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**REPUBLIC OF GHANA**

**LOCAL GOVERNMENT SERVICE**

**PERFORMANCE CONTRACT**

**BETWEEN**

**HON. REGIONAL MINISTER**

**AND**

**CHIEF DIRECTOR / REGIONAL COORDINATING DIRECTOR**

**(1st January – 31st December, 2016)**

**………………. REGIONAL COORDINATING COUNCIL**

**(.. RCC)**

**Note: Highlighted Yellow area can be changed according to respective RCC’s appropriate information!**

**Sample**

**CONFIDENTIAL**

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# LIST OF ABBREVIATIONS

ARIC - Audit Report Implementation Committee

C/S - Competencies/Skills

CAGD - Controller and Accountant General’s Department

CD - Chief Director

CSU - Client Services Unit

DACF - District Assembly Common Fund

GoG - Government of Ghana

GSGDA - Ghana Shared Growth and Development Agenda

HoD - Head of Department / Directorate

HoS - Head of Service

HR - Human Resource

KPA - Key Performance Area

KPI - Key Performance Indicator

LGS - Local Government Service

LGSC - Local Government Service Council

LGSS - Local Government Service Secretariat

M&E - Monitoring and Evaluation

MDA - Ministries, Departments and Agencies

MMDA - Metropolitan, Municipal and District Assembly

MMDCD - Metropolitan, Municipal and District Coordinating Director

MMDCE - Metropolitan, Municipal and District Chief Executive

MoF - Ministry of Finance

PMS - Performance Management System

PSC - Public Services Commission

RCC - Regional Coordinating Council

RCD - Regional Coordinating Director

SDS - Service Delivery Standards

SPARs - Staff Performance Appraisal Reports

**PERFORMANCE CONTRACT**

# PREAMBLE

The Local Government Service was established by the Local Government Service Act, Act 656, 2003 to secure effective administration and management of Local Government in the country.

As stated in its mission, the Local Government Service (LGS) “exists to support Local Government to deliver value for money services through the mobilisation, harmonisation and utilisation of qualified human capacity and material resources to promote local and national development”.

In line with this mission statement, the LGS has developed a comprehensive Performance Management System (PMS) that is based on agreed upon Service Delivery Standards (SDS). The Service Delivery Standards are operationalized through the PMS at all levels.

The PMS is a systematic process for improving performance by developing the individual performance of staff and teams to enhance productivity, develop competencies, increase job satisfaction and achieve the full potential of all staff in the Service. It aims at having in place a predictable, effective and efficient system for planning, implementing, monitoring, evