

## **GUIDELINES FOR THE SUBMISSION OF MDA ANNUAL PERFORMANCE REPORTS**

### **INTRODUCTION**

The Civil Service Act, 1993 (PNDC Law 327), Section 85 (1) states that “within three months after 31<sup>st</sup> December of each year, the Head of the Civil Service shall prepare an Annual Report giving details of the administration of the Service during the preceding twelve months”.

To enable the Head of the Civil Service achieve the above legislative directive, and also in accordance with best management practices, all Sector Ministries are, on an annual basis, required to prepare comprehensive reports on the performance of their respective sectors for the particular period under review. These reports of Sector Ministries are expected to be submitted to the Office of the Head of Civil Service (OHCS) by *mid-January* of the ensuing year.

### **THE REPORT OF SECTOR MINISTRIES**

The guidelines for the submission of Annual Performance Reports by Sector Ministries are therefore being issued to facilitate the work of the OHCS on this important legislative obligation. It is intended to provide a standard format to enable Ministries have a clear sense of direction in understanding the requirements for the submission of their sector reports. It is also to ensure that Sector Ministries do not submit reports in different formats, a situation which presents difficulties during the compilation and analysis of the information and data provided, and which invariably leads to delays in the timely completion and publication of the Civil Service Annual Report. The format specifications and content must be strictly adhered to as follows:

- Margin sizes - 1” on the top, bottom and sides
- Spacing - Single line
- Font size - 12 Point
- Font type - Times New Roman
- Section Titles - upper case, bold and 14 point font size,
- Bottom - indicate current page number out of total pages, e.g. page 10 of 20

### **THE STRUCTURE OF THE REPORT**

The outline of the Ministry’s report is as follows:

1. INITIAL SECTIONS:
  - a. TABLE OF CONTENTS
  - b. ABBREVIATIONS
  - c. EXECUTIVE SUMMARY
2. PART ONE: PROFILE OF THE SECTOR MINISTRY
3. PART TWO: HUMAN RESOURCE DATA AND ANALYSIS

4. PART THREE: PLANNED PROGRAMMES AND DELIVERY
5. PART FOUR: CHALLENGES & MITIGATING STRATEGIES
6. PART FIVE: OUTLOOK FOR 2016

## **GUIDELINES FOR COMPLETION OF THE REPORT**

The reports of sector Ministries should be **submitted in both hard and soft copies**. The **INITIAL SECTIONS** of the Sector Ministry's report should comprise the following:

- **Table of Contents**

The report of the Ministry should provide a comprehensive Table of Contents with the key sections, sub-headings and corresponding page numbers captured appropriately.

- **List of Abbreviations**

All abbreviated words should be captured under the list of abbreviations and arranged in an alphabetical order. However, the abbreviated word when first introduced in the main text of the report should be written in full.

- **Executive Summary**

The Executive Summary should provide detailed but concise information on Parts 1 – 5 of the Sector Ministry's report with sub-headings to facilitate easy reading, analysis and appreciation of the Sector's performance as well as incorporation into the final report on the Civil Service. More emphasis should be on the programmes and activities undertaken in the course of the year, the challenges and the way forward.

## **PART ONE: PROFILE OF THE SECTOR MINISTRY**

This section of the report should focus on the general overview of the sector Ministry. It should start with a brief introduction about the sector, its establishment and legal instruments, if any, followed by an outline of the sector Ministry's profile, namely the:

- Vision
- Mission
- Functions
- Policy objectives of the Ministry
- Organizational structure of the Sector Ministry
- List of Sector Departments, Agencies, Public Boards and Corporations & Public Service Organisations for which a Ministry has oversight responsibility. The list should be classified into:

i. **Civil Service Departments**

E.g. Department of Social Welfare

Kindly indicate which departments are decentralized. In addition, provide a breakdown of the Institutions of the decentralized departments that are remaining at the National level.

ii. **Sub-vented Agencies**

E.g. Lands Commission

iii. **Public Service Organizations**

E.g. Ghana Police Service

iv. **Public Boards and Corporations**

E.g. Volta River Authority, Cocoa Marketing Company

- Political and Administrative Heads of the Ministry and its Sector Departments and Agencies. The report should indicate the names of the Political Heads of Ministries, their Deputies & Chief Directors; and the Heads of Department (national level only) as per the format below:

i. **POLITICAL & BUREAUCRATIC HEADS OF THE MINISTRY**

Ministry	Political Head	Deputy Political Head(s)	Bureaucratic Head
Name	Hon. ....	Hon.....	
Period of Office	E.g. Jan 2013 - Dec 2015	E.g. Jan- May 2015	

ii. **HEADS OF DEPARTMENT AT THE NATIONAL LEVEL**

S/N	Name of Department	Name of Bureaucratic Head	Substantive Grade	Period of Office
1.	Department of .....	.....	Director	Jan- May 2015

## **PART TWO: HUMAN RESOURCE DATA AND ANALYSIS**

In the main report, Sector Ministries are to provide short write-ups on the analysis of their Human Resource data relating to staff distribution, staff movements and staff training.

The details of this information should be carefully compiled and ***must be limited only to the Ministry and its Civil Service Departments.***

With regard to decentralized Departments, the list should be limited to staff at the Head Offices only. *The lists compiled for the analysis should be authenticated and duly signed by the Institutional Heads and attached as Appendices.*

For easy compilation by the OHCS, the HR data should be submitted in ***Microsoft Excel ONLY*** as per the templates provided as **Appendices 1-3** of these Guidelines. Below are the types of the HR data to be collected.

- i. **Staff Distribution – Appendix 1**
  - a. Staff List indicating total staff strength
  - b. Staff Categorization (Occupational groups; & Senior/Junior)
  - c. Sex Distribution
  - d. Age Distribution
- ii. **Staff Movements – Appendix 2**
  - a. Recruitments/Replacements undertaken
  - b. Promotions undertaken
  - c. Postings undertaken
  - d. Secondments
  - e. Staff on Contract
  - f. Leaves (Study Leave, Leave of Absence, etc.)
  - g. Exits from the Service
    - Retirements
    - Resignations
    - Deaths
    - Dismissals
    - Interdictions
- iii. **Training & Development – Appendix 3**
  - a. Scheme of Service & Competency-Based Training
  - b. Workshops, Seminars & Conferences attended
  - c. Academic Training Programs
  - d. Summary of Cost of Training & Development Interventions

### **PART THREE: PLANNED PROGRAMMES AND DELIVERY**

This section deals with the key policies, planned projects, programmes, activities and achievements of the Ministry and its Sector Institutions/Agencies. The information provided should cover details of the progress made as per the planned programmes and activities during the period under review. Kindly indicate how those activities are impacting on the socio-economic development of the Nation.

The information in this section of the report should be presented in two parts. The first part should focus on the Ministry and the second part on the sector departments and agencies.

The narrative in the first part *should focus on activities relating to the core mandate of the Ministry* i.e. policy formulation, research, coordination, monitoring and evaluation activities as well as the implementation of national/strategic programmes and initiatives. Issues relating to sector-wide reform initiatives (e.g. Public Sector Reforms, National Governance Projects, Legal/Legislative Reforms, etc.) should also be captured.

The narrative in the second part should focus on the planned programmes and activities of the **sector departments and agencies** and the results emanating from their implementation.

Templates to capture the work of Ministries and sector institutions within the reporting period have been attached as **Appendix 4 (a) & 4 (b)** of these Guidelines. These are intended to provide a quick overview of programmes and progress made.

***\*\*\* (Kindly note that a repetition of previous year's achievements will not be captured in the 2015 Annual Performance Report)***

The report is also expected to cover an analysis of the Financial Performance of the Ministry and its sector departments and agencies during the period under review. It should indicate the approved budget for the entire sector, the total budgetary releases and the actual expenditures made. The report should also cover Internally Generated Funds (IGF) as well as funds received from Development Partners in the implementation of its policies, programmes and projects.

The template for Financial Performance is attached as **Appendix 5**.

#### **PART FOUR: CHALLENGES & MITIGATING STRATEGIES**

The report of the Ministry should provide a summary of the major challenges encountered by the Ministry and its sector Departments and Agencies in implementing their work plans during the period under review (2015) and the strategies for overcoming them. This should be submitted in the format below:

KEY SECTOR CHALLENGES	MITIGATION STRATEGY EMPLOYED

#### **PART FIVE: FORWARD LOOK FOR 2016**

The Ministry should provide a list of the **STRATEGIC AND TOP PRIORITY AREAS** that have been programmed for 2016 for the entire sector.

**APPENDICES:****Appendix 1 - STAFF DISTRIBUTION****A. STAFF LIST OF (MINISTRY/DEPARTMENT)**

**PLEASE NOTE THE FOLLOWING:** The list of staff must be arranged in order of Directorates/Units and with respect to seniority.  
All names must also be written with the “first names” first

Staff No.	Name	Sex	Date of Birth (DD/MM/YY)	Current Grade	Date of First Appointment (DD/MM/YY)	Date of Present Appointment (DD/MM/YY)	Highest Qualification	Senior/Junior Staff	No. of Years at Current Ministry / Department
776654	Joseph Danquah	M	17/06/62	Chief Director	12-11-85	01-10-09	PhD	Senior	3yrs
<b>FINANCE AND ADMINISTRATION DIRECTORATE (FAD)</b>									
564345	Francis Acquah	M	19/09/72	Director	21/11/90	17/10/06	MBA Admin	Senior	4yrs
435567	Esther Aryee	F	08-11-75	Dep. Director	31/10/95	14/02/08	MA Public Adm.	Senior	3yrs
345778	Richmond Akorli	M	31/02/77	Asst. Director. I	15/09/03	19/10/12	MBA HRM	Senior	2yrs
<b>POLICY PLANNING MONITORING AND EVALUATION DIRECTORATE (PPMED)</b>									
290986	Enoch Nkansah	M	24/12/80	Director	20/08/03	31/04/12	MA Devt Studies	Senior	4yrs
654355	Sandra Kwarteng	F	13/05/83	Asst. Director IIA	01-01-06	18/08/10	MA Policy	Senior	2yrs
556778	Mavis Asare	F	22/07/80	Asst. Planning Officer	01-01-06	18/08/10	BA Economics	Senior	4yrs
454323	Abass Mohammed	M	12/12/19885	Higher Exec Officer	12-12-08	19/10/12	HND	Senior	1yr
345789	Cecilia Amankwah	F	24/04/1970	Stenographer Gd II	12-25-06	19/10/12	Sec Sch Cert	Junior	1yr
<b>RESEARCH, STATISTICS AND INFORMATION MANAGEMENT DIRECTORATE (RSIMD)</b>									
467587	Ruby Mensah	F	23-09-70	Director	21/11/90	17/10/06	MBA Admin	Senior	5yrs
254435	walid Moro	M	17/10/1986	Asst. Programmer	01-10-12	01-10-12	MSc Info Tech	Senior	2yrs
567956	Richard Sallah	M	21/08/1987	Asst. Programmer	01-10-12	01-10-12	MSc Info Tech	Senior	2yrs
256363	Isaac Addo	M	06-01-90	Executive Officer	01-10-12	01-10-12	Diploma	Junior	1yr
797077	Benjamin Mills	M	13/04/1991	Executive Officer	01-01-06	18/08/10	Diploma	Junior	1yr

**Head of MDA (Name):** ..... **Signature:**

..... **Date:** .....

## B. STAFF CATEGORISATION (MINISTRY/DEPARTMENT)

	CLASS	SNR. STAFF		JNR. STAFF		TOTAL
		MALE	FEMALE	MALE	FEMALE	
<b>MAIN MINISTRY</b>	Administrative					
	Accounting					
	Budget					
	Planning					
	IT/IM					
	Audit					
	Transport					
	<b>TOTAL</b>					
<b>DEPT OF.....</b>	Records					
	Engineering					
	Accounting					
	Secretarial					
	Executive					
<b>TOTAL</b>						

**NOTE: Senior Staff refers to Senior Executive Officers and Analogous Grades and above  
Junior Staff refers to Higher Executive Officers and Analogous Grades and below**



### C.SEX DISTRIBUTION (MINISTRY/DEPARTMENT)

MINISTRY OF LOCAL GOVT	DISTRIBUTION	
	MALE	FEMALE
Main Ministry	32	23
Dept. of Comm Devt.	16	38
Births & Deaths Registry	27	22
Env Health & Sanitation Unit	36	27
Dept. of Parks & Gardens	16	33
<b>TOTAL</b>	<b>127</b>	<b>143</b>

### D. AGE DISTRIBUTION (MINISTRY/DEPARTMENT)

MIN OF JUSTICE	AGE RANGE	20-30yrs	31-40yrs	41-50yrs	51-60yrs	60yrs +	TOTAL
Main Ministry	<b>MALE</b>	1	10	10	8	0	29
	<b>FEMALE</b>	1	9	19	14	1	44
	<b>SUB-TOTAL</b>	<b>2</b>	<b>19</b>	<b>29</b>	<b>22</b>	<b>1</b>	<b>73</b>
Registrar General's Dept	<b>MALE</b>	2	11	33	13	2	61
	<b>FEMALE</b>	1	4	12	14	1	32
	<b>SUB-TOTAL</b>	<b>3</b>	<b>15</b>	<b>45</b>	<b>27</b>	<b>3</b>	<b>93</b>
<b>OVERALL TOTALS</b>		<b>5</b>	<b>34</b>	<b>74</b>	<b>49</b>	<b>4</b>	<b>166</b>

## **APPENDIX 2 - STAFF MOVEMENTS**

### **A. RECRUITMENTS UNDERTAKEN**

List of Officers Recruited						Mode of Recruitment				
						New Entrants	Replacement			
S/N	Staff No.	Name of Officer	M/F	Grade	Date of First Appointment	Yes/No	Name of Officer Replaced	Grade	M/F	Staff No.
1.	12095	Kate Andrews	F	Asst Dir IIB	01/10/13	Yes	-		-	-
2.	99127	Kwami Kojo	M	Technical Officer Grade III	01/03/13	-	Kwami Alovi	Tech. Off. Grade I	M	92318D

### **B. PROMOTIONS UNDERTAKEN (MINISTRY/DEPARTMENT)**

S/N	Staff No.	Name of Officer	Sex M/F	Previous Grade	Current Grade	Notional Date	Substantive Date
1.	14456	William Boateng	M	Asst. Director I	Deputy Director	15/02/14	20/06/14
2.	65789	Derik Wiredu	M	Driver Grade II	Driver Grade I	15/02/14	20/06/14

**C. POSTINGS UNDERTAKING**

<b>S/N</b>	<b>Staff No.</b>	<b>Name of Officer</b>	<b>Sex M/F</b>	<b>Grade</b>	<b>Posting From</b>	<b>Posting To</b>	<b>Effective Date of Posting</b>	<b>Release Date</b>	<b>Date of Assumption</b>
1	144566	William Boateng	M	Economics Officer	MOF	OHCS	15/03/14	17/03/14	20/03/14
2	876783	Linda Offei	F	Asst. Information Officer	MOI	MOH	30/09/14	30/09/14	01/10/14

**D. STAFF ON SECONDMENT**

<b>S/N</b>	<b>Staff No.</b>	<b>Name of Officer</b>	<b>Sex M/F</b>	<b>Grade</b>	<b>Seconded From</b>	<b>Seconded To</b>	<b>No. of years seconded</b>	<b>Start Date</b>	<b>End Date</b>	<b>Remarks</b>
1	456783	Ransford Williams	M	Asst. Director I	MoF	BoG	1 Yr	30/06/14	01/07/15	-
2	223245	Kofi Mensah	M	Snr. Mgt. Analyst	MSD	PSC	2 Yrs	02/01/13	03/01/15	-

**E. STAFF ON CONTRACT**

<b>S/N</b>	<b>Staff No.</b>	<b>Name of Officer</b>	<b>Sex M/F</b>	<b>Grade</b>	<b>Duration</b>	<b>Start Date</b>	<b>End Date</b>
1	823450	Rebecca Tagoe	F	Director	2 Yrs	29/10/13	28/10/15
2	592701	Kofi Banahene	M	Chief Personnel Offr	1 yr	15/04/13	14/04/14

## F. LEAVES

S/N	Staff ID	Name of Officer	Grade	Type of Leave	Duration	Start Date	End Date
1.	24573	Michael Asare	Dep. Director	Leave of Absence	6 Months	09/03/15	27/09/15
2.	989766	Ernestina Oklu	Commercial Trade Officer	Study Leave	1 Year	12/01/15	18/12/15
3.	322445	Rita Boafo	Executive Officer	Study Leave	2 Year	20/06/13	21/06/15

## G. STAFF WHO EXITED THE SERVICE

S/ N	Staff No.	Name	M/F	Grade	Date	REASON FOR EXIT					
						Retirement	Resignation	Dismissal	Interdiction	Death	*Other
1.	758589	Elvis Binka	M	Chief Engineer	29/11/13	-	-	-	✓	-	-
2.	563678	Adorkor Ali	M	Chief Planning Officer	23/08/13	✓	-	-	-	-	-
3.	565775	Doris Adjei	F	Asst. Dir IIB	30/12/13	-	-	-	-	-	Voluntary Retirement

## **APPENDIX 3 - TRAINING & DEVELOPMENT (MINISTRY & DEPARTMENTS)**

### **A. Scheme of Service and Competency-Based Training Programs 2015**

S/ N	STAFF No.	Name of Officer	Grade	Sex M/F	Course of Study	Institution	Duration	Start Date	End Date	Funding	
										GoG	DP
1	22987	Agnes Tia	Asst. Budget Analyst	F	Strategic Planning	CSTC	5 Weeks	01/07/15	06/08/15	✓	-
2	32768	Pearl Adu- Addy	Asst Dir. IIA	F	Diploma in Public Admin.	GIMPA	16 Weeks	01/09/15	22/12/15	-	✓

### **B. Workshops, Seminars and Conferences Undertaken in 2015**

S/ N	STAFF No.	Name of Officer	Grade	M/ F	Programme Title	Institution	Duration	Start Date	End Date	Funding	
										GoG	DP
1.	22356	Eric Abban	Social Devt Officer	M	Workshop on Child Labour	MELR	1 Day	15/05/15	15/05/15	✓	-
2.	32768	Kofi Mahama	Comm. Devt. Officer	M	Seminar on Water Mgt.	CWSC	6 Weeks	01/07/15	11/08/15	-	✓

### C. Academic Training Programs

S/ N	STAFF No.	Name of Officer	Grade	M/F	Course of Study	Institution	Duration	Start Date	End Date	Funding			Study Leave	
										Self	GoG	DP	With Pay	With out Pay
1.	327682	Ben Keasi	Snr. Exec Office r	M	BA Political Science	University of Ghana	3 Years	02/01/13	30/02/16	✓	-	-	-	✓
2.	229873	Irene Abedi	Econs Office r	F	MSc Economi cs	University of Cape Coast	2 Years	04/04/13	05/05/15	-	-	✓	✓	-
3.	567764	Joseph Oti	Asst Dir. I	M	M.A. Global Public Admin.	Seoul Nat Uni. S. Korea	2 Years	20/06/13	30/07/15	-	-	✓	✓	-

**\*Note:** Kindly indicate the name of the Donor Partner(s) (DP) funding the training programme.

### D. SUMMARY OF COST OF TRAINING & DEVELOPMENT INTERVENTIONS

NO	TYPE OF TRAINING	COST OF TRAINING			TOTAL
		GOG	DONOR	SELF	
1	Scheme of Service & Competency Based				
2	Workshops, Seminars & Conf				
3	Academic Training				
	<b>TOTAL</b>				

## Appendix 4: REPORTS ON SECTOR PERFORMANCE

### A. HIGHLIGHTS OF ACHIEVEMENTS OF THE MINISTRY OF.....

POLICIES	POLICY OBJECTIVE(S)	EXPECTED OUTPUT(S)	BASELINE AS AT DEC. 2014	TARGETS FOR 2015	2015 ACTIVITIES UNDERTAKEN	START DATE (2015)	END DATE (2015)	ACTUAL RESULTS FOR 2015	CHALLENGES/ REMARKS

**NOTE:** Ministries are not limited to one policy objective or one expected output per the stated policy. The activities, targets, baseline and expected outputs should be related to the policies.

### B. HIGHLIGHTS OF PROGRAMMES AND ACHIEVEMENTS OF SECTOR DEPARTMENTS/AGENCIES

NAME OF DEPT. / AGENCY: .....

PROGS/ PROJECTS	OBJECTIVES	EXPECTED OUTPUT(S)	BASELINE (AS AT DEC. 2014)	TARGET FOR 2015	2015 ACTIVITIES UNDERTAKEN	START DATE (2015)	END DATE (2015)	COLLAB PARTNER(S) & SOURCES OF FUNDING	ACTUAL RESULTS	CHALLENGES/ REMARKS

**NOTE:** Kindly ensure to differentiate programmes from projects.

The actual results in both **Appendix 4 (a) and 4 (b)** should reflect the achievements attained **\*\*\*within the reporting period\*\*\*** and not from the start dates of indicated projects, programmes and activities especially if these begun before the reporting period. An explanation of institutions inability to meet set targets should be stated.

## Appendix 5

### 2015 FINANCIAL PERFORMANCE

SOURCE		APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
<b>1</b>	<b>GoG</b>				
	Compensation of Employees				
	Use of Goods & Services				
	CAPEX				
<b>2</b>	<b>IGF</b>				
<b>3</b>	<b>DEV'T PARTNERS e.g.</b>				
	DANIDA				
	JICA				
	World Bank				
	<b>TOTAL</b>				