

**2019**

**REPUBLIC OF GHANA**

**CHIEF DIRECTORS’ PERFORMANCE AGREEMENT AND GUIDANCE NOTES**

**NAME OF ORGANISATION……………**



OFFICE OF THE HEAD OF CIVIL SERVICE

Table of Contents

[GUIDANCE NOTES FOR THE COMPLETION OF THE 2019 PERFORMANCE AGREEMENT TEMPLATE FOR CHIEF DIRECTORS 2](#_Toc2767952)

[CHIEF DIRECTORS’ PERFORMANCE AGREEMENT TEMPLATE FOR 2019 11](#_Toc2767953)

[LIST OF ABBREVIATIONS 11](#_Toc2767954)

[1.0 PREAMBLE 12](#_Toc2767955)

[2.0 CONDITIONS OF AGREEMENT 12](#_Toc2767956)

[3.0 STRATEGIC DIRECTION OF THE MINISTRY 12](#_Toc2767957)

[4.0 KEY DELIVERABLES IN THE 2019 PERFORMANCE AGREEMENT 12](#_Toc2767958)

[5.0 ASSUMPTIONS 13](#_Toc2767959)

[6.0 OBLIGATIONS OF THE CHIEF DIRECTOR TO THE GOVERNMENT 13](#_Toc2767960)

[7.0 OBLIGATIONS OF THE GOVERNMENT TO THE CHIEF DIRECTOR 14](#_Toc2767961)

[8.0 PERFORMANCE EVALUATION UNDER THE AGREEMENT 14](#_Toc2767962)

[9.0 REWARDS AND SANCTIONS 14](#_Toc2767963)

[10.0 ARBITRATION AND SETTLEMENT OF DISPUTES 15](#_Toc2767964)

[SCHEDULE 1 16](#_Toc2767965)

[INSTITUTION-SPECIFIC OUTPUTS AND DELIVERABLES 16](#_Toc2767966)

[SCHEDULE 2 17](#_Toc2767967)

[GENERAL OPERATIONAL AND ADMINISTRATIVE DELIVERABLES 17](#_Toc2767968)

[SCHEDULE 3 22](#_Toc2767969)

[CHIEF DIRECTOR’S PERSONAL CAPACITY DEVELOPMENT PLAN 22](#_Toc2767970)

[ANNEX 1- DISTRIBUTION & TIMELINES OF PERFORMANCE AGREEMENT 24](#_Toc2767971)

[1. DISTRIBUTION 24](#_Toc2767972)

[2. SCHEDULED TIME FRAMES 24](#_Toc2767973)

[(a) Completion and Signing of the 2019 Performance Agreement 24](#_Toc2767974)

[(b) Performance Reporting and Assessment 24](#_Toc2767975)

[ANNEX 2- TEMPLATES FOR REPORTING PERFORMANCE 25](#_Toc2767976)

[(a) INSTITUTION-SPECIFIC OUTPUTS AND DELIVERABLES 25](#_Toc2767977)

[(b) GENERAL OPERATIONAL AND ADMINISTRATIVE DELIVERABLES 26](#_Toc2767978)

[(c) PERSONAL CAPACITY DEVELOPMENT PLAN 27](#_Toc2767979)

[ANNEX 3- ASSESSMENT 28](#_Toc2767980)

[(a) SCHEDULE 1 - SCORE GUIDE – INSTITUTION-SPECIFIC OUTPUTS AND DELIVERABLES 28](#_Toc2767981)

[(b) SCHEDULE 2 - SCORE GUIDE - GENERAL OPERATIONAL AND ADMINISTRATIVE DELIVERABLES 28](#_Toc2767982)

[(c) SCHEDULE 3 - SCORE GUIDE - PERSONAL CAPACITY DEVELOPMENT PLAN 29](#_Toc2767983)

[(d) OVERALL PERFORMANCE 30](#_Toc2767984)

[ANNEX 4 - PERFORMANCE RATINGS, REWARDS AND SANCTIONS 31](#_Toc2767985)

[(a) RATING OVERALL PERFORMANCE 31](#_Toc2767986)

[(b) MERIT AWARDS, RECOGNITIONS AND SANCTIONS 31](#_Toc2767987)

[1. MERIT AWARDS 32](#_Toc2767988)

[2. RECOGNITIONS 32](#_Toc2767989)

[3. SANCTIONS - DISCIPLINARY ACTION FOR NON-PERFORMANCE 32](#_Toc2767990)

GUIDANCE NOTES FOR THE COMPLETION OF THE 2019 PERFORMANCE AGREEMENT TEMPLATE FOR CHIEF DIRECTORS

# GUIDANCE NOTES FOR THE COMPLETION OF THE 2019 PERFORMANCE AGREEMENT TEMPLATE FOR CHIEF DIRECTORS

|  |  |
| --- | --- |
| **SECTION OF THE PERFORMANCE AGREEMENT** | **GUIDANCE NOTES** |
| **1.0** **PREAMBLE** | Chief Directors are required to write in this section the date of the **signing** of the Agreement. It is not to be left uncompleted. |
| **3.0 STRATEGIC DIRECTION OF THE MINISTRY** | This section requires that Chief Directors would state the Vision & Mission, and summarise the Objectives and Key Functions of their respective Sector Ministries. |
| **4.0** **KEY DELIVERABLES IN THE 2019 PERFORMANCE AGREEMENT**  **4.1** Institution-Specific Outputs and Deliverables  **4.2** General Operational and Administrative Deliverables  **4.3** Chief Director’s Personal Capacity Enhancement Deliverables | This Section is to be completed as follows:  ***Chief Directors are to list a minimum of five (5) and a maximum of ten (10) top priority areas that the sector Ministry would pursue in the course of the 2019 reporting year. These are to be derived from the 2018-2021 Sector Medium Term Plan and the 2019 State of the Nation Address and the Priority Areas of the Minister.***  *(The details of these priorities should be spelt out in Schedule 1 of the Agreement).*  ***Chief Directors are not required to complete this sub-section. It comprises a number of deliverables grouped into six (6) Key Results Areas and are provided by the OHCS. They are common to all Chief Directors and are geared towards ensuring the smooth running of the Ministry in accordance with Civil Service Regulations. The six (6) Key Results Areas (KRAs) are:***   * + Performance Reporting   + Financial Management   + Human Resource Management   + Operationalising Ministerial Advisory Boards   + Customer Service Initiatives   + Work Environment Improvement Initiatives   *(The detailed requirements under each KRA have been stated in Schedule 2 of the Agreement)*  ***Chief Directors are required to indicate a minimum of five (5) Capacity Development Programmes to be pursued in the course of the 2019 year.***  *(The details of the Capacity Development Programmes are to be spelt out in Schedule 3 of the Agreement)* |

| **SECTION OF THE PERFORMANCE AGREEMENT** | **GUIDANCE NOTES** |
| --- | --- |
| **SCHEDULE 1:**  **INSTITUTION-SPECIFIC OUTPUTS AND DELIVERABLES** | ***Chief Directors are to complete ALL the fields in the table in the order provided.***  **EXPLANATION OF THE FIELDS IN THE TEMPLATE UNDER SCHEDULE 1**  ***Strategic Objectives:***  These relate to the major focus areas for the Ministry. They are to be derived from the 2018-2021 Sector Medium Term Plan.  ***Top Priority Areas (TPAs):***  Chief Directors are to identify TPAs based on the Strategic Objectives of the Ministry, the 2019 State of the Nation Address as well as other Governmental, Ministerial and emerging priorities. The Chief Director is to list a minimum of five (5) and a maximum of ten (10) TPAs. These TPAs are to correspond with Section 4.1 of the Agreement. Depending on the scope of a strategic objective, more than one corresponding TPAs may be indicated.  ***Baseline as at December, 2018:***  It is noted that some priority areas may either not be fully implemented within one calendar year and would require to be carried over to another year to achieve the stated objective, **OR** may have just been initiated at the beginning of the 2019 year.  Under any of the above circumstances, Chief Directors are required to indicate:   * In the case of a rolled-over TPA - the level of work undertaken as at the end of December, 2018; or * In the case of a newly initiated TPA - the situation on the ground that is necessitating the start of this priority area.   ***Targets for the Year (2019)***  In this column, Chief Directors are to spell out the main targets to be carried out during the 2019 year. The targets are to be linked to the achievement of the TPAs This should be stated in both qualitative and quantitative terms and meet the criteria of ‘SMART’ i.e. Specific, Measurable, Achievable, Realistic and Time bound. *It is advised that status of implementation of the targets should be broken into quarters*.  Chief Directors are also advised to state targets that are within their control and to refrain from indicating targets that are difficult to measure (e.g. Commence/Initiate work on…)  Chief Directors are further required to state the specific roles that they are expected to play to enable the achievement of the indicated targets (e.g. policy formulation/review, implementation, coordination, monitoring and evaluation). These may include tasks such as:   * Review of Cabinet Memoranda and other strategic documents of the sector * Convening meetings to operationalise and track implementation of key activities * Ensuring the organisation of stakeholder workshops * Facilitate the release of approved funding and sourcing funds from external sources * Ensuring procurement processes are followed through   **Chief Directors are to note that they would be evaluated on the extent to which they attained both the main targets as well as the specific roles they played**  **Note:** Working backwards, the completion of work on set targets should facilitate the achievement of Strategic Objectives, which should in turn lead to the attainment of the Top Priority Area.  ***Implementation Schedule***  *Under this column, Chief Directors are to indicate the timelines (broken down into quarters) by which the specific targets are expected to be carried out* ***during the 2019 year.***  ***Means of Verification***  Under this column, Chief Directors are to indicate the means by which the various targets indicated would be verified. Chief Directors are to note that these indicators would constitute the basis on which targets undertaken would be assessed during the evaluation exercise.  ***Risks/Assumptions***  Chief Directors are to delineate the circumstances under which the delivery of set targets may be compromised. These may include, but would not be limited to, targets requiring collaboration with stakeholders and resource constraints. |

|  |  |
| --- | --- |
| **SECTION OF THE PERFORMANCE AGREEMENT** | **GUIDANCE NOTES** |
| **SCHEDULE 2:**  **GENERAL OPERATIONAL AND ADMINISTRATIVE DELIVERABLES**  **KEY RESULT AREA 1: PERFORMANCE REPORTING** | This schedule focuses on the Chief Director carrying out a given, generic set of deliverables aimed at facilitating the smooth running of the sector Ministry. All the deliverables under these KRAs are rooted in the legislative framework that governs the operations of the Civil Service and have been grouped into six (6) broad Key Results Areas (KRAs).  ***Action Plan***  This should be prepared at the beginning of each year, presented in quarters costed and should cover the entire Sector Ministry.  ***Mid-Year Self- Assessment of the CDs Agreement***  Chief Directors are required to prepare a self–assessment report on the deliverables in the agreement. This report should be forwarded in soft to the OHCS before the mid-year monitoring exercise is conducted.  ***Follow up actions on the mid-year self-assessment report***  The follow up actions should address the issues raised in the mid-year self-assessment report and the relevant actions taken to address them. Any changes that would be required as a result from the mid-year review should be officially communicated to the OHCS. |
| **KEY RESULT AREA 2: FINANCIAL MANAGEMENT** | ***Summary of actions taken to address audit queries***  Chief Directors are expected to extract all actions taken on decisions of Audit Committee into a separate document. The reporting format should have the following fields:   |  |  |  |  |  | | --- | --- | --- | --- | --- | | **Item** | **Audit Findings** | **Audit Committee’s recommendation** | **Time line** | **Status of Implementation**  **(Action Taken by Management)** | | 1. |  |  |  |  |   ***Procurement Management***  Entity Tender Committees are expected to discuss and approve the Procurement Plan as and when necessary as well as their legally mandated responsibilities.  ***Assets Register***  The assets register should indicate the value of the assets and the depreciation rate. The evidence of update is the register having been authenticated (signed, dated and stamped on each page) by the Internal or External Auditor |

| **SECTION OF THE PERFORMANCE AGREEMENT** | **GUIDANCE NOTES** |
| --- | --- |
| **KEY RESULT AREA 3:**  **HUMAN RESOURCE MANAGEMENT** | ***Organisation manuals***  These should be dated and subjected to review after four (4) years of issue. The manual may, however, be reviewed before the specified timeframe when a change occurs in the mandate of the Ministry. Also, Chief Directors are expected to implement the manuals.  ***Job Schedules***  These should be prepared for every member of staff and should reflect the specific schedules handled by staff. For instance, it has to be noted that two secretaries may have different schedules and this has to be reflected in this. Staff are to be appraised on the basis of their job schedules.  ***Establishment Levels***  Organisation manuals may contain the ideal establishment for the organisation. However, what is required here is for the Chief Director to prepare an establishment for the reporting year. It should reflect the following fields:   |  |  |  |  | | --- | --- | --- | --- | | **Item** | **Approved Establishment** | **Number at Post** | **Variance** | |  |  |  |  | |  |  |  |  |   ***Composite*** ***report*** ***on*** ***2018*** ***Staff*** ***Appraisals***  This report should provide information on appraisals undertaken on all staff in 2018. An analysis of the number of officers that were able to meet their targets, what the skill gaps are and how the overall performance impacted on the entire institutional output/performance should be indicated. Challenges encountered should be spelt out as well as measures put in place to reward good and unsatisfactory performance. Performance improvement initiatives for non-performers should also be indicated in the report.  ***Completion of 2019 Staff*** ***Appraisals***  It is important to demonstrate that all officers (Deputy Director/Analogous grades and below) have gone through the entire appraisal process from the planning through to the end of year phases and separate reports prepared for planning and mid-year phases.  ***Composite Report on the signing and evaluation of Directors/HoDs and Analogous Grades***  Chief Directors are required to sign and evaluate the performance of all Directors, Heads of Departments and Analogous Grades and composite reports on this exercise prepared based on the templates issued. **Soft copies** of the reports should be submitted to the OHCS.  ***Quarterly Reports on the Implementation of the 2019 Training Plan***  These reports should detail out the planned training, what was undertaken, and what the organisation could not do. In addition, the reports should include a summary of how the organisation utilised the skills acquired from the trainings attended by staff.  ***Report on Staff Attendance***  These monthly reports should be analysed to help the Chief Director take decisions. A separate report on efforts to enforce discipline should be prepared and this should include preventive measures.  ***Report on Staff Movements***  This should be a report detailing the movements of staff during the year and analysing the implications on the ministry in terms of its ability to discharge its obligations. Where possible, recommendations for the redeployment of excess staff and posting in of Officers to meet skills gaps should be made. |
| **KEY RESULT AREA 4:**  **MINISTERIAL ADVISORY BOARD OPERATIONAL** | ***Ministerial Advisory Board***  This is a legislative requirement and must, of necessity, be rolled out by all Ministries. This KRA is, however, not applicable to the Office of the President, the Public Sector Reforms Secretariat and the Office of the Head of the Civil Service. |
| **KEY RESULT AREA 5:**  **CUSTOMER SERVICE INITIATIVES** | ***Service Delivery Standards and brochures of the Organisation***  Service Charters are meant to inform the various clients of the Ministries on the services offered by the Ministries and its Departments, if necessary. These documents are to be dated and reviewed every four (4) years. They may, however, be reviewed before the specified timeframe when a change occurs in the mandate of the Ministry.  *Each Ministry or Department developing its Charter should do so in collaboration with the Management Services Department (MSD) and final draft Charter submitted to the Civil Service Council for approval* ***before*** *publication.*  ***Functional Client Service Unit (CSU)***  These are to be clearly designated places for providing information to or receiving complaints from the various clients of the Ministry. The Units should be located in easily accessible places within the Ministry.  *Mid and End of year reports on Ministries and Departments are meant to analyse all the information received in the Unit as well as the level of compliance with standards in the Service Charter to enable management take appropriate follow-up action. Also evidence of exposure of CSU officers in terms their capacity development should be reported on.*  ***Public Information Dissemination Mechanisms***  Ministries are to have active websites which have the latest information on their activities and programmes. The websites could make it possible for clients to have access to online services offered by the Ministry. Chief Directors are to ensure that the websites are updated regularly and documentary evidence kept on such updates.  *A report indicating efforts at sensitizing the public on Client Services through the print and electronic Media should also be prepared.* |
| **KEY RESULT AREA 6:**  **WORK IMPROVEMENT INITIATIVES** | ***Efficiency gains in organisational operations***  Internal arrangements to improve operations through innovations are to be highlighted. An initiative to take advantage of information technology advances such as functioning e-services to support the work of the Ministry. Also, other initiatives to enhance productivity including the introduction of new ways of optimising resources and generally transforming work.  ***Improving effectiveness of sector operations at the sub-national level***  *The CD must provide evidence of monitoring and evaluation reports/sector reviews including the effect of sector policies, programmes and activities on stakeholders (with evidence of data gathering and analysis). This may include reports by the RSIM Directorate and analyses of reports by Agencies and allied Institutions.*  *Evidence of tracking and analysis of public opinion, media reports and follow up action should be provided.*  ***Management-staff engagements***  The idea is to hold regular management meetings as well as interactions between management and staff to push forward the agenda of the Ministry. Work on this deliverable should also address issues relating to the Code of Conduct.  ***Records Management***  Ministries are required to invite PRAAD **annually** to inspect the management of their records and to make appropriate recommendations on strengthening the records management system. At the end of this exercise, the Chief Director is expected to obtain a report on the exercise undertaken as evidence of engagement of PRAAD.  ***Management of physical environment***  Ministries are to introduce measures to ensure that their physical environments are conducive to good working by their staff. Appropriate safety and security measures should also be put in place to ensure the protection of staff and property. Provision should be made to address the needs of people with disabilities. |

|  |  |
| --- | --- |
| **SECTION OF THE PERFORMANCE AGREEMENT** | **GUIDANCE NOTES** |
| **SCHEDULE 3:**  **CHIEF DIRECTOR’S PERSONAL CAPACITY DEVELOPMENT PLAN** | This section is intended to enable Chief Directors pay attention to pursuing interventions for their continuous development.  Chief Directors are required to list a minimum of five key activities to be undertaken during the course of the year. The majority of these learning activities should be relevant for the effective management of the Ministry and should be of a formal nature i.e. attendance at workshops, webinars, conferences, seminars and peer review sessions. Other non-formal interventions could include readings, personal/one-on-one training in IT, etc.  **It is to be noted that formal interventions would receive greater recognition during the evaluation exercise.** |

CHIEF DIRECTORS’ PERFORMANCE AGREEMENT TEMPLATE FOR 2019

CHIEF DIRECTORS’ PERFORMANCE AGREEMENT TEMPLATE FOR 2019

## LIST OF ABBREVIATIONS

**AC** - Audit Committee

**CAGD** - Controller and Accountant General’s Department

**C/S** - Competencies/skills

**CSU** - Client Services Unit

**GoG** - Government of Ghana

**HCS**  - Head of Civil Service

**HoD**  - Head of Department

**HR**  - Human Resource

**KRA**  - Key Results Area

**M&E** - Monitoring and Evaluation

**MDA**  - Ministries, Departments and Agencies

**MoF** - Ministry of Finance

**OHCS** -Office of the Head of Civil Service

**OVI**  - Objective Verifiable Indicator

**PSC**  - Public Services Commission

**SDS** - Service Delivery Standards

**SMTDP** - Sector Medium Term Development Plan

**SONA** - State of the Nation’s Address

**SPARs** - Staff Performance Appraisal Reports

**TPAs** - Top Priority Areas

## 1.0 PREAMBLE

This Agreement dated …....…… day of ........................……….. in the year Two Thousand and Nineteen, effective 2nd January, 2019 - 31st December, 2019, is between the Government of Ghana acting by its lawful Agent (the Head of the Civil Service) “hereinafter called the Employer” on the one part and the Chief Director “hereinafter called the Employee” on the other part.

## 2.0 CONDITIONS OF AGREEMENT

The performance of the Chief Director shall be assessed on the basis of the achievement of specific key outputs/deliverables set out under Schedules 1-3 over the agreed Performance period of 2nd January, 2019 - 31st December, 2019. This Agreement is entered into by both parties in good faith.

## 3.0 STRATEGIC DIRECTION OF THE MINISTRY

3.1 Vision:

3.2 Mission:

3.3 Objectives:

3.4 Key Functions:

## 4.0 KEY DELIVERABLES IN THE 2019 PERFORMANCE AGREEMENT

The Performance Agreement covers the following areas:

* 1. Institution-Specific Outputs and Deliverables (Top Priority Areas)
  2. General Operational and Administrative Deliverables
  + Performance Reporting
  + Financial Management
  + Human Resource Management
  + Operationalising Ministerial Advisory Boards
  + Customer Service Initiatives
  + Work Environment Improvement Initiatives

* 1. Chief Director’s Personal Capacity Enhancement Deliverables

The details of these Deliverables are spelt out in Schedules 1 - 3 of this Agreement.

## 5.0 ASSUMPTIONS

The deliverables agreed on in Sections 4.1 and 4.3 and detailed out in the accompanying Schedules would only be revised based on the under-listed conditions:

* Issues raised in the mid-year review report
* Change in government priorities
* Change in administrative leadership

***(In the event of the last condition occurring, the outgoing Chief Director shall be held accountable for the period of stewardship at the previous station, and therefore be expected to generate a detailed performance report covering the period before assuming duty at the new station.)***

## 6.0 OBLIGATIONS OF THE CHIEF DIRECTOR TO THE GOVERNMENT

The Chief Director accepts responsibility for the overall performance of the Ministry as a whole and undertakes to:

1. Adopt and apply appropriate management techniques in conducting the affairs of the Ministry and in supervising its Directorates/Departments/Agencies.
2. Ensure that Civil Service core values such as client sensitivity, cost effectiveness in service delivery, gender sensitivity, discipline and performance orientation, are upheld by the staff of the Ministry.
3. Ensure that the assets within the Ministry are maintained in the most efficient manner and safeguarded against loss or abuse.
4. Notify the Head of the Civil Service promptly of any conditions, which may interfere with or threaten the achievement of the performance targets, listed herein.

## 7.0 OBLIGATIONS OF THE GOVERNMENT TO THE CHIEF DIRECTOR

The Government, through the Minister and the Head of the Civil Service, accepts responsibility to provide the requisite leadership support and resources to the Chief Director to ensure that the Ministry achieves the desired level of performance indicated in this Agreement.

## 8.0 PERFORMANCE EVALUATION UNDER THE AGREEMENT

An assessment of the performance of the Chief Director shall be conducted at the end of the year. The evaluation shall be based on the key outputs and deliverables established under this Performance Agreement between the Head of the Civil Service and the Chief Director.

The performance evaluation shall be conducted not later than February 2020. Upon the conclusion of the evaluation, the OHCS shall, upon the approval of the Civil Service Council, communicate the results of the evaluation to the Chief Director in writing.

## 9.0 REWARDS AND SANCTIONS

The Chief Director is expected to produce at least 70% of the deliverables. This is deemed to be the minimum satisfactory level of performance.

Rewards, recognitions, warnings or sanctions would be applied on the basis of results of the performance evaluation. The Head of the Civil Service shall, in this regard, recommend to the Civil Service Council the following:

* Merit Awards for a Chief Director who attains a performance ranking of ‘Excellent’ i.e. achieves 90% and above of the stated deliverables.
* Recognition to the Chief Director who attains a performance ranking of ‘Very Good’ or ‘Good’ i.e. achieves a score of 80% - 89% or 70% - 79% of the stated deliverables.
* Warnings or sanctions to the Chief Director who attains a performance ranking of ‘Unsatisfactory’ i.e. does not achieve the minimum required score of 70% of the stated deliverables.

The Civil Service Council may institute disciplinary action against a Chief Director in the case of unsatisfactory performance. The sanctions will be in accordance with Section (78) sub section (1) of the Civil Service Act (PNDCL 327) 1993.

The details of the Performance Rankings and the accompanying rewards, recognitions or sanctions are provided in Annex 4.

## 10.0 ARBITRATION AND SETTLEMENT OF DISPUTES

In the event of a disagreement between the parties to this Agreement, either party may apply to the Public Services Commission (PSC) for settlement. The Public Services Commission shall constitute an arbitration panel which shall consult with both parties and make a ruling within one month of the application. The ruling of the Public Services Commission shall be binding on both parties.

# 

## SCHEDULE 1

### INSTITUTION-SPECIFIC OUTPUTS AND DELIVERABLES

The Institution Specific Outputs and Deliverables are detailed in the Table below:

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **MINISTRY’S**  **STRATEGIC OBJECTIVES** | **TOP PRIORITY AREAS** | **BASELINE AS AT DEC 2018** | **TARGETS FOR THE YEAR (2019)** | **IMPLEMENTATION SCHEDULE** | | | | **MEANS OF VERIFICATION** | **RISKS/**  **ASSUMPTIONS** |
| **1ST Quarter** | **2nd Quarter** | **3rd Quarter** | **4th Quarter** |
|  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |

**\*Implementation Schedule for Targets sets should be broken down into quarters**

## SCHEDULE 2

### GENERAL OPERATIONAL AND ADMINISTRATIVE DELIVERABLES

The Chief Director shall deliver the following generic key operational and administrativeoutputs as per the timelines indicated:

**KEY RESULT AREA 1: PERFORMANCE REPORTING**

|  |  |  |
| --- | --- | --- |
| **OUTPUT DELIVERABLES** | **OBJECTIVE VERIFIABLE INDICATOR(S) (OVIs)** | **DUE DATE** |
| 2019 Sector Annual Action Plan developed | * Sector Annual Action Plan broken down into quarters and linked to the 2019 Budget and Chief Directors Agreement and soft copy forwarded to the OHCS | February 2019 |
| Mid-Year Report on the implementation of the Chief Directors Performance Agreement | * Mid-Year self-assessment report of the CDs Agreement and soft copy forwarded to the OHCS | * August 2019 |
| Follow-up/remedial actions undertaken on mid-year CDs self-assessment report | * Report on follow up actions on issues identified in the Mid-Year CDs self-assessment Report. | * September 2019 |
| Mid-Year Report on the implementation of the sector annual action plan | * Mid-year Sector Performance report on the implementation of the sector’s annual action plan | * December 2019 |
| 2019 Sector Annual Performance Report produced | * 2019 Sector Annual Performance Report and soft copy forwarded to OHCS/copy of forwarding letter | January 2020 |

**KEY RESULT AREA 2: FINANCIAL MANAGEMENT**

|  |  |  |
| --- | --- | --- |
| **OUTPUT DELIVERABLES** | **OBJECTIVE VERIFIABLE INDICATOR (S) (OVIs)** | **DUE DATE** |
| Audit Committee (AC) meetings & actions taken to redress audit queries. | * Minutes of quarterly AC Meetings * Summary of actions taken by Management on decisions taken by AC | * April, July, October, December 2019 * December 2019 |
| MDA’s 2019 Annual Procurement Plan approved. | Minutes of Entity Tender Committee Meetings | * December 2019 |
| Assets Register updated | * Updated Assets Register signed and dated by Estates Officer and authenticated by Internal/ External Auditor | December 2019 |
| **2018** Final accounts submitted | Copy of expenditure returns for end year 2018 and forwarding letter to CAGD | March 2019 |

**KEY RESULT AREA 3: HR MANAGEMENT**

|  |  |  |
| --- | --- | --- |
| **OUTPUT DELIVERABLES** | **OBJECTIVE VERIFIABLE INDICATOR(S) (OVIs)** | **DUE DATE** |
| Organisation manual which is not more than 4 years old and reviewed by MSD to reflect any changes in Ministerial mandate | Dated Organisation Manual available with evidence of implementation   * Updated staff list as at 31st Dec 2018 * Individualised job schedules for all staff * Establishment levels available/updated and copy of forwarding letter to OHCS | November 2019 |
| Report on 2018 Staff Appraisal | Composite analysed report on 2018 Appraisals and forwarding copy to OHCS | January 2019 |
| 2019 Staff Appraisal Instrument operationalized | Separate reports on the 2019 planning and mid-year phases of the appraisal instrument | * Jan, July 2019 |
| Performance Agreements (PAs) with Heads of Departments (HoDs) and Directors/Analogous Grades | * Composite report on the signing of Agreements demonstrating the linkages between the CDs deliverables and the TPAs of the various HoDs/Directors/Analogous Grades and a copy sent to OHCS * Composite evaluation report and a copy sent to OHCS | * March 2019 * January 2020 |
| Training programmes | * 2019 Training Plan linked to training needs identified through the appraisal process * Mid and end year reports on the implementation of the 2019 Training Plan and copy forwarded to OHCS | * March 2019 * August 2019 & Jan 2020 |
| Management of discipline | * Monthly reports on daily staff attendance indicating trends & actions taken * Report on efforts to enforce discipline (including preventive measures) | * Monthly * December 2019 |
| Report on staff movements | * Composite **analysed** reports on staff movements (recruitments, replacements, promotions, postings, retirements and resignations) in 2019 with implications for the effective functioning of the Organisation * 2020 Promotion register available and copy forwarded to OHCS | * December 2019 * November 2019 |

**KEY RESULT AREA 4: FUNCTIONAL MINISTERIAL ADVISORY BOARD**

|  |  |  |
| --- | --- | --- |
| **OUTPUT DELIVERABLES** | **OBJECTIVE VERIFIABLE INDICATOR(S) (OVIs)** | **DUE DATE** |
| Ministerial Advisory Board Set up | List of Board members | May 2019 |
| Quarterly meetings organised | Minutes of meetings | April, July, October 2019 & Jan, 2020 |

**KEY RESULT AREA 5: CLIENT SERVICE INITIATIVES**

|  |  |  |
| --- | --- | --- |
| **OUTPUT DELIVERABLES** | **OBJECTIVE VERIFIABLE INDICATOR(S) (OVIs)** | **DUE DATE** |
| Service Delivery Standards and brochures of the Organisation | * Service Charter (which is not more than 4 years old and reviewed to reflect any changes in Ministerial mandate) available and copies of letters showing evidence of:   + MSDs participation in the charter development process   + Approval from the Civil Service Council forwarded to OHCS * Service Charter of Sector Departments available and copy forwarded to OHCS | * August 2019   December 2019 |
| Functional Client Service Unit (CSU) | * Designated office space for CSU and basic office equipment provided * Evidence of exposure for capacity development for CSU Contact Officers (not only formal training but internship with other corporate institutions) * Mid & end of year reports on operations, compliance with SDS and efforts at sensitization of the public about the CSU | * March 2019 * December 2019 * July 2019 & Jan 2020 |
| Public Information Dissemination Mechanisms | * Functional interactive website/social media platforms * Reports on quarterly updates of website * Newsletters, brochures and flyers | * December 2019 * Quarterly * December 2019 |

**KEY RESULT AREA 6: WORK IMPROVEMENT INITIATIVES**

|  |  |  |
| --- | --- | --- |
| **OUTPUT DELIVERABLES** | **OBJECTIVE VERIFIABLE INDICATOR(S) (OVIs)** | **DUE DATE** |
| Efficiency gains in organisational operations | * Innovations in organisational operations (electronic, administrative, management ) | * December 2019 |
| Ministerial activities as they impact on the sub-national level | * Monitoring and evaluation reports/sector reviews including the effects of sector policies, programmes and activities on stakeholders (with evidence of data gathering and analysis) * Evidence of tracking and analysis of public opinion/media reports and follow-up actions | * December 2019 * December 2019 |
| Management/Staff engagements | * Minutes of monthly Management Meetings * Minutes of quarterly Staff durbars/meetings * Report on measures to promote gender inclusiveness * Report on measures to promote health and well-being of staff * Internal newsletters/catalogue of information posted on notice boards | * Monthly * Quarterly * December 2019 * December 2019 * December 2019 |
| Records Management Improvement Initiatives | * Evidence of engagement with PRAAD * Evidence of actions taken to improve records management | * December 2019 * December 2019 |
| Management of physical environment | * Verification of: * Cleanliness of office environment * Quality of washrooms * Beautification of the work environment * Disability-friendly accesses * Security of offices * Safety measures (e.g. electrical connections, installation of fire-fighting devices and signage at entry/exit points) | * December 2019 |

## SCHEDULE 3

### CHIEF DIRECTOR’S PERSONAL CAPACITY DEVELOPMENT PLAN

The personal capacity development activities to be pursued during the 2019 year are as follows:

|  |  |  |  |
| --- | --- | --- | --- |
| What competencies would you require to improve your performance | How do you plan to attain these competencies (e.g. through attendance at workshops, conferences, seminars, webinars, peer reviews, executive coaching and readings, etc.) | | |
| **COMPETENCIES/SKILLS GAPS** | **ACTIONS** | **DATES** | **VERIFIABLE INDICATOR** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

I hereby agree to all the terms and conditions stated in this Performance Agreement document.

**…………………………………………… ………………………………………….……**

**CHIEF DIRECTOR SIGNATURE**

**DATE………………………….……………**

**…………………………………………… ……………………………….………………**

**HEAD OF CIVIL SERVICE SIGNATURE**

**DATE…………………………….…………**

**ENDORSED BY:**

**……………………………………………… ……………………………………….….**

**HON. MINISTER SIGNATURE**

**DATE:………………………………….**

## ANNEX 1- DISTRIBUTION & TIMELINES OF PERFORMANCE AGREEMENT

## DISTRIBUTION

Four copies of the Performance Agreement will be signed and distributed as follows:

1. One (1) copy for the Sector Minister
2. One (1) copy for the Civil Service Council
3. One (1) copy for Head of Civil Service (HCS)
4. One (1) copy for the Chief Director

## SCHEDULED TIME FRAMES

## Completion and Signing of the 2019 Performance Agreement

March 2019 - Circular and Template on 2019 Performance Agreement issued to Chief Directors

March 2019 - Chief Director’s present draft 2019 Performance Agreement at the CDs Hearing for review and feedback

March 2019 - Chief Directors finalise 2019 Performance Agreements

March 2019 - CDs to sign agreement with Directors and submit composite report to OHCS

April 2019 - Chief Directors sign 2019 Performance Agreements

April 2019 - OHCS sends copies of Performance Agreements sent to relevant

Offices

## Performance Reporting and Assessment

August 2019 - Mid-year monitoring by OHCS Team

August 2019 - One-on-one meeting with HCS

November 2019 - Circular issued for preparation of CDs self-assessment reports

Jan-Feb 2020 - Evaluation of 2019 Performance Agreements

March 2020 - Results of Performance assessment communicated to relevant

stakeholders

March/April 2020-Rewards and sanctions administered

## ANNEX 2- TEMPLATES FOR REPORTING PERFORMANCE

***(Kindly note that the Annex 2 is to be completed by the Chief Director during the mid-year and end of year agreement assessments)***

Outline your achievements in relation to the agreed key deliverables in Schedules 1- 3 for assessment

## INSTITUTION-SPECIFIC OUTPUTS AND DELIVERABLES

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **TOP PRIORITY AREAS FOR THE MINISTRY** | **STRATEGIC OBJECTIVES** | **TARGETS FOR THE YEAR (2019)** | **IMPLEMENTATION SCHEDULE** | | | | **MOVs** | **ACTUAL RESULTS** | **REMARKS** |
| **1ST Quarter** | **2nd Quarter** | **3rd Quarter** | **4th Quarter** |
|  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |

## GENERAL OPERATIONAL AND ADMINISTRATIVE DELIVERABLES

Please provide progress reports on all six (6) Key Results Areas as per the template below:

**KEY RESULT AREA ………….**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **KEY RESULT AREAS** | **OUTPUT DELIVERABLES** | **OBJECTIVE VERIFIABLE INDICATOR(S) (OVIs)** | **DUE DATES** | **ACTUAL RESULTS** | **REMARKS** |
| KRA 1 - PERFORMANCE REPORTING |  |  |  |  |  |
| KRA 2 – FINANCIAL MANAGEMENT |  |  |  |  |  |
| KRA 3 – HR MANAGEMENT |  |  |  |  |  |
| KRA 4 – FUNCTIONAL MINISTERIAL ADVISORY BOARD |  |  |  |  |  |
| KRA 5 – CLIENT SERVICE INITIATIVE |  |  |  |  |  |
| KRA 6 – WORK IMPROVEMENT INITIATIVES |  |  |  |  |  |

## PERSONAL CAPACITY DEVELOPMENT PLAN

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **COMPETENCIES/SKILLS GAPS** | **ACTIONS UNDERTAKEN** | **DATES** | **VERIFIABLE INDICATOR** | **OUTCOMES** |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

## ANNEX 3- ASSESSMENT

***(Kindly note that the Annex 3 has been provided for INFORMATION PURPOSES ONLY. It is NOT for the Chief Director to complete.)***

## SCHEDULE 1 - SCORE GUIDE – INSTITUTION-SPECIFIC OUTPUTS AND DELIVERABLES

|  |  |  |  |
| --- | --- | --- | --- |
| **SCHEDULE 1 - 60 MARKS** | | | |
| **TOP PRIORITY AREAS** | **TARGETS** | **ACTUAL RESULTS** | **MARKS** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
| **TOTAL SCORE OBTAINED** | | |  |

## SCHEDULE 2 - SCORE GUIDE - GENERAL OPERATIONAL AND ADMINISTRATIVE DELIVERABLES

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **SCHEDULE 2- KEY RESULT AREAS (1-6) 30 MARKS** | | | | |
| **KEY RESULT AREA** | **OUTPUT DELIVERABLES** | **ACTUAL RESULTS** | **MARKS ASSIGNED** | **SCORE AWARDED** |
| **KRA 1 -** Performance Reporting |  |  | 5 |  |
| **KRA 2 -** Financial Management |  |  | 5 |  |
| **KRA 3 -** HR Management |  |  | 11 |  |
| **KRA 4 -** FunctionalMinisterial Advisory Board |  |  | 2 |  |
| **KRA 5 -** Customer Service Initiatives |  |  | 3 |  |
| **KRA 6 -** Work Improvement Initiatives |  |  | 4 |  |
| **TOTAL SCORE OBTAINED** | | | 30 |  |

## SCHEDULE 3 - SCORE GUIDE - PERSONAL CAPACITY DEVELOPMENT PLAN

|  |  |  |
| --- | --- | --- |
| **SCHEDULE 3 - PERSONAL CAPACITY DEVELOPMENT PLAN - 10 MARKS** | | |
| **COMPETENCIES/SKILLS GAPS** | **ACTIONS TAKEN** | **MARKS AWARDED** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
| **TOTAL SCORE OBTAINED** | |  |

## OVERALL PERFORMANCE

The overall assessment of performance shall be derived by adding the marks for each schedule.

|  |  |  |  |
| --- | --- | --- | --- |
| **TOTAL MARKS** | **SCHEDULE 1 (60)** | **SCHEDULE 2 (30)** | **SCHEDULE 3 (10)** |
| **SCORE…………** | **SCORE…………** | **SCORE…………** |
| **OVERALL MARKS** | **100** | | |

# 

## ANNEX 4 - PERFORMANCE RATINGS, REWARDS AND SANCTIONS

## RATING OVERALL PERFORMANCE

The following criteria will be used to rate the overall performance of the Chief Director on the basis of the total score obtained in the three schedules:

**Excellent (4): 90-100%**

Officer has fully met the agreed targets and time lines and has produced results of excellent quality. The Officer is a model of excellence in terms of the results achieved and the means by which they were achieved.

**Very good (3): 80-89%**

Officer has achieved most of the agreed targets and indicators and has produced results of good quality within agreed time lines.

**Good (2): 70-79%**

Officer has achieved the minimum number of agreed targets and provided adequate supporting rationale/reasons for not achieving all of the specified targets.

**Unsatisfactory (1): Below 70%**

Officer’s performance does not meet the standard expected for the job i.e. Officer has not achieved most of the agreed targets.

## MERIT AWARDS, RECOGNITIONS AND SANCTIONS

On the basis of results of the performance evaluation, merit awards, recognitions, warnings or sanctions would be applied as follows:

* Merit Awards for a Chief Director who attains a performance ranking of ‘Excellent’ i.e. achieves 90% and above of the stated deliverables.
* Recognition to the Chief Director who attains a performance ranking of ‘Very Good’ or ‘Good’ i.e. achieves a score of 80% - 89% or 70% - 79% of the stated deliverables.
* Warnings or sanctions to the Chief Director who attains a performance ranking of ‘Unsatisfactory’ i.e. does not achieve the minimum required score of 70% of the stated deliverables.

## MERIT AWARDS

The rewards for the Chief Director shall include but not be limited to: -

* Renewal of contract appointment
* Paid trips to professional conferences
* Study tours

## RECOGNITIONS

Recognitions may take the following forms: -

* Letter or Certificate of merit
* Provision of citations, mementos, trophies, badges etc.
* Formal public recognitions
* Lunch at the Presidency

## SANCTIONS - DISCIPLINARY ACTION FOR NON-PERFORMANCE

Sanctions for the Chief Director shall include but not be limited to: -

* Warning/Reprimand
* Removal/Non-renewal of Contract