

**2023**

**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 Area

**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

**TWG** - Technical Working Group

# 1.0 PREAMBLE

This Agreement dated …....…… day of ........................……….. in the year Two Thousand and Twenty-Three, effective 1st January, 2023 to 31st December, 2023, 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 1st January, 2023 to 31st December, 2023. 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 2023 PERFORMANCE AGREEMENT

The Performance Agreement covers the following Focus Areas:

* 1. S**chedule 1: 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 *-*** *Ministers’ priorities/ Additional Government Priority Programmes and*

*Projects.*

**NB:** By notifying the Head of Service, Chief Directors can add targets and roles on deliverables under FA 5 up to September, 2023

4.1.1 **Implementation of the African Continental Free Trade Area (AfCFTA)**

* Ministries that are Key Actors in the implementation of the African Continental Free Trade Area (AfCFTA) are expected to refer to Guidance Notes and include in their targets activities defined for them. Targets set on AfCFTA should be placed under the appropriate Generic Focus Areas.

4.1.2 **Follow-Up Action on Previous Institution Specific Output Deliverables Implemented**

* Chief Directors are to select from their previous Agreements deliverable output that can be indicated as a follow-up target to monitor the status of achievement. Follow-up action targets set should be placed under the appropriate Generic Focus Area.
  1. **Schedule 2: General Operational and Administrative Deliverables**
* Performance Reporting
* Financial Management
* Human Resource Management
* Submission of Report on 2022 NACAP Activities to CHRAJ
* Leadership and Management Style
* Right to Information Act 2019 (ACT 989)
* Implementation of Ghana Electronic Procurement System (GHANEPS)
  1. **Schedule 3: Chief Director’s Personal Capacity Development 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 2024. 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 achieve 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 of the Chief Director who attains a performance ranking of ‘Very Good’ i.e. achieves a score of 85% - 94% of the stated deliverables.
* Recognition of the Chief Director who attains a performance ranking of ‘Good’ i.e. achieves a score of 75% - 84% of the stated deliverables.
* Recognition of 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

**INSTITUTION-SPECIFIC OUTPUTS AND DELIVERABLES**

Chief Directors (CDs) are expected to couch a minimum of five (5) and a maximum of ten (10) Ministry Specific Focus Areas across the five (5) generic focus areas. In addition, a minimum of 5 and a maximum of thirty (30) targets are to be defined across the five (5) **Generic Focus Areas**

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

| **MINISTRY’S STRATEGIC OBJECTIVES** | **FOCUS AREAS** | **BASELINE** | **TARGETS FOR THE YEAR (2023) and CDs ROLE** | **IMPLEMENTATION SCHEDULE** | | | | **KEY OUTPUT** | **OUTCOME** | **COLLABORATING MINISTRIES/ OTHER INSTITUTIONS** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **1st Qtr**  **Jan.- Mar.** | **2nd Qtr**  **Apr.- June** | **3rd Qtr**  **July- Sept.** | **4thQtr**  **Oct.- Dec.** |
| **Focus Areas 1:** *Policy Formulation, (Cabinet Memos, Legislation, Standards, Guidelines, Regulations) Coordination, Monitoring and Evaluation* | | | | | | | | | | |
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| **Focus Areas 2:** *Service Delivery Standards (Operationalisation of the Client Service Charter)* | | | | | | | | | | |
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| **Focus Areas 3:** *Research and Information Management* | | | | | | | | | | |
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| **Focus Areas 4:** *Innovation (Initiatives to improve service delivery and work processes)* | | | | | | | | | | |
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| **Focus Areas 5:** *Ministers’ Priorities/ Additional Government Priority Programmes and Projects* | | | | | | | | | | |
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\*Implementation Schedule for Targets and roles should be broken down into quarters

\*Targets on AfCFTA should be placed under the appropriate generic Focus Areas

\*Targets on follow-up actions should be placed under the appropriate generic Focus Area

# 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 forwarded to the OHCS in soft copy – **July, 2023 & January, 2024.**
2. 2023 Sector Annual Performance Report and soft copy forwarded to OHCS/copy of forwarding letter – **January, 2024**
3. Institutional Operational Manual not more than four (4) years available, with evidence of submission to OHCS – **June, 2023**
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 – **April, 2023**
5. Report on the evaluation of Agreements of the various HoDs/Directors/Analogous Grades and a copy sent to OHCS – **January, 2024**
6. Composite Report on the Planning, Mid and End-of-year implementation of the SPA and soft copy submitted to OHCS by **March, 2023, August, 2023** and **January 2024** respectively
7. Mid and End of year reports on the Implementation of the Training Plan and soft copy submitted to OHCS – **July, 2023 & 15th January, 2024**

In addition to the above, Chief Directors shall present evidence of directives for follow-up actions and actions undertaken for KRAs 1 - 7, 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 reports submitted by Officers to Chief Director.

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| **OBJECTIVE VERIFIABLE INDICATOR(S) (OVIs)** | **DUE DATES** |
| **KEY RESULTS AREA 1 - PERFORMANCE REPORTING** | |
| Follow up actions report on recommendations in Mid-year Sector Performance Report linked to Institution’s Action Plan | September, 2023 |
| 2023 Sector Annual Performance Report and soft copy forwarded to OHCS | January, 2024 |
| Mid and End-of-year follow-up action reports on the findings of public opinion/media reports | July, 2023 & 15th January, 2024 |
| Functional Client Service unit with  Signage for ease of identification and accessibility | December, 2023 |
| **KEY RESULTS AREA 2 - FINANCIAL MANAGEMENT** | |
| Copy of 2022 Expenditure Returns for End year and forwarding letter to CAGD | February, 2023 |
| Report on activities of Fixed Asset Coordinating Unit | December, 2023 |
| Updated Fixed Assets Register endorsed by Internal Auditor, Estate Manager and CD. | December, 2023 |
| Annual Audit Work Plan and evidence of submission to IAA | 30th January 2023 |
| Quarterly Audit Report based on the execution of the Annual Audit Work Plan submitted to IAA. | 30thApril, 30th July, 30th October 2023 and 21st January 2024 |
| 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 ***(This report will be prepared only when Parliament has raised issues to be addressed)*** | December, 2023 |
| Prepare mid and end year follow-up action reports on Budget Implementation reports. | July 2023, and 15th January, 2024 |
| **KEY RESULTS AREA 3 - HUMAN RESOURCE MANAGEMENT** | |
| Organisation Manual not more than four (4) years available and evidence of the following:   * Updated Staff list as at 31st January 2023 * Establishment level as at 31st January 2023 * Individual Job Schedule for staff as at 31st January 2023 | November, 2023 |
| Institutional Operational Manual not more than four years available, with evidence of submission to OHCS | June, 2023 |
| Mid and End-of-Year self-assessment reports of the CDs Agreement and soft copy forwarded to the OHCS | July, 2023 & January, 2024 |
| Report on the signing of Agreements demonstrating the linkages between the CDs deliverables and the FAs of the various HoDs/Directors/Analogous Grades and soft copy forwarded to OHCS | April, 2023 |
| Follow-up action report on the Signing of Performance Agreements with Directors/Analogous and Heads of Departments | May, 2023 |
| Report on the evaluation of Agreements of the various HoDs/Directors/Analogous Grades and soft copy forwarded to OHCS | January, 2024 |
| Composite Report on the Planning, Mid and End of year implementation of the SPA and soft copy forwarded to OHCS | March 2023, August 2023 and January 2024 |
| Follow-up action report on the challenges/issues raised /recommendations in the Planning, Mid and End of year SPA reports | April & September, 2023 and January 2024 |
| 2023 Training Plan and evidence of submission to OHCS | January, 2023 |
| Mid and End of year reports on the Implementation of the Training Plan and soft copy submitted to OHCS | August, 2023 & January, 2024 |
| Follow-up action report on the challenges/issues raised /recommendations in the Mid-year report on the implementation of the 2023 Training plan | August, 2023 |
| Mid and End of year reports on efforts to enforce discipline (including preventive measures) | July, 2023 & 15th January, 2024 |
| **KEY RESULTS AREA 4 - SUBMISSION OF REPORT ON 2022 NACAP ACTIVITIES**  **TO CHRAJ** | |
| 2022 End of year reports on the implementation of NACAP Activities and evidence of submission to CHRAJ | July, 2023 |
| **KEY RESULTS AREA 5 - LEADERSHIP AND MANAGEMENT STYLE** | |
| Mid and End of year Implementation reports on Mentorship and Coaching Initiatives, Coaching plans, programmes, meeting notes | July, 2023 & 15th January, 2024 |
| **KEY RESULTS AREA 6 – RIGHT TO INFORMATION ACT, 2019 (ACT 989)** | |
| Operationalisation of Right to Information (RTI) Act, 2019 (Act 989)   * 2022 Annual Institutional RTI Act implementation report with evidence of forwarding letter to the Right to Information Commission. {Section 77(1)}. * Updated and published information manual for the year 2023 with evidence of publication. {Section 3(1)} * RTI Unit Established with a visible signage and headed by an Information Officer. {Section 3(3)(b)}. | February 2023  April 2023  January 2023 |
| **KEY RESULTS AREA 7** – **IMPLEMENTATION OF GHANA ELECTRONIC PROCUREMENT SYSTEM (GHANEPS)** | |
| Planning to implementation/Reporting   * Evidence of 2023 Procurement Plan Uploaded unto the GHANEP system * Evidence of Mid-year and End-of-year audit trail reports on all procurement activities undertaken on the GHANEP system. | January.2023  July, 2023 & January, 2024 |

# SCHEDULE 3

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

The CD is required to indicate three (3) personal capacity development activities to be undertaken during the year 2023.

**CD is required to undertake a capacity development action centred on relevant research undertaken at the sector/Civil Service to be presented at CD’s meeting and select any other two (2) capacity development activities of their choice.**

This capacity development action/activity is expected to fill a specific gap in order to enable the CD function effectively during the course of the assessment year. Kindly note that these capacity development actions are expected to be undertaken between the periods of January to September, 2023

(Activities could include; participation in workshops/conferences; seminars, webinars, book review, peer reviews, executive coaching and readings; etc)

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| **NO** | **COMPETENCY GAPS** | **ACTIVITIES & DATES** | **KEY OUTPUT** | **EXPECTED OUTCOME** |
|  | Enhancing CD peer-to-peer learning experiences at the Sector/Civil Service | Relevant research undertaken within the Sector/ Civil Service and research paper presented at CDs’ meeting by **September, 2023** | Research Paper containing key learning and reflections | Enhanced knowledge on specific Sector research findings |
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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 2023 Performance Agreement**

March 2023 - Circular and Template on 2023 Performance Agreement issued to Chief Director

March 2023 - Chief Director present Draft 2023 Performance Agreement to OHCS for review and feedback

March 2023 - Chief Director submit completed and endorsed 2023 Performance Agreement to HCS for counter signing

March 2023 - Chief Director to sign agreement with Directors and submit composite report to OHCS

April 2023 - Copy of counter signed Performance Agreement sent to Chief Director

1. **Performance Reporting and Assessment**

June 2023 - Circular issued for preparation of CDs Midyear self-assessment reports

August 2023 - Mid-year monitoring by OHCS Team

July-Sept 2023, - Review and submission of reviewed on Performance Agreement to OHCS

April-Sept. 2023 - Additions to deliverables under FA 5 and notification to OHCS

November 2023 - Circular issued for preparation of CDs end of year self-assessment reports

Jan-Feb 2024 - Evaluation of 2023 Performance Agreements

March/April 2024 - Results of Performance assessment communicated to relevant

Stakeholders

April/May 2024-Decisions taken on results of Performance assessment

# ANNEX 2- TEMPLATE FOR PERFORMANCE REPORTING

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

**1.0 INTRODUCTION**

**2.0 OBJECTIVES**

1. **STATUS OF IMPLEMENTATION AS ATMID-YEAR / END OF YEAR, 2023)**

**SCHEDULE 1**

| **MINISTRY’S STRATEGIC OBJECTIVE** | **FOCUS AREA** | **TARGETS FOR THE YEAR** | **CHIEF DIRECTOR’S ROLE** | **ACHIEVEMENT STATUS** | **OUTCOME** | **REMARKS** |
| --- | --- | --- | --- | --- | --- | --- |
| ***FA 1* - *Policy Formulation, (Cabinet Memos, Legislation, Standards, Guidelines, Regulations), Coordination, Monitoring and Evaluation*** | | | | | | |
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| ***FA 2 - Service Delivery Standards (Operationalisation of the Client Service Charter)*** | | | | | | |
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| ***FA 3 - Research and Information Management*** | | | | | | |
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| **FA 4 - *Innovation (Initiatives to improve service delivery and work processes)*** | | | | | | |
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| ***FA 5 –Ministers’ Priorities / Additional Government Priority Programmes and Projects*** | | | | | | |
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**NB: All key outputs and relevant documents used as a means of verifying OUTPUT deliverables and CDs roles performed should be logged in the table below and should have the following features captured.**

* **Type of document – letter, memo, report, contract documents etc.**
* **Date and subject**
* **From: …… to: ……**

|  |  |  |
| --- | --- | --- |
| **No.** | **Target** | **Means of Output Verification** |
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**SCHEDULE 2: GENERAL OPERATIONAL AND ADMINISTRATIVE DELIVERABLES**

| **KEY RESULT AREAS (KRA)** | **OBJECTIVE VERIFIABLE INDICATOR(S) (OVIs)** | **DUE DATES** | **ACTUAL RESULTS** | **REMARKS** |
| --- | --- | --- | --- | --- |
| **KRA 1 - Performance Reporting** |  |  |  |  |
| **KRA 2 –**  **Financial Management** |  |  |  |  |
| **KRA 3 –**  **Human Resource Management** |  |  |  |  |
| **KRA 4 - Submission of Report on 2022 NACAP Activities to CHRAJ** |  |  |  |  |
| **KRA 5 - Leadership and Management Style** |  |  |  |  |
| **KRA-6 Right to Information Act, 2019 (Act 989)** |  |  |  |  |
| **KRA-7 Implementation of Ghana Electronic Procurement System (GHANEPS)** |  |  |  |  |

