



Ghana Education Decentralization Project (GEDP) Operational Manual for the Department of Education, Youth and Sports (District Assemblies)

April 2012

GEDP

The Ghana Education Decentralization Project (GEDP) is owned by the Government of Ghana through the Ministry of Education and the Ghana Education Service and made possible by the generous support of the American people. GEDP is implemented by World University Service of Canada (WUSC).

USAID Strategic Objective 8 (Improved Quality of, and Access to Basic Education)

Operational Manual for the Department of Education, Youth and Sports (District Assemblies)

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The author's views expressed in this report do not necessarily reflect the views of the United States Agency for International Development or the United States Government

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1. INTRODUCTION & BACKGROUND

The Education Act 778 (2008) mandates the Ministry of Education (MoE) to establish the District Education Unit (DEU) as a Unit of the Department of Education Youth and Sports of the District Assembly as part of the infrastructure to facilitate decentralization of Education in Ghana. Act 778 further provides the legal framework for the operationalization of the DEU.

The Ghana Education Decentralization Project (GEDP) has been mandated by the Ministry of Education to develop a framework for the transfer of decision making authority and responsibility from the Ghana Education Service (GES) to District Assemblies, the Regional Coordinating Councils, and the Three Autonomous Bodies, namely National Inspectorate Board (NIB), National Teaching Council (NTC) and National Council for Curriculum and Assessment (NCCA).

Two key tasks were involved in the GEDP mandate regarding the decentralized education framework:

- Task 1: To establish an operational framework for the transfer of decision-making authority over management, finance and operational issues from the GES Headquarters (GES HQ) to District Assemblies.
- Task 2: To establish three separate operational frameworks for the NIB, NTC and NCCA.

1.1. District Education Unit (DEU)

Legal Background to the establishment of the DEU

- The 1992 Constitution
- Local Government Act, 1993 (*Act 462*)
- Education Act, 2008 (*Act 778*)

Establishment

- The Local Government Service organogram for the district places education as a unit of the Department of Education Youth and Sports.

1.2. Functions of the DEU

The Department of Education, Youth and Sports (DoEYS) of the DA shall be responsible for pre-school, special school, basic education and youth and sports development or organization and library services at the district level¹.

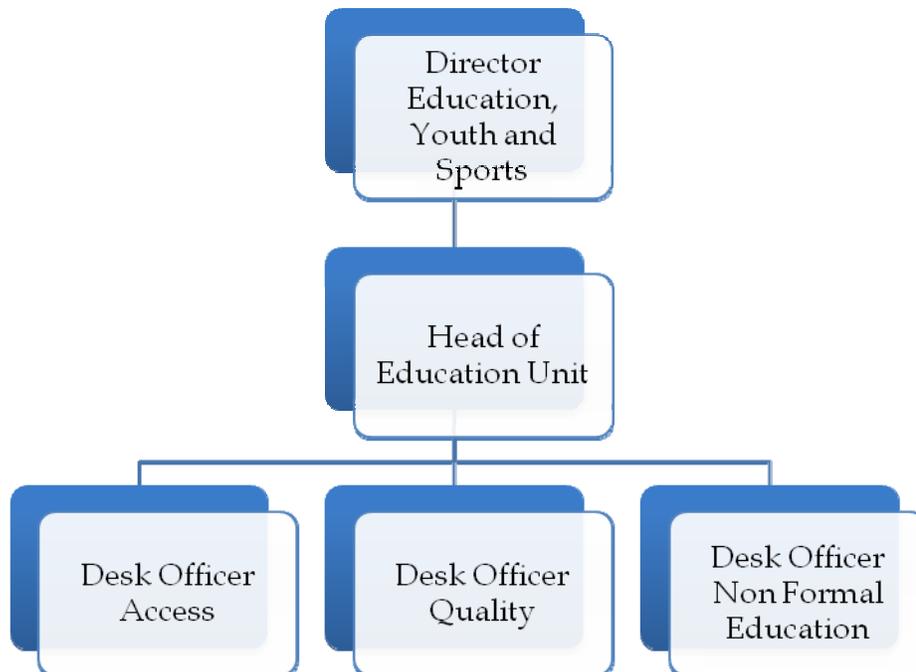
The Local Government Service organogram for the district places education as a unit of the Department of Education Youth and Sports. The District Education Unit (DEU) shall be headed by a Head who shall be referred to as the Head of Education Unit (HoE). There shall be three desks responsible for Access, Quality and Non-Formal Education.

