest groups in the municipality.

The Municipal Assembly has a total membership 46 (34 Elected and 12 Appointed Members).

The Municipal Assembly has two major committees; namely

- Executive Committee (EXECO) presided over by the Municipal Chief Executive (MCE) with a number of Sub-Committees; and
- Public Relations and Complaints Committee (PRCC) chaired by the Presiding Member (PM).



#### 4.2.2 Executive Committee

The Executive Committee of the Municipal Assembly is responsible for the performance of the executive and co-ordinating functions of the Municipality including:

- co-ordinating the plans and programmes of the sub-committees and submitting these as comprehensive plans of action to the Municipal Assembly;

- implementing the resolutions of the Municipal Assembly;
- reporting to members of the Municipal Assembly the decisions of the Executive Committee;
- overseeing the administration of the Municipality in collaboration with the office of the Chief Executive;
- making recommendations on stated grounds to the appropriate Ministry, Department or Agency, for the appointment and replacement of officers for departments outside the control of the Assembly where it is considered expedient to do so;
- developing and executing approved plans of the units, areas and towns within the area of authority of the Municipal Assembly;
- recommending to the Municipal Assembly the:
  - economic, social, spatial and human settlement policies related to the development of the municipality;
  - harmonization of the development policies of the municipality with national development policies;
  - integration and co-ordination of the processes of planning, programming, budgeting and implementation;
  - initiation and implementation of development programs and projects at the district level; and
  - Monitoring and evaluation of policies, programmes and projects.

#### **4.2.2.1 Sub-Committees of the Executive Committee**

The Executive Committee has a number of Sub-Committees consisting of members of the Assembly (other than the Presiding Member) determined by the District Assembly including:

- Development Planning,
- Social Services,
- Works,
- Finance and Administration,
- Justice and Security, and
- Others (as the Assembly may determine)

The functions of the Sub-Committees include collating and deliberating on issues of its responsibility to assist the Assembly in its deliberative, legislative and executive functions and submitting its recommendations to the Executive Committee.

### **5.2.3 Public Relations and Complaints Committee (PRCC)**

The PRCC of the Municipal Assembly consists of:

- the Presiding Member who is the chairperson;
- five members of the District Assembly elected by the members of the Municipal Assembly;
- a representative each of the following Municipal offices :
  - National Commission for Civic Education,
  - Commission on Human Rights and Administrative Justice,
  - Information Services Department, and
  - Civil society organizations in the Municipality selected by the civil society organizations.

The functions of the Public Relations and Complaints Committee includes:

- educating the members of the public on the activities of the Municipal Assembly;
- promoting transparency, probity and accountability in the dealings of the Assembly with the public;
- investigating complaints or allegations made against the conduct of the Municipal Chief Executive, members of the Municipal Assembly, staff of the Municipal Assembly and staff of the departments of the Assembly;
- investigating complaints or allegations of administrative injustice, abuse and misuse of office and violation of the fundamental human rights of any member of the public in the district against the Municipal Chief Executive, a member of the Municipal Assembly, staff of the Municipal Assembly and staff of the departments of the Assembly;
- investigating a complaint or allegation of failure made by a person about the performance of the Assembly or a department of the Municipal Assembly in the discharge of its statutory duty or corporate responsibilities;
- performing any other functions reasonably related to its core functions that the Assembly may decide.

The PRCC may make the following specific recommendations through the Assembly:

- to the Electoral Commission to commence processes for the revocation of the mandate of an elected member of the Municipal Assembly under subsections (1) to (6) of section 10;
- to the President for the revocation of the appointment of an appointed member under subsections (7), (9) and (10) of section 10; or
- to the President for the removal of the Chief Executive from office.

- The Public Relations and Complaints Committee may also recommend that the Municipal Assembly commences the processes to pass a vote of no confidence in the Chief Executive

### **4.3 Organizational Structure of the Municipality**

#### **4.3.1 Office of the Municipal Assembly**

The Office of the Municipal Assembly is responsible to the Municipal Assembly in the performance of its functions. It also ensures that the functions and responsibilities of the Office of the District Assembly are efficiently and effectively carried out.

The Office of the Municipal Assembly comprises:

- Co-ordinating Directorate, headed by the Municipal Co-ordinating Director;
- Departments of the Office of the Assembly headed by Staff designated as Heads of Department.