**SCHEDULE 3**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **COMPETENCIES GAPS** | **ACTIVITIES & DATES** | **VERIFIABLE INDICATOR** | **OUTCOME** | **UTILIZATION OF COMPETENCY ACQUIRED** |
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1. **CHALLENGES AND MITIGATING STRATEGIES**

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| --- | --- | --- |
| **NO.** | **CHALLENGES** | **MITIGATING STRATEGY** |
|  |  |  |
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1. **RECOMMENDATIONS**
2. **CONCLUSION**

# ANNEX 3- ASSESSMENT

***(Kindly note that the Annex 3 has been provided for information purposes only. It will be used by the Evaluation Team during the end of year assessment and not for the Chief Director to complete.)***

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

|  |  |
| --- | --- |
| **SCHEDULES** | **WEIGHT** |
| **SCHEDULE 1** | |
| *Policy Formulation (Cabinet Memo and Legislations), Coordination, Monitoring and Evaluation* | 15 |
| *Delivery Standards (Operationalisation of the Client Service Charter)* | 15 |
| *Research and Information Management* | 15 |
| *Innovation (Initiatives to improve service delivery and work processes)* | 15 |
| *Ministers’ Priorities / Additional Government Priority Programmes and Projects* | 10 |
| ***SUB-TOTAL*** | **70** |
| **SCHEDULE 2** | |
| *Key Results Area 1 - Performance Reporting* | 4 |
| *Key Results Area 2 - Financial Management* | 4.5 |
| *Key Results Area 3 - Human Resource Management* | 10 |
| *Key Results Area 4 – Submission of Report on 2022 NACAP Activities to CHRAJ* | 1 |
| *Key Results Area 5 - Leadership and Management Style* | 1 |
| *Key Results Area 6 – Right to Information Act,2019 (Act 989)* | 1.5 |
| *Key Results Area 7 -**Implementation of Ghana Electronic Procurement System (GHANEPS)* | 2 |
| ***SUB-TOTAL*** | **24** |
| **SCHEDULE 3** | **6** |
| **GRAND TOTAL** | **100** |

1. **SCHEDULE 1- SCORE GUIDE – INSTITUTION-SPECIFIC OUTPUTS AND DELIVERABLES**

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| --- | --- | --- | --- |
| **SCHEDULE 1 – 70 MARKS** | | | |
| **MINISTRY-SPECIFIC FOCUS AREAS** | **TARGETS** | **KEY OUTPUT** | **MARKS** |
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| **TOTAL MARKS 70** | | | |

1. **SCHEDULE 2- SCORE GUIDE – GENERAL OPERATIONAL AND ADMINISTRATIVE DELIVERABLES**

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| --- | --- | --- | --- |
| **SCHEDULE 2- KEY RESULT AREAS - 24 MARKS** | | | |
| **KEY RESULTS AREA** | **OUTPUT DELIVERABLES** | **ASSIGNED MARKS** | **SCORES AWARDED** |
| **KRA 1 -** Performance Reporting |  | 4 |  |
| **KRA 2 -** Financial Management |  | 4.5 |  |
| **KRA 3 -** HR Management |  | 10 |  |
| **KRA 4 –** Submission of Report on 2022 NACAP Activities to CHRAJ |  | 1 |  |
| **KRA 5 –** Leadership and Management Style |  | 1 |  |
| **KRA 6** – Right to Information Act, 2019 (Act 989) |  | 1.5 |  |
| **KRA 7 –** Implementation Of Ghana Electronic Procurement System (GHANEPS) |  | 2 |  |
| **TOTAL MARKS 24** | | | |

1. **SCHEDULE 3- SCORE GUIDE – PERSONAL CAPACITY DEVELOPMENT PLAN**

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| **SCHEDULE 3 - PERSONAL CAPACITY DEVELOPMENT PLAN - 6 MARKS** | | | |
| **COMPETENCIES/SKILLS GAPS** | **ACTIVITIES & DATES** | **KEY OUTPUT** | **MARKS** |
|  |  |  | 2 |
|  |  |  | 2 |
|  |  |  | 2 |
| **TOTAL MARKS 6** | | | |

**OVERALL PERFORMANCE SCORE FOR CHIEF DIRECTORS**

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

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| --- | --- | --- | --- |
| **TOTAL MARKS** | **SCHEDULE 1 (70)** | **SCHEDULE 2 (24)** | **SCHEDULE 3 (6)** |
| **SCORE…………** | **SCORE…………** | **SCORE…………** |
| **OVERALL MARKS** | **100** | | |

# ANNEX 4

**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 2023 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 2023 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)* * *FA 5 –Ministers’ Priorities / Additional Government Priority Programmes and Projects*   Chief Directors (CDs) are expected to couch a minimum of five (5) and a maximum of ten (10) Ministry Specific Focus Areas across the five (5) generic focus areas.  In addition, a minimum of 5 and a maximum of thirty (30) targets are to be defined across the five (5) **Generic Focus Areas**  These are to be derived from the 2022-2025 Sector Medium Term Plan, the 2023 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 1 of the Agreement.  **NB:** By notifying the Head of Service, Chief Directors can add targets and roles on deliverables under FA 5 up to September, 2023 |
| **4.1.1** Target Setting on the Implementation of the African Continental Free Trade Area (AfCFTA) | Chief Directors who are Key Actors in the implementation of the African Continental Free Trade Area (AfCFTA) are expected to set targets on activities defined for them under their responsibilities. Targets set on AfCFTA should be placed under the appropriate Generic Focus Areas. |
| **4.1.2** Follow-Up Action on Previous Institution Specific Output Deliverables Implemented | As part of their targets and defined roles, Chief Directors are to select from their previous Agreements deliverable output that can be indicated as a follow-up target to monitor the status of achievement. Follow-up action targets set should be placed under the appropriate Generic Focus Area. |
| * 1. General Operational and Administrative Deliverables | Chief Directors are required to produce follow-up action **reports where required** in the OVIs of the 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   + Submission of Report on 2021 NACAP Activities to CHRAJ   + Leadership and Management Style   + Right to Information Act, 2019 (Act 989)   + Implementation of Ghana Electronic Procurement System (GHANEPS)   *(The detailed requirements under each KRA have been stated in Schedule 2 of the Agreement)* |
| **4.3** Chief Director’s Personal Capacity Development Deliverables | Chief Directors are required to indicate three (3) Capacity Development Programmes to be pursued in the course of the 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 2022-2025 Sector Medium-Term Development Plan. | |
| ***Focus Areas (FAs):***  Chief Directors are required to adopt the five (5) generic 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) Institution-specific Focus Areas to be pursued in the course of the reporting year. This must be couched from **all** the five (5) generic FAs. The FAs are to correspond with Section 4.1 of the Agreement. Depending on the scope of a FA, more than one corresponding Institution-specific FA may be indicated. | |
| ***Baseline:***  Chief Directors are required to indicate what has been done in the previous years in relation to the Target set for 2023. | |
| ***Targets for the Year (2023)***  In this column, Chief Directors are to spell out the main targets to be carried out during the year. A minimum of five (5) and a maximum of thirty (30) targets should be couched across the five (5) generic FAs. The identified targets should be linked to the achievement of the Institution 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.  Chief Directors are further required to state the specific roles that they are expected to play to enable the achievement of the indicated targets.  These may include tasks such as:   * Review workshop report and direct follow up actions * Review and approve budget/funding/proposal/concept note etc   **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 the Institution Specific Focus Area (FA) which should in turn lead to the attainment of Institution’s Medium-term Strategic Objectives. | |
| **Implementation Schedule**  Under this column, Chief Directors are to indicate the timelines (broken down into quarters) by which the specific targets and roles are expected to be carried out **during the year*.*** | |
| **Key Output and Outcome**  Under this column, Chief Directors are to indicate the key output 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 Outcome should also indicate the result or effect you expect from the achieved target. | |
| **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 in their working relationships with other institutions. | |