¹ Local Government (Departments of District Assemblies) (Commencement) Instrument, 2009 (L.I.1961)

1.3. Organizational Structure of the DEU

The mandate of district level education management, as conferred by the Education Act, 2008 (Act 778) merges the management of education with youth, sports culture and libraries at the district level.

The Head of Education Unit shall also work under the supervision of the Director of Education Youth and Sports (DEYS) and manage the implementation of all basic education policies and plans in the district. Below is the proposed organogram for DEU.



Structure and Mandate DEU

There shall be the Head of Education Section (Deputy Director grade) who reports directly to the Director EYSD.

The Head of Education Unit shall work under the supervision of the Director of Education Youth and Sports (DEYS) and manage the implementation of all basic education policies and plans in the District for its area of authority and as it extends.

Reporting to the Head of Education section shall be three Desk Officers (Assistant Director 1 grade) responsible for Access, Quality and Non-Formal Education.

The Desk Officer-Access (DOA) shall advise the Head of Education Unit on general matters of access to education in the District. Supporting the DOA will be a Schedule Officers for Access who shall be responsible for SHEP, Peripatetic (special needs), Girl-Child, Guidance & Counselling, Agricultural & Environment, Physical Education, Culture, B. D. T (Basic Design and Textile), Private Schools, CPC (Community Participation Coordination) and ECCD (Early Childhood Care and Development).

The Desk Officer-Quality (DOQ) shall advise the Head of Education Unit on general matters of quality of education in the District. Supporting the DOQ will be a Schedule Officers for quality who shall be responsible for Supervision and Inspection, Teachers and Teaching, Teaching and Learning Materials (TLMs), Curriculum M&E and National Education Assessment.

The Desk Officer-Non Formal Education Division (DONFED) shall advise the Head of Education on general matters relating to Non-Formal Education in the District.

Mandates

Office of District Director of Education Youth and Sports

The office of the Director of Education Youth and Sports shall be responsible for pre-school, special school, basic education, non-formal education, youth and sports development and library services at the District.

Office of Head of Education Unit

The office shall provide strategic direction, ensure quality education and manage implementation of basic education policies and programmes in the District. The HoE shall perform the following duties:

- a. Advises the DEYS on all educational matters
- b. Ensure the implementation of all District Educational Policies and Plans
- c. Advise the DEYS on recruitment, postings, promotions, transfer of teachers in the district
- d. Prepare and submit statistical data on pupils, teachers, other personnel, schools and equipment to the DEYS.
- e. Conduct research, monitoring and evaluation of schools
- a. Offer professional advice to the District Education Oversight Committee (DEOC) on all educational matters in the district
- f. Act as Secretary to DEOC
- g. Prepare educational performance reports in the district
- h. Ensure staff discipline and adherence to professional code of

- i. Prepare education plans and budget for approval by the DEYS
- j. Perform any other duty assigned by the DEYS

Office of Desk Officer Access

The **Desk Officer-Access (DOA)** shall advise the HoE on general matters of access to education the district. The DOA shall work under the supervision of the HoE and perform the following duties:

- a. Responsible to the HoE for ensuring that the DA provides access (physical structures and any other facilities) for all children of school going age in the District.
- b. Using the compliance mechanism in the Assembly to ensure that all children of school going age are in school.
- c. Ensures access to children of school age with special needs, improved quality education in terms of section 5 (1) (2) of Act 778.
- d. Advise the HoE on matters of access in terms of MDGs in relation to school going age children in the District.
- e. Report on policy issues affecting access for corrective action to the HoE.
- f. Perform other matters referred by the HoE.

Office of Desk Officer Quality

The **Desk Officer-Quality (DOQ)** shall advise the HoE on general matters of access to education the district. The DOQ shall work under the supervision of the HoE and perform the following duties:

- a. Responsible to the HoE for the performance monitoring and evolution of educational policies and programs at the district level.
- b. Advise the HoE on quality of instruction and learning within the District.
- c. Advise the HoE on the quality of education outcomes.
- d. Advise the HoE on matters of access in terms of MDGs in relation to school going age children in District.
- e. Coordinate the performance of the school management committees, parent teacher associations, board of government for quality education at the district level.
- f. Perform other matters referred by the HoE.

Office of Desk Officer Non-Formal Education

The **Desk Officer-NFED (DONFED)** shall advise the HoE on general matters relating to Non-Formal Education in the district. The **DONFED** shall work under the supervision of the HoE and perform the following duties:

- a. Ensure Non-Formal and Functional Literacy Education is available to meet the needs of the population within the Districts.
- b. Ensures that the identified functional literacy needs in the communities are addressed.
- c. Ensure adequate resources and logistics are available for participants.
- d. Monitor and report on non-formal programs to the HoE.
- e. Maintain support of local stakeholders for the Non-Formal Education program.
- f. Perform other matters referred by the HoE.

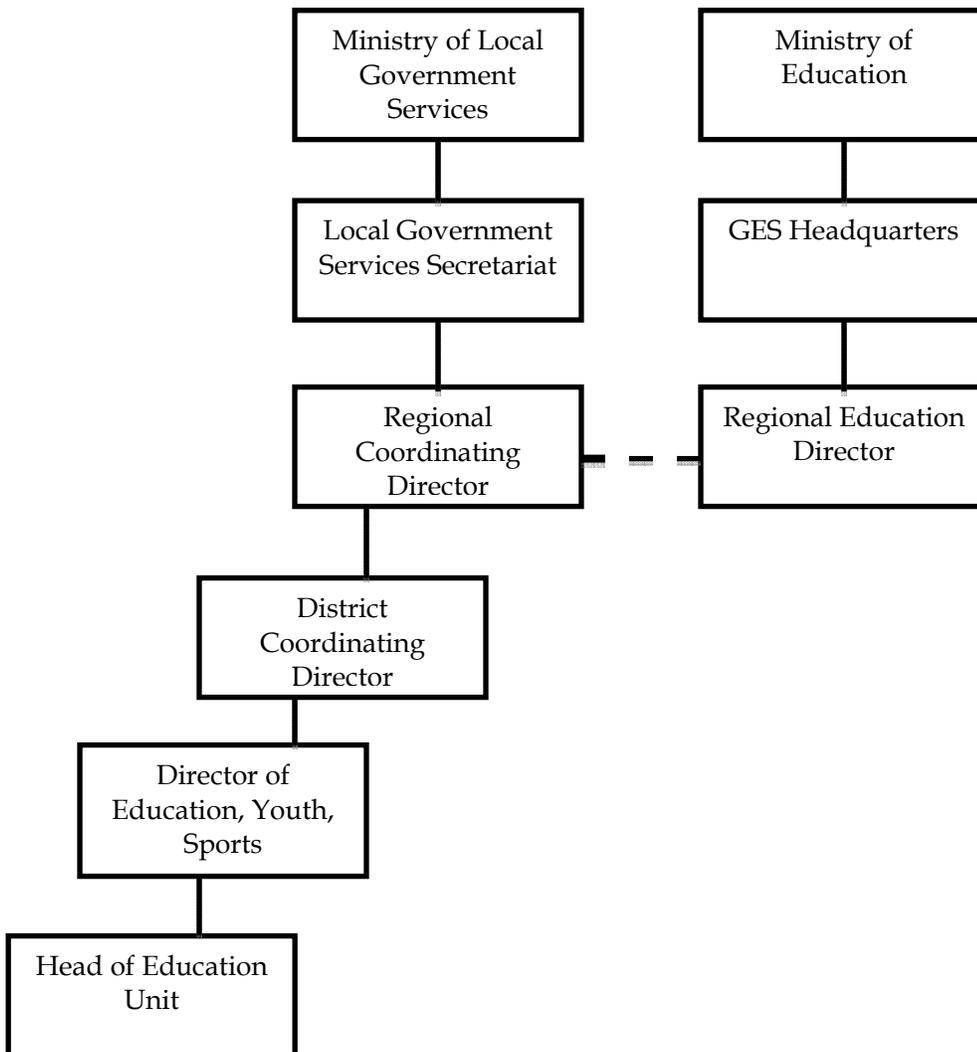
Reporting Relationships

For all matters relating to Education, Youth and Sports, the Director of Education, Youth and Sports (DEYS) Department shall report directly to the District Coordinating Director (DCD) who is the administrative head of the Local Government Service in the District.

For matters relating to Education, the Head of Education Section shall report to the DEYS. Matters relating to Education shall be captured in the regular mandatory reports (quarterly, bi-annual, annual) of the DA to the Regional Coordinating Council (RCC).

Certain matters which are 'education specific' which may not have resolution at the District may be routed through the DCD to the appropriate level at which they can be resolved. The Regional Education Director shall be given copies of District Education reports for consideration of the Regional Education Directorate and for GES HQ.

Reporting and Working Relationships



Human Resource Management, Financial Management and Procurement

Human Resource Management, Financial Management and Procurement Management of DEU shall be guided by relevant legislations, MMDA manuals, national and international best practices and proposed guiding manuals prepared by GEDP.

JOB DESCRIPTIONS AND POSITION COMPETENCIES

| Position: | Qualifications and Competencies |
|---|---|
| Director of Education, Youth and Sports Department | <p>Duties:</p> <ul style="list-style-type: none"> • Responsible for pre-school, special school, basic education, youth and sports development, non-formal education and library services at the district level <p>Qualifications:</p> <ul style="list-style-type: none"> • A minimum of a Masters (Education, Social Sciences, Public Administration) Degree and professional certificate in Management • Knowledge in Human Resource Management and Development is an advantage • 10 years relevant professional experience <p>Competencies:</p> <ul style="list-style-type: none"> • Managerial and leadership skills • Excellent understanding and knowledge of the Education system in Ghana • Strategic planning and analytical skills is an advantage • Excellent communication, presentation and negotiation skills • Awareness and interest in Gender issues and concepts • Good computer skills • Good inter personal skills |
| Head of Education Unit | <p>Duties:</p> <ul style="list-style-type: none"> • Advises the DEYS on all educational matters • Ensure the implementation of all District Educational Policies and Plans • Advise the DEYS on recruitment, postings, promotions, transfer of teachers in the district • Prepare and submit statistical data on pupils, teachers, other personnel, schools and equipment to the DEYS • Conduct research, monitoring and evaluation of schools • Offer professional advice to the District Education Oversight Committee (DEOC) on all educational matters in the district • Act as Secretary to DEOC • Prepare educational performance reports in the district • Ensure staff discipline and adherence to professional code of ethics • Prepare education plans and budget for approval by the DEYS • Perform any other duty assigned by the DEYS <p>Qualifications:</p> <ul style="list-style-type: none"> • A minimum of first Degree and professional certificate in Education. A Post Graduate degree will be an advantage. • Knowledge in education management and development • Must have served on the grade of Deputy Director for a minimum period of 3 years <p>Competencies:</p> |

| | |
|--|--|
| | <ul style="list-style-type: none"> • Managerial and leadership skills • Excellent understanding and knowledge of the Education system in Ghana • Strategic planning and analytical skills is an advantage • Excellent communication, presentation and negotiation skills • Awareness and interest in Gender issues and concepts • Good computer skills • Good inter personal skills |
| <p>Desk Officer Access (DOA) (Assistant Director 1 Grade) – Mandate - Advise the DDE on general matters of access to education.</p> | <p>Duties:</p> <ul style="list-style-type: none"> • Responsible to the HoE for ensuring that the DA provides access (physical structures and any other facilities) for all children of school going age in the District • Using the compliance mechanism in the Assembly to ensure that all children of school going age are in school • Ensures access to children of school age with special needs, improved quality education in terms of section 5 (1) (2) of Act 778 • Advise the HoE on matters of access in terms of MDGs in relation to school going age children in the District • Report on policy issues affecting access for corrective action to the HoE • Perform other matters referred by the HoE <p>Qualifications:</p> <ul style="list-style-type: none"> • A minimum of a first degree from a reputable University or equivalence and professional certificate in education • Minimum 5 years experience as a Director II in the Ghana Education Service • Experience in the classroom is necessary <p>Competencies:</p> <ul style="list-style-type: none"> • Managerial and leadership skills • Excellent understanding and knowledge of the Education system in Ghana • Strategic planning and analytical skills is an advantage • Excellent communication, presentation and negotiation skills • Awareness and interest in Gender issues and concepts • Good computer skills • Good inter personal skills |
| <p>Desk Officer Quality (DOQ) (Assistant Director 1 Grade) – Mandate - Advise the DDE on general matters of quality of education.</p> | <p>Duties:</p> <ul style="list-style-type: none"> • Responsible to the HoE for the performance monitoring and evolution of educational policies and programs at the district level • Advise the HoE on quality of instruction and learning within the District • Advise the HoE on the quality of education outcomes • Advise the HoE on matters of access in terms of MDGs in relation to school going age children in District |

| | |
|--|--|
| | <ul style="list-style-type: none"> • Coordinate the performance of the school management committees, parent teacher associations, board of government for quality education at the district level • Perform other matters referred by the HoE <p>Qualifications:</p> <ul style="list-style-type: none"> • A minimum of a first degree from a reputable University or equivalence and professional certificate in education • Minimum 5 years experience as a Director II in the Ghana Education Service • Experience in the classroom is necessary <p>Competencies:</p> <ul style="list-style-type: none"> • Managerial and leadership skills • Excellent understanding and knowledge of the Education system in Ghana • Strategic planning and analytical skills is an advantage • Excellent communication, presentation and negotiation skills • Awareness and interest in Gender issues and concepts • Good computer skills • Good inter personal skills |
| <p>Desk Officer – Non-Formal Education (DONFED) (Assistant Director 1 Grade) - Mandate - Advise the DDE on general matters of non-formal education.</p> | <p>Duties:</p> <ul style="list-style-type: none"> • Ensure Non-Formal and Functional Literacy Education is available to meet the needs of the population within the Districts • Ensures that the identified functional literacy needs in the communities are addressed • Ensure adequate resources and logistics are available for participants • Monitor and report on non-formal programs to the HoE • Maintain support of local stakeholders for the Non-Formal Education program • Perform other matters referred by the HoE <p>Qualifications:</p> <ul style="list-style-type: none"> • A minimum of a first degree from a reputable University or equivalence and professional certificate in education • Minimum 5 years experience as a Director II in the Ghana Education Service • Experience in the classroom or the community level is desirable <p>Competencies:</p> <ul style="list-style-type: none"> • Managerial and leadership skills • Excellent understanding and knowledge of the Education system in Ghana • Strategic planning and analytical skills is an advantage • Excellent communication, presentation and negotiation skills • Awareness and interest in Gender issues and concepts • Good computer skills • Good inter personal skills |

Annex 1: Selection of the Head of District Education Unit DEU

(GUIDELINES FOR THE SCORING)

Name of the Interviewer: _____

Interviewer No. _____

Date: _____

| No. | Description | Total Scores (Max.) | Scoring Guides | Candidate (1) Scores | Candidate (2) Scores | Candidate (3) Scores | Candidate (4) Scores |
|-------------------------------------|---|---------------------|--|----------------------|----------------------|----------------------|----------------------|
| Name of Candidate | | | | | | | |
| Section) | | | | | | | |
| 1. | Qualification and Experience | 65 Points | | | | | |
| 1.1 | Qualification | 25 | 1. First Degree level=25, 2. Postgraduate in Education = 20, 3. Others = 1 to 15 | | | | |
| 1.2 | Working Experience in Ghana Education System (education management and development experience essential) | 30 | 1. >or =15 years = 30, 2. From 10 to 14 Years = 20 to 28, (20,22,24,26,28), 3. From 5 to 9 years = 5 to 19 (5,10,15,19), | | | | |
| 1.3 | Additional working Experience in other related tasks (Understanding of Local Government Administration and Structures, community level education development & planning) | 10 | 1. >or =10 years = 10, 2. From 5 to 9 Years = 5 to 9, (5,6,7,8,9), 3. From 1 to 4 years 1 to 4 (1,2,3,4), | | | | |
| Sub-Total Scores (Section 1) | | 65 | | | | | |
| 2. | Managerial Skills (Competences) | 35 Points | | | | | |
| 2.1 | General office management. (Administration, Reporting, Planning, Presentation, etc.) | 5 | As per his/her skills scores shall be from 1 to 5 | | | | |
| 2.2 | Organisational development (Team works, Leadership, Self-confidence, etc.). | 5 | As per his/her skills scores shall be from 1 to 5 | | | | |
| 2.3 | Contract management (Preparation of Tender document, bidding process, procurement. Etc). | 5 | As per his/her skills scores shall be from 1 to 5 | | | | |
| 2.4 | Sound technical knowledge and management of database on education. | 5 | As per his/her skills scores shall be from 1 to 5 | | | | |
| 2.5 | Knowledge in education development | 5 | As per his/her skills | | | | |

| | | | | | | | |
|-------------------------------------|---|------------|--|--|--|--|--|
| | strategies (Socio-economic, Cross-cutting Activities, Access and quality Interventions, etc.) | | scores shall be from 1 to 5 | | | | |
| 2.6 | Computer utilization and operation (Basic, Filing, Microsoft Words and Excel, PowerPoint's, etc.) | 10 | As per his/her skills scores shall be from 1 to 10 | | | | |
| Sub-Total Scores (Section 2) | | 35 | | | | | |
| TOTAL SCORES | | 100 | | | | | |
| RANKING | | | | | | | |

Notes: Four interviewers are proposed to participate in the selection process.

SELECTION OF THE HEAD OF DISTRICT EDUCATION UNIT (GUIDELINES FOR THE SCORING)

Name of the interviewer: _____

Date: _____

| No. | Name of Candidate | Section/Unit | Interviewer (1) Scores | Interviewer (2) Scores | Interviewer (3) Scores | Interviewer (4) Scores | Total Scores | Average Scores | Ranking |
|-------------------|-------------------|--------------|------------------------|------------------------|------------------------|------------------------|-----------------|----------------|-------------|
| A | B | C | D | e | F | g | $h = (d+e+f+g)$ | $i = h/4$ | Rank on "i" |
| 1 | | | | | | | | | |
| 2 | | | | | | | | | |
| 3 | | | | | | | | | |
| 4 | | | | | | | | | |
| Signatures | | | | | | | | | |

The 1st position of the candidates (proposed Head of District Education Unit) is = _____

Recorded by: _____

Date: _____

Approved by: _____

Date: _____

Annex 2: Progress Report Format

**DISTRICT EDUCATION UNIT (DEU)
QUARTERLY PROGRESS REPORT**

QUARTERLY STATUS REPORT: NO QUARTER ENDING:

1. Activity Summary

| Output | Indicators | Planned Activities (according to approved annual work plans) | Progress in Quarter | Expenditure | |
|--------|------------|--|---------------------|------------------------|-----------------------|
| | | | | Approved Budget (€) | Actual to Date (€) |
| 1. | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| 2. | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

2. Problems and Constraints

| Output | Problems | Proposed Action |
|--------|----------|-----------------|
| | | |
| | | |

| Output | Problems | Proposed Action |
|---------------|-----------------|------------------------|
| | | |
| | | |

3. Other Issues:

4. Report prepared by:

Annex 3: Annual Work Plan Format

**DISTRICT EDUCATION UNIT (DEU)
ANNUAL WORK PLAN(year)**

| Output | Indicators | Planned Activities | Start (Yr/M) | End (Yr/M) | Proposed Budget (M ₺) |
|---|------------|--------------------|-----------------|---------------|--------------------------|
| 1. | | | | | |
| | | | | | |
| Sub-total | | | | | |
| 2. | | | | | |
| | | | | | |
| | | | | | |
| Sub-total | | | | | |
| 3. | | | | | |
| | | | | | |
| Sub-total | | | | | |
| GRAND TOTAL | | | | | |
| <p>Prepared by: Approved by:.....</p> <p>Signature:..... Signature:.....</p> <p>Date:..... Date:.....</p> | | | | | |

Annex 4: Performance of DEU (Check List)

**DISTRICT EDUCATION UNIT (DEU)
PERFORMANCE MONITORING FORM COMPLETED BY HEAD DISTRICT EDUCATION UNIT**

PERFORMANCE OF DEU DURING THE QUARTER OF 20.....

| ACTIVITY | REMARKS |
|--|---------|
| 1. Office Procedures | |
| 1.1 Daily Attendance Book signed | |
| 1.2 Movement Book signed | |
| 1.3 Vehicle Logbooks signed | |
| 2. Supervision of Contracts | |
| 2.1 Completion of visit report | |
| 2.2 Type of support from DA, DEYS to DEU | |
| 3. Planning of the work | |
| 3.1 Complete annual composite work plan | |
| 3.2 Update work plan at end of each quarter | |
| 3.3 Section Heads complete monthly plans | |
| 3.4 Head DEU compiles and sends to Head EYSD | |
| 3.5 Complete weekly plan | |

| | |
|---|--|
| 4. Reporting of Work Done | |
| 4.1 Section Heads prepare monthly Reports | |
| 4.2 Head DEU compiles & sends to Head EYSD | |
| 4.3 Section Heads prepare quarterly reports | |
| 4.4 Head DEU compiles and sends to Head EYSD | |
| 4.5 Head DEU makes monthly staff performance report | |
| | |
| 5. Monthly Operating Costs | |
| 5.1 Head DEU prepares request to Head EYSD | |
| 5.2 Head DEU justifies expenditure for previous month | |
| 5.3 Local component of running cost from DEU | |

| | |
|---|-----------------|
| 6. Progress of activities in the quarter | |
| Section | Progress |
| Access Section education planning and development activities | |
| Quality Section education planning and development activities | |

| | |
|--|--|
| Non Formal Education Section planning and development activities | |
| 7. Other Comments | |
| | |

Signed and dated by Head District Education Unit:

Signed and dated on behalf of Director of EYSD:

Date:

