  

THE OPEN GOVERNMENT PARTNERSHIP INITIATIVE

THE SUBNATIONAL PILOT PROGRAM

**DRAFT SEKONDI-TAKORADI END OF TERM SELF-ASSESSMENT REPORT SUB-NATIONAL ACTION PLAN 2017**

STMA

MARCH 2018

Table of Contents

[1.0 INTRODUCTION 1](#_Toc507054963)

[2.0 SUB-NATIONAL ACTION PLAN PROCESS 3](#_Toc507054964)

[3.0 IRM REPORT RECOMMENDATION 4](#_Toc507054965)

[4.0 IMPLEMENTATION OF SNAP COMMITMENTS 4](#_Toc507054966)

[4.1 COMMITMENT 1: PUBLIC SERVICE – SECURITY 4](#_Toc507054967)

[4.2 COMMITMENT 2: PUBLIC SERVICE – SANITATION 6](#_Toc507054968)

[4.3 COMMITMENT 3: FISCAL TRANSPARENCY 7](#_Toc507054969)

[4.4 COMMITMENT 4: PUBLIC PARTICIPATION-PRIVATE SECTOR 8](#_Toc507054970)

[4.5 COMMITMENT 5: PUBLIC PARTICIPATION – PLANNING 9](#_Toc507054971)

[5.0 CONCLUSION AND NEXT STEP 10](#_Toc507054972)

# 1.0 INTRODUCTION

Ghana signed onto the Open Government Partnership Initiative (OGPI) in 2011 and as an obligation under the Partnership, developed and implemented her first Action Plan which covered the period 2013-2014. Ghana’s membership is one of the criteria that made Sekondi-Takoradi Metropolitan Assembly (STMA) eligible to participate in the Subnational Pilot Program launched by the OGP in 2015.

STMA applied and was competitively selected from close to Seventy (70) subnational governments from around the world to participate in the new pilot program, established to promote more transparent and accountable open governance at the local level. STMA has rolled-out a number of interventions that promote and enhance participatory decision-making, service delivery and transparent and accountable governance which coincidentally forms the main tenets of the Open Governance Partnership (OGP) initiative.

On public service delivery and enhancement of citizens’ participation, the Metropolitan Assembly introduced the Citizens Report Card and the IncluCity Program in 2012 and 2013 respectively. The Citizens Report Card (CRC) captured the satisfaction levels of inhabitants on services rendered by public utility service providers and the Metropolitan Assembly. It was a simple but powerful tool to provide public agencies with systematic feedback from users of public services to enable them to identify strengths and weaknesses in their work. The CRC was used to generate recommendations on sector policies, programme strategy and management of service delivery. They provided feedback to service providers in the Metropolis by identifying good practices and also facilitated cross-fertilization of ideas and approaches. The overarching benefit of the CRC was its ability to point out the inequalities in services provided to both the rich and the poor, and enabled prioritization of reforms and corrective actions needed to improve quality of services by drawing attention to the main challenges.

The IncluCity Program was an initiative that was geared towards improving governance and services for the urban poor. The programme enhanced the participation of slum dwellers in governance, inclusive planning and budgeting processes, while building the capacity of the Metropolitan Assembly to generate revenue. Inputs were sought from Metropolitan Assembly officials, representatives and urban service planners, as well as community members. Selected slum residents were trained on inclusive governance and participatory budgeting and planning. With these new skills, residents were able to hold the Metropolitan Assembly accountable for the services they provided.

To strengthen transparency and accountable governance as a way of combating corruption, a social audit approach was adopted to stimulate civil society engagement with local governments on public finance management issues. Social Public Expenditure & Financial Accountability (SPEFA) was launched in 2013 to bring together representatives of citizen groups in the Metropolis to build their understanding of their local governments public financial management issues as well as to create opportunities for citizens to demand accountability from their Metropolitan Assembly. It also formed the bedrock for enhancing citizen’s perceptions on urban financial management processes through a citizen’s engagement platform. These engagements with the citizenry offered the opportunity for information exchange and dialogue to improve the quality of governance at the local level, foster citizen empowerment, increase the effectiveness of service delivery and enhance the participation in decision-making by vulnerable and excluded groups.

Also, Town Hall meetings were organized in the four (4) Sub-Metropolitan Districts Councils and a community engagement interface dubbed “Time with Community” is undertaken Metro-wide. This is aimed at not only giving inhabitants the opportunity to interact with key officials of STMA on their wellbeing but also serves as a platform for city authorities to explain development policies and programmes.

As a conscious strategy to improve client service and ensure prompt response to the needs of citizens through technology and innovation, the STMA developed a Service Charter. The Charter is a commitment by the Assembly to provide an unparalleled level of service to the people in the Metropolis. The document serves as a guide to staff and customers on standards of services rendered by the Assembly with the objective to improve transparency and accountability. In pursuance of this, Smart Solutions (Smartsol) was developed in 2013 as a vehicle for city officials to provide equal quality of services to all residents, regardless of economic or social status.

Smartsol is a web-based complaint platform to facilitate municipal service delivery within the Sekondi-Takoradi Metropolis. Citizens are offered the platform to channel their concerns on service delivery and receive feedback within the shortest possible time. City officials are now able to effectively track, monitor and address service delivery concerns in real time. There is also a dedicated toll-free hotline, website and suggestion boxes for citizens to register complaints, make enquiries and elicit feedback on service delivery.

This report is an End of Term Self-Assessment for STMA Sub-National Action Plan (SNAP) prepared for the year 2017. The Coordinating Office in charge of implementing this commitment prepared this report detailing the relevant issues regarding the SNAP preparation and implementation.

# 2.0 SUB-NATIONAL ACTION PLAN PROCESS

The SNAP was created with the idea of ensuring that the major principles of the OGP initiative are met, thus activities or commitment developed and prioritized to respond to the needs and aspiration of its citizens. In preparing the SNAP, STMA made efforts to co-create the plan with the help of Reboot (International civil society organization), developed specific commitments in partnership with Non-Governmental Organizations, Civil Society Organizations, Chiefs, Religious Leaders, Trade Associations, Media, Assembly Members and Unit Committee Members.

The initial process of the plan involved the co-creation stage, where the vision of STMA for the OGP was developed by the various stakeholders as *“Our future STMA: builds for sustainability; and commands the trust and confidence of the citizens*”. Considering the enormous contribution of OGP to nation building and its benefits to participatory governance, every effort and adequate resources will be mobilized to ensure that the commitments included in the SNAP were successfully implemented.

Reboot worked with STMA for a period of six months in three phases. In phase one, STMA coordinated Reboots undertaking of rapid user research to understand the needs of Sekondi-Takoradi government and Civil Societies which helped to deeply engage each other, as well as understanding our constraints. This consisted of desk review of pertinent materials, including current and past open government initiatives, primary interviews with stakeholders in Local Government, Civil Society Organizations, Non-Governmental Organizations, Media, Private Sector (Formal and Informal) Actors, Institutions and Agencies. Research was combined with working team meetings to strategize for an „‟Open STMA of the Future”. STMA working team members reviewed the current state of affairs, and developed a vision and strategy for open government.

Phase two focused on building awareness and engagement. This phase focused on multi-stakeholder engagements, and consisted of three components namely; collaborative commitments brainstorming and exploration, broad-based citizen engagement and commitment prioritization. Based on research outcomes from phase one, four opportunities were explored further: financial information sharing within the Assembly, fiscal transparency with citizens through the Social Public Expenditure and Financial Accountability (SPEFA) programme, private sector experience with government processes, CSO collaboration with government for project sustainability. Each opportunity was explored by a small multi-stakeholder group of representatives from the Assembly, private sector and/or CSOs, and Reboot. Research tools (interview guides, surveys etc.) were designed and tested, and findings analyzed to determine how a commitment to open government could help to address the challenges discussed.

STMA leveraged a community engagement dubbed “Time with Community” for OGP consultation. To do so, the STMA working team redesigned the platform, with an emphasis on inclusivity and representativeness, and held four public consultative meetings in each of the four Sub Metropolitan District Councils. Traditional leaders, Public Institutions, Civil Society Organizations and the general public were invited to be part of the process.

# 3.0 IRM REPORT RECOMMENDATION

Sekondi-Takoradi is yet to receive the recommendations made by the Independent Reporting Mechanism from their assessment conducted.

# 4.0 IMPLEMENTATION OF SNAP COMMITMENTS

Sekondi-Takoradi Metropolitan Assembly saw a change in the executive leadership after the preparation of the Action Plan in 2016. The Action plan was prepared under the leadership of Mayor Charlotte Otuwa Odum of the National Democratic Congress government, whiles the implementation was under the leadership of Mayor Anthony K.K. Sam of the New Patriotic Party government. The change in government leadership has not in any way affected the Sekondi-Takoradi’s commitment to the principles and values of OGP.

