

**COORDINATING DIRECTORS PERFORMANCE**

**AGREEMENT & GUIDANCE NOTE**

**NAME:**

**ORGANISATION:**

I ……………………………………………. as the Coordinating Director of ……………………………..………………………………………………………… agrees to adopt and implement the 2025 Coordinating Directors Performance Agreement for this Directorate.

# LIST OF ABBREVIATIONS

**FA** - Focus Area

**HCS**  - Head of the Civil Service

**HoD**  - Head of Department

**MoF** - Ministry of Finance

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

**PA -** Performance Agreement

**PNDCL -** Provisional National Defence Council Law

# 1.0 PREAMBLE

This Agreement dated …....…… day of ........................……….. in the year Two Thousand and Twenty-Five, effective 1st January, 2025 to 31st December, 2025, is between the Ministry represented by the CHIEF DIRECTOR, on one part, and the **\*COORDINATING DIRECTOR\*** on the other part.

# 2.0 CONDITIONS OF AGREEMENT

The performance of the Coordinating Director shall be assessed on the level of achievement of specified key outputs/deliverables set out under Schedules 1-2 and the obligations of Government in respect of operations specified over the agreed performance appraisal period 1st January 2025 to 31st December 2025. This Agreement is entered into by both parties in good faith.

# 3.0 STRATEGIC PATH OF THE DIRECTORATE

3.1 Mission:

3.2 Policy Objectives:

3.3 Functions:

# 4.0 KEY DELIVERABLES OF THE DIRECTOR IN THE 2025 PERFORMANCE AGREEMENT (PA)

The Performance Agreement covers the following **Schedules**:

* 1. S**chedule 1: Coordinating Directorate Specific Focus Areas**

Coordinating Directors are expected to couch their Institution Specific Focus Areas under the following Generic Focus Areas

* **Focus Area 1** *- Policy Formulation, (Cabinet Memos, Legislation, Standards, Guidelines,*

*Regulations) Coordination, Monitoring and Evaluation*

* **Focus Area 2 *-*** *Service Delivery Standards (Operationalisation of the Client Service*

*Charter, activities being implemented to improve service delivery standards, e.g. automation of services, client satisfaction surveys, stakeholder engagements/consultations, etc.)*

* **Focus Area 3** *- Research and Information Management (Surveys/research, data*

*analysis/analytics reports, desk reviews, etc)*

* **Focus Area 4 *-*** *Innovation (Initiatives - process, service, business models to improve*

*service delivery and work processes)*

* **Focus Area 5 *-*** *Ministers’ Priorities / Additional Government Resetting Agenda Programmes and*

*Projects*

4.2 Individual Learning Plan for the Coordinating Director

# 5.0 ASSUMPTIONS

The deliverables agreed on in Sections 4.1 and 4.2 and detailed out in the accompanying Schedules would only be revised based on the under-listed conditions:

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

***(In the event of a change in the posting of the Coordinating Director*, *the outgoing Officer shall be held accountable for the period of stewardship at the previous station and shall therefore be expected to generate a detailed performance report covering the period before assuming duty at the new station).***

# 6.0 UNDERTAKINGS OF THE COORDINATING DIRECTOR

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

1. Adopt and apply appropriate management techniques in conducting the affairs of the Directorate and exercising oversight responsibility for the subordinate Units/Divisions;
2. Ensure that core values such as client sensitivity, cost-effectiveness, quality service delivery, gender sensitivity, discipline and performance orientation, are upheld by the staff of the Directorate;
3. Ensure that the tangible assets within the Directorate are maintained in the most efficient manner and safeguarded against loss or abuse; and
4. Notify the Chief Director promptly of any conditions, which may interfere with or threaten the achievement of the performance targets listed herein.

# 7.0 UNDERTAKINGS OF THE GOVERNMENT TO THE COORDINATING DIRECTOR

It is incumbent on the Government, through the Chief Director/Minister/Head of the Civil Service (HCS) to provide leadership and support to the Coordinating Director to ensure that the Officer achieves the level of performance indicated in this Agreement.

# 8.0 MONITORING AND EVALUATION OF THE AGREEMENT

The Chief Director shall be responsible for monitoring the implementation of this Agreement. The Coordinating Director would be expected to submit periodic reports on work progress. At the end of the Agreement period, the Chief Director will arrange to meet the Coordinating Director to review progress/ or in consultation with the Office of the Head of the Civil Service (OHCS) constitute an Evaluation Team to meet the Coordinating Director to review progress. The Team will be expected to submit a report on the performance of the Coordinating Director to the Chief Director/Sector Minister for onward submission to the Head of the Civil Service.

# 9.0 PERFORMANCE INCENTIVES AND SANCTIONS

The Coordinating Director is expected to achieve at least 65% of the deliverables in the Agreement to attain the minimum pass mark. Merit awards will be considered for the Coordinating Director if 95% and above of the deliverables are achieved. Appropriate sanctions may be applied on the Coordinating Director who obtains a score 64% and below. The sanctions will be in accordance with Section (78) sub section (1) of the Civil Service Act, 1993 (PNDCL 327).

# 10.0 ARBITRATION AND SETTLEMENT OF DISPUTES

In the event of a disagreement between the parties to this Agreement, the Head of the Civil Service shall appoint an arbitrator who should be acceptable to both parties and shall make a ruling within one month of the application and the ruling shall be binding on both parties. Note that the initiator of the dispute will bear the cost of arbitration.

# SCHEDULE 1

**DIRECTORATE-SPECIFIC OUTPUTS AND DELIVERABLES TO BE ACHIEVED IN 2025**

Coordinating Directors are expected to define a minimum of five (5) and a maximum of ten (10) Directorate Specific Focus Areas with a minimum of five (5) and a maximum of fifteen (15) targets informed by their **Action Plan, CD’s Agreement,** and **other Gender-related issues** across the Generic Focus Areas,

**MATRIX FOR DIRECTORATE-SPECIFIC OUTPUTS**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **MINISTRY’S SECTOR POLICY OBJECTIVES** | **FOCUS AREAS** | **BASELINE**  | **TARGETS FOR THE YEAR / CoD’S ROLE** | **IMPLEMENTATION SCHEDULE** | **KEY****OUTPUT** | **EXPECTED OUTCOME** | **COLLABORATING DIRECTORATES/UNITS/****DEPARTMENTS** |
| **1STQtr****Jan.- Mar.** | **2ndQtr****Apr.- June** | **3rdQtr****July- Sept.** | **4thQtr****Oct.- Dec.** |
| ***Focus Area 1:*** *Policy Formulation (Cabinet Memos, Legislation, Standards, Guidelines, Regulations) Coordination, Monitoring and Evaluation* |
|  |  |  |  |  |  |  |  |  |  |  |
| **Focus Area 2:** *Service Delivery Standards (Operationalisation of the Client Service Charter, activities being implemented to improve service delivery standards, e.g. automation of services, client satisfaction surveys, stakeholder engagements/consultations, etc. )* |
|  |  |  |  |  |  |  |  |  |  |  |
| **Focus Area 3:** *Research and Information Management (Surveys/research, data analysis/analytics reports, desk reviews, etc).* |
|  |  |  |  |  |  |  |  |  |  |  |
| **Focus Area 4:** *Innovation (Initiatives – process, service, business models to improve service delivery and work processes)*  |
|  |  |  |  |  |  |  |  |  |  |  |
| ***Focus Area 5:*** *Ministers’ Priorities / Additional Government Resetting Agenda Programmes and Projects* |
|  |  |  |  |  |  |  |  |  |   |  |

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

# SCHEDULE 2 A AND 2B

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

**(A)** The Coordinating Director is expected to develop and implement coaching and mentorship programmes aimed at enhancing knowledge and capacity of staff. The deliverable also includes Asset declaration certificate/receipt by the Coordinating Director.

| **OBJECTIVE VERIFIABLE INDICATOR(S) (OVIs)** | **DUE DATE** |
| --- | --- |
| **HUMAN RESOURCE MANAGEMENT** |
| * End-of-year Implementation report on Mentorship and Coaching Initiatives, Coaching plans, programmes, meeting notes
 | December, 2025 |
| * Declaration of assets and liabilities by public office holders according to the Public Office Holders (Declaration of Assets and Disqualification) Act, 1998
 | June, 2025 |

**(B)** The Coordinating Director is required to indicate three (3) personal capacity development activities to be undertaken during the year 2025.

***One of these personal capacity development actions is expected to be relevant research undertaken on an issue within the Sector or Civil Service and select any other two (2) capacity development activities.***

The capacity development actions/activities are expected to fill personal capacity gaps to enable the Coordinating Director function effectively during the course of the assessment year. Kindly note that these capacity development actions are expected to be undertaken between January and September, 2025.

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

***NB: Coordinating Directors should note that Targets set under Schedule one (1) of this agreement CANNOT be used as a Capacity Development Action / Activity under schedule two (2B).***

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **No.** | **COMPETENCY GAP** | **ACTIVITIES / ACTIONS TO BE UNDERTAKEN & DATES** | **KEY OUTPUT**  | **EXPECTED OUTCOME** |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

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

**…………………………………………….……. SIGNATURE:………………..……………………**

**NAME OF COORDINATING DIRECTOR**

**DATE:………………………………………**

**…………………………………………….. SIGNATURE:……………………………………..**

 **CHIEF DIRECTOR**

**DATE :………………………………………**

**ENDORSED BY:**

**……………………………………………. SIGNATURE: ……………………….……………**

**HON. SECTOR MINISTER**

OR **DATE: ……………………………………………**

 **CHIEF OF STAFF**

 OR

 **HEAD OF THE CIVIL SERVICE**

# ANNEX 1

**DISTRIBUTION & TIMELINES OF THE PERFORMANCE AGREEMENT FOR THE COORDINATING DIRECTOR**

1. **Completion and Signing of the 2025 Performance Agreement**

March, 2025 - Circular and Template on 2025 Performance Agreement

 for Coordinating Directors issued to Chief Directors

April, 2025 - Signing of 2025 Performance Agreements

May, 2025 - Copies of signed Performance Agreements submitted to relevant persons

1. **Performance Reporting and Assessment**

December 2025 - OHCS issues circular to Chief Directors to evaluate Coordinating Directors

December 2025 - Chief Directors evaluate Coordinating Directors

January 2026 - Chief Directors provide feedback to assessed Officers

January, 2026 - Composite Report on evaluation prepared and submitted to OHCS

January 2026 - Chief Directors reward and sanction

1. **Distribution**

One (1) copy of the Performance Agreement will be signed. Copies may be made and distributed as appropriate.

# ANNEX 2- TEMPLATE FOR PERFORMANCE REPORTING

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

**1.0 INTRODUCTION**

**2.0 POLICY OBJECTIVES**

1. **STATUS OF IMPLEMENTATION AS ATMID-YEAR / END OF YEAR, 2025)**

**SCHEDULE 1**

| **MINISTRY’S SECTOR POLICY OBJECTIVES** | **FOCUS AREA** | **TARGETS FOR THE YEAR** | **COORDINATING DIRECTOR’S ROLE** | **ACHIEVEMENT STATUS** | **EXPECTED OUTCOME** | **REMARKS** |
| --- | --- | --- | --- | --- | --- | --- |
| **Focus Area 1:***Policy Formulation, (Cabinet Memos, Legislation, Standards, Guidelines, Regulations), Coordination, Monitoring and Evaluation* |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| **Focus Area 2:** *Service Delivery Standards (Operationalisation of the Client Service Charter, activities being implemented to improve service delivery standards, e.g. automation of services, client satisfaction surveys, stakeholder engagements/consultations, etc. )* |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| **Focus Area 3:** *Research and Information Management (Surveys/research, data analysis/analytics reports, desk reviews, etc).* |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| **Focus Area 4:** *Innovation (Initiatives – process, service, business models to improve service delivery and work processes)* |
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|  |  |  |  |  |  |  |
| **Focus Area 5:** *Ministers’ Priorities/Additional Government Resetting Agenda Programmes and Projects* |
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**NB: All key outputs and relevant documents used as a means of verifying OUTPUT deliverables and Coordinating Director’s Roles performed should be logged in the table below and should have the following features captured.**

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

|  |  |  |
| --- | --- | --- |
| **No.** | **Target** | **Means of Output Verification** |
|  |  |  |
|  |  |  |
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**SCHEDULE 2B**

|  |  |  |  |
| --- | --- | --- | --- |
| **COMPETENCY GAP** | **ACTIVITIES / ACTIONS TO BE UNDERTAKEN & DATES** | **KEY OUTPUT** | **EXPECTED OUTCOME** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

**4.0 CHALLENGES AND MITIGATING STRATEGIES**

|  |  |  |
| --- | --- | --- |
| **NO.** | **CHALLENGES** | **MITIGATING STRATEGY** |
|  |  |  |
|  |  |  |
|  |  |  |

**5.0 RECOMMENDATIONS**

**6.0 CONCLUSION**

# ANNEX 3

**ASSESSMENT OF COORDINATING DIRECTORS**

***(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 is not for the Coordinating Director to complete.)***

**PROPOSED SCORES FOR THE TWO SCHEDULES**

|  |  |
| --- | --- |
| **SCHEDULES** | **WEIGHT** |
| **SCHEDULE 1** |
| *Policy Formulation, (Cabinet Memos, Legislation, Standards, Guidelines, Regulations, Coordination, Monitoring and Evaluation)*  | 15 |
| *Service Delivery Standards (Operationalisation of the Client Service Charter, activities being implemented to improve service delivery standards, e.g. automation of services, client satisfaction surveys, stakeholder engagements/consultations, etc.)* | 15 |
| *Research and Information Management (Surveys/research, data analysis/analytics reports, desk reviews, etc).* | 15 |
| *Innovation (Initiatives – process, service, business models to improve service delivery and work processes)* | 15 |
| *Ministers’ Priorities/Additional Government Resetting Agenda Programmes and Projects* | 10 |
| ***SUB-TOTAL*** | **70** |
| **SCHEDULE 2A AND 2B** | **30** |
| **GRAND TOTAL** | **100** |

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

**AND DELIVERABLES**

|  |
| --- |
| **SCHEDULE 1 - 70 MARKS** |
| **MINISTRY-SPECIFIC FOCUS AREAS**  | **TARGETS** | **ACTUAL RESULTS** | **MARKS** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
| **TOTAL MARKS 70** |

1. **SCHEDULE 2- SCORE GUIDE – PERSONAL CAPACITY DEVELOPMENT PLAN**

**(A)**

| **OBJECTIVE VERIFIABLE INDICATOR(S) (OVIs)** | **DUE DATE** |
| --- | --- |
| **HUMAN RESOURCE MANAGEMENT** |
| * End-of-year Implementation report on Mentorship and Coaching Initiatives, Coaching plans, programmes, meeting notes
 | December, 2025 |
| * Declaration of assets and liabilities by public office holders according to the Public Office Holders (Declaration of Assets and Disqualification) Act, 1998
 | June, 2025 |

**(B)**

|  |
| --- |
| **SCHEDULE 2 - PERSONAL CAPACITY DEVELOPMENT PLAN - 30 MARKS** |
| **COMPETENCY GAP** | **ACTIVITIES / ACTIONS TO BE UNDERTAKEN & DATES** | **KEY OUTPUT** | **EXPECTED OUTCOME** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
| **TOTAL MARKS 30** |

1. **OVERALL ASSESSMENT**

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

|  |  |  |
| --- | --- | --- |
| **TOTAL MARKS** | **SCHEDULE 1 (70)** | **SCHEDULE 2 (30)** |
| **SCORE…………** | **SCORE…………** |
| **OVERALL MARKS** | **100** |
|  |  |

1. **CRITERIA FOR RATING OVERALL PERFORMANCE**

The following criteria will be used to rate the overall performance of the Officer:

**Excellent (5): 95-100%**

Officer has fully met the agreed targets and timelines 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 timelines.

**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

**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 Director who attains a performance ranking of ‘Excellent’ i.e. achieves 95% and above of the stated deliverables.
2. Recognition to the 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 Director who attains a performance ranking of ‘Good’ i.e. achieves a score of 75% - 84% of the stated deliverables.
4. Recognition to the 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 Director who attains a performance ranking of ‘Unsatisfactory’ i.e. does not achieve the minimum required score of 65% of the stated deliverables.

|  |
| --- |
| ANNEX 4**OVERALL ASSESSMENT & COMMENTS FOR THE PERFORMANCE PERIOD** |
| 1. The Evaluation Panel’s concluding comments on the level of performance, including suggested next assignment, if appropriate.
2. The Coordinating Director concluding comments.

 -------------------------------------------- ------------------------------- Coordinating Director’s Signature Date  3. Follow-up Actions Recommended  |

# ANNEX 5

**REWARDS, RECOGNITIONS AND SANCTIONS**

1. **RECOGNITIONS & REWARDS**

These shall take the following forms:

* Study tours
* Letter or Certificate of merit
* Provision of citations, mementos, trophies, badges etc.
* Formal public recognition e.g. hanging up photographs of best performers in public places.
1. **SANCTIONS - DISCIPLINARY ACTION FOR NON-PERFORMANCE**

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

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

# GUIDANCE NOTES FOR THE COMPLETION OF THE 2025 PERFORMANCE AGREEMENT TEMPLATE FOR COORDINATING DIRECTORS/ANALOGOUS GRADES

|  |
| --- |
| **SECTIONS OF THE PERFORMANCE AGREEMENT** |
| 1. **PREAMBLE**

Coordinating Directors are required to write in this section the date of the **signing** of the Agreement with the Chief Director. It is not to be left uncompleted. |
| 1. **CONDITIONS OF AGREEMENT**

Coordinating Directors are expected to complete all two schedules of the agreement. The assessment would be based on the achievement of the deliverables in the Agreement. |
| 1. **STRATEGIC PATH OF THE DIRECTORATE**

This section requires Coordinating Directors to state the Vision, Objectives and Key Functions of their respective Directorates. |
| 1. **KEY DELIVERABLES OF THE DIRECTOR IN THE 2025 PERFORMANCE AGREEMENT**

This Section is to be completed as follows: |
| **4.1** Directorate-Specific Outputs and Deliverables | *The following five (5)* ***Generic Focus Areas*** *(FAs) have been defined for adoption by all Coordinating 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, activities being implemented to improve service delivery standards, e.g. automation of services, client satisfaction surveys, stakeholder engagements/consultations, etc.)**Research and Information Management (Surveys/research, data analysis/analytics reports, desk reviews, etc).* *Innovation (Initiatives – process, service, business models to improve service delivery and work processes)* *Ministers’ Priorities / Additional Government Resetting Agenda Programmes and Projects*Coordinating Directors are expected to couch a minimum of five (5) and a maximum of ten (10) Directorate Specific Focus Areas (FAs) with a maximum of five (5) targets for each **Generic Focus Area.** In couching the FAs and Targets, Coordinating Directors must ensure that there is a clear linkage with the Ministry’s Strategic Objective as indicated in the SMTDP, and the Directorate’s Action Plan. |
| **4.2** CoordinatingDirector’s Personal Capacity Enhancement Deliverables | Coordinating Directors are required to indicate three (3) Capacity Development Programmes to be pursued in the year.*(The details of the Capacity Development Programmes are to be spelt out in Schedule 3 of the Agreement)* |
| **SCHEDULE 1: DIRECTORATE-SPECIFIC OUTPUTS AND DELIVERABLES TO BE ACHIEVED IN 2025*****Coordinating Directors are to complete ALL the fields in the table in the order provided.*** |
| ***Ministry’s/Institution’s Strategic Objectives (SOs):***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):*** Coordinating Directors are required to adopt the five (5) standard FAs provided to guide the couching of Directorate Specific Focus Areas and target setting. The FAs are to correspond with Section 4.1 of the Agreement. . |
| ***Baseline:***Coordinating Directors are required to indicate what has been done previously in relation to the Target set for the year.  |
| ***Targets for the Year***In this column, Coordinating Directors are to spell out the main targets to be carried out during the year. The identified targets should be linked to the achievement of the Directorate-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.Coordinating Directors are further required to state the specific roles that they are expected to play to enable the achievement of the indicated targets.**Coordinating Directors are to note that they would be evaluated on the extent to which they achieved 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 Directorate Specific Focus Area (FA) which should in turn lead to the attainment of Institution’s Medium-Term Policy Objectives. |
| **Implementation Schedule**Under this column, Coordinating 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, Coordinating 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 Directorate/Unit/Department**Coordinating Directors are to indicate the Directorates/Units/Departments they would partner with in the delivery of their targets. This may enable the Chief Director to establish linkages and synergies in targets set by other Directorates/Units/Departments. This is to help improve internal coordination. |
| **SCHEDULE 2A AND 2B COORDINATING DIRECTOR’S PERSONAL CAPACITY DEVELOPMENT PLAN** |
| The Coordinating Director is required to indicate three (3) personal capacity development activities to be undertaken during the year 2025: (Actions could include; participation in workshops/conferences; seminars, webinars, book review, peer reviews, executive coaching and readings; including 1 research to be undertaken during the period, 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.

**“Coordinating 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 2025.

**Coordinating Director’s Role”** is a sub-set of a Target that defines the specific action undertaken by the Director to achieve the Target. It is considered as the Coordinating Director’s value addition to the processes required to achieve the target.

**“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.