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| **TARGET SETTING ON THE IMPLEMENTATION OF THE AFRICAN CONTINENTAL FREE TRADE AREA (AfCFTA) ACTION PLAN**  All Chief Directors of the under-listed Ministries are to include in their targets the following responsibilities for implementation under the AfCFTA | | | |
| **NO** | **OUTPUTS** | **INDICATIVE RESPONSIBILITIES OF CDs UNDER AfCFTA** | **IMPLEME**  **NTING MINISTRIES** |
| 1. | **Output 1: Afcfta Rules And Regulations Mainstreamed Into National Laws** | * Review the relevant AfCFTA / AU instruments and make proposals for adjustments * Identify national laws and regulations that need to be updated to comply with AfCFTA * Prepare recommendations for draft bills for consideration by Parliament | MOTI/ MOJAGD |
| 2. | **Output 2: National Committees And Bodies For The Implementation Of Afcfta Established And Operational** | * Identify and set up committees and bodies nationally to facilitate implementation of AfCFTA. | MOTI/ MOJAGD |
| 3. | **Output 3: Representatives Of Ghana In Afcfta Bodies And Committees Designated** | * Select and appoint persons to the relevant regional bodies and Committees | MOTI |
| 4. | **Output 4: Ghana`S Market Access Commitments Under The Afcfta Protocols On Trade In Goods And Services Complied With** | * Identify Ghana’s Market Access Commitments under the AfCFTA Protocols on Trade in Goods and Services * Identify tariff laws and regulations to be revised to conform to the commitments * Prepare bills and regulations to effect the market access commitments * Submit bills for consideration and adoption by Parliament * Customs and other regulatory bodies of the changes in the laws and regulations | GRA – CD/ MOTI  / MOJAGD  TI. |
| 5. | **Output 5: Ghana’s Interest Protected Through Effective Participation In Meetings Of Afcfta Bodies And Committees** | * Prepare yearly schedules of meetings of AfCFTA bodies and committees | MOTI/MRBT |
| 6. | **Output 6: Awareness Raising Of Stakeholders On Afcfta Undertaken** | * Prepare briefs and general literature about the AfCFTA and potential benefits from the AfCFTA * Disseminate briefs and general literature to the public * Organise sensitisation workshops and seminars on AfCFTA every year for the general public * Organise sensitisation workshops for the private sector on the AfCFTA African Trade Observatory (ATO) every year as a continentwide information portal and promote its utilisation by the private sector | MOTI |
| 7. | **Output 7: Moti Capacity To Analyse And Participate Effectively In Trade Negotiations Strengthened** | * Prepare strategy / incentives package to ensure retention of skilled officers in MOTI and GITC. * Recruit new officers with prior experience in the business or academic worlds, who can master trade policy issues quickly, including economists. * Identify, procure, and maintain equipment for MOTI and GITC Team | MOTI/GITC |
| 8. | **Output 8: Regular Formal Platforms For Private Sector And Civil Society For Trade Policy Dialogue With Government Established** | * Identify associations of private sector, women businesses, and civil society * Form networks of private sector and civil society organisations. * Organise workshop for private sector operators, civil society and research organisations to agree on mechanisms for effective dialogue * Organise bimonthly fora with private sector operators, civil society and research organisations on trade issues annually. * Provide funds for consultancy assignments for forum subcommittees and conduct research assignments as required | MOTI/ private Sector Associations |
| 9. | **Output 9: Effective Consultation Mechanism With Private Sector, Women In Trade And Civil Society Operationalised** | * Organise consultations with private sector, women in trade and Civil society on trade negotiations. * Solicit the input of private sector and civil society in the formulation of position papers and development of negotiating strategy. * Meet with private sector and civil society to validate draft trade agreements. * Collaborate with private sector and civil society in the implementation of trade Agreements. | MOTI/private Sector Associations |
| 10. | **Output 10: Gender Mainstreaming Undertaken And Integrated Into The Afcfta** | * Conduct literature review to highlight key gender and trade issues in specific sectors and occupations where women and youth are concentrated in the Ghanaian economy * Collect data on the participation of women and youth in informal trade and cross-border trade * Identify priority issues, opportunities and constraints facing women and youth in crossborder trade in priority sectors. * Conduct and integrate gender analysis and youth in cross-border trade in the implementation of AfCFTA national strategies. * Highlight opportunities for women and youth under the AfCFTA in identified sectors, and potential negative effects. * Develop policy measures, interventions and support from government towards gender equality and women’s economic empowerment under the AfCFTA. | MOTI |
| 11. | **Output 11: Marketing And Business Development Services Provided To Local Manufacturers, Especially Msmes** | * Setup a team to promote made-in Ghana products. * Strengthen the Ghana Enterprises Agency to provide specialized business development services to MSMEs producing “Made in Ghana” goods. * Organise training / outreach on AfCFTA for MSMEs. * Establish a matching grant facility for MSMEs to access these services. * Assist local manufacturers/ MSMEs to upgrade packaging, enhance product development, gather market intelligence, and vigorously promote products. | MoTI/GSA |
| 12. | **Output 12: Quality Assurance By The Competent Authorities Provided** | * Review and align the Made-inGhana Policy with the AfCFTA. * Promote the Made-In-Ghana (MiG) logo as a “symbol of quality”. * Monitor to ensure sustained quality assurance of locally manufactured goods. * Encourage local manufacturers/ MSME to seek certification from the Ghana Standards Authority (GSA) and indicate same on their goods. | MoTI/GSA |
| 13. | **Output 13: Product Galleries And Showcasing Of Made-In-Ghana Goods Enhanced** | * Create a website-based product Gallery of Made-Ghana goods * Produce business plans and established pilot galleries in Accra, Tema and Kumasi. * Expand galleries to regional capital as funds are covered. * Institute a National Best Distributor of “Made-in- Ghana” Products award scheme for the supermarkets and town shops to induce their patronage. * Develop and implement an advertising strategy to promote. | MoTI |
| 14. | **Output 14: Capacity Of Gitc Strengthened And Gitc Functioning Effectively** | * Identify, procure and maintain equipment for GITC. * Organise regular training for GITC staff on administering trade remedies including Anti- dumping, Subsidies and Countervailing duties, and Safeguard measures. * Train private sector on submission of petitions on tariff and non-tariff issues. | GITC/MoTI/ Private Sector Organisation |
| 15. | **Output 15: Transparent And Effective Competition Regime Established** | * Develop a national competition policy. * Enact Competition Law * Appoint Competition Commission members. * Recruit support staff * Train staff on competition policies and operational manuals. * Organise an intensive campaign of education and information about competition law and the role of the Commission in all parts of the country. * Design website for the Commission and update regularly. * Deal fairly and quickly with initial flurry of complaints. Publicise the complaints received, and the decisions taken. | MoTI |