The new Mayor has embraced the OGP concept and he is fully committed to the execution of the principles and values of the OGP after being sworn into office in 24th March, 2017.

## 4.1 COMMITMENT 1: PUBLIC SERVICE – SECURITY

|  |
| --- |
| **Commitment Completion Framework** |
| Commitment 1: Public Service – Security |
| Lead Agency | Sekondi-Takoradi Metropolitan Assembly (STMA) |
| Collaborators | Metropolitan Works Engineer, Ghana Police Service, Community Development Officer, ECG, Sub Metropolitan District Council Administers, STMA-CSUF, Ghana Federation of the Urban Poor, FoN, Radio 360, GNA |
| Main Objective | To bring together key stakeholders to elevate safety across the Metropolis. |
| Focus of the commitment | Sensitization, repair and installation of Street Lights to enhance night-time visibility, dissemination of Information and implementation of the community-led watch systems in communities. |
| Description of commitment | Generate a government-supported, community-led watch system to elevate safety across the metropolis. The STMA would partner with the Police and some key stakeholders (Traditional leaders, Assembly members etc) to undertake community mapping, form, train and equip community members who wish to volunteer to raise security levels across the Metropolis. This would go hand-in-hand with the provision of street lights by the Assembly to illuminate streets and other accesses as well as create night-time visibility to prevent the creation of havens for miscreants. |
| Relevance | Generally, to raise the level of security in the various communities within the Metropolis through the involvement of citizens to compliment the work of the Police Service. |
| Ambition | To make the Metropolis a safe place to live and conduct business. |
| Completion level | Not Started | Limited | Substantial | Completed |
|  |  |  |  |
| Description of the results | Engaged key stakeholders in the formation of community watch committees. Formed one (1) community watch committee and also trained and deployed Sixty-one (61) volunteers with the help of the Police Service to support community policing. Existing Neighbourhod Watch Committees have also been strengthened by linking them up to the Police.To elevate public safety at night, STMA in collaboration with the Ministry of Energy procured and installed 546 sodium street light bulbs which have been changed to **LED bulbs.** 3,250 sodium streetlight bulbs have been maintained and 9,200 meters of armoured cables have also been replaced.The number of anticipated pilot community Watch Committees could not be achieved due to inadequate support from Assembly members coupled with unwillingness of people to volunteer due to the absence of some logistics and other financial supports. |
| End Date | December 2017 |
| Next Step | STMA is taking steps to engage other stakeholders (chiefs, opinion leaders) to ensure that communities accepts and work with this form of security in order to reduce the crime rate in the metropolis.Also, a strong media campaign would be embarked on to sensitize the populace on the need to form neighbourhood watch committees/groups to compliment the work of the Police.Funding for logistical support from the business community within the Metropolis would also be embarked on.  |

## 4.2 COMMITMENT 2: PUBLIC SERVICE – SANITATION

|  |
| --- |
| **Commitment Completion Framework** |
| Commitment 2: Public Service – Sanitation |
| Lead Agency | Sekondi-Takoradi Metropolitan Assembly (STMA) |
| Collaborators | Community Development Officer, NCCE, Information Officer. STMA-CSUF, FoN. |
| Main Objective | To build a strong partnership with Landlord/ Resident Associations in the provision of household toilet facilities. |
| Focus of the commitment | Partnership (develop model of collaboration), citizen participation, sensitization on the need for household toilets. |
| Description of commitment | Develop a new model of collaboration between STMA and landlords to increase the coverage of household toilets (and move away from public toilet usage as stated in updated STMA bylaws). The partnership with Landlords in the provision of household toilet facilities is part of a broader strategy to solicit citizens’ involvement and contribution in the provision of basic services. |
| Relevance | To increase the coverage of household toilet among communities within the Metropolis |
| Ambition | To generally improve sanitation in the Metropolis |
| Completion level | Not Started | Limited | Substantial  | Completed |
|  |  |  |  |
| Description of the results | Engaged with landlords and other key stakeholders on how to increase the household toilets coverage in our various communities. STMA has developed model of collaboration and financing in delivering of household toilets in partnership with key stakeholders. Registration of households for the pilot phase ongoing. |
| End Date | December 2017 |
| Next Step | Sensitized and Compiled data on the registration of households/landlords who do not have access to household toilets. STMA has allocated One Hundred Thousand Ghana Cedis (GH¢100,000.00) to support the implementation of the model to increase the toilet coverage in our various communities within the metropolis thereby improving sanitation through its initiatives.The Assembly will also seek for alternative funding to augment the provision made in order to increase the coverage of the household toilets. |

## 4.3 COMMITMENT 3: FISCAL TRANSPARENCY

|  |
| --- |
| **Commitment Completion Framework** |
| **Commitment 3: FISCAL TRANSPARENCY** |
| Lead Agency | Sekondi-Takoradi Metropolitan Assembly (STMA) |
| Collaborators | Metropolitan Budget Officer, Public Relations Officer , Revenue Mobilization Officer, NCCE, Information officer, IT Officer, Berea Social Foundation (Lead CS), Friends of the Nation, Kyzz FM, AGI, STCCI. |
| Main Objective | To build citizens trust and confidence in resource allocation and utilization and also strengthen fiscal transparency and accountability. |
| Focus of the commitment | Streamlining financial records management and sharing to meet the expectations of citizens on how generated revenue and external inflows are expended |
| Description of commitment | Create a localised standard operating procedure for streamlining financial records management and sharing. STMA would come out with a disaggregated financial records format that would be simple, easy to understand and analyze. This would respond to the needs and expectations of citizens on how generated revenue and external inflows are expended. |
| Relevance | Efficient use and allocation of Resources and Accountability  |
| Ambition | Fiscal transparency, accountability and fiscal discipline  |
| Completion level | Not Started | Limited | Substantial | Completed |
|  |  |  |  |
| Description of the results | With this commitment, Sekondi-Takoradi needed a technical assistance and The Engineer Room (an international organisation based in the USA that helps activists, organisations, and other social change agents make the most of data and technology to increase impacts). The Engineer Room assisted STMA to develop user cases on financial data sharing and also engaged Assembly Officers. Operating procedure/ guidelines on format and time of delivery of financial information and collection of feedback is being developed |
| End Date | December 2017 |
| Next Step | STMA will continue to liaise with The Engineer Room to provide technical backstopping to complete the development of the operating procedure/ guidelines on format and time of delivery of financial information and collection of feedback. This will follow with the testing of the new procedure. |

## 4.4 COMMITMENT 4: PUBLIC PARTICIPATION-PRIVATE SECTOR

|  |
| --- |
| **Commitment Completion Framework** |
| Commitment 4: PUBLIC PARTICIPATION-PRIVATE SECTOR |
| Lead Agency | Sekondi-Takoradi Metropolitan Assembly (STMA) |
| Collaborators | Metro Revenue Mobilization Officer, Metro Finance Officer, NBSSI/BAC,MOTI-Metro level, Sub Metropolitan District Council Administrators, Berea Social Foundation (Lead CS), STCCI, AGI, ASSI, FoN |
| Main Objective | To promote inclusiveness, openness and participation in fixing of fees to build the trust of businesses in government contribute to enhancing local revenue generation. |
| Focus of the commitment | Involvement of the Private Sector (Sekondi-Takoradi Chamber of Commerce and Industry –STCCI and Association of Ghana Industries - AGI) Participation in Fee Fixing  |
| Description of commitment | Partner with private sector associations to kick-start a systematic and participatory way of engaging with large businesses in setting fees (in international terms taxes) that they pay to the Metropolitan Assembly. The Metropolitan Assembly will engage the leadership of the private sector associations; AGI and STCCI to develop a strategy and engagement work plan for fixing fees. |
| Relevance | Active involvement of the private sector in the Assembly’s Fee Fixing process will ensure ownership. The processes will contribute to building trust and confidence in local government processes and result in increased local resource mobilization. |
| Ambition | Promotion of the civic rights of the citizens as enshrined in the 1992 Constitution of the Republic of Ghana and the Local Governance Act, 2016 (Act 936) |
| Completion level | Not Started | Limited | Substantial | Completed |
|  |  |  |  |  |
| Description of the results | Engaged the two associations (STCCI & AGI) to understand their membership structure and categorised them for the Fee Fixing process in addition to a work plan.As part of the milestones to be achieved was to develop a Fee Fixing model for engagement. Fortunately for Sekondi-Takoradi the Government of Ghana through the Ministry of Local Government and Rural Development (MLGRD) has developed Fee Fixing Resolution guidelines (guidelines for the charging of fees for the provision of services and facilities and granting of licences and permits by the MMDAs) for the 216 Metropolitan, Municipal and District Assemblies (MMDAs) in Ghana. It came into effective in July 2017.The chairman of the STCCI has now been appointed by the Assembly to serve on both Metropolitan Development Planning Sub-committee and the Works Sub-Committee respectively which in the past was not so. In this way, issues affecting the private sector are made on the floor of the Assembly for urgent redress. This has helped deepen the relationship with the private sector and STMA is hoping to reap the benefit in terms of Internally Generated Fund mobilization in the years ahead.Both AGI and STCCI (Private sector) are now members of the Metropolitan Planning Coordination Unit (MPCU). The MPCU meet quarterly with its function enshrined in the Local Governance Act, 2016 (Act 936) Part III, Section 84 & 85. |
| End Date | December 2017 |
| Next Step | STMA in 2018 will operationalize the Model based on the categorization of the various companies and utilize the MLGRD Fee Fixing Resolution Guidelines for engagement and setting of 2019 Fees ((in international terms taxes).The newly developed partnership between STMA and the private sector associations would be leveraged for tackling challenges beyond fee fixing; including bill payment (e.g. research revealed that there is an opportunity to introduce paperless billing) if a stronger collaboration is built. |

## 4.5 COMMITMENT 5: PUBLIC PARTICIPATION – PLANNING

|  |
| --- |
| **Commitment Completion Framework** |
| Commitment 5: PUBLIC PARTICIPATION – PLANNING |
| Lead Agency | Sekondi-Takoradi Metropolitan Assembly (STMA) |
| Collaborators | Metro Works Engineer, Public Relations Officer, Budget Officer, Community Development Officer, Metro Physical Planning Officer, IT Officer, STMA-CSUF (Lead CS), FoN, Kyzz FM, GNA, Global Communities. |
| Main Objective | To ensure responsive, inclusive, participatory and representative decision- making at all levels and also promote community ownership of developmental projects. |
| Focus of the commitment | Citizen’s Participation in Local Governance  |
| Description of commitment | Build a participatory planning process – from needs assessment, to site selection, to project design – of infrastructure development projects. The Metropolitan Assembly will engage a pilot set of four communities across the four Sub Metropolitan areas within STMA to leverage the existing Time with Community platform to do so. |
| Relevance | Citizens’ participation in Local Governance enhances community ownership of developmental projects and programs.  |
| Ambition | Through sensitization, community engagement and capacity building citizens will be aware of their civil responsibilities and this will promote inclusive decision-making at all levels and also demand accountability. |
| Completion level | Not Started | Limited | Substantial | Completed |
|  |  |  |  |  |
| Description of the results | Held Community needs assessment forums at the four sub metros level and also in the pilot communities. With active involvement of the citizens, a Community Based Health Planning System project was designed and site selection process completed.The Assembly with funding (MPs share of the District Assembly Common Fund) from the Member of Parliament of Essikado-Ketan has completed a CHPS compound (Community Health Planning System) for one of the pilot community, Diabenekrom.The Government of Ghana through the Inter-Ministerial Coordinating Committee on Decentralisation has developed a National Popular Participation Framework and Practitioners’ Manual and guided all the 216 Metropolitan, Municipal and District Assemblies to prepare Popular Participation Action Plans. Sekondi-Takoradi has prepared its Popular Participation Action Plan which served as a guide for the implementation of this commitment.The level of citizens’ participation in the governance process of the Assembly has increased. |
| End Date | December 2017 |
| Next Step | The Assembly will continue to engage the citizens in the planning and budgeting process. Active participation in project designs, implementation and monitoring would be pursued to ensure ownership and maintenance of public projects.  The Assembly’s will continue to implement its Popular Participation Action Plan to ensure the fulfilment of the rights of the citizens as enshrined in the 1992 Constitution of the Republic of Ghana and the new Local Governance Act 2016, Act 936.  |

# 5.0 CONCLUSION AND NEXT STEP

The participation in the OGP Subnational Pilot Program has given STMA the opportunity to strengthen its governance procedures to better respond to citizen’s needs and aspirations which in the long run would help to achieve our future STMA OGP goal of ‘raising the trust and confidence of citizens in government’.

The new STMA’s leadership under Mayor Anthony Kobina Kurentsir Sam is committed in advancing the OGP agenda and will provide the needed support for the co-creation and implementation of the new action plan to be developed for 2018-2019.

Although there were setbacks in the implementation of the commitments in the SNAP (2016-2017), lessons learnt from the process (co-creation to implementation), STMA together with its stakeholders will co-create the new action plan taking into account what can be rolled over from the first action plan.

 We shall also incorporate the recommendations of the IRM into the new action plan.