



# **THE OPEN GOVERNMENT PARTNERSHIP INITIATIVE**

## **SUBNATIONAL ACTION PLAN FOR THE**

### **SEKONDI-TAKORADI METROPOLITAN ASSEMBLY**

## **TABLE OF CONTENTS**

FOREWORD .....	ii
ACRONYMS AND ABBREVIATIONS .....	iv
ACKNOWLEDGEMENT .....	v
1.0 INTRODUCTION .....	1
2.0 OPEN GOVERNMENT EFFORTS TO DATE .....	2
3.0 SUBNATIONAL ACTION PLAN DEVELOPMENT PROCESS .....	5
4.0 STMA’S COMMITMENTS .....	7
5.0 IMPLEMENTATION FRAMEWORK .....	22
6.0 MONITORING AND EVALUATION .....	23
7.0 CONCLUSION .....	24

## FOREWORD

The Open Government Partnership Initiative (OGPI) was founded in 2011 to provide an international platform for domestic reformers committed to making their governments more open, accountable, and responsive to citizens. Since then, OGP has grown from 8 countries to 70 participating countries. In all of these countries, government and civil society are working together to develop and implement ambitious open government reforms to engage in peer learning and exchange with counterparts around the world, enabling the spread of new ideas and solutions to public policy challenges.

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. The fifteen (15) Local Governments chosen for the subnational pilot project are: Austin, US; Buenos Aires, Argentina; Jalisco, Mexico; La Libertad, Peru; Ontario, Canada; Sao Paulo, Brazil; Egeyo-Marakwet County, Kenya; Kigoma Municipality, Tanzania; **Sekondi-Takoradi, Ghana**; Madrid, Spain; Paris, France; Scotland, UK; Bojonegoro, Indonesia; Seoul, Korea and Tbilisi, Georgia.

STMA has rolled-out a number of interventions that promote and enhance participatory decision-making, service delivery and transparent and accountable governance which coincidentally are the main thrusts of the Open Governance Partnership (OGP) initiative.

To better understand citizen needs, and target policies and programs to meet them, STMA under my leadership introduced a program dubbed "Time with Community" in March 2016. Time with community is organized twice every week; Tuesdays and Thursday, 16:00GMT-18:00GMT at community levels where the various heads of department and units meet with the inhabitants

including Chiefs, Assembly Members, Unit Committee Members, Opinion leaders, Religious Leaders, CSOs and the general public to discuss developmental issues.

This platform has helped to promote better understanding of the local government structures, their roles and responsibilities towards national development. Promote transparency, inclusiveness, openness and accountability. Citizen's participation in decisions making that affect their lives has being enhanced and has contributed to improvement in Internally Generated Funds (IGF).

As a requirement for participating in the pilot program, STMA with the help of Reboot has developed specific commitments in partnership with Non-Governmental Organizations, Civil Society Organizations, Chiefs, Religious Leaders, Trade Associations, Media, Assembly Members and Unit Committee Members in the form of an Action Plan.

At the co-creation stage, 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 this Action Plan are successfully implemented.

STMA will remain committed to the principles of open government and will collaborate with all the stakeholders and take necessary actions in order to ensure greater transparency, accountability, citizen engagement and delivery of improved public services.

**HON. CHARLOTTE OTUWA ODUM**  
**METROPOLITAN CHIEF EXECUTIVE**

## ACRONYMS AND ABBREVIATIONS

AGI	Association of Ghana Industries
ASSI	Association of Small Scale Industries
BAC	Business Advisory Centre
BSF	Berea Social Foundation
CSO	Civil Society Organisation
ECG	Electricity Company of Ghana
CSUF	Citywide Settlement Upgrading Fund
FM	Frequency Modulation
FoN	Friends of the Nation
GNA	Ghana News Agency
IT	Information Technology
IGF	Internally Generated Funds
LI	Legislative Instrument
MIS	Management Information System
MOTI	Ministry of Trade and Industry
NBSSI	National Board for Small Scale Industries
NCCE	National Commission for Civic Education
NGO	Non-Governmental Organisation
OGP	Open Government Partnership
POC	Point of Contact
SPEFA	Social Public Expenditure and Financial Accountability
STCCI	Sekondi-Takoradi Chamber of Commerce and Industries
STMA	Sekondi-Takoradi Metropolitan Assembly

## ACKNOWLEDGEMENT

This Subnational Action Plan for the Sekondi-Takoradi Metropolitan Assembly has been developed with the kind support and active participation of all relevant stakeholders in the Sekondi-Takoradi Metropolitan Area. The leadership of the Assembly is grateful to all who actively and assiduously participated in the co-creation process that led to the drafting of this document.

The Assembly is also grateful to William and Flora Hewlett foundation in the United States of America for providing the funds to support the co-creation of this action plan under the auspices of Reboot.

The Assembly is equally grateful to the Reboot Team, particularly Nicole Anand (Associate Director of Strategy, Team Leader), Nonso Jideofor (Program Manager-Nigeria), Merlin Chatwin and William Amoah who provided technical support during the co-creation of this action plan.

The STMA is deeply indebted to the OGP Support Unit Staff for providing technical backstopping to the development and completion of this Action Plan.

We also acknowledge the work of Berea Social Foundation, STMA-CSUF, FoN, AGI and STCCI for their collaborative efforts towards the completion of this document.

## 1.0 INTRODUCTION

Sekondi-Takoradi Metropolitan Assembly (STMA) is the Local Government Authority mandated under Ghana's Local Government Act, 1993 (Act 462) and LI 1928 to be the administrative and developmental decision-making organ of the twin-city of Sekondi-Takoradi. Aside being the main hub of Ghana's young and burgeoning oil and gas industry, it also hosts the second largest port in the country. As a result of the sprawl of oil service companies and its attendant attraction of job seekers into the Metropolis, there has been an increased demand on the STMA to improve delivery of public services, particularly on management of solid waste and expansion in transportation infrastructure. This has become especially paramount when citizens are citing a rise in the cost of living without tangible benefits from the growth in the economy.

The STMA applied in February 2016 and was accepted to join the Pioneers' Tier of the Subnational Pilot Program in April, 2016. The rationale for joining the Open Government Partnership (OGP) was to strengthen and consolidate gains made by the Metropolitan Assembly in the areas of citizen participation, fiscal transparency and accountability. Also, will help to partner and share experiences with 14 other chosen Pilot Subnational Governments. This is also to find lasting and innovative solutions that would enable it carry-out its core mandate of providing municipal services and infrastructure development.

STMA has developed and prioritized five (5) key commitments that would respond to the needs and aspirations of its citizens. These commitments are in the areas of Public Services (security and sanitation), Fiscal Transparency and Public Participation (private sector involvement and planning).

## **2.0 OPEN GOVERNMENT EFFORTS TO DATE**

STMA has rolled-out a number of interventions that encompass participatory decision-making, service delivery, transparent and accountable governance which coincidentally are the main thrusts of the Open Government 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. Data for preparing CRCs were collected using interviews with a randomly selected sample of users of public services. The data helped to assess the performance of service providers from the perspective of service users. The CRC gave consumers an opportunity to score the quality and adequacy and also to express their levels of satisfaction with services rendered. 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. Residents also took part in the formulation of Community Action Plans which fed into the Metropolitan Assembly's Medium-Term Development Plan. In this way, the



communities' needs and aspirations were identified, priority projects highlighted and implemented as part of the city's wider development strategy. As part of the programme, 35 communities within the Sekondi-Takoradi Metropolis were provided with public notice boards to serve as a platform for the dissemination of information.

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 are 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.

### **3.0 SUBNATIONAL ACTION PLAN DEVELOPMENT PROCESS**

To ensure multi-stakeholder consultations and participation in the action plan, the management of the Sekondi-Takoradi Metropolitan Assembly (STMA) constituted a 15 member working team, with two representatives each from the supporting CSOs, the Honourable Presiding Member and Heads of the four Sub-Metropolitan District Councils and other staff of the Assembly in May and June 2016v respectively. STMA convened working group meetings on two occasions to set out the initial goals for the co-creation.

In July 2016, Reboot, with generous support from William and Flora Hewlett Foundation, was engaged as an independent international organization in a transparent manner to provide technical support to the development of the Subnational Action Plan. Reboot worked with STMA for a period of six months in three phases. In phase one, STMA coordinated Reboot's 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.

Subsequently, issues raised at the consultation, and opportunities explored were presented in a working group session and then consolidated, harmonized and integrated the issues from the four Sub-Metropolitan District Councils into coherent commitments (action plan). Commitments were reviewed against the OGP SMART guidelines, and updated for a final commitment validation workshop with the OGP working team, Metropolitan Coordinating Director, and others from the Assembly, as well as key members from civil society including from marginalized groups (e.g. youth, blind, women etc). Reviewers provided feedback; feedback was reviewed and integrated as found to be relevant and actionable. The draft action plan was prepared in November 2016, for the period 2017.

## 4.0 STMA'S COMMITMENTS

<b>STMA'S COMMITMENT</b>		
Name and number of the Commitment		
<b>NO. 1: PUBLIC SERVICE – SECURITY</b>		
<b>Name and contact information of responsible department/team</b>	<p><b>Institution:</b> Sekondi-Takoradi Metropolitan Assembly  <b>Designation:</b> Metropolitan Coordinating Director  <b>Name:</b> Alhaji Ishaq Asuru  <b>Telephone:</b>+233(0)244119433  <b>E-mail:</b> ishaq.asuru@yahoo.com</p>	
<b>Other involved actors</b>	<b>Government</b>	Metropolitan Works Engineer, Ghana Police Service, Community Development Officer, ECG, Sub Metropolitan District Council Administrators
	<b>Civil Society, Private Sector</b>	<p><b>Institution:</b> STMA-CSUF (Lead CS)  <b>Designation:</b> Administrative and Project Manager  <b>Name:</b> Mr. Aziz Mahmoud  <b>Telephone:</b>+233209056647  <b>E-mail:</b> <a href="mailto:maktub22115@gmail.com">maktub22115@gmail.com</a></p> <p>Ghana Federation of the Urban Poor, FoN, Radio 360, GNA</p>
<b>Brief Description of Commitment (140 character limit)</b>	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.	
<b>Status quo or problem/issue to be addressed</b>	Night-time insecurity is a key challenge facing most communities in the Metropolis. The situation is further compounded by inadequate distribution of street lights across the Metropolis which creates safe havens for miscreants to perpetrate crime. To curb this situation, some communities, through their own initiatives have formed volunteer groups to combat crime. However, these community volunteer groups do not have government support to enhance their activities.	
<b>Please describe the way in which this commitment is relevant to further advancing</b>	Through a consultative process that encourages citizen participation in decision-making and action; the Local Authority, Civil Society and other governmental agencies will partner and foster synergies that would help achieve the desired outcome of elevating security across the Metropolis.	

<p><b>OGP values of access to information, public accountability, civic participation, and technology and innovation for openness and accountability (details above)</b></p>	<p>Civic participation that would in the long-run encourage a sense of involvement in and commitment to a security intervention would be achieved. Thus, sustainability of the commitment would be attained since communities would be involved in the design and implementation of the project. Existing technology feedback platforms, including a police-managed whatsapp may be used to build relationships among community watch groups, the Assembly, Traditional Leaders, Assembly members and the Police to promote safety across the Metropolis.</p>		
<p><b>Main Objective</b></p>	<p>To bring together key stakeholders to elevate safety across the Metropolis.</p>		
<p><b>Verifiable and measurable milestones to fulfil the commitment</b></p>	<p><b>New or ongoing commitment</b></p>	<p><b>Start Date:</b></p>	<p><b>End Date:</b></p>
<p>1. Develop a mapping of crime prone communities and existing watch groups together with police and community leaders. We will develop a mapping of crime prone communities and existing watch groups in STMA, and documentation of their models - how they monitor and report on crime. The Metropolitan Assembly will engage communities in STMA that are managing community watch programs to learn about their models. In parallel, we will engage with Police to understand their crime recording system (which is currently through WhatsApp and other channels), and specifically how community watch groups report crimes.</p>	<p>New</p>	<p>Jan. 2017</p>	<p>April 2017</p>

<p>2. The Metropolitan Assembly will engage up to 5 (depending on level of need to be assessed after mapping) crime prone communities without watch programs through Assembly members (and other community leaders) to develop new community watch groups (based on the models that are working in other communities). We will liaise every two months with “watch leaders” and police through existing platforms – possibly including Metropolitan Security Council (MESEC), or Time with Community. We will use these platforms to monitor crime levels over time, and effective community approaches to managing crime</p>	<p>New</p>	<p>Feb 2017</p>	<p>Nov. 2017</p>
<p>3. Build capacity of watch groups. The Metropolitan Assembly will engage with Police to offer training programs to community watch groups across the metropolis. Training will be conducted, and community leaders will be engaged by media to tell their stories of applying the training. A coalition of community watch dog committee will be formed, with membership drawn from each watch committee.</p>	<p>New</p>	<p>Aug 2017</p>	<p>Oct. 2017</p>
<p>4. The Metropolitan Assembly, together with Police, Traditional Authorities, Opinion Leaders and supporting community associations, will undertake an assessment of safety for 2017. We will review police crime data, and engage citizens to understand levels and perceptions of crime.</p>	<p>New</p>	<p>Nov. 2017</p>	<p>Dec. 2017</p>
<p><b>Future Vision:</b></p>	<p>Create an atmosphere where through partnerships and community involvement, the incidence of crime is brought to its barest minimum.</p>		

## STMA'S COMMITMENT

### Name and number of the Commitment

#### NO. 2: PUBLIC SERVICE – SANITATION

<b>Name and contact information of responsible department/team</b>		<b>Institution:</b> Sekondi-Takoradi Metropolitan Assembly <b>Designation:</b> Metropolitan Environmental Health Officer <b>Name:</b> Ahmed Sulley <b>Telephone:</b> +233(0)244742270 <b>E-mail:</b> ahmedsulley2@gmail.com
<b>Other involved actors</b>	<b>Government</b>	Community Development Officer, NCCE, Information Officer
	<b>Civil Society, Private Sector</b>	<b>Institution:</b> STMA-CSUF (Lead CS) <b>Designation:</b> Administrative and Project Manger <b>Name:</b> Aziz Mahmoud <b>Telephone:</b> +233209056647 <b>E-mail:</b> <a href="mailto:maktub22115@gmail.com">maktub22115@gmail.com</a>  Friends of the Nation (FoN), Global Communities, Radio 360
<b>Brief Description of Commitment (140 character limit)</b>		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 citizen's involvement and contribution in the provision of basic services.
<b>Status quo or problem/issue to be addressed</b>		Access to basic household sanitary facilities (toilets) is a lingering sanitation challenge in most slum communities in the Metropolis. Currently, close to 70% of slum dwellers lack access to basic sanitary facilities. Also, the non-existence of a strong platform for Landlords and STMA to collaborate in the provision of these basic facilities further worsens the situation where open defecation persists.
<b>Main Objective</b>		To build a strong partnership with Landlord/ Resident Associations in the provision of household toilet facilities
<b>Please describe the way in which this commitment is relevant to further advancing</b>		Of paramount importance to STMA is ensuring access to basic sanitary facilities. In this regard, as part of its Sanitation Bylaws, it is mandatory that every household must have a household toilet facility to curb



<p><b>OGP values of access to information, public accountability, civic participation, and technology and innovation for openness and accountability (details above)</b></p>	<p>perennial outbreaks of cholera and other communicable ‘toilet’ related illnesses. In furtherance of this, the new model of collaboration with Landlords in two pilot-communities (to be selected based on an analysis of “need and interest”) in the provision of household toilets would promote an enduring partnership that would promote OGP values such as public accountability and civic participation on how best the bylaws could be enforced and reduce restraining forces of the intended change.</p> <p>Also partnership would be built between the Assembly, Landlords/Resident Associations and CSOs to explore innovative and appropriate toilets technologies as well as funding opportunities in the implementation of this commitment.</p>		
<p><b>Verifiable and measurable milestones to fulfil the commitment</b></p>	<p><b>New or ongoing commitment</b></p>	<p><b>Start Date:</b></p>	<p><b>End Date:</b></p>
<p>1. Review existing register of toilet coverage. We will partner landlords to review existing community registers of toilet coverage to understand where gaps lie. The Metropolitan Assembly will meet with landlord associations to understand coverage of household toilets across the pilot communities</p>	<p>New</p>	<p>Jan 2017</p>	<p>March 2017</p>
<p>2. Develop strategy to extend toilet coverage. Based on the outcome of the review, we will develop lessons learned to inform our strategy to extend coverage. The Metropolitan Assembly will engage civil society organizations, including STMA-CSUF and Global Communities, who have tested ways of extending household toilet coverage to understand what worked, and what did not.</p>	<p>New</p>	<p>Jan 2017</p>	<p>March 2017</p>
<p>3. Develop new strategy of funding and management of toilets. The Metropolitan Assembly – together with landlord associations, CSOs, and Media – will create a new strategy to innovatively fund</p>	<p>New</p>	<p>April 2017</p>	<p>June 2017</p>

and/or manage household toilets.			
4. Conduct a 3 month test of strategy. The Metropolitan Assembly – together with landlord associations, CSOs, and Media – will test the strategy in two pilot communities (to be selected based on an analysis of “need and interest”) over a three month period.	New	July 2017	Sept. 2017
1. Review and assessment. The Metropolitan Assembly will meet with landlord associations and other involved actors to assess the advantages and disadvantages of the new model (and how it has or has not helped to achieve the goal within our bylaws). Based on our assessment, we will develop a plan for replicating the model in other communities, or testing a new one.	New	Oct. 2017	Dec. 2017
<b>Future Vision</b>	With a renewed and revamped relationship with landlords, STMA will continue to partner to expand the model to other communities across the Metropolis. The goal would be to adapt the innovative funding or management model to increase toilet coverage dramatically.		

## STMA'S COMMITMENT

Name and number of the Commitment

### NO. 3: FISCAL TRANSPARENCY

<b>Name and contact information of responsible department/team</b>		<p><b>Institution:</b> Sekondi-Takoradi Metropolitan Assembly  <b>Designation:</b> Metropolitan Finance Officer  <b>Name:</b> Mathew Kirk-Kwofie  <b>Telephone:</b> +233(0)244786491  <b>E-mail:</b> <a href="mailto:ato4000@yahoo.com">ato4000@yahoo.com</a></p>
<b>Other involved actors</b>	<b>Government</b>	Metropolitan Budget Officer, Public Relations Officer , Revenue Mobilization Officer, NCCE, Information officer, IT Officer
	<b>Civil Society, Private Sector</b>	<p><b>Institution:</b> Berea Social Foundation (Lead CS)  <b>Designation:</b> Administrator  <b>Name:</b> Joyce Cudjoe  <b>Telephone:</b> +233(0)243507986  <b>Email:</b> besof2006@yahoo.com</p> <p>Friends of the Nation, Kyzz FM, AGI, STCCI</p>
<b>Brief Description of Commitment (140 character limit)</b>		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.
<b>Status quo or problem/issue to be addressed</b>		Management of the Assembly and the citizens need financial data on a regular basis to do their job and understand how the Assembly is using their money. However, there is no system in place to manage, share and receive feedback on financial information although there is an MIS Unit in the Assembly. Due to this situation, citizens do not have access to the right information on their contributions (rates and fees) and external inflows (donors and central government) and how these funds are used in service and infrastructure provision. Also internal information sharing (in the right format) is inadequate for decision-making by some key departments within the Assembly.
<b>Main Objective</b>		To build citizen's trust and confidence in resource allocation and utilization and also strengthen fiscal transparency and accountability.

<p><b>Please describe the way in which this commitment is relevant to further advancing OGP values of access to information, public accountability, civic participation, and technology and innovation for openness and accountability (details above)</b></p>	<p>The execution of the commitment will strengthen fiscal transparency, openness and accountability. Citizens will understand the financial information shared with them at town hall meetings and SPEFA sessions. The commitment has the overall impact of reducing citizen’s apathy in the payment of taxes and rates needed for development as openness and accountability would be promoted. Also citizens would see the real impact of their financial contributions and other statutory payments from central government.</p>		
<p><b>Verifiable and measurable milestones to fulfil the commitment</b></p>	<p><b>New or ongoing commitment</b></p>	<p><b>Start Date:</b></p>	<p><b>End Date:</b></p>
<p>1. Develop 3 to 5 financial data sharing “use cases”. Engage citizens, and Assembly Officers, to develop a preliminary set of current “use cases” to requesting and obtaining financial data. “Use cases” will encompass both requests for internal use, and sharing financial information outside of the Assembly through the SPEFA program and Town hall meetings.</p>	<p>New</p>	<p>Jan. 2017</p>	<p>Feb. 2017</p>
<p>2. Develop an STMA operating procedure. Based on use cases, we will develop operating guidelines on format and time of delivery of financial information and collection of feedback.</p>	<p>New</p>	<p>March 2017</p>	<p>May 2017</p>
<p>3. Test new procedure widely. The Assembly together with the CSOs through the Social Public Expenditure and Financial Accountability (SPEFA) will test the new procedures over three months to streamline financial data sharing</p>	<p>New</p>	<p>June 2017</p>	<p>Aug 2017</p>

<p>4. Share progress in financial management publicly. The Metropolitan Assembly will share progress in financial data management and procedures during management meetings, external forums including town halls and SPEFA sessions.</p>	<p>New</p>	<p>Sept. 2017</p>	<p>Dec. 2017</p>
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<p><b>Future Vision</b></p>	<p>With a new procedure to share financial data with citizens, the process can be expanded to include the release of a greater and more diverse number of datasets. Expand to more datasets</p>
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## STMA'S COMMITMENT

### NO. 4: PUBLIC PARTICIPATION – PRIVATE SECTOR

<b>Name and contact information of responsible department/team</b>		<b>Institution:</b> Sekondi-Takoradi Metropolitan Assembly <b>Designation:</b> Metropolitan Budget Officer <b>Name:</b> Evans Mark Andoh <b>Telephone:</b> +233(0)244662660 <b>E-mail:</b> paaboah2002@yahoo.com
<b>Other involved actors</b>	<b>Government</b>	Metro Revenue Mobilization Officer, Metro Finance Officer, NBSSI/BAC, MOTI-Metro level, Sub Metropolitan District Council Administrators
	<b>Civil Society, Private Sector</b>	<b>Institution:</b> Berea Social Foundation (Lead CS) <b>Designation:</b> Administrator <b>Name:</b> Joyce Cudjoe <b>Telephone:</b> +233(0)243507986 <b>Email:</b> besofo2006@yahoo.com  STCCI, AGI, ASSI, FoN
<b>Brief Description of Commitment (140 character limit)</b>		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.
<b>Status quo or problem/issue to be addressed</b>		STMA is mandated under the Local Government Act, 1993 (Act 462) and LI 1928 as the local government authority responsible for assessment and collection of assigned fees and rates for local development; a critical part of this mandate is the participation of businesses in fixing the fees (“setting the tax rate”) together with STMA. However, big businesses – some of which are members of private sector associations – have largely been overlooked in the participatory fee fixing process. The Assembly has not always found the time to proactively engage these businesses.
<b>Main Objective</b>		To promote inclusiveness, openness and participation in fixing of fees to build the trust of businesses in government contribute to enhancing local revenue generation.

<p><b>Please describe the way in which this commitment is relevant to further advancing OGP values of access to information, public accountability, civic participation, and technology and innovation for openness and accountability (details above)</b></p>	<p>The implementation of this commitment would promote civic participation in decision-making, transparency, innovation and openness in fixing fees with regards to the publication of the negotiation processes. With the private sector participating more in fixing fees, they are empowered to negotiate fair rates and fees in a transparent manner The processes will contribute to building trust and confidence in local government processes and result in increased local resource mobilization.</p>		
<p><b>Verifiable and measurable milestones to fulfil the commitment</b></p>	<p><b>New or ongoing commitment</b></p>	<p><b>Start Date:</b></p>	<p><b>End Date:</b></p>
<p>1. Develop strategy for targeting large businesses. The Metropolitan Assembly will meet with the two key private sector associations – AGI and STCCI - to understand their membership systems and relationships with large businesses. We will work together to develop a strategy of targeting large businesses in fixing fees.</p>	<p>New</p>	<p>Jan 2017</p>	<p>March 2017</p>
<p>2. Develop a new fees fixing model and work plan together with the appropriate associations that present local businesses. We will develop an engagement work plan for fixing of fees with large businesses (modeled on current efforts to engage mainly informal companies in the Assembly’s register).</p>	<p>New</p>	<p>March 2017</p>	<p>April 2017</p>

<p>3. Test the participatory model with 50 or more businesses over 5 months. We will publish the process and results of the engagement for all citizens to see.</p>	<p>New</p>	<p>May 2017</p>	<p>Sept. 2017</p>
<p>4. Assess the performance of new model. The Assembly will conduct an assessment of the benefits of the participatory fee fixing model. We will gather feedback from businesses that participated in the process to learn about their experiences. We will work with the associations to analyze the data to understand where progress had been made, and where challenges still exist.</p>	<p>New</p>	<p>Oct. 2017</p>	<p>Dec. 2017</p>

<p><b>Future Vision</b></p>	<p>This approach can be scaled to more large businesses, as well as to small and medium businesses that have also been overlooked in the fee fixing process. The newly developed partnership between STMA and the private sector associations can be leveraged for tackling challenges beyond fee fixing; including bill payment (e.g. research revealed that there is an opportunity to introduce paperless billing).</p>
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## STMA'S COMMITMENT

### Name and number of the Commitment

#### NO. 5: PUBLIC PARTICIPATION – PLANNING

<b>Name and contact information of responsible department/team</b>		<p><b>Institution:</b> Sekondi-Takoradi Metropolitan Assembly  <b>Designation:</b> Metropolitan Development Planning Officer  <b>Name:</b> Henry Owusu  <b>Telephone:</b>+233(0)244734284  <b>E-mail:</b> <a href="mailto:hkowusu@yahoo.com">hkowusu@yahoo.com</a></p>
<b>Other involved actors</b>	<b>Government</b>	Metro Works Engineer, Public Relations Officer, Budget Officer, Community Development Officer, Metro Physical Planning Officer, IT Officer
	<b>Civil Society, Private Sector</b>	<p><b>Institution:</b> STMA-CSUF (Lead CS)  <b>Designation:</b> Administrative and Project Manager  <b>Name:</b> Mr. Aziz Mahmoud  <b>Telephone:</b>+233209056647  <b>E-mail:</b> <a href="mailto:maktub22115@gmail.com">maktub22115@gmail.com</a></p> <p>FoN, Kyzz FM, GNA, Global Communities</p>
<b>Brief Description of Commitment (140 character limit)</b>		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.
<b>Status quo or problem/issue to be addressed</b>		There are guidelines for engaging citizens in participation in local government, development planning and budgeting processes. However, the levels of citizen’s participation in the above are still limited and citizens feel that their needs are not adequately reflected and captured in Assembly’s development plans and annual budget. No existing formal mechanism to match government planning expertise with community knowledge of local needs and context for sustainable infrastructure development.
<b>Main Objective</b>		To ensure responsive, inclusive, participatory and representative decision-making at all levels and also promote community ownership of developmental projects.

<p><b>Please describe the way in which this commitment is relevant to further advancing OGP values of access to information, public accountability, civic participation, and technology and innovation for openness and accountability (details above)</b></p>	<p>The implementation of this commitment will ensure effective participation and engagement between citizens and decision-makers in order to strengthen public participation, transparency and accountability. It is anticipated that increasing public participation in local governance and democratic processes will ensure that citizens are involved in actual decision-making on issues that affect them and hold duty bearers accountable. This will also ensure that citizens play their role of partners with the Metropolitan Assembly and other service providers in a manner that promotes good governance and community ownership.</p>		
<p><b>Verifiable and measurable milestones to fulfil the commitment</b></p>	<p><b>New or ongoing commitment</b></p>	<p><b>Start Date:</b></p>	<p><b>End Date:</b></p>
<p><b>1. Needs Assessment</b> - Engage the four pilot communities (to be determined based on an analysis of past community participation in Time with Community) to understand their key priorities for infrastructure projects. Based on this assessment, we will determine the most needed and feasible project in each community.</p>	<p>New</p>	<p>Jan 2017</p>	<p>March 2017</p>
<p><b>2. Site Selection</b> - We will work with a widespread network of community leaders (Assembly member, traditional rulers, youth etc.) – through Site Meetings – to determine the possible locations for infrastructure development. We will assess the possibilities together and select the appropriate site based on community knowledge of the area with Assembly expertise in engineering and physical planning</p>	<p>New</p>	<p>April 2017</p>	<p>May 2017</p>
<p><b>3. Project Design</b> - Once the site is selected, we will work with the same community members</p>	<p>New</p>	<p>June 2017</p>	<p>Sept. 2017</p>

to design the facility. The commitment will focus on the selection, planning and design process, and future work.			
<b>4. Feedback</b> - We will gather community feedback on their participation in the planning process, and develop guidelines based on lessons learnt to replicate planning successes in future efforts	New	Oct. 2017	Dec. 2017

<b>Future Vision</b>	If this model of participatory planning is found to work well, it can be scaled to more communities in STMA
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## **5.0 IMPLEMENTATION FRAMEWORK**

The Sekondi-Takoradi Metropolitan Assembly's commitments will be implemented by designated Heads of Departments and Units whose operations reflect the commitments. Civil Society Organizations, Private Sector Associations, identified Media and other Departments and agencies whose activities are related to specific commitments will collaborate with the lead Department and Units to implement the commitments.

The STMA'S Working Team led by the OGP Point of Contact will be responsible for tracking progress, and supplying support to each commitment committee. The Working Team will also help to troubleshoot challenges experienced during implementation of the Subnational Action Plan. The Working Team will meet bi-monthly. The Metropolitan Chief Executive and Metropolitan Coordinating Director will provide leadership in the form of coordination and facilitation to give effect to the translation of the Action Plan into concrete actions. The National OGP secretariat shall also provide technical backstopping on the implementation of the Subnational Action Plan.

STMA and its collaborating CSOs, Berea Social Foundation, STMA-CSUF will explore other sources of funding for the implementation of the Subnational Action Plan, Monitoring and Evaluating the Action Plan.

## **6.0 MONITORING AND EVALUATION**

To ensure effective monitoring of the Action Plan implementation, the identified lead Departments and Units would be expected to give bi-monthly progress reports to Management of the Assembly. Quarterly meetings will be held with the lead Departments and Units, supporting CSOs (Berea Social Foundation and STMA-CSUF) to review and address challenges on the implementation of the Commitments. The meetings will be chaired by the Metropolitan Chief Executive.

The local media networks will play an independent role by tracking timelines and progress of the action plan. They will also participate in the quarterly meetings and present their findings and recommendations to keep the Assembly on track.

At the end of the Action Plan period, evaluation will be conducted by STMA, Partner CSOs and External Monitoring Team to determine the level of awareness and possible impact of the Action Plan on the citizens of STMA.

## **7.0 CONCLUSION**

STMA's Subnational OGP Action Plan when fully implemented will go a long way to improve citizen's participation, ensure transparent and accountable governance. Our participation in the pilot project gives us a fantastic opportunity to strengthen our governance procedures to better respond to citizen's needs to achieve our future STMA OGP goal of raising the trust and confidence of citizens in government.