| 16. | **Output 16: Capacity To Apply Afcfta Dispute Settlement Procedures Enhanced** | * Establish legal unit at the National AfCFTA Coordination Office/MoTI. * Provide resources for the operation of the legal unit. * Train Legal unit staff on | MoTI |
| 17. | **Output 17: Afcfta Disputes Involving Ghana Resolved** | * Sensitise private sector on AfCFTA dispute resolution procedures. * Provide resources for the operation of the legal unit * Monitor implementation by State Parties of AfCFTA obligations relevant to the access of key markets, which are of trade interest to Ghanaian goods and services. | MoTI |
| 18. | **Output 18: Customs And Administrative Procedures And Regulations, Fees And Charges Related To Imports, Exports And Transit Goods Published.** | * Gather information on complex customs clearance and administrative procedures and documentation. * Gather information on regulatory agencies procedures, administrative requirements, documentation, fees and charges. * Gather information on private organisations procedures, requirements, documentation, fees, and charges. * Hold consultative meetings with relevant agencies to understand the rationale for the administrative procedures, requirements, documentation, fees and charges. * Review documents and requirements for customs and other agencies clearance at the ports. * Regularly document and publish all procedures, requirements and processes related to fees and charges, import, exports and transit goods. | MOTI, Customs, GRA. |
| 19 | **Output19: Pre-Arrival Processing And Clearance Expedited** | * Identify and review Pre-arrival processing and clearance to conform to AfCFTA rules. * Sensitise and educate stakeholders on the revised pre-arrival processing. | MOTI, Customs, GRA |
| 20. | **Output 20: Number Of Physical Examinations Conducted Reduced From 70 Percent To 10 Percent** | * Identify and review the existing examination procedures at the ports. * Review the Risk Management tools available in the Customs Operating System. * Sensitise and educate stakeholders on the examination procedures and operations of the Customs Risk Management and Scanning Systems. * Implement the revised examination procedures and operations of the Customs Risk Management and Scanning Systems. | MOTI, Customs, GRA |
| 21 | **Output 21: Joint Border Inspections Conducted By Agencies At Border Posts Streamlined** | * Identify and analyse existing procedures, mandates and operations of border Agencies. * Design joint border inspection and harmonise trade documents operational at the border. * Sensitise border agencies and relevant stakeholders on joint border inspection and harmonised documentation. * Implement the revised procedures and harmonised documentations at the borders. | MOTI, Customs, GRA  GLNS |
| 22. | **Output 22: Post Clearance Audit (Pca) Integrated Into The Customs Management System** | * Review Post Clearance Audit activities undertaken by Customs. * Recruit, train, equip and deploy Customs PCA teams. * Develop and automate the post clearance audit procedures in the single window. * Sensitise stakeholders and Authorised Economic Operators (AEO) on post clearance formalities. * Deploy the PCA system | GRA Customs, GLNS |
| 23. | **Output 23: Policy In Place To Ensure That Trade-Related Fees And Charges Commensurate With Service Provided.** | * Gather relevant information on fees and charges at the ports. * Review relevant legislations on fees and charges by the various intergovernmental agencies. * Hold consultations with relevant agencies to understand the rationale and methodology that go into the application of fees and charges related to customs clearance. * Develop various scenarios to identify the best methodology for collecting fees and charges. * Implement review fees and chargers collected by relevant agencies. * Implement the best option for collecting fees and charges. | MOTI, GRA Customs, GLNS  MOJAGD |
| 24. | **Output 24: Payment Systems Are Integrated Into A National Single Window.** | * Identify and review all forms of payments in customs clearance and other agencies. * Create online options for all payments and link them to the National Single Window. * Sensitise stakeholders on the automation of all payments. | MOTI, GRA Customs, GLNS |
| 25. | **Output 25: Establish Authorised Economic Operator’s (Aeo) Scheme** | * Review the status of the AEO Scheme * Develop a system for enrolling economic operators on the scheme. * Sensitise stakeholders on the requirements and the criteria to attain the status of an Authorised Economic Operator. | MOTI,GRA Customs |
| 26. | **Output 26: Expanded And Modernised Border Posts Facilities Established** | * Construct the Paga modern border post facility. * Launch and operate modern post facilities. | MOTI, GShA |
| 27. | **Output 27: Expanded And Modernised Border Posts Facilities Established** | * Construct the Paga modern border post facility. * Launch and operate modern post facilities | MOTI, GShA |
| 28. | **Output 28: Competitive Port Tariffs Are Charged At The Sea Ports** | * Gather information on Port Tariffs. * Review Port Tariffs in line with best practices. * Apply new Port Tariffs to enable Tema and Takoradi Ports become competitive in Africa. | MOTI, GPHA |
| 29 | **Output 29: Transit Carriers Are Licensed To Use Approved Afcfta Transit Documentation And Procedures** | * Gather information on transit documentation and procedures. * Review transit documentation and procedures. * Adapt/ amend transit documentation in line with the AfCFTA agreements. * Sensitise and educate stakeholders on the AfCFTA transit documentation and procedures. * License transit carriers with approved AfCFTA transit documentation and procedures. | MOTI,GRA Customs, MOT |
| 30. | **Output 30: Unapproved Transit Check Points Removed** | * Engage with security agencies to understand how road barriers are established. * Review the number of transit check points on the transit corridors. * Develop a mechanism to receive reports on road barriers. * Remove unapproved transit check points. | MOTI,GRA Customs, MOT, MOI |
| 31. | **Output 31: Integrated Border Management (Ibm) Established With Other Countries** | * Develop operational/implementation guide or manual to operationalise IBM. * Set up inter-state committee to review the implementation manual. * Agree and adopt working procedures for the operationalisation on IBM amongst key neighbours. * Sign MOU to operationalise the agreed processes and procedures. * Harmonise border operating hours | MOTI,GRA Customs, MOT, MOI  MFA&RI, |
| 32. | **Output 32: One Stop Border Posts At All Key Border Posts Established And Border Crossing Time Of Goods Are Reduced By 50%** | * Identify border agencies and their infrastructural needs for operationalising a one-stop border posts. * Analyse agencies’ existing procedures, mandates, and operations. * Harmonise documentations used by border agencies. * Harmonise documentations used by border agencies. * Implement the one-stop border post. | MOTI, MFA&RI, GRA, Customs, MOI  MOTI, MFA&RI, |
| 33. | **Output 33: Transparency And Use Of Common Categorisation System For Ntbs Enhanced** | * Gather information on various forms of NTBs. * Identify Focal Points for NTBs * Establish a National Portal mechanism for reporting and eliminating NTBs. * Link National portal to the AfCFTA Online Portal for NTBs. * Sensitise relevant stakeholders on NTBs | MOTI |
| 34. | **Output 34: Standardisation, Development And Implementation Of Technical Regulations, Conformity Assessment, Accreditation And Metrology Collaborated.** | * Gather information on standardisation, development and implementation of technical regulations, conformity assessment, accreditation and metrology. * Review information on standardisation, development and implementation of technical regulations, conformity assessment, accreditation and metrology. * Educate relevant agencies on standardisation, development and implementation of technical regulations, conformity assessment, accreditation and metrology. * Monitor to ensure that relevant agencies cooperate in the field of standardisation, development and implementation of technical regulations, conformity assessment, accreditation and metrology with other Africa countries. | MOTI |
| 35. | **Output 35: Standardisation, Development And Implementation Of Technical Regulations, Conformity Assessment, Accreditation And Metrology Collaborated.** | * Gather information on standardisation, development and implementation of technical regulations, conformity assessment, accreditation, and metrology. * Review information on standardisation, development and implementation of technical regulations, conformity assessment, accreditation, and metrology. * Educate relevant agencies on standardisation, development and implementation of technical regulations, conformity assessment, accreditation and metrology. * Monitor to ensure that relevant agencies cooperate in the field of standardisation, development and implementation of technical regulations, conformity assessment, accreditation, and metrology with other Africa countries. | MOTI |
| 36. | **Output 36: Cheaper Source Of Energy Provided** | * Attract investment into commercial generation of power from cheaper energy sources e.g., renewable energy. * Complete the Mainline Gas Compressor Station at Atuabo * Complete the Wind Power Project-1&2 (75MW Each) * Complete the Pwalugu Multi-purpose Dam Project. * Commission a technical working group to develop and implement a National Strategy to take advantage of the West African Gas Pipeline Project. * Commission a technical working group to develop and implement a National Strategy to take advantage of the West African Power Pool. | MoEN, Energy Commission  ,VRA, Ghana Gas, GRIDCO, ECG |
| 37. | **Output 37: Access To Reliable Energy Supply Improved** | * Grant tax credit on the cost of extending power to industries by investors. * Complete the construction of the Natural Gas Pipeline from Atuabo to Nyinahin and Kumasi to supply gas to Industry. * Construct the 330 kV Kumasi -Bolgatanga Transmission Line | MoEN, MoF’ Ghana Gas, GIADEC, VRA |
| 38. | **Output 38: Transmission And Distribution Loses Reduced** | * Replace obsolete and incorrectly sized transformers. * Install capacity banks along transmission lines to improve quality of conductors (power lines) | MoEN, Energy Commission, PURC, ECG  GRIDCO,MIDA, |
| 39. | **Output 39: Strategic National Road Networks And Related Infrastructure Facilities Improved** | * Construct roads to connect industries to ports and fish landing sites, rail stations and the airports. * Complete the international road corridor projects. * Establish a Multilingual Traffic Signal Control System including Intelligent Transport System | MoRH, GHA, DUR |
| 40. | **Output 40: Maritime Transport Modernised And Expanded** | * Construct the Boankra Inland Port to facilitate transit trade. * Engage a strategic partner to recapitalise.   and operationalise the Tema Shipyard and Dry dock facility to support maritime trade.   * Launch and implement the Maritime Security Plan. | MoT, Ghana Maritime Authority, Ghana Shippers Authority  GPHA,MoD, |
| 41. | **Output 41: Ghana’s Aviation Inter-Connectivity Within The Sub-Region Enhanced** | * Upgrade and standardise Airport Support Services (Aviation maintenance) to serve sub-region. * Construct airport facilities in strategic regions to facilitate intra African trade. * Expedite the upgrading of the Tamale Airport to international standard to facilitate trade in the Sahel regions. * Construct facilities at the airport to promote Air Cargo Transhipment to Ghana and the sub-region. | MoT, GACL |
| 42. | **Output 42: Ghana’s Railway Networks Modernised And Expanded To Link Railways In The Sub- Region** | * Construct modern dual Standard Gauge Railway networks linking Southern Ghana to the North. * Integrate the Trans-ECOWAS Railway Line (Aflao to Elubo) with domestic railway lines to facilitate trade in the subregion. * Initiate bilateral discussions with Member States of Africa to commit funds for implementation of the Pan-African Infrastructure Development Plan | MoRD, MFA&RI, MoT |
| 43. | **Output 43: Access To Warehousing Facilities In African Countries By Exporters Facilitated** | * Identify dedicated warehousing facilities for Exporters. * Assist Exporters secure their products in dedicated warehouses in export destinations. * Empower GNPA and GCX to be able to supply competitive products to the African Market * Commission a technical working group to develop and implement a National Strategy to develop international Courier Delivery Companies. | MoTI, MFA&RI, GEPA, MoF, GNPA, GCX  MoC, GPCSRA |
| 44. | **Output 44: Export Trade Houses To Promote Made In Ghana Goods In African Countries Established** | * Facilitate private sector to establish export trade houses in African countries. | MoTI, MFA&RI |
| 45. | **Output 45: Functional Supply Chain Of Industrial Inputs For Strategic Sectors Developed** | * Provide support to increase market intelligence on the sources of appropriate foreign inputs for strategic sectors. * Facilitate removal of current import levy on selected raw materials for strategic sectors. * Identify sources of local raw materials for development and promotion | MOTI- Strategic Anchor Ind. |
| 46. | **Output 46: Local Manufacture And Adequate Supply Of Strategic Inputs Promoted** | * Establish tax incentives to encourage local manufacture of strategic industrial inputs. * Develop funding strategy to encourage investment (local & foreign) in local manufacture and supply of input | MOTI- Strategic Anchor Ind. |
| 47. | **Output 47: Local Raw Material-Base For Strategic Industrial Sectors Developed** | * Identify the local content rules relevant to strategic industrial sectors in the context of AfCFTA. * Strengthen and enforce regulations to reduce import of sub-standard Agro inputs, including chemicals | MOTI- Strategic Anchor Ind |
| 48. | **Output 48: Facilities For Warehousing Of Critical Imported Raw Materials For Strategic Sectors Developed** | * Facilitate the development of bonded warehouses to enable stock piling of large quantities of strategic industrial raw materials at strategic locations across the country. * Promote private sector investment in warehousing facilities for industrial raw materials. | MOTI- Strategic Anchor Ind. |
| 49 | **Output 49: Appropriate Scheme For The Supply Of Agro Inputs Developed** | * Develop a land use policy for strategic agro-related sub- sectors. * Establish land banks for agro and agro-related businesses. * Support smallholder farmers in the production of agro-based raw materials. * Facilitate the development of high yielding agro inputs by agro-related R&D for commercial cultivation and processing. * Facilitate the production of priority agro produce through provision of appropriate agro inputs. * Strengthen and enforce regulations to reduce import of sub-standard Agro inputs, including chemicals | MOTI / MOFA |
| 50. | **Output 50: Strategy For The Acquisition Of Modern Technology And Machinery In Strategic Industries** | * Build the capacities of public research institutions to meet the Science and Technology needs of the Strategic Sectors. * Support market intelligence on the sources of foreign technologies for adaptability to local conditions at competitive prices. * Provide fiscal incentives for firms to engage in innovation and the adoption and adaptation of new technologies and processes. * Mobilise funds, in collaboration with the private sector, to implement the establishment of Technology Parks with Business Incubation Centres. | MOTI, Strategic AnchorInd/ CSIR  Min Finance /  GEA |
| 51. | **Output 51: Existing Training Institutions Strengthened To Deliver Entrepreneurship And Management Training Programmes That Meet The Current And Future Needs Of The Manufacturing Sector** | * Provide research grants to entrepreneurship and management training institutions. * Identify industrial firms with exemplary training records and promote them as best practice firms in respect of employee training. * Engage MDPI and other consulting firms to undertake periodic productivity audits in industry. | MOTI/Dev Part  MDPI. |
| 52. | **Output 52: Investment In The Development Of Entrepreneurship And Management Training For Exporters Facilitated** | * Liaise with academia and industry to develop apprenticeship and internship programmes for hands on training of tertiary graduates. | MOTI/GES/ AGI |
| 53. | **Output 53: Aggregation, Warehousing, And Storage Facilities At Strategic Locations Countrywide Developed** | * Facilitate the development of product warehousing facilities for industrial products through private sector- led and PPPs arrangements. * Intensify Export promotion programmes for manufactured products. | MOTI/GEPA |
| 54. | **Output 54: Functional Distribution And Marketing Channels Developed** | * Develop marketing and branding strategies to promote strategic products. * Attract investment into the packaging industry to enhance marketability of Ghanaian industrial products. * Undertake marketing programme for strategic products. * Support SMEs in the manufacturing sector with enhanced Business Development Services to improve productivity | MOTI/GEPA |
| 55. | **Output 55: Warehouse Receipt Arrangements Strengthened** | * Intensify awareness creation on the warehouse receipt arrangements in Ghana. * Expand the spatial coverage of the warehouse receipt system in Ghana. * Encourage actors in the value-chain of the strategic sectors to use the warehouse receipt arrangements | MOTI/GEPA/ FAGE/AGI |
| 56. | **Output 56: Trade Information Easily Accessible By Ghanaian Exporters And Entrepreneur** | * Review existing trade information platforms of relevant MDAs * Ensure cross harmonisation and integration of information from different Platforms * Update and improve information on the harmonised and integrated Platforms * Publicise information and links for the general public. | MOTI/NCO  Relevant Stakeholder. |
| 57. | **Output 57: Media Platforms Identified For The Dissemination Of Trade Information** | * Identify and categorise the different media platforms * Develop targeted awareness and sensitisation programme for the various categories * Design and execute tailor made programmes for dissemination of trade information | MOTI/NCO/ Stakeholders |
| 58. | **Output 58: Existing Trade Information Platforms Upgraded Into Gtir** | * Review and analyse existing trade information platforms * Develop and commission the GTIR with an interface to African Trade Observatory (ATO) | NCO |
| 59. | **Output 59: Trade Information Needs Of Stakeholder Institutions In Ghana Identified** | * Undertake capacity assessments of AfCFTA stakeholder institutions * Establish appropriate Trade Information capacity building interventions for each stakeholder institution * Develop AfCFTA tailor-made capacity building and training programmes for the identified stakeholder institutions | MOTI/ NCO/ Stakeholders  MOT/Stakeholders |
| 60. | **Output 60: Capacity Of Ghana’s Representatives In Missions To Provide Afcfta Specific Information Enhanced** | * Develop a training module on market intelligence for Ghana trade representatives and Mission staff in African countries * Recruit and deploy additional trade representatives to key African market destinations * Train Ghana’s trade representatives in missions on market information gathering and promotion for Made in Ghana goods and services | MOTI/Ghana Missions Abroad |
| 61. | **Output 61: Special Window Within Export Finance Institutions To Support Products Of Strategic Sectors Created** | * Create special financing window to support exports * Develop liquidity support system for banks that are engaged in export financing. | MOTI/ GEPA/EXIM/ Expot Finance Companies |
| 62. | **Output 62: Export Financing Options And Related Opportunities For Exporters Published** | * Identify and facilitate the development of trade financing options and related products available to exporters. * Publish the information (brochures, leaflets etc. and on GTIR & ATO) for exporters. | MOTI/EXIM/ BoG/ GEPA |
| 63. | **Output 63: Export Trade Houses (Eths) Supported And Strength-Ened** | * Resource the Export Trade Houses to effectively deliver on their operation * Facilitate private sector investments in the Export Trade Houses in the regions * Constitute and inaugurate ERT in collaboration with key stakeholders in the export value chain | MOTI/GEPA EXIM / FAGE  MOTI/EXIM/ GEPA,GIPC |
| 64. | **Utput 64: Integration Of Ghanaian Exporters Into The Africa Customer Due Diligence (Mansa) Repository Platform Facilitated** | * Establish a national Due Diligence Platform to undertake initial screening of exporters. * Promote the usage of the Africa Customer Due Diligence (MANSA) Repository Platform | MOTI/EXIM/ GEPA |
| 65. | **Output 65: Insurance Companies Export Risk Mitigation Enhanced** | * Identify existing and develop new risk mitigating products for traders under AfCFTA * Undertake sensitisation on risk mitigation for insurance companies in collaboration with NIC * Establish safeguards for export risk mitigation for insurance companies. | MOTI /NIC / EXIM/ Banks |
| 66. | **Output 66: Number Of Ghanaian Businessmen/Women Doing Business In Africa Increased** | * Negotiate and conclude visa-free regimes on reciprocal basis with other African countries * Put in place measures to protect interest of Ghanaians trading with other African countries | MOTI/ MFA&RI/GIS |
| 67. | **Output 67: Trade Volumes/ Value Between Ghana And Other African Countries Increased** | * Identify Ghanaian companies exporting to Africa * Identify traders who export to other parts of the world yet have potential to export within Africa. * Create markets linkages for Ghanaian exporters | MOTI/ NCO/ GEPA |
| 68. | **Output 68: Relevant National Laws Synergised With Au Protocols** | * Identify laws and regulations that need amendments. * Recommend/justify amendments to relevant authorities * Facilitate the implementation of recommendations. | MOTI/ NCO/ GEPA |
| 69. | **Output 69: Mutual Recognition Agreements For Certain Job Categories And Qualifications Implemented** | * Negotiate and conclude bilateral agreements on mutual recognition of qualification with other African countries. * Ratify the African Union Revised Convention on the Recognition of Studies, Certificates, Diplomas, Degrees and Other Academic Qualifications in Higher Education in African States * Adopt and implement Framework and Benchmarks for Recognition and Equivalence of Certificates | MOTI/ MFA&RI/ NAB |
| 70 | **Output 70: Disputes Over Equivalencies Of Certificates And Professional Qualifications Reduced** | * Identify areas of disputes governed by existing bilateral, regional and continental Agreements relating to professional qualifications * Enforce relevant bilateral, regional and continental Agreements on professional qualifications | MOTI/ MFA&RI/ NAB |

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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 six (6) broad KRAs.  Chief Directors are required to submit the following deliverables to the OHCS:   * Mid and End of Year Self- Assessment report of the CD’s Agreement * 2023 Sector Annual Performance Report * Institutional Operational Manual * Report on the signing of Agreements of the various HoDs/Directors/Analogous Grades * Report on the Evaluation of Agreements of the various HoDs/Directors/Analogous Grades * Composite Planning, Mid and End of year Staff Performance Appraisal reports * 2023 Mid and End of year reports on the Implementation of Training Plan |
| **PREPARATION OF FOLLOW UP REPORT**  In the preparation of follow up action reports for KRAs where required, Chief Directors are to consider the:   * Challenges/issues raised/recommendations in reports submitted to the Chief Director. |
| **KEY RESULT AREA 1: PERFORMANCE REPORTING**   * Follow up actions report on recommendations in Mid-year Sector Performance Report linked to Institution’s Action Plan * 2023 Sector Annual Performance Report and soft copy forwarded to OHCS * Mid and End-of-year follow-up action reports on the findings of public opinion/media reports |
| **KEY RESULT AREA 2: FINANCIAL MANAGEMENT**   * Copy of 2022 Expenditure Returns for End year and forwarding letter to CAGD * Report on activities of Fixed Asset Coordinating Unit * Updated Fixed Assets Register * Annual Audit Work Plan * Quarterly Audit Report based on the execution of the Annual Audit Work Plan   ***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. |  |  |  |  |   ***Prepare Mid and End of year follow-up action reports on Budget Implementation***  ***(Section 30 (3) of the PFM Acts 2016, Act 921 requires all MDAs to submit to the Minister for Finance their quarterly Budget Implementation reports. The submission deadlines for the quarterly reports are the 1st day of the months of April, July, September and December.)*** |
| **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. In addition, CD must provide the following:   * Updated Staff list as at 31st January 2023 * Establishment level as at 31st January 2023 * Individual Job Schedule for staff as at 31st January 2023   ***Institutional Operational Manual***  This should be dated and subjected to review after four (4) years of issue. The manual may, however, be reviewed based on the feedback received from OHCS. Evidence of submission to OHCS on or before the deadline would be required.  ***Mid and End-of-Year self-assessment reports***  Chief Directors are to outline the status of achievement in relation to the agreed Key Deliverables in the Schedules 1 – 3 using the Annex 2 template for Performance Reporting  ***Report on the signing/evaluation of Directors/HoDs and Analogous Grades***   * Report on the signing of Agreements demonstrating the linkages between the CDs deliverables and the FAs of the various HoDs/Directors/Analogous Grades and soft copy forwarded to OHCS * Report on the evaluation of Agreements of the various HoDs/Directors/Analogous Grades and soft copy forwarded to OHCS   ***Follow-up action on the signing of Directors/HoDs and Analogous Grades***  Chief Directors are required to prepare follow-up action report on the signing of the performance of all Directors/Analogous Grades and Heads of Departments and indicate actions taken on the challenges, issues raised and recommendations made in the reports.  ***Planning, Mid and End of Year Reports on the Implementation of the Staff Performance Appraisal (SPA)***  Composite Report on the Planning, Mid and End of year implementation of the SPA and soft copy forwarded to OHCS  ***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 and indicate actions taken on the challenges, issues raised and recommendations made in the Planning, Mid and End of Year phases reports  ***Follow up actions on the Mid and End of Year Implementation Reports of the 2023 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 taken on the challenges, issues raised and recommendations made in the Mid and End of Year Implementation Reports.  ***Management of Discipline***  Mid and End of year reports on efforts to enforce discipline (including preventive measures) |
| **KEY RESULT AREA 4: IMPLEMENTATION OF NACAP**  ***Submission of Report on 2022 NACAP Activities to CHRAJ***  Chief Directors are expected to submit report on 2022 NACAP activities through NACORD to CHRAJ and produce evidence of submission. |
| **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.  **KEY RESULT AREA 6: RIGHT TO INFORMATION ACT, 2019 (ACT 989)**  ***Implementation of the RTI Act 2019, (Act 989)***  Chief Directors are required to establish an information unit headed by an information officer, forward Annual Institutional RTI Act implementation report to RTI Commission with copy to the Ministry of Information. The 2023 annual information manual is expected to be compiled and published.  **KEY RESULT AREA 7: IMPLEMENTATION OF GHANA ELECTRONIC PROCUREMENT SYSTEM** (**GHANEPS)**  Chief Directors are required to plan, implement and report in respect of procurement activities on Ghana Electronic Procurement systems. Chief Directors are to prepare and upload mid and end of year reports on all procurement activities unto the GHANEP System. |
| **SCHEDULE 3:**  **CHIEF DIRECTOR’S PERSONAL CAPACITY DEVELOPMENT PLAN** |
| Chief Director is required to indicate three (3) personal capacity development activities to be undertaken during the year 2023: This capacity development action/activity is expected to fill a specific gap in order to enable the CD function effectively during the course of the assessment year. Kindly note that these capacity development actions are expected to be undertaken between the periods of January to September, 2023  (Activities could include; participation in workshops/conferences; seminars, webinars, book review, peer reviews, executive coaching and readings; etc) |

**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 the key output expected to be achieved within a specified period by undertaking a set of activities. The target set should be Specific, Measurable, Achievable, Realistic and Time bound (SMART). The target set should lead to the achievement of the Focus 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: 20 copies of the APR produced and distributed to key stakeholders by end of March 2023.

**“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.

“**Outcome**” means the immediate results after achieving the key output. Achieving this outcome should lead to the attainment of the Focus Area.