##### **4.3.1.1 Municipal Co-ordinating Director**

The Municipal Co-ordinating Director is the administrative head of the Office of the Municipal Assembly. He/she:

- is responsible for the day-to-day administration of the coordinating directorate of the Municipality;
- is responsible for the implementation of the decisions and plans of the Municipality;
- co-ordinates the activities of the Departments of the Municipal Assembly;
- ensures that the functions and responsibilities of the Office of the Municipal Assembly are efficiently and effectively carried out;
- is Secretary to the Municipal Assembly;
- is Secretary of the Executive Committee; and
- is answerable to the Municipal Chief Executive in the performance of his/her functions.

##### **4.3.1.2 Departments and Staff of the Office of the Municipal Assembly**

The Departments of the Office of the Assembly comprises:

- Central Administration, Finance Department, Education, Youth & Sport, Municipal Health, Agriculture, Physical Planning, Social Protection and Community Development , Works, Trade and Industry; Natural Resources, Disaster Prevention, Roads, and Transport Department

- Heads of Department of Assembly are responsible for the proper and effective performance of their functions necessary for the proper and effective performance of the District Assembly's functions.
- the Departments of the Municipal Assembly:
  - Performs the functions assigned to them under the Local Government (Departments of District Assemblies) (Commencement) Instrument, 2009 (L.I. 1961) and any other enactment for the time being in force;
  - Be responsible for the implementation of the decisions of the Municipal District Assembly;
  - Provide quarterly reports on the implementation of the decisions of the Assembly to the Executive Committee of the District Assembly through the Office of the Chief Executive.
- The Heads of the other sectors provide information on any matter affecting their sectors reasonably requested by the Chief Executive, the Co-ordinating Director or Head of a Department of the Assembly.
- Staff of the Office of the Municipal Assembly are answerable to the Municipal Chief Executive through the Municipal Co-ordinating Director.

The Heads of Departments of the other sectors attend meetings and participate in the deliberations of the Sub-Committees of the Executive Committee of the Assembly, the Executive Committee of the Assembly and the Assembly to which they are invited.

#### **4.3.1.3 Additional Departments yet to be established**

The following additional Department is yet to be established:

- Department of Housing

#### **4.3.1.4 New Form of Department at Municipal Level**

The Act anticipates that under full decentralization, the Departments of Education, Health and National Board for Small Scale Industries would respectively be transformed into:

- Department of Education, Youth and Sports
- Health Department
- Department of Trade and Industry

#### **4.3.1.5 Inter-Service Co-ordination and Collaboration**

To avoid duplication and ensure a more convenient and cost-effective implementation of programmes and projects as well as ensure a co-ordinated approach to the development and management of the district:

- Municipal Departments collaborate and co-operate with non-decentralized

Departments, state- owned enterprises and public corporations operating in the Municipality:

- Municipal Chief Executive plays the lead role in the system of collaboration and co-operation with other sectors.

## SECTION FIVE

### SERVICES DELIVERED AND SERVICE STANDARDS

#### 5.1 Introduction

The Fundamental Human Rights and the Directive Principles of State Policy under the 1992 Constitution of the Republic of Ghana prescribe the manner and principles in which public administration should be carried out. These are as follows:

- services are provided impartially, fairly, equitably, and without any bias;
- high professional and ethical standards should be promoted;
- resources are utilized in an efficient and effective manner;
- people's needs should be responded to;
- popular participation in decision making should be promoted; and
- accountability and transparency should be ensured.

#### 5.2 Services Delivered

Section Three above outlines the functions of the Municipal Assembly at all levels (Municipality, Zonal Council and Unit). The review of documentation and consultations with Stakeholders suggest that the Municipality delivers the following services:

- **Economic Development Services** (Industrial Transformation, Private Sector Development, Agriculture and Rural Development, Tourism and Creative Industry Development and IGF Mobilization)
- **Social Development Services** (Education and Training, Health and Health Services, Food systems transformation and nutrition security, Population Management and Migration for Development, Water and Environmental Sanitation, Child Protection and Development, Gender Equality, Sports and Recreation, Youth Development, Social Protection, and Disability-Inclusive Development)
- **Environment, Infrastructure and Human Settlements Services:** Protected areas, Water resources management, Environmental protection, Climate variability and change, Road, Energy and petroleum, Human settlements development and housing and Infrastructure maintenance)
- **Governance, Corruption and Public Accountability:** Local Governance and Decentralization, Public Accountability, Human Security and Public Safety, Law and Order, Culture for National Development, Participation and Sub-District Structures

