

**2021**

**CIVIL SERVICE**

**PERFORMANCE MANAGEMENT**

**CHIEF DIRECTORS’**

**PERFORMANCE AGREEMENT AND GUIDANCE NOTES**

|  |  |
| --- | --- |
| **NAME OF CHIEF DIRECTOR:** |  |
| **NAME OF ORGANISATION:** |  |

# LIST OF ABBREVIATIONS

**AC** - Audit Committee

**AfCFTA** - African Continental Free Trade Agreement

**AUC** - African Union Commission

**BIAT**  - Boosting Intra-African Trade

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

**C/S** - Competencies/skills

**CSU** - Client Services Unit

**FA** - Focus Area

**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

**MoFA** - Ministry of Food and Agriculture

**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

**FAs** - Focus Areas

**TWG** - Technical Working Group

# 1.0 PREAMBLE

This Agreement dated …....…… day of ........................……….. in the year Two Thousand and Twenty-One, effective 2nd January, 2021 - 31st December, 2021, 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, 2021 - 31st December, 2021. 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 Policy Objectives:

3.4 Key Functions:

# 4.0 KEY DELIVERABLES IN THE 2021 PERFORMANCE AGREEMENT

The Performance Agreement covers the following Focus Areas:

* 1. S**chedule 1A: Institution-Specific Outputs and Deliverables (Focus Areas)**
* **Focus Area 1** *- Policy Formulation,(Cabinet Memos, Legislation, Standards, Guidelines,*

*Regulations) Coordination, Monitoring and Evaluation*

* **Focus Area 2 *-*** *Service Delivery (Operationalisation of the Client Service Charter)*
* **Focus Area 3** *- Research and Information Management*
* **Focus Area 4 *-*** *Innovation (Initiatives to improve service delivery and work processes)*
* **Focus Area 5 *-*** *Facilitation of Programmes and Projects linked to Minister’s Priority*

*Area*

4.1.1 **Schedule 1B: Implementation of the African Continental Free Trade Agreement (AfCFTA)**

* Ministries that are Key Actors in the implementation of the African Continental Free Trade Agreement (AfCFTA) are expected to refer to Guidance Notes and include in their targets activities defined for them.
	1. **Schedule 2: General Operational and Administrative Deliverables**
	+ Performance Reporting
	+ Financial Management
	+ Human Resource Management
	+ Implementation of NACAP
	+ Leadership and Management Style
	1. **Schedule 3: 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 2022. 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 65% 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 95% and above of the stated deliverables.
* Recognition to the Chief Director who attains a performance ranking of ‘Very Good’ i.e. achieves a score of 85% - 94% of the stated deliverables.
* Recognition to the Chief Director who attains a performance ranking of ‘Good’ i.e. achieves a score of 75% - 84% of the stated deliverables.
* Recognition to the Chief Director who attains a performance ranking of ‘Satisfactory i.e. achieves a score of 65% - 74% 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 65% 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. Note that the initiator of the dispute will bear the cost of arbitration.

# SCHEDULE 1

## SCHEDULE 1A

**INSTITUTION-SPECIFIC OUTPUTS AND DELIVERABLES**

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

| **MINISTRY’S STRATEGIC OBJECTIVES** | **FOCUS AREAS** | **BASELINE AS AT DEC 2020** | **TARGETS FOR THE YEAR (2021) and CDs ROLE** | **IMPLEMENTATION SCHEDULE** | **KEY OUTPUT** | **IMPACT** | **COLLABORATING MINISTRIES/ DEPARTMENTS** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **1STQtr****Jan.- Mar.** | **2ndQtr****Apr.- June** | **3rdQtr****July- Sept.** | **4thQtr****Oct.- Dec.** |
|  | *Policy Formulation,**(Cabinet Memos, Legislation, Standards, Guidelines, Regulations)**Coordination, Monitoring and Evaluation* |  |  |  |  |  |  |  |  |  |
| *Service Delivery Standards (Operationalisation of the Client Service Charter)* |  |  |  |  |  |  |  |  |  |
| *Research and Information Management* |  |  |  |  |  |  |  |  |  |
| *Innovation (Initiatives to improve service delivery and work processes)* |  |  |  |  |  |  |  |  |  |
| *Facilitation of Programmes and Projects linked to Minister’s Priority Area* |  |  |  |  |  |  |  |  |  |

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

## SCHEDULE 1B

***Implementation of the African Continental Free Trade Agreement (AfCFTA)***

Chief Directors whose Ministries are Key Actors in the implementation of the African Continental Free Trade Agreement (AfCFTA) are expected to refer to Guidance Notes and include in their targets activities defined for them.

# SCHEDULE 2

**GENERAL OPERATIONAL AND ADMINISTRATIVE DELIVERABLES**

The Chief Director is required to submit the following to the OHCS as per the timelines indicated

1. Mid and End of Year self-assessment reports of the CDs Agreement and soft copy forwarded to the OHCS – **July & December, 2021**
2. 2021 Sector Annual Performance Report and soft copy forwarded to OHCS/copy of forwarding letter – **January, 2022**
3. Institutional Operational Manual for 2021 – **June, 2021**
4. Report on the signing of Agreements demonstrating the linkages between the CDs deliverables and the FAs of the various HoDs/Directors/Analogous Grades and a copy sent to OHCS – **March, 2021**
5. Report on the evaluation of Agreements of the various HoDs/Directors/Analogous Grades and a copy sent to OHCS – **February, 2022**
6. Composite Report on the Planning, mid and end of year implementation of the SPA and soft copy submitted to the OHCS by **January 2021, July 2021** and **January 2022** respectively

In addition to the above, Chief Directors shall deliver evidence of follow-up action reports for KRAs 1 - 4, where required on the following OVIs as per the timelines indicated considering the following:

* Feedback provided on report submitted to recipient Institution e.g. OHCS, CAGD, Ministry of Finance etc.
* Challenges/issues raised/recommendations in the report submitted.

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| --- | --- |
| **OBJECTIVE VERIFIABLE INDICATOR(S) (OVIs)** | **DUE DATES** |
| **KEY RESULTS AREA 1 - PERFORMANCE REPORTING** |
| 1. Follow up actions on recommendations on Mid-year Sector Performance
 | September, 2021 |
| 1. Follow-up actions on the findings of public opinion/media reports
 | July & December, 2021 |
| **KEY RESULTS AREA 2 - FINANCIAL MANAGEMENT** |
| 1. A. Summary of actions taken by Management on recommendations on Internal/External Audit Reports

B. Report on summary of actions taken by management on recommendations by Parliament **(\*\*Note\*\*: This report will be prepared only when Parliament has raised issues to be addressed)** | December, 2021 |
| 1. Prepare follow-up actions reports on the following:
* End of year report on Fixed Assets Register
* Report on the establishment of a fixed asset coordinating unit
* Quarterly Budget Implementation Report
* Multi-year Expenditure Commitment Report
* Purchase Requisition Report
* Warrant Trail Report
 | December, 2021December, 20211st April, July, September and December, 2021December, 2021December, 2021December, 2021 |
| 1. Copy of 2020 Expenditure Returns for End year and forwarding letter to CAGD
 | February, 2021 |
| **KEY RESULTS AREA 3 - HUMAN RESOURCE MANAGEMENT** |
| 1. Organisation Manual not more than four (4) years available
 | November, 2021 |
| 1. Follow-up action report on the Signing of Performance Agreements with Directors/Analogous and Heads of Departments
2. Follow-up action report on Planning, mid and end of year SPA and a copy sent to OHCS
 | March, 2021 January & July 2021 and January 2022 |
| 1. Follow-up action reports on the Mid and end year reports on the implementation of the 2021 Training Plan and copy forwarded to OHCS
 | July, 2021 & January, 2022 |
| 1. Report on efforts to enforce discipline (including preventive measures)
 | July & December, 2021 |
| **KEY RESULTS AREA 4 - IMPLEMENTATION OF NACAP**  |  |
| Report on follow up actions on the implementation of NACAP Activities | July & December, 2021 |
| **KEY RESULTS AREA 5 - LEADERSHIP AND MANAGEMENT STYLE** |  |
| Implementation report on Mentorship and Coaching InitiativesCoaching plans, programmes, meeting notes,  | July & December, 2021 |

# SCHEDULE 3

**CHIEF DIRECTOR’S PERSONAL CAPACITY DEVELOPMENT PLAN**

The CD is required to indicate three (3) personal capacity development activities to be pursued during the 2021 year: (These could include; participation in workshops/conferences; seminars, webinars, book review, facilitation at training programmes; etc.)

|  |  |
| --- | --- |
| 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** | **KEY OUTPUT** |
|  |  |  |  |
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I hereby agree to all the terms and conditions stated in this Performance Agreement document.

**………………………………. ……………………………………**

**CHIEF DIRECTOR SIGNATURE**

**DATE…………………………….**

**………………………………. ………………………………….....**

**HEAD OF THE CIVIL SERVICE SIGNATURE**

**DATE……………………………..**

**ENDORSED BY:**

**………………………………. ……………………………………**

**HON. SECTOR MINISTER SIGNATURE**

OR

**CHIEF OF STAFF DATE…………………………….**

OR

 **CIVIL SERVICE COUNCIL CHAIR**

# ANNEX 1

**DISTRIBUTION & TIMELINES OF PERFORMANCE AGREEMENT**

1. **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
5. **SCHEDULED TIME FRAMES**
6. Completion and Signing of the 2021 Performance Agreement

March 2021 - Circular and Template on 2021 Performance Agreement issued to Chief Directors

March 2021 - Chief Director’s present draft 2021 Performance Agreement at the CDs Hearing for review and feedback

March 2021 - Chief Directors finalise 2021 Performance Agreements

March 2021 - CDs to sign agreement with Directors and submit composite report to OHCS

April 2021 - Chief Directors sign 2021 Performance Agreements

April 2021 - OHCS sends copies of Performance Agreements sent to relevant Offices

1. Performance Reporting and Assessment

August 2021 - Mid-year monitoring by OHCS Team

August 2021 - One-on-one meeting with HCS

November 2021 - Circular issued for preparation of CDs self-assessment reports

Jan-Feb 2022 - Evaluation of 2021 Performance Agreements

March 2022 - Results of Performance assessment communicated to relevant

Stakeholders

March/April 2022-Rewards and Sanctions administered

# ANNEX 2- ASSESSMENT

***Kindly note that the Annex 2 has been provided for INFORMATION PURPOSES ONLY. It is NOT for the Chief Director to complete, TEMPLATES FOR REPORTING FOR THE MID AND END OF YEAR SELF ASSESSMENTS REPORTS WILL BE ISSUED***

**PROPOSED SCORES FOR THE THREE (3) SCHEDULES**

|  |  |
| --- | --- |
| **SCHEDULES** | **WEIGHT** |
| **SCHEDULE 1** |
| *Policy Formulation (Cabinet Memo and Legislations), Coordination, Monitoring and Evaluation* | 15 |
| *Service Delivery Initiative* | 15 |
| *Research and Information Management* | 15 |
| *Innovation* | 15 |
| *Implementation of Policies, Programmes and Projects ( Linked to Minister’s Priority Area)* | 10 |
| ***SUB-TOTAL*** | **70** |
| **SCHEDULE 2** |
| *Key Results Area 1 - Performance Reporting* | 4 |
| *Key Results Area 2 - Financial Management* | 4 |
| *Key Results Area 3 - Human Resource Management* | 4 |
| *Key Results Area 4 - Implementation of NACAP*  | 4 |
| *Key Results Area 5 - Leadership and Management Style* | 4 |
| ***SUB-TOTAL*** | **20** |
| **SCHEDULE 3** | **10** |
| **GRAND TOTAL** | **100** |

1. **OVERALL PERFORMANCE SCORE FOR CHIEF DIRECTORS**

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

|  |  |  |  |
| --- | --- | --- | --- |
| **TOTAL MARKS** | **SCHEDULE 1 (70)** | **SCHEDULE 2 (20)** | **SCHEDULE 3 (10)** |
| **SCORE…………** | **SCORE…………** | **SCORE…………** |
| **OVERALL MARKS** | **100** |

# ANNEX 3

**PERFORMANCE RATINGS, REWARDS AND SANCTIONS**

1. **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 (5): 95-100%**

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 (4): 85-94%**

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

**Good (3): 75-84%**

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

**Satisfactory (2): 65-74%**

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): 64% and Below**

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

1. **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:

1. Merit Awards for a Chief Director who attains a performance ranking of ‘Excellent’ i.e. achieves 95% and above of the stated deliverables.
2. Recognition to the Chief Director who attains a performance ranking of ‘Very Good’ i.e. achieves a score of 85% - 94% of the stated deliverables.
3. Recognition to the Chief Director who attains a performance ranking of ‘Good’ i.e. achieves a score of 75% - 84% of the stated deliverables.
4. Recognition to the Chief Director who attains a performance ranking of ‘Satisfactory i.e. achieves a score of 65% - 74% of the stated deliverables.
5. Warnings or sanctions to the Chief Director who attains a performance ranking of ‘Unsatisfactory’ i.e. does not achieve the minimum required score of 65% of the stated deliverables.
6. **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
1. **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
1. **SANCTIONS - DISCIPLINARY ACTION FOR NON-PERFORMANCE**

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

* Warning/Reprimand
* Forfeit yearly increment
* Demotion
* Removal/Non-renewal of Contract for 3 years of unsatisfactory performance
* Non-award of contract for Retired Officers

# GUIDANCE NOTES FOR THE COMPLETION OF THE 2021 PERFORMANCE AGREEMENT TEMPLATE FOR CHIEF DIRECTORS

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| **SECTIONS OF THE PERFORMANCE AGREEMENT** |
| **1.0** **PREAMBLE**Chief Directors are required to write in this section the date of the **signing** of the Agreement with the Head of the Civil Service. It is not to be left uncompleted. |
| **2.0 CONDITIONS OF AGREEMENT**Chief Directors are expected to complete all three (3) schedules of the Agreement. The assessment would be based on the achievement of the deliverables in the Agreement.  |
| **3.0 STRATEGIC DIRECTION OF THE MINISTRY**This section requires Chief Directors to state the Vision & Mission, Policy Objectives and Key Functions of their respective Sector Ministries. |
| **4.0 KEY DELIVERABLES IN THE 2021 PERFORMANCE AGREEMENT**This Section is to be completed as follows: |
| **4.1** Institution-Specific Outputs and Deliverables | *The following Focus Areas (FAs) have been defined for adoption by all Chief Directors to guide target setting:* * *Policy Formulation,(Cabinet Memos, Legislation, Standards, Guidelines, Regulations) Coordination, Monitoring and Evaluation*
* *Service Delivery Standards (Operationalisation of the Client Service Charter)*
* *Research and Information Management*
* *Innovation (Initiatives to improve service delivery and work processes)*
* *Facilitation of Programmes and Projects linked to Minister’s Priority Area*

Chief Directors are expected to couch a minimum of five (5) and a maximum of ten (10) Ministry Specific Focus Areas with a maximum of five (5) targets for each Ministry Specific focus Area. These are to be derived from the 2018-2021 Sector Medium Term Plan, the 2021 State of the Nation’s address and the Priority Areas of the Minister. The details of these Focus Areas should be spelt out in Schedule 1A of the Agreement. |
| **4.2** General Operational and Administrative Deliverables | Chief Directors are required to produce follow-up action reports for the first four (4) of the five (5) under-listed Key Results Areas (KRAs). It comprises a number of service-wide Operational and Administrative deliverables that are common to all Chief Directors. This is geared towards ensuring the smooth running of the Ministry in accordance with the Civil Service Regulations.* Performance Reporting
	+ Financial Management
	+ Human Resource Management
	+ Implementation of NACAP
	+ Leadership and Management Style

