



**MINISTRY OF LOCAL GOVERNMENT AND RURAL DEVELOPMENT - ACCRA
GREATER ACCRA RESILIENT AND INTEGRATED DEVELOPMENT PROJECT
TERMS OF REFERENCE**

FOR

**INSTITUTIONAL DEVELOPMENT CONSULTANT TO CARRY OUT A FEASIBILITY
STUDY ON THE JDPA CONCEPT, FACILITATE THE ESTABLISHMENT AND
OPERATIONALISATION OF AN INTER-JURISDICTIONAL MANAGEMENT SYSTEM IN
SUPPORT OF THE ODAW BASIN MANAGEMENT AND OTHER RELATED ACTIVITIES**

1.0 BACKGROUND

The Government of Ghana has obtained financing from the World Bank for the implementation of the Greater Accra Resilient and Integrated Development (GARID) Project over a five -year period. The Project aims, broadly, at supporting critical investments to cope with increased urbanization pressures, and, disaster and climate change impacts in Greater Accra Region.

The overall Development Objective of GARID is to improve the flood risk management and Solid Waste Management in the GAR, improve access to basic infrastructure and services in targeted communities and enhance planning and coordination of such interventions across multiple local governments.

The project has three principal components as follows;

- (i) **Component 1 (MWH):** Drainage and flood management improvements within the Odaw Basin.

Aims to achieve a T10 protection by (a) deferred and periodic maintenance dredging, (b) urgent repair and reconstruction of drainage channels and bridges and the reengineering and reconfiguration of the Odaw River channel exit to the sea, (c) engineering design and construction of flood detention basins, and (d) construction of resilient drains and micro-detention ponds. In addition, it supports scaling up and modernizing the existing flood forecasting, warning, and emergency response system, as well as enhanced community awareness and preparedness. The development of a flood early warning system for the GAR 'FEWS Accra' will also include the development of the CONOPS for HSD, GMet, and NADMO to provide a broader operational framework to which the other proposed activities can be aligned with.

This is implemented by the Ministry of Works and Housing (MWH), and involves the Hydrological Services Department (HSD), Department of Urban Roads, Ghana Railway Development Authority, National Disaster Management Organization (NADMO), Ghana Meteorological Agency (G-Met) and the Water Resources Commission.

- (ii) **Component 2 (MSWR):** Improvements in solid waste management capacity including minimizing solid waste in water ways.

The measures to be including in Phase I are (a) solid waste/litter management plan based on characterization and location of main channels of flow of refuse into the Odaw channel and community-based SWM in selected communities along the Odaw channel, (b) construction of transfer stations, (c) capping of unused dumpsites, and (d) extended capacity for solid waste disposal.

Component 2 is implemented by the Ministry of Sanitation and Water Resources (MSWR) supported by the affected Metropolitan, Municipal and District Assemblies (MMDAs) of the Greater Accra Metropolitan Area (GAMA).

- (iii) **Component 3 (MICZD & MLGRD): Participatory Upgrading of Targeted Flood Prone Low-Income Communities and Local Government Support**

This component consists of 2 sub-components, namely (i) Participatory community upgrading and Community engagement and technical advisory services, on the one hand, and (ii) Metropolitan governance and operation and maintenance improvement

Component 3.3 which is **Metropolitan governance and operation and maintenance improvement** involves the provision of technical assistance to: (i) support the process towards the establishment and institutionalization of inter-jurisdictional coordination; (ii) development of a joint Odaw River Basin development and management plan; (iii) assessment and capacity development of operation and maintenance system of drainage infrastructure at local level in coordination with relevant ministries and departments; (iv) preparation of flood zoning guidelines and maps, and storm water regulations, and (v) establishment of a local capacity support grant mechanism aimed to provide Grants to finance the technical needs of local governments

The MLGRD intends to apply part of the credit facility for the implementation of aspects of the **Metropolitan governance and operation and maintenance improvement**. This Terms of Reference (ToR) has been developed for the purpose of selecting a firm to establish and assist in the operationalization of an Inter-Jurisdictional Coordination Management capacity among the affected MMAs falling within the Odaw Drainage basin.

GAMA has four major drainage catchment areas, with the Odaw River as the primary one within the Korle-Chemu catchment area that drains most part of the built up area in central Accra and runs through about seventeen (17) MM As in the Region. The area covers approximately 272km² and the drainage channel runs 30km long from source to entry into the sea.

2.0 Context

At the onset of Ghana's contemporary experience in decentralization and local governance, beginning from 1988, a key consideration for increasing devolution was population growth and spatial expansion. For the Greater Accra region, this perspective led to the creation of 3 districts forming the urban core of the region, namely the Accra Metropolitan Assembly, the Tema Municipal Assembly and the Ga Rural District Assembly, covering a land size of 133 square km¹ and with a population of approximately 1.5 million. Over the years the same land space has been fragmented into 27 local government jurisdictions forming the urban metropolis with a population of approximately 4 million. In the process, as the population has grown and employment opportunities have expanded across the jurisdictions, mobility within and across the respective local governments have become so fluid and the contiguity so obscure, that boundaries have become diffuse and indistinguishable. Yet all the local governments are, by law, vested with power to enable development, regulate land use and administer the delivery of municipal services within their respective jurisdictions. The mandate for delivering municipal services covers various aspects including flood management, liquid and solid waste management, public transportation, among others. The infrastructure for the municipal services is essential feature in determining the magnitude of services delivered. In this regard some of the infrastructure are discrete to the assembly and some are networked and continuous across multiple local government jurisdictions. Irrespective of the type, each municipal service function is linked up by a number of activity levels in order to achieve its' comprehensive delivery. For example, a discrete issue for a specific assembly such as solid waste

¹ This land space covered the core whereas the central and peri-urban areas altogether covered a total land space of 1,520 square km.

collection is linked to its transit and final disposal which demands working across local governments. On the other hand, for drainage, most secondary and tertiary drainage span long distances that link multiple districts together. The differential abilities of the local governments in delivering on their mandates has created an uneven outcome in respect of the levels of services for which reason some joint planning, management, financing and / or enforcement may be required.

In recognition of this, the local governance framework provided options for ensuring that such demands for collaborative and coordinated action were met. The national planning framework (articulated by Act 480) and the local government law, (Act 462 later succeeded by Act 936 and complemented by the spatial planning law, Act 925), envisaged the imperative for joint planning, although in practice this was rarely adopted for delivery of municipal services. The mechanisms for cross-jurisdictional coordination are also vested in the Regional Coordination Councils (RCCs) whose power covers entire administrative regions.

Section 31 of Act 936 permits the coming together of assemblies to form Joint Committees for a project of mutual interest. Another institutional form, compelled by shared aspirations for either spatial harmony, or costs savings, economy or enhancement, or in response to a direct request from two or more MMDAs, is the Joint or Multi-District Spatial Committee (Act 925 Section 43).

Attempts were made by the National Development Planning Commission to realise this goal using the Public Private Partnership framework in 2012, without success.

In 2016 the Ministry of Local Government and Rural Development (MLGRD) conducted two studies: **Metropolitan Management Study Option** and **Ghana Urbanization Review II**. The two studies identified lack of coordination among the MMAs as a major bottleneck in implementing development projects that affects more than one jurisdiction. The reports pointed to segments of the local government law at the time, Local Governance Act 2016 (Act 936), as the source of the weakness of coordination.

The report noted that the guarantee of the autonomy of the assemblies (Act 936 Section 12) frees the Assemblies from any obligation to form Joint Committees, unless voluntarily desired. Underlining this subjective subscription to coordinated action, Section 31 did not stipulate any reward or punitive measures either accepting or rejecting coordinated action.

In addition, the functions of the Regional Coordinating Council (Act 936, Section 188) does not include the enforcement of Section 31; as a result, the assemblies are not under any obligation to form joint committees to implement mutually beneficial projects, address challenges that are cross-boundary, or partner to deliver services of a continuous or networked kind affecting all. Similarly, the RCCs, who are required to harmonise the plans of the local governments, are limited to **advising** on coordination and collaboration but do not have power to oblige the local governments or penalize them for failing to do so.

The assertion of autonomy, purportedly for accountability to their respective citizenry, legal as it may be, undercuts the opportunity for synergies in planning and efficiency in investment in development activities and service delivery.

Based on these findings and to resolve this conundrum, the study recommended the implementation of the provisions of the National Development Planning (System) Act 1994, Act 480 (Sections 12 and 13) and Regulations, 2016 (L.I. 2232), Regulation 20 to cure the challenges most MMDAs faced from the absence of coordinated actions. Specifically, these laws call for the creation of Joint Development Planning Areas (JDPA) through a declaration by the President. The JDPA is created among geographically and economically contiguous assemblies and all jurisdictions within the Area become one inter-jurisdictional planning area by the presidential order.

Under a proposed JDPA, the process establishes a Joint Development Planning Board (JDPB) which fosters long-term planning, coordinated development. The Board is mandated to work through a technical committee which would be developing project proposals for implementation.

It is recognized that the establishment of the Joint Development Planning Area, with its attendant Board and other institutional mechanisms, require high-level engagement and organizational resources, the scale of which is difficult to appreciate without any frame of reference from prior experience in operations of inter-jurisdictional coordination platforms. The options available to the Ministry is to resort to the least challenging pathway offered by the legal framework, namely the use of the committee mechanisms as the lead into the ultimate JDPA.

In this regard, MLGRD, through the GARID project, is pioneering the inter-jurisdictional coordination mechanisms to realise the inter-jurisdictional management system, currently called **Inter-Jurisdictional Coordination Management Committee (ICMC) for the Odaw Drainage Basin** with the expectation that the outcome and lessons will lead to its institutionalization as JDPA with the lessons also shared across the country wherever the conditions of diffuse contiguity necessitate its use.

2.0 OBJECTIVES OF THE ASSIGNMENT

The Specific Objectives of the Assignment are to:

- (a) Conduct feasibility studies on Inter-jurisdictional management system options for the Odaw Drainage Basin and JDPA concept and develop a roadmap and action plan for each option
- (b) Based on the decision on the agreed option and roadmap, establish institutional and legal framework for inter-jurisdictional management system
- (c) Develop operational guidelines on cross jurisdictional management and facilitate the establishment of an agreed structure among the MMAs along the Odaw Drainage Basin area that will enhance the capacities of local governments for the planning and provision of cross jurisdictional services

3.0 SCOPE OF WORK

Based on the stated objectives, the scope of the assignment will comprise 2 phases as follows:

PHASE I

Phase I will cover 5 calendar months.

- Task 1: Conduct feasibility study of the Joint Development Planning Area Concept (JDPA) and its intermediate arrangement of the Inter-jurisdictional Management Committee, including a review of previous studies on (and previous attempts at) inter-jurisdictional coordination.
Task 2: Based on the selection of the option from the Task 1 by respective decision-making authority, (MLGRD and RCC) develop detail roadmap and action plan.

The specific activities for Phase 1 are provided under each of the two main tasks as follows:

Task 1: Conduct feasibility study of Inter-jurisdictional management system options

- a. Document review: policy documents and other sector related studies and documents, Including but not limited to,
 - Metropolitan Management Study Option,
 - Ghana Urbanization Review II,
 - National Decentralization Policy (2020-2024)
 - Local Governance Act 2016, (Act 936),
 - Land Use and Spatial Planning Authority Act 2016 (Act 925) and
 - National Planning System Regulations LI 2232.
- b. Conduct review and diagnostic analysis on different cross-jurisdictional mechanisms or approach on planning and provision of cross jurisdictional services and similar projects, including the inter-regional River Basin Management Board under the Water Resources Commission, the Local Forest Management Committees under the Forestry Commission, Greater Accra Public Transport Executive (GAPTE), National Sanitation Authority among others, to determine the design and implementation of an urban basin management system and how it will work at the MMAs level
 - The diagnostic report shall also cover the existing framework conditioning the current emphasis on autonomy and constraining coordination and collaboration. The report shall include sections detailing the following;
 - ✓ A deeper dive into the existing constitutional powers of local governance and the laws and regulations underpinning decentralization and the accompanying organizational structures that foster the status quo.
 - ✓ A context-specific political economy analysis of the institutional regime (including laws, regulations and informal rules) promoting local autonomy vis-à-vis the impetus for inter-jurisdictional coordination and collaboration
 - ✓ A detailed review of urban development projects over the last 30 years implemented across adjoining districts that sought to establish coordination mechanisms.
- c. Based on the findings from b. diagnostic analysis and a series of consultations, assess the feasibility of possible options² and submit a **feasibility assessment report** for the consideration of the Client. At least three (3) options should be prepared³. The options must have accompanying detail assessments of:
 - Socio-political implications: Including, but not limited to, identification of potential political conflicts and mitigation measures, potential incentive mechanism for participating MMDAs

² Options from Task 1a. Metropolitan Management Study Option ro/and Task 1b. options from the past/existing/planned arrangements

³ Agreed upon with the client

- Legal and institutional implications: Including, but not limited to, choice of legal instruments, mandates, decision making body and process, organizational structure, potential roles and working relations of key actors/government entities, accountability and transparency
 - Financial implications: Including, but not limited to, costs of processing the respective options, potential financial structure options, estimated operating cost and potential financial framework, options of incentive mechanism for MMDA's active engagement both institutionally and financially, cost savings and benefits of inter-jurisdictional
 - Comparison of the options in political, legal, institutional, financial aspects.
 - Resource and output optimization framework
 - A stakeholder engagement plan
 - (brief) Roadmaps with key milestones for each option
- d. Prepare presentation of the feasibility of options and support Client in the interrogation of the options and enhance Client's approach to preference selection by design of, and screening through a resource and output optimisation framework.

Task 2: Develop detail roadmap and action plan

- a. Develop a roadmap (with key architecture of the inter-jurisdictional management system) and an action plan for the agreed option in the Task 1, detailing the pathway towards (i) establishment and (ii) operationalization
- b. Facilitate the collation of stakeholders' inputs and finalize the roadmap and action plan.

NOTE: Condition to the transition of Phase I to Phase II, the final roadmap and action plan should be agreed, institutionalized, and initiated by the respective decision-making authority. Final option will also be satisfactory to the World Bank Policy.

PHASE II (subject to the outcome and decision from the Phase I, Phase II will follow)⁴

Phase II will cover 32 months. This will cover the under-listed tasks.

- Task 1: Design the institutional and legal architecture
- Task 2: Support the establishment of the Institutional and Legal Framework
- Task 3: Facilitate the constitution and operationalization
- Task 4: Support Capacity Building Activities. (Hand-holding, mentoring and coaching activities)

⁴Details of the Phase II will be discussed and agreed before the commencement of the Phase II

Task1: Implementation of the agreed action plan: Design and validate the optimal form for the interjurisdictional management system including the institutional and legal framework

- a. Prepare update of existing legal framework or a new legal framework that enhances the opportunity and grounds the obligation for inter-jurisdictional coordination and propose reform measures for the long-term institutionalisation of interjurisdictional management system across the country.
- b. Develop the elements of the agreed incentive mechanism implementation for MMDA's active engagement both institutionally and financially
- c. Design a detailed structure of the agreed inter-jurisdictional system featuring the organisational units, levels and functions for steering, management coordination, financing guidelines and arrangements, articulation of the coverage of technical functions from the short term to the long-term – land use planning and development control, drainage management, waste management, community development.

The Consultant shall support the Client in the establishment of the institutional and legal framework by preparing briefs on step-by-step implementation of the legal framework and organizational set-up to guide the steps to formalize the agreed inter-jurisdictional system, including making presentations on behalf of the Client at meetings with the Inter-Ministerial Coordination Committee on Decentralisation, National Development Planning Commission, and the Head of the Local Government Service.

Task 2: Support the establishment and Operationalization of inter-jurisdictional management framework

Finalize Inter-jurisdictional management framework and develop operational guidelines, decision making process, financing structure, and protocols for inter-jurisdictional cooperation, and outline working relations for actors from multiple local governments in the agreed inter-jurisdictional management system.

- a. Finalize agreed inter-jurisdictional system Management Framework, Participating Agreement and other relevant documents with implementing MMAs and Stakeholders.
- b. Outline an operational manual with standard operating procedures, working relations for actors from multiple local governments, service delivery standards together with their measurements and monitoring indicators and mechanisms, and performance management system
- c. Prepare guidelines for financing of operations of the agreed inter-jurisdictional system

Task 3: Facilitate the Constitution and Operationalization of the inter-jurisdictional management structure/authority

- a. Facilitate organisation of orientation workshop for participating MMAs and stakeholders on the operationalization of the agreed inter-jurisdictional management system. Provide input into

sensitisation sessions for stakeholders of the Odaw Drainage basin and also for other stakeholders as well as the general public.

- b. Facilitate the formation of the inter-jurisdictional management system, Support the inauguration process, signing of Participating Agreement among the MMAs for the Odaw Drainage Basin, and facilitate maiden and other meetings of the Odaw Drainage Basin inter-jurisdictional management system.
- c. Facilitate the training of inter-jurisdictional management system Steering, Management and Technical Committee members on metropolitan governance and management as well as Team Building strategies and any other relevant modules.
- d. Support the inter-jurisdictional management system in its operation covering the preparation and implementation of the joint basin development and management plan, storm water regulations, flood zoning maps, flooding disaster contingency planning and in other areas of infrastructure planning and development, and municipal service delivery, and operations and maintenance that necessitate cross-jurisdictional coordination.
- e. Support the strengthening of the regulatory framework for fiscal transfers, specifically in relation to participating MAs.
- f. Monitor the performance of the inter-jurisdictional management system and periodic reporting based on statutory requirements.

Task 4: Support Capacity Building Activities.

- a. Conduct needs assessment and identify capacity gaps (Skills set) of participating MMAs and partners. That will inhibit smooth implementation on the component deliverable.
- b. Organise training programmes for MMAs based on the identified capacity gaps for plan implementation especially O & M and the Joint Basin development and Management Plan.

4.0 METHOD OF ASSIGNMENT

The consultant shall be expected to adopt participatory methods for carrying out the assignment. Efforts should be made to consult all relevant stakeholders.

The Consultant shall also be expected to review relevant project documents including GARID Project Appraisal Document (PAD), Project Implementation Manual (PIM), Metropolitan Study Options, National Development System Regulations(LI 2232), Local Governance Act 2016 (ACT 936), Land Use and Spatial Planning Authority Act (Act 925), and the Draft agreed inter-jurisdictional system Framework and Participating Agreement prepared by MLGRD, among others.

It is expected that the approach of the assignment will provide a clear and hands-on support for MMAs to successfully carry out the GARID project. The outputs of this assignment will be submitted to the client and reviewed technically by the GARID Team, chaired by the MLGRD.

5.0 KEY ENGAGEMENTS

5.1 ORIENTATION/ KICK-OFF PHASE

A kick-off meeting between the Consultant, MLGRD and other relevant stakeholders is expected to take place upon contract effectiveness. The purpose of the meeting is to review the detailed work program identified in the Technical Proposal, clarify any questions related to the Scope of Works (SOW) and the assignment, and plan for the contract period. The team leader and key personnel on the Consultant's Team should be available for the kick-off meeting. The kick-off meeting will be held in MLGRD office. The Consultant is expected to make all necessary travel arrangements and take care of logistics.

5.2 Stakeholder Workshop or Meetings

During the assignment, bilateral, key informants, FGD will be held as and when necessary, and the MLGRD will assist the set up of the necessary meetings, as per the national guideline on COVID-19 mitigation measures.

The Consultant shall be expected to hold a one to two (1-2) day stakeholder meeting at MLGRD, or an alternate venue within four (4) working days after submitting receipt of comments on the Interim Report are from the MLGRD.

The purpose of the Stakeholder Workshop/Meetings is to better understand the metropolitan governance options and their political, legal, institutional, and fiscal implications which are acknowledged by the key stakeholders" and to present the institutionalization of the cross jurisdictional management system study and operationalization of the agreed inter-jurisdictional system objectives, work plan, requirements and Draft Interim Report. Attendees to the meeting shall include but not limited to, Ministry of Local Government and Rural Development (MLGRD), Ministry of Works and Housing, Ministry of Inner City and Zongo Development, Hydrological Services Department, National Development Planning Commission, Greater Accra Regional Coordinating Council, Land Use and Spatial Planning Authority, Water Resources Commission and selected beneficiary MMAs. The MLGRD will invite the stakeholders and make all necessary arrangements for the presentation (facilities, logistics, schedules, etc.) in consultation with the Consultant.

More workshop/meetings are envisioned but will be specified in the beginning of each Phase in consultation with the Consultant. Not only various government entities, but also engagement of CSOs and public should be considered throughout the assignment period and specified in the engagement plan of each phase.

6.0 Reporting Schedule

6.1.1 – Inception Report

Preparation of an inception Report (IR) which provides an initial situational analysis, a detailed methodology and workplan for the implementation of the assignment, and a detailed description of deliverables to be produced under the assignment.

The Inception report should include but not limited to the following sections:

- ✓ Section I: Introduction
 - Presents the background of the assignment as well as the objectives and scope of the consultancy services.
 - Initial situational analysis: a rapid scan of the landscape for metropolitan governance
 - Review of the previous studies and project reports on inter-jurisdictional coordination as listed in documents to be provided by the Client

- ✓ Section II: Methodology
 - Includes a description of the field approach and methodology to be employed in the entire conduct of the assignment.
 - a list of key informants to be engaged during the assignment and stakeholder engagement plan for the phase I activity,
 - a detailed methodology and workplan for the implementation of the assignment, and
 - a detailed description of deliverables to be produced under the assignment with draft table of contents for the phase I outputs

- ✓ Section III: Work Plan
 - Provides a detailed work plan involving the schedule of activities and detailed tasks, deliverables, reporting schedules and cash flow projections and, as relevant, associated charts.
 - mobilization of project team members;
 - Confirmed overall and detailed work program featuring all pertinent activities and critical paths and, if different from the work program set out in the proposal, additional explanation on what has necessitated the change.
 - outline of contract organization and communication, and coordination procedures

- ✓ Section IV: Issues requiring the Client's support
 - Inventories the documentation available from the Client, additional literature required for the execution of the assignment
- ✓ Annex: Draft Table of Contents of Feasibility Assessment Report

6.1.2 Feasibility Assessment draft report – Interim Report of Phase I

The Consultant shall present in an interim report and presentation, demonstrating results of the activities undertaken after the submission of the Inception Report;

- ✓ Literature review (Task 1a)
- ✓ Review and diagnostic analysis on past/existing/planned cross-jurisdictional mechanisms, including

context-specific political economy analysis, and review of past urban development projects with cross-jurisdictional coverage (Task 1b)

- ✓ Feasibility assessment of options accommodating socio-political, legal and institutional, and financial implications; resource and output optimisation framework; a stakeholder engagement plan; and brief roadmaps with key milestones for each option (Task 1c)
- ✓ Presentation of key finding for the communication with decision-making authority

In addition, the Interim report shall also provide an update of the progress of work in relation to the Consultant's work plan, including mobilization for the work (team composition and the deployment of staff as well as other material resources). The Consultant shall identify and elaborate on any issues that can (or potentially can) adversely affect implementation and put forward proposals for resolving such challenges.

The Consultant shall present the **Interim Report** to MLGRD by week twelve (12) after contract commencement date.

6.1.3 Draft final report of Phase I

The Consultant shall prepare and submit a draft final report taking on board the feedback from the Client on the Interim Report. In addition, the Consultant's draft final report shall also include:

- ✓ A road map (with key architecture of the inter-jurisdictional management system) and an action plan for the agreed option in the Task 1, detailing the pathway towards the establishment and operationalization of the IMC, including timelines based on the results of the stakeholder engagement. (Task 2a)

The Draft Final Report shall be submitted by end of week eighteen (18) after contract commencement date.

6.1.4 – Final Report of Phase I

The Final Report will be submitted two (2) weeks after receipt of the Client's comments on the Draft Final Report and with revisions to reflect all the comments raised by the Client and other stakeholders including views brought forward during a validation workshop on the Draft Final Report.

Phase 2

6.2.1. draft Interim report of Phase II

- ✓ Position paper on legal and institutional reforms towards the full implementation of agreed inter-jurisdictional system (long-term) with clear indication of the timing of the interim arrangement of the agreed inter-jurisdictional system. (Task 1a &b)
 - This section shall detail the legal framework that enhances the opportunity and grounds the obligation for inter-jurisdictional coordination and propose reform measures for the long-term institutionalisation of agreed option of inter-jurisdictional management system. It shall lay out the options of incentive mechanism for MMDA's active engagement both institutionally and financially

- ✓ Agreed inter-jurisdictional system institutional mandates, Organisational structure, Operational Guidelines, and Protocols for inter-jurisdictional cooperation (Task 1c)
- ✓ This section shall present an outline of the functions and mandates of the agreed inter-jurisdictional system and its organisational units, responsibilities for steering, management coordination and technical functions, detail the overall structure of the agreed inter-jurisdictional system and its constitutive units, and work processes covering activities that are subject to collective action by participating MMAs. Final agreed inter-jurisdictional system Management Framework, Participating Agreement (Task 2a)
- ✓ An operational *manual with standard operating procedures, working relations for actors from multiple local governments, service delivery standards together with their measurements and monitoring indicators and mechanisms, and performance management system* (Task 2b)
 - A detail description of performance indicators needed to measure the progress and output of the agreed inter-jurisdictional system and partners
- ✓ *Guidelines for financing of operations of agreed inter-jurisdictional system* (Task 2c)
 - Consultant shall establish guidelines for contribution of financial resources to support the agreed inter-jurisdictional management activities.

In addition, the Interim report shall also provide an update of the progress of work in relation to the Consultant's work plan, including mobilization for the work (team composition and the deployment of staff as well as other material resources). The Consultant shall identify and elaborate on any issues that can (or potentially can) adversely affect implementation and put forward proposals for resolving such challenges.

The Consultant shall present the **Interim Report** to MLGRD by week twelve (12) after the Phase II starts or as agreed with the Client.

6.2.2 – Final Interim Report – Phase II

The Final Report will be submitted two (2) weeks after receipt of the Client's comments on the Draft Final Report and with revisions to reflect all the comments raised by the Client and other stakeholders including views brought forward during a validation workshop on the Draft Final Report.

In Phase 2, the Consultant shall prepare and submit the following reports and other deliverables;

6.2.3 Presentation and briefs

- ✓ As and when needed, the Consultant will prepare and submit to the Client, presentations on aspects of the assignment for meetings involving the Client and other principal stakeholders including the Inter-Ministerial Coordination Committee on Decentralisation and the Head of Local Government Service.

6.2.4 Training Needs Assessment Report and Capacity building plan

- ✓ The Consultant shall submit an assessment of the training needs of the participating members of respective MMAs forming the agreed inter-jurisdictional system at the steering, management and technical levels and put forward a training plan to be implemented during the operationalisation of the agreed inter-jurisdictional system.

6.2.5 Capacity Building Reports.

- ✓ The Consultant shall assess progress made in the implementation of the capacity building plan with indications of adjustments when they are necessitated and agreed beforehand in discussions with the Client.

6.2.6 Progress reports

- ✓ The Consultant shall prepare and submit periodic progress reports which shall include the following;
 - Brief Monthly Progress Brief
 - Quarterly Progress Report
 - Half-year Progress Report
 - Annual Report
 - Final Report on Project Completion

Timelines for Reporting Requirements

Report	No. of Reports		Months from Start
	Hard copy	Soft copy	
PHASE 1			
Inception Report	25	1	1.0
Interim report	25	1	3.5
	25	1	4.5
Final Draft Report of Phase 1	25	1	2 weeks after receipt of comments from Client
PHASE 2			
Draft Interim Report of Phase 2	25	1	8.0

Report	No. of Reports		Months from Start
	Hard copy	Soft copy	
Final Interim Report of Phase 2	25	1	2 weeks after receipt of comments from Client
Presentations and briefs	5	1	Upon request after commencement of Phase 2
Training Needs Assessment Report and Capacity building plan	5	1	3 months
Brief Monthly Progress Brief		1	End of Month 1 and every month
Quarterly Progress Report	25	1	End of Month 3 and every 3 rd month
Half-year Progress Report	25	1	End of each second quarter
Annual Report	25	1	End of each calendar year
Final Report	25	1	32 months
Capacity Building Reports	25	1	After every 6 months

7.0 QUALIFICATIONS AND EXPERIENCE

The Consulting firm is expected to provide appropriate experts who will bring inputs as per the work program. The proposed team shall consist of at least the following Key Personnel (**Organizational Development specialist, Development/spatial Planner, Financial management specialist and institutional/legal expert**). Additional staff and staffing requirements (Non Key Personnel) should be proposed by the Consultant as necessary and based on the Consultant's proposed methodology and approach to the assignment. All Key Personnel employed are expected to be fluent in English during Contract performance and all reports are expected to be written in English.

The consulting firm should have the capacity to deliver on the assignment and experience conducting similar assignment. The firm is expected to field a team of four (4) professionals led by a Team Leader. The Team Leader should have a minimum experience of a Master's degree in Organizational Development, Sociology, Public Administration or related field with at least fifteen (15) years of experience in management position. The Team Leader must have at least 10 years experience working in the decentralization and local government sector of Ghana, preferably experiences with World Bank funded projects and capacity building/facilitation. He/She should have had previous experience with similar assignments and knowledge of Ghana's decentralization and local government system.

The following Key Personnel are required:

- (i) The lead Consultant should have as a minimum, a postgraduate degree in Development Planning, Organisational Development, Institutional Development, Management, Public Sector Reforms or other related disciplines
- (ii) Basic Qualification in Law, Public Administration, and Development Policy or other related disciplines

- (iii) At least 15 years working experience with particular emphasis on decentralisation reforms and local governance.
- (iv) Previous working experience using coaching and mentoring techniques and team building for change management in public sector organisations will be an asset.
- (v) Ability to work in a team and transfer skills and knowledge effectively shall be required.
- (vi) Membership of a recognized professional body is required.

Development Planning Expert should have a minimum qualification of Master's degree in development planning, urban management, or related field from recognized institution with at least ten (10) years experience working in planning, assignment on development planning, working with in or with the local governments, or executing projects in support of decentralization and local governance. Knowledge and experience in at least 3 of similar assignment, World Bank funded projects and decentralization and local governance, and participatory approaches. Good communication and writing skills is an added advantage

Financial Management Expert: a Master's degree in finance, Administration Public sector management or related fields from recognized public institution with at least 10 years experience in public sector financial management 5 of which must be in the local government sector of Ghana, and must have been involved in at least 3 of similar assignment. Should have knowledge and experience in World Bank funded projects, and decentralization and local governance. Participatory approaches, good communication and writing skills is an added advantage

Public Administration Expert: a Master's degree in public administration, law or related field with 10 years experience working on decentralization and local government administration in Ghana. Experience facilitating administrative guidelines for local authorities as well as knowledge of Ghana's local government and boundary issues. A good understanding of World Bank funded projects, participatory approaches, good communication and writing skills is an added advantage

8.0 Project Administration

In undertaking this work the consultant will report primarily through the PIU Lead (MLGRD) to the Chief Director, MLGRD.

The consultant shall submit copies of all report in hard copy and a soft copy shall be sent by email or on pen drive to the PIU Lead, sadjornu@hotmail.com and copy enorangel5@gmail.com on the specified periods.

9.0 Duration of Assignment

The assignment will be phased as follows:

The first Phase (the Base Contract Period) will cover a period of approximately five (5.0) calendar months. The Consultant may propose adjustments to the timing and schedule of deliverables outlined below, provided that any alternative schedule remains within the five (5.0) month period that has been allocated for this

contract.

The second phase (the Option Period), will be for a duration of 32 months. This phase will involve the institutionalization of the agreed inter-jurisdictional management system as well as coaching and mentoring of the relevant staff of the MMAs in the Operations and Maintenance Procedures. The Option Contract will be exercised subject to satisfactory performance of the Consultant in the Base Contract Period.

10.0 SUGGESTED TERMS OF PAYMENT

Payment for the assignment will be structured into the following installments:

NO.	DELIVERABLES	SCHEDULE OF PAYMENT
PHASE 1		
1.	Upon submission and acceptance of inception report	10%
2.	Delivery of Interim Report	15%
3.	Draft final Report – Phase I	15%
PHASE 2		
1.	Upon approval of the Final Interim Report	30%
2.	Quarterly Progress Report (10 No)	10%
3.	Final Report on Project completion	20%

11.0 Responsibilities of the Client

Documents and Facilities to be provided by the Client

The MLGRD will provide the following to the consultant:

- a) Provide all the required documents to the consultant including but not limited to, related policy documents, **Metropolitan Management Study Option, Ghana Urbanization Review II, Drafts Inter-jurisdictional and Coordination Management Framework and Draft Participating Agreement**
- b) Will officially introduce and link the consultant to the MMAs, and any other institutions required
- c) Will host all the sensitization and validation workshops required in the deliverables.