- **Emergency Planning and Response:** Hydro-meteorological threats, Biological threats, Anthropogenic, Technology and Security Threats (Economic, Political, Ethnic and Religious Conflict), Relief operation and humanitarian assistance of disaster victims

The Services delivered can be summarized as:

- Basic education
- Primary health
- Sanitation
- Security, peace/conflict resolution
- Utilities
- Promotion of local economic development
- Physical planning and spatial development
- Food and agriculture (including livestock);
- Conservation (forest, water and soil);
- Potable water;
- works (construction/roads/streets);
- Social welfare and community development; and
- Cottage industry

### **5.3 Service Delivery Standards**

The Fundamental Human Rights and the Directive Principles of State Policy under the 1992 Constitution of the Republic of Ghana prescribe the manner and principles in which public administration should be carried out. These are as follows:

- Services are provided impartially, fairly, equitably, and without any bias;
- High professional and ethical standards should be promoted;
- Resources are utilized in an efficient and effective manner;
- People's needs should be responded to;
- Popular participation in decision making should be promoted; and
- Accountability and transparency should be ensured.

The Local Government Service Council (LGSC) approved the following six (6) Service Delivery Standards developed by the Office of the Head of Local Government Service for adoption by the MMDAs:

- Participation
- Professionalism
- Client Focus
- Transparency
- Efficient and Effective Use of Resources
- Accountability

These Service Delivery Standards and their measurements/indicators are shown in the Matrix below. Thus to measure the level of trust in local governments and subsequently the satisfaction they will derive from the public services delivered, community members generally expect to be

certain about the quantity, quality, processes, time frequency and cost of such services offered to them.

#### 5.4.0 Services

<b>DEPARTMENT /SERVICES</b>	<b>DELIVERY TIME</b>	<b>CLIENT REQUIREMENT</b>
<b>Central Administration</b>		
1. Request for information and Services	Five (5) days	Application to the Assembly
2. Client complaints and grievance redress	10 days	A report about the issue to the Client Service Unit
3. Summons to General Assembly meetings	Every four months	Members to read minutes and other attachments before meeting
4. Dissemination of Public Financial Management information	April and September	Inspection of information on the Assembly notice board and zonal council notice boards
5. Medium Term Development Plan Preparation process	Six months (Jan.- June 2024)	Public notice of meeting to stakeholders, Submission of memoranda by groups and associations
6. Mid-year review of Annual Action Plan and Budget	July	Public notice of meeting to stakeholders
7. Annual Action Plan and Budget Preparation Process	July and September	Public notice of meeting to stakeholders
8. Publication of gazetted Fee Fixing Resolution	November each year	Application to the Assembly, Inspection of publication on notice boards
<b>ENVIRONMENTAL HEALTH AND SANITATION SERVICES</b>		
9. Environmental health permit	2 days	Application to the Assembly, Approved building permit/temporal structure permit
10. Domestic refuse collection and disposal (Door-to-Door)	Weekly	Application to the Assembly/Municipal Office of Zoomlion Ghana Limited; Prompt payment of service fee
11. Communal (skip) refuse collection and disposal	Daily	Knowledge of the approved communal refuse container collection and disposal sites

<b>DEPARTMENT /SERVICES</b>	<b>DELIVERY TIME</b>	<b>CLIENT REQUIREMENT</b>
12. Certification of food vendors/handlers	8 days	Application to the Assembly, Proof of certified medical results by a medical officer
13. Control of stray animal	14 days	A report to the Assembly, Provide proof of nuisance caused by stray animal
<b>Finance</b>		
14. Billing and Notification of rate payers	30 days (December each year)	Receipt of Demand notice, Timely response to demand notice
15. Revenue collection and enforcement	Daily	Information about rate levels
16. Business operating permit	5 Days	Application to the Assembly and personal details and information about the business – provision of Registrar General’s certificate
17. Regular revenue performance reporting	Monthly	Inspection of revenue results on Assembly’s notice board
18. Information about revenue payment points and options	Daily	Inspection of Assembly and Zonal Councils’ notice boards
19. Setting up of prospective business organizations on GIFMIS	Two days	Application to the Assembly, Submission of TIN and all business registration documents, payment of fees
<b>Education</b>		
20. Annual District Education Operational Plan	Every three years	Invitation to the key stakeholders
21. Provide data on enrolment, furniture situation and logistics of educational institutions	Quarterly	Provision of accurate and credible information by private and public schools to the Education Directorate
22. Education of the public on educational issues at community durbars/PTA meetings	Throughout the year	Parents and guardians should attend durbars organized by educational stakeholders
23. Protect and empower all students especially the vulnerable by	Throughout the year	Victims of abuse call the SISOs, Municipal Guidance and

<b>DEPARTMENT /SERVICES</b>	<b>DELIVERY TIME</b>	<b>CLIENT REQUIREMENT</b>
supporting them to report abuses to DOVVSU and Social Welfare Unit		Counselling and Girl Child Coordinators to report their cases
<b>Health</b>		
24. Antiretroviral therapy (ART)	Monthly	Availability of client to access the service
25. Prevention of mother to child transmission (PMTCT)	Monthly	Attendance of pregnant women to ANC early and regularly
26. Family Planning and Reproductive Services	Daily	In person request, counselling and informed choice
27. Adolescent reproductive health services	Daily	Visit to all public and private facilities
<b>Agriculture</b>		
28. Registration of Farmer Based Organizations	Daily	Application to the Department of Agriculture
29. Registration of dogs	Daily	Application to the Department of Agriculture
30. Registration of farmers	Daily	Application to the Department of Agriculture
31. Provision of agriculture extension services	Daily	Contacting your community agriculture extension officer
<b>Physical Planning</b>		
32. Zoning report to the Environmental Protection Agency /National Petroleum Authority	One day	Application to the Assembly, Provision of a certified site plan/extract from an approved land use plan
33. Search report on land for financial institutions	One day	Application to the Assembly
34. Planning comment to Lands Commission (for plots at areas without Local Plan/with Local Plan)	Two days	Application to the Assembly

<b>DEPARTMENT /SERVICES</b>	<b>DELIVERY TIME</b>	<b>CLIENT REQUIREMENT</b>
35. Preparation of Local Plan	Two months	Application to the Assembly, Evidence of title to land
36. Development Permit Acquisition	One month	Application to the Assembly plus pre-requisites (Details to be obtained from the Physical Planning Department) and Payment of processing and permit fees.
<b>Social Welfare and Community Development</b>		
37. Social Investigation on a juvenile	14 days	Provision of Order from the Juvenile Court and all necessary attachments – birth and school records and/or apprenticeship records
38. Child custody case	14 days	A report to the Assembly, Evidence of claims of child, Availability of party for mediation meetings
39. Care for the destitute	Seven Days/ Depending on the length of care at the hospital	A report to the Assembly,
<b>Works</b>		
40. Development control	Daily	Copy of a permit issued by the Assembly for proper supervision of project from inception to completion & before habitation
41. Contract management	Monthly	Request for payment for services rendered; Possession of a contract viz Contract document or works order Availability of all artisans and supervisors of the contractor during the construction stage
42. Community and private water providers	Monthly	Workers for the provider must be present at all times for unannounced visits; Evidence of water quality tests results
43. Maintenance of all public facilities	Half Yearly	Letter of request for maintenance; routine inspections

<b>DEPARTMENT /SERVICES</b>	<b>DELIVERY TIME</b>	<b>CLIENT REQUIREMENT</b>
<b>Trade and Industry</b>		
44. Business Development Services	Daily	Request to the Department/Business Advisory Centre
45. Investment Proposal writing	One month	Application to the department/Business Advisory Centre
46. Business forums	Quarterly	Tracking of notice and engaging stakeholders
<b>Natural Resources Conservation, Forestry and Game and Wildlife</b>		
47.		
48.		
<b>Disaster Prevention and Management</b>		
49. Fire safety permit for commercial establishments	30 days	Application to the Assembly/Ghana National Fire Service
50. Disaster volunteer group services	Two days	Application to the Assembly
51. Building habitation certification	On week	Application to the Assembly
52. Press releases and Media engagement	Monthly	Client participation, Client tracking of Assembly websites
<b>Urban Roads</b>		
53. Road and culvert maintenance	Two (2) months subject to receipt of budget allocation for road maintenance	A report on the road/culvert and location
54. Traffic Management	One week after report of minor faults and three (3) months for major fault	A report on traffic management concern and location
<b>Transport</b>		
55. Permit for motor vehicles	One day	Provide proof of ownership
<b>Human Resource</b>	Regular	Assembly to make provision

<b>DEPARTMENT /SERVICES</b>	<b>DELIVERY TIME</b>	<b>CLIENT REQUIREMENT</b>
56. Occupational health and safety	Daily	Comply with guidelines
57. Sexual and Gender Based Violence	Daily	Comply with guidelines
58. Recruitment	2 weeks	Apply to the Assembly with appropriate form
59. Completion of IPPD Form	3 days	Clients to make request
60. Promotion & allowances	One day	Request when due
61. Health & 62. Safety/welfare (Workman compensation)	7 days	Application to the Assembly Proof of accident
63. Training & development	Routine	Application to the Assembly, Tracking of published impending training programmes, Tracking of staff appraisal competencies to be improved
64. Staff performance management	Mid-year and end of year	Responsiveness of both appraiser and appraises to official schedules
<b>Statistics</b>		
65. Consumer price index	Monthly	Track published results on the GSS website
<b>Birth and Death</b>		
66. Birth Certificate	One day for (new born) and one month for others	Application to the department
67. Death Certificate	One week	Application to the department

Matrix  
**Local Government Service’  
Service Delivery Standards and  
Measurements, Assembly Standards and Gaps**

No	Service Delivery Standards	Measurement Indicators	Assembly Standards	Gaps
1	Participation	<ul style="list-style-type: none"> <li>• Stakeholder involvement in the Annual Fee-Fixing Resolutions</li> <li>• Organize public hearings in the planning and budgeting process</li> <li>• Conduct Annual Surveys to ascertain agreement on service delivery consultations</li> <li>• Involve stakeholders in Quarterly and Annual monitoring of projects</li> </ul>		
2	Professionalism	<ul style="list-style-type: none"> <li>• Conduct Performance Appraisals with staff within intervals of six months or yearly</li> <li>• prepare and implement staff development plans for staff on an annual basis</li> <li>• Measure Staff output in reference to standards in CoC of Service bi-annually</li> <li>• Conduct annual-professional development in-service training for staff</li> <li>• Establish annual award schemes for staff with demonstrable professionalism</li> </ul>		
3	Client Focus	<ul style="list-style-type: none"> <li>• Establish functional Client Service Centres in all MMDAs by 2014;</li> <li>• Publish and disseminate a Client Service Charter by the end of 2015;</li> <li>• Establish a mechanism (suggestion box) for receipt of complaints from Clients weekly</li> <li>• Provide feedback to Clients within <b>five (5) working days</b> of receipt of complaint</li> <li>• Acknowledge and respond to correspondences within <b>seven (7) working days</b> upon receipt</li> <li>• Organize <b>annual</b> beneficiary surveys.</li> </ul>		
4	Transparency	<ul style="list-style-type: none"> <li>• establish Procurement Committee and carry out all procurement activities in conformity with the Public Procurement Act 663</li> </ul>		

		<ul style="list-style-type: none"> <li>display and update monthly revenue and expenditure charts on MMDA Notice Boards and other vantage places</li> </ul>		
		<ul style="list-style-type: none"> <li>publish and display MMDAs Audit Reports on Assembly's and Area Councils' Notice Boards within one (1) week of the receipt of the Report;</li> </ul>		
		<ul style="list-style-type: none"> <li>disseminate Draft Budget Estimates to Assembly Members, two (2) weeks before General Assembly Meeting and publish the approved Budget on the Assembly Notice Board;</li> </ul>		
		<ul style="list-style-type: none"> <li>adopt the Social and Public Expenditure Financial Accountability (SPEFA) format for reporting on the MMDAs to key stakeholders yearly; and</li> </ul>		
		<ul style="list-style-type: none"> <li>publish General Assembly Meeting Minutes on Community Notice Boards and other designated public areas (such the Reception, Client Service Unit) in the MMDA quarterly.</li> </ul>		
<b>5</b>	<b>Efficient and Effective Use of Resources</b>	<ul style="list-style-type: none"> <li>procure goods, works and services in conformity with PPA Act 663;</li> <li>ensure that financial transactions are line with the PFM Act and Regulations, and the FM and that transaction are done in a timely manner;</li> </ul>		
		<ul style="list-style-type: none"> <li>organize monthly Financial and Audit Review Meetings to discuss the financial ransactions if the Assembly;</li> </ul>		
		<ul style="list-style-type: none"> <li>ensure that at least 90% of the activities, projects and programs implemented are within the Annual Action Plan and Budget of the MMDA; and provide all Clients with timely Services.</li> </ul>		
<b>6</b>	<b>Accountability</b>	<ul style="list-style-type: none"> <li>organize stakeholders' public budget hearing in local language on annual basis;</li> </ul>		
		<ul style="list-style-type: none"> <li>publish and implement comments contained in the annual Audit Reports within two (20 weeks of receipt);</li> </ul>		
		<ul style="list-style-type: none"> <li>publish monthly financial statements by the 20<sup>th</sup> of the ensuing month on the MMDA Notice Board Community Information Centres, etc;</li> </ul>		
		<ul style="list-style-type: none"> <li>provide information on programs, projects, revenue and expenditure to the public using local radio/FM stations on monthly basis; and</li> </ul>		
		<ul style="list-style-type: none"> <li>organize four (4) quarterly Audit Report Implementation Committee (ARIC) meetings to discuss and act on Audit Reports.</li> </ul>		

## SECTION SIX

### IMPLEMENTATION STRATEGY

In implementing this Charter, the Assembly considers the following.

- **Establish Client Service Units**
  - provide office space and equipment
  - provide funding for unit
  - link unit directly with MCD and the central server
  
- **Select dedicated staff to man Client Service Centre** with the following skills (traits and practices that equip one to address client needs and foster a positive experience, as for example character and attitudinal behaviour that is built intentionally over time). Think of the most persuasive speaker(s) in your organization. The number one skill that Client Service Representatives need to excel in is problem-solving. Other skills include the following should be provided and imbibed by staff.
  - persuasive speaking skills.
  - empathy
  - adaptability
  - ability to use positive language
  - clear communication skills
  - self-control
  - taking responsibility and
  - patience
  - having a pleasant attitude
  - strong time management
  - friendly, open, welcoming attitude
  - product/service knowledge
  - Problem-Solving Skills.
  
- **Train staff dedicated to the Client Service Unit** (as the first line contacts or FRONT DESK); training should consider the following:
  - courtesies and expectations required from the client e.g.; patience, respect, honour scheduled appointments, etc.;
  - commitment on the part of the Municipality to quality of service: meeting timelines, responding to correspondence, requests, appointments, etc. and other courtesies to the clients;
  - provide a list of all channels of feedback (e.g. Client Service Units (CSUs), Online, telephone numbers, mailing address, contact persons, social media platforms, etc.).

- **Establish and ensure the functioning of the 5 No. Zonal Councils**
  - provide office accommodation for sub-district staff of all Department
  - provide furniture and office equipment
  - post staff to man sub-district (Zonal) Councils
  - ensure Zonal Councils perform functions assigned to them by legislation
  
- **Institute and implement a comprehensive and sustained program of Weekly Stakeholder Outreach for the following:**
  - Staff of Departments of the Municipality
  - 5 No. Zonal Councils,
  - Media,
  - CSOs/NGOs/Development Organizations
  - Churches/Mosques/Traditional Authorities
  - Trade Associations/Market Women
  - Other Stakeholders of Central Government Agencies and Departments
  
- **Implement Communication Strategy to reach out to Stakeholders /Citizenry**
  - establish Client Service Charter Implementation Team
  - design communication materials
  - receive and analyse complaints for PRCC/Assembly and for the attention of the MCD
  - monitor service delivery and complaints resolution
  - receive feedback (Commendations, Suggestions and Complaints)

## SECTION SEVEN

### COMMUNICATION STRATEGY

#### **7.1 Introduction**

The Client Services Charter of this Municipal Assembly is developed to serve as the blueprint for the Municipality to engage its esteemed citizenry and stakeholders on the exact services that the Municipality delivers; outline in detail the service and service standards that the Municipality commits to deliver, and outline complaints and seek remedy for unsatisfactory service their resolution, through transparent procedures for stakeholders who may have challenges with Municipality's services. It is also to monitor effective and efficient service delivery; and provide transparent mechanisms for contact, accessibility and complaints.

This chapter outlines the Communication Strategy intended to engage the citizenry and other stakeholders of the Municipality on the assumption that participatory, accountable and transparent processes increase trust. It is thus necessary that for the Assembly to enjoy support for a successful implementation of the MTDP and therefore service delivery, it is important that it engages the citizenry and stakeholders on:

- What the Assembly is, its mandate, vision and mission
- Medium Term Development Plan (MTDP) (2022-2025) (its goal and objectives, challenges as well as opportunities, the development trajectory for the medium term and their implications for individuals, businesses and the municipality at large);
- Revenue mobilization needs and challenges and leverage partnerships for development
- Elicit the active participation of stakeholders for the development of the Municipality

Its purpose and objectives are to:

- Create a valued customer-centred culture through providing feedback to stakeholders' petitions and inclusion and integration of minorities and marginalized groups
- Make the Assembly more accessible, transparent and more open to the public in the provision of services with the view to achieving the highest level of client satisfaction,
- Help promote transparency and public trust in services delivered by the Assembly;
- Enhance the participation of all interest groups in processes of
  - Municipal Assembly,
  - Bye-laws and Fee-Fixing Resolutions,
  - Modalities and platforms for Participation,
  - Right of Stakeholders to Petition,
  - Duty of District Assembly to respond to the Petition of Stakeholders,
  - Municipal Chief Executive to report on Participation,
  - Municipal Assembly Communication,
  - Access to Information, and
  - Inclusion and Integration of Minorities and Marginalized Groups;

## 7.2 Target Group

Fig 1 Section 2.1.3 shows the various and major stakeholders in the Municipality on account of their roles in decision making, district level planning, revenue mobilization and financing, outreach, implementation, monitoring, evaluation and reporting. These Stakeholders, being the object of the Communication Strategy include:

- Municipal Assembly:
  - Municipal Chief Executive,
  - Member of Parliament
  - MCD and Heads of Department
  - Municipal Planning Coordinating Unit (MPCU) and
  - Sub-District Structures.
  
- Regional Coordinating Council:
  - Regional Planning Coordinating Unit (RPCU);
  - Other Regional Level Departments
  - Environmental Protection Agency (EPA)
  
- National Level Agencies
  - National Development Planning Commission (NDPC)
  - Ministry of Local Government and Rural Development (MLGRD)
  - Institute of Local Government Studies (ILGS)
  - Office of the Head of Local Government Service (OHLGS)
  - Other Sector MDAs
  
- Traditional Authorities and Opinion Leaders
- Development Partners (Donors)
- Media
- Churches/Mosques etc.) Faith- based Organisations
- Private Sector (including Trade Associations, Market Women, etc)
- Non-governmental Organisation/ Civil Society Organisation (NGOs / CSOs)
- Communities/the General Public

	<b>Communication Mode</b>	<b>Target Group</b>	<b>Agenda</b>	<b>Objectives</b>
1	Meet the Media	Media Organizations and other Interest Groups	Presentation and feedback on: <ul style="list-style-type: none"> <li>▪ Municipality;</li> <li>▪ Municipal MTDP</li> <li>▪ Financing , and</li> <li>▪ Role of the Media</li> </ul>	<ul style="list-style-type: none"> <li>▪ Elicit Media participation in activities of the Municipality</li> <li>▪ Create a more open and transparent Municipality</li> <li>▪ Engendering accessibility</li> </ul>
2	Meet the CSOs/NGOs	Civil Society Organizations Non-Governmental Organizations Religious Groups Other Stakeholders	Presentation and feedback on: <ul style="list-style-type: none"> <li>▪ Municipality;</li> <li>▪ Municipal MTDP</li> <li>▪ Social Development Objectives</li> <li>▪ Financing ,</li> <li>▪ Role of CSOs, NGOs</li> <li>▪ Role of Religious Organizations</li> </ul>	
3	Local Economic Development	MSMEs Leaders of Artisanal Groups Ghana Union of Trades Trade Associations Farmer Groups	<ul style="list-style-type: none"> <li>▪ Municipality</li> <li>▪ Municipal MTDP</li> <li>▪ Economic Development Objectives</li> <li>▪ Financing and Fee—fixing Resolutions</li> <li>▪ Place Role of the Private Sector</li> </ul>	
4	Time with the Region	Regional Heads of Departments and other Central Government Agencies and Traditional Authorities	Municipality in Context: <ul style="list-style-type: none"> <li>▪ Municipality,</li> <li>▪ Region,</li> <li>▪ Nation</li> <li>▪ Issues arising</li> </ul>	
	Social Development:	Ghana Education Service (GES) Ghana Health Service (GHS) Gender & Social Protection Community Development	<ul style="list-style-type: none"> <li>▪ Municipality</li> <li>▪ MDTP</li> <li>▪ Social Development Objectives</li> <li>▪ Social Services Delivery;</li> <li>▪ Financing and</li> </ul>	

			<ul style="list-style-type: none"> <li>▪ Other issues arising</li> </ul>	
	Environment, Infrastructure and Human Settlements	<p>Traditional Authorities  Real Estate Companies  Spatial Planning  Department Works  Roads (Urban &amp; Feeder Roads)  Lands Commission  GWCL  ECG/NED</p>	<ul style="list-style-type: none"> <li>▪ Municipality</li> <li>▪ MDTP</li> <li>▪ Environment Infrastructure and Human Settlement Objectives</li> <li>▪ Social Development Objectives</li> <li>▪ Representatives of Interest Groups</li> <li>▪ Financing</li> <li>▪ <del>Matters arising</del></li> </ul>	
	Governance, Corruption and Public Accountability	<p>MLGRD  OHLGS  ILGS  NALA  G TMA  Municipal Co-ordinating Directorate  Heads of Departments</p>	<ul style="list-style-type: none"> <li>▪ Municipality</li> <li>▪ Governance Arrangements</li> <li>▪ Organizational Structure for Service Delivery</li> <li>▪ Functions of the Substructures</li> <li>▪ Financing</li> <li>▪ Staffing</li> <li>▪ Logistics support</li> </ul>	
	Emergency Planning and Response:	<p>TMA  NADMO  Fire Service  Immigratio</p>	<ul style="list-style-type: none"> <li>▪</li> </ul>	
	Implementation, Coordination, Monitoring and	<p>MPCU  OMCD</p>	<ul style="list-style-type: none"> <li>▪</li> </ul>	
			<ul style="list-style-type: none"> <li>▪</li> </ul>	

Thematic Area	Target Group	Areas of Engagement	Objective	1	2	3	4	5	6	7	8	9
<b>Local Economic Dev.</b>				1	2	3	4	5	6	7	8	9
	<ul style="list-style-type: none"> <li>▪ MSMEs</li> <li>▪ Leaders of Artisanal Groups</li> <li>▪ Ghana Union of Trades</li> <li>▪ Trade Associations</li> <li>▪ Farmer Groups</li> <li>▪ Micro finance Institutions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Municipality</li> <li>▪ Municipal MTDP</li> <li>▪ Econ. Dev. Objectives</li> <li>▪ Financing and FFR</li> <li>▪ Role of the Private Sector</li> <li>▪ Investment Conference</li> </ul>	Create a more open and transparent Municipality Engendering accessibility Elicit Media participation in activities of the Municipality									
<b>Social Development</b>												
	<ul style="list-style-type: none"> <li>▪ GES, GHS,</li> <li>▪ Gender &amp; Social Protection</li> <li>▪ Community Development</li> <li>▪ CSOs, NGOs, Churches</li> <li>▪ Traditional Authorities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Municipality</li> <li>▪ MDTP</li> <li>▪ Social Dev. Objectives</li> <li>▪ Social Services Deliver;</li> <li>▪ Financing and</li> <li>▪ Other issues rising</li> </ul>	Create a more open and transparent Municipality Engendering accessibility Elicit Media participation in activities of the Municipality									
<b>Environment, Infra &amp; Human Settlements</b>												
	<ul style="list-style-type: none"> <li>▪ Traditional Authorities</li> <li>▪ Real Estate Companies</li> <li>▪ Spatial Planning Department</li> <li>▪ Works</li> <li>▪ Roads (Urban &amp; Feeder)</li> <li>▪ Lands Commission</li> </ul>	<ul style="list-style-type: none"> <li>▪ Municipality</li> <li>▪ Medium Term Dev. Plan</li> <li>▪ EIHS Objectives</li> <li>▪ Social Dev. Objectives</li> <li>▪ Other Interest Groups</li> <li>▪ Financing</li> <li>▪ Matters arising</li> </ul>	Create a more open and transparent Municipality Engendering accessibility Elicit Media participation in									

	▪ ECG/NED		activities of the															
Governance, Corruption	▪																	
Public Accountability	<ul style="list-style-type: none"> <li>▪ MLGRD, OHLGS, ILGS; NALAG</li> <li>▪ OHLGS</li> <li>▪ Techiman Municipal Ass.</li> <li>▪ Mun. Co-ord. Directorate</li> <li>▪ Heads of Departments</li> </ul>	▪ Municipality	Create a more open and															
		▪ Governance Arrangements	transparent Municipality															
		▪ Structure for Serv. Delivery	Engendering accessibility															
		▪ Substructures	Elicit Media participation in															
		▪ Financing and Staffing	activities of the Municipality															
		▪ Logistics support																
Emergency Plan. Response																		
	▪ TMA, NADMO																	
	▪ Fire Service																	
	▪ Immigration																	
	▪ Media																	
Implementation Coord.																		

ADDRESSES:

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