*(The detailed requirements under each KRA have been stated in Schedule 2 of the Agreement)* |
| **4.3** Chief Director’s Personal Capacity Enhancement Deliverables | Chief Directors are required to indicate three (3) Capacity Development Programmes to be pursued in the course of the 2021 year.*(The details of the Capacity Development Programmes are to be spelt out in Schedule 3 of the Agreement)* |
| **SCHEDULE 1:****INSTITUTION-SPECIFIC OUTPUTS AND DELIVERABLES*****Chief Directors are to complete ALL the fields in the table in the order provided.*** |
| ***Ministry’s/Institution’s Strategic Objectives:***These relate to the major focus areas for the Ministry. They are to be derived from the 2018-2021 Sector Medium-Term Development Plan. |
| ***Focus Areas (FAs):*** Chief Directors are required to adopt the five (5) standard FAs provided which is common to all Chief Directors to guide their target setting. Chief Directors are to list a minimum of five (5) and a maximum of ten (10) Ministry-specific Focus Areas to be pursued in the course of the reporting year. This must be couched from **all** the five (5) standard FAs. The FAs are to correspond with Section 4.1 of the Agreement. Depending on the scope of a FA, more than one corresponding Ministry-specific FA may be indicated. |
| ***Baseline as at December, 2020:***Chief Directors are required to indicate what has been done in the previous year in relation to the Target set for 2021. |
| ***Targets for the Year (2021)***In this column, Chief Directors are to spell out the main targets to be carried out during the 2021 year. The identified targets should be linked to the achievement of the Ministry specific FAs. 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.Chief Directors are also advised to state targets within their control and to refrain from indicating targets that are difficult to measure (e.g. Commence/ Ensure/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 operationalize and track implementation of key activities
* Facilitate the release of approved funding and sourcing funds from external sources

**Chief Directors are to note that they would be evaluated on the extent to which they achieve the targets (output) as well as the specific roles they have played****Note:** Working backwards, the completion of work on set targets should facilitate the achievement of Institution’s Strategic Objectives, which should in turn lead to the attainment of the Ministry specific Focus Area (FA). |
| **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 2021 year*.*** |
| **Key Output and Impact**Under this column, Chief Directors are to indicate the final product to be generated for the various targets indicated. This will be verified during the end of year evaluation. In case the target is not fully achieved, evidence for the current status of achievement will be verified.The Impact should also indicate the changes you expect from the achieved target. These changes can be in individuals, systems, policies or institutions. They may reflect shift in relationships, knowledge, awareness, capabilities, attitudes and or behaviours.**Output *e.g 1:*** *Copy of 2021 Annual Performance Report on the Civil Service*. ***Impact e.g 1:*** *The impact of the production of the 2021 Annual Performance Report will be to improve decision-making through policy reviews, formulation and directives.*\*\*Kindly note that all detailed documentation on internal processing such as various memos, letters, e-mails and draft documents etc. **will not be verified during mid-year monitoring and end of year evaluation**. Only **key** documentation will be verified.Chief Directors are to note that these output indicators would constitute the basis on which targets undertaken would be assessed during the evaluation exercise. |
| **Collaborating Institutions**Chief Directors are to indicate the Ministries and Departments they would partner with in the delivery of their targets. This may enable the relevant Central Management Agencies to establish linkages and synergies in targets set by other institutions. |

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| **SCHEDULE 1B****TARGET SETTING ON THE IMPLEMENTATION OF THE AFRICAN CONTINENTAL FREE TRADE AGREEMENT (AfCFTA)**All Chief Directors of the under-listed Ministries are to include in their targets the following responsibilities for implementation under the AfCFTA |
| **S/NO** | **MINISTRY** | **INDICATIVE RESPONSIBILITIES OF CDs UNDER AfCFTA** |
| 1 | Ministry of Trade and Industry | 1. Establish coordination framework for harnessing the benefits of AfCFTA and ensure that responsibilities for implementation are clearly communicated to the relevant Ministries, Departments and Agencies (MDAs).
2. Establish, organize and support National AfCFTA Technical Working Groups to prepare Action Plans to guide the implementation of the Boosting Intra-African Trade (BIAT) Programme (covering Trade Policy, Enhancing Productive Capacity, Trade Facilitation, Trade-related Infrastructure, Trade and Development Finance, Trade Information and Factor Market Integration issues).
3. Monitor commitments made and performance indicators delivered by MDAs through National BIAT Steering Committee mechanism.
4. Facilitate sensitization of public and private sector stakeholders on AfCFTA implementation modalities and benefits.
5. Take specific actions to ensure Chief Directors are acquainted of their roles and responsibilities in the implementation of AfCFTA.
6. Coordinate reporting on the delivery of any specific targets/deliverables assigned to Departments, Agencies and analogous Institutions under the supervision of the Ministry.
 |
| 2 | Ministry of Foreign Affairs & Regional Integration | 1. Ensure that mutual commitments and all diplomatic obligations of the Government of Ghana under the Host Country Agreement with the African Union Commission (AUC) regarding the AfCFTA are adhered to;
2. Facilitate diplomatic accreditation to designated AU staff and Staff of the AfCFTA Secretariat.
3. Facilitate the accordance of diplomatic immunities and privileges that are necessary for the proper discharge of functions to designated staff of the Secretariat during the period of their mission.
 |
| 3 | Ministry of Finance | * Undertake specific actions on Trade Finance to support the implementation of the Boosting Intra-African Trade (BIAT) Programme of Action developed by the AfCFTA Technical Working Group (TWG) on Trade Finance (which is chaired by MoF).
* Engage the BIAT National Steering Committee to ensure that resources are allocated or mobilised for the timely national implementation of AfCFTA activities and Ghana’s BIAT Action Plan for harnessing the benefits of the Free Trade Area.
* Engage the BIAT National Steering Committee to ensure that relevant Donor/Development-financed projects support and are aligned to aligned Action Plans for Ghana’s harnessing of the benefits of the AfCFTA Agreement, Intra-African Trade and Regional Value Chains.
* Provide guidance to integrate relevant portions of the Trade Finance Action Plan into MoF’s work programmes.
* Coordinate reporting on the delivery of any specific targets/deliverables assigned to Departments, Agencies and analogous Institutions under the supervision of the Ministry.
 |
| 4 | Ministry of Food and Agriculture | * Undertake actions on Enhancing Productive Capacity to specifically support the implementation of the Boosting Intra-African Trade (BIAT) Programme of Action developed by the AfCFTA Technical Working Group (TWG) on Enhancing Productive Capacity.
* Engage the BIAT National Steering Committee to ensure that resources are allocated or mobilised for the timely national implementation of AfCFTA activities and Ghana’s BIAT Action Plan for harnessing the benefits of the Free Trade Area.
* Engage the BIAT National Steering Committee to ensure relevant Donor/Development-financed projects support and are aligned Action Plans for Ghana’s harnessing of the benefits of the AfCFTA Agreement, Intra-African Trade and Regional Value Chains.
* Provide guidance to integrate relevant portions of the Enhancing Productive Capacity Action Plan into Ministry’s work programmes.
* Coordinate reporting on the delivery of any specific targets/deliverables assigned to Departments, Agencies and analogous Institutions under the supervision of the Ministry.
 |
| 5 | Ministry of National Security  | * Ensure that existing host country security protocols and courtesies for international organizations are accorded to the designated staff of the AfCFTA Secretariat
* Take necessary actions to ensure that the Office Premises and Official Residences of the AfCFTA Secretary-General and staff are secure and protected
* Take necessary actions to secure the movement and transportation of the Secretary-General and other designated Very Important Personality (VIP) staff of the Secretariat
* Take necessary actions secure public events and support the activities of the AfCFTA Secretariat in Ghana.
 |
| 6 | Ministry of Information | 1. Undertake specific actions on Trade Information to support the implementation of the Boosting Intra-African Trade (BIAT) Programme of Action developed by the AfCFTA Technical Working Group (TWG) on Trade Information (which is chaired by Ministry of Information).
2. Support the AfCFTA to extensively promote and publicize information of the AfCFTA, BIAT and Ghana’s national response strategy
3. Support the organization of public and stakeholder sensitization to disseminate accurate information on the AfCFTA and BIAT
 |
| 7 | Ministry of the Interior  | 1. Undertake specific actions on Factor Market Integration to support the implementation of the Boosting Intra-African Trade (BIAT) Programme of Action developed by the AfCFTA Technical Working Group (TWG) on Factor Market Integration.
2. Facilitate the speedy/hustle-free issuance Visa-on-Arrival for AU staff; AfCFTA Secretariat staff and visitors/delegations; and Officials of AU Member States in line with the Host Country Agreement.
3. Examine and operationalize relevant policies and protocols on free movement of people and of labour migration, within the context of AfCFTA;
4. Facilitate implementation of policies that increase the freedom of movement for business people, within the context of AfCFTA;
5. Advise on the harmonization rules on cross border establishment; and establish agreements on mutual recognition of qualifications within the context of the AfCFTA.
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| 8 | Ministry of Aviation | 1. Undertake specific actions to enhance air transport infrastructure and services to support the implementation of the Boosting Intra-African Trade (BIAT) Programme of Action developed by the AfCFTA Technical Working Group (TWG) on Trade –Related Infrastructure
2. Ensure that Ghana Airport Company creates a dedicated Desk for AU Member States for expedited Visa-On-Arrival as per the Host Country Agreement.
3. Facilitate and improve alignment of Air Cargo routes and facilities to promote and increase intra-regional trade and investment
 |
| 9 | Ministry of Energy | 1. Undertake specific actions to enhance energy infrastructure and services to support the implementation of the Boosting Intra-African Trade (BIAT) Programme of Action developed by the AfCFTA Technical Working Group (TWG) on Trade –Related Infrastructure
2. Ensure that AfCFTA Secretariat and Official Residence of Secretary-General have adequate and reliable electricity supply, and in times of power outages, receive attention equal to similar international organisations and diplomatic missions.
3. Engage the National Steering Committee on Action Plans developed to harness the benefits of the AfCFTA for Ghana.
4. Take necessary action to support the implementation of Action Plans developed by BIAT Technical Working Groups on Trade-related Infrastructure
5. Take necessary action to support the implementation of Action Plans developed by BIAT Technical Working Groups on Enhancing Productive Capacity.
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| 10 | Ministry of Transport | 1. Undertake specific actions to enhance transport infrastructure and services to support the implementation of the Boosting Intra-African Trade (BIAT) Programme of Action developed by the AfCFTA Technical Working Group (TWG) on Trade –Related Infrastructure.
2. Ensure that adequate transport infrastructural facilities are in place in the short, medium and long term to enhance Government’s efforts of creating an enabling environment for the private sector and for Ghana to harnesses the full benefits of the AfCFTA.
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| 11 | Ministry of Communications  | * Undertake specific actions to enhance communication infrastructure and services to support the implementation of the Boosting Intra-African Trade (BIAT) Programme of Action developed by the AfCFTA Technical Working Group (TWG) on Trade –Related Infrastructure.
* Ensure adequate, accessible and reliable information and communication infrastructure and services are in place to support the implementation of the AfCFTA in Ghana to derive maximum benefits from its trading activities.
 |
| 12 | Ministry of Railways Development  | 1. Undertake specific actions on railway infrastructure and services to support the implementation of the Boosting Intra-African Trade (BIAT) Programme of Action developed by the AfCFTA Technical Working Group (TWG) on Trade –Related Infrastructure.
2. Ensure an accessible, affordable, reliable, effective and efficient railway system is in place to support the implementation of the AfCFTA in Ghana.
 |
| 13 | Ministry of Business Development | 1. Undertake specific actions on Factor Market Integration to support the implementation of the Boosting Intra-African Trade (BIAT) Programme of Action developed by the AfCFTA Technical Working Group (TWG) on Factor Market Integration, covering the free movement of capital, labour and business persons.
2. Support youth, women entrepreneurs and other vulnerable groups to actively participate in Intra-Regional Trade and by extension to create employment opportunities, including decent and skilled production-related work.
3. Collaborate with relevant MDAs to disseminate information on AfCFTA to early stage start-up enterprises.
 |
| 14 | Ministry of Gender, Children and Social Protection | 1. Undertake specific actions to support the implementation of the Boosting Intra-African Trade (BIAT) Programme of Action developed by the AfCFTA Technical Working Group (TWG) on Trade Policy.
2. Undertake specific actions to enhance Women’s participation in Intra-Regional Trade.
3. Collaborate with relevant MDAs to disseminate information on AfCFTA to gender-based interest groups.
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| **SCHEDULE 2:****GENERAL OPERATIONAL AND ADMINISTRATIVE DELIVERABLES** |
| This schedule focuses on the Chief Director carrying out a generic set of deliverables aimed at facilitating the smooth running of the sector Ministry. All the deliverables under these Key Result Areas (KRAs) are rooted in the legislative framework that governs the operations of the Civil Service and have been grouped into five (5) broad KRAs.Chief Directors are required to submit the following to the OHCS:* Mid and End of Year Self- Assessment report of the CD’s Agreement
* 2020 Sector Annual Performance Report
* Institutional Operational Manual
* Report on the signing/Evaluation of Agreements of the various HoDs/Directors/Analogous Grades
* Composite planning, mid and end of year Staff Performance Appraisal report
 |
| **PREPARATION OF FOLLOW UP REPORT**In the preparation of follow up action reports for KRAs 1 - 4, Chief Directors are required to consider the following:* Feedback provided on report submitted to recipient Institution e.g. OHCS, CAGD , Ministry of Finance etc.
* Challenges/issues raised/recommendations in the report submitted.
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| **KEY RESULT AREA 1: PERFORMANCE REPORTING**Chief Directors are required to prepare follow-up action reports on the under-listed:* The mid-year self-assessment
* Recommendations on Mid-year Sector Performance
* The findings of public opinion/media
 |
| **KEY RESULT AREA 2: FINANCIAL MANAGEMENT**CDs are expected to prepare follow-up actions reports on the under-listed OVIs:* End of year report on Fixed Assets Register
* Report on the establishment of a fixed asset coordinating unit
* Quarterly Budget Implementation Report
* Multi-year Expenditure Commitment Report
* Purchase Requisition Report
* Warrant Trail Report

***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. |  |  |  |  |
| 2. |  |  |  |  |
| 3. |  |  |  |  |

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| **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/Institution.***Follow-up action on the signing and evaluation of Directors/HoDs and Analogous Grades***Chief Directors are required to prepare follow-up action report on the signing and evaluation of the performance of all Directors/Analogous Grades and Heads of Departments. **Soft copies** of the reports should be submitted to the OHCS.***Follow up actions on the Mid and End of Year Reports Implementation of the 2021 Training Plan***Chief Directors are expected to report on the summary of how the organisation utilised the skills acquired from the trainings and indicate actions on the recommendations made.***Follow up actions on the Planning, Mid and End of Year Reports on the Implementation of the Staff Performance Appraisal (SPA)***Chief Directors are required to prepare follow-up action report on the Planning, Mid and End of Year SPA. **Soft copies** of the reports should be submitted to the OHCS by end of January 2021, July 2021 and January 2022. |
| **KEY RESULT AREA 4: IMPLEMENTATION OF NACAP** ***Report on follow up actions on the implementation of NACAP*** Chief Directors are expected to report on the status and follow up action on the implementation of NACAP. |
| **KEY RESULT AREA 5: LEADERSHIP AND MANAGEMENT STYLE*****Implementation report on Mentorship and Coaching initiatives***Chief Directors are required to institute and report on Mentoring and Coaching initiatives implemented. As part of the initiative, CD’s will be required to design mentorship programmes to facilitate the transfer of skills acquired through specific training. CDs will also be required to identify suitable Officers to understudy him/her to ensure transfer of critical skills and provide coaching required to develop mentees. |
| **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 three (3) 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.** |

**DEFINITION OF TERMS**

The definitions for the terms used in the Heads of Department’s Performance Agreementwere introduced in the template as follows;

**“Chief Director”** means the bureaucratic head of the institution.

**“Director”** means the Director/Analogous Grades officers occupying the position of a Directorate/Unit head in the Ministry.

**“Head of Department”** means the officer occupying the position of a Departmental head.

**“Focus Area”** means the broad thematic areas of Ministries; consistent with their mandate, plans, programmes and projects as well as emerging issues of the sector.

**“Target”** means activities to be undertaken within a particular period. The target set should be Specific, Measurable, Achievable, Realistic and Time bound (SMART). The target set should lead to the achievement of the Top Priority Areas. **Example:** Produce Civil Service Annual Performance Report. (how many copies and by what timeline?? Is it to be distributed to key stakeholders?) SMART Example: Produce 250 copies of the APR and distribute to key stakeholders by end of March 2020.

**“Output”** means the final or key information in the form of pictorial, video or documentary evidence to show that the target set by the institution has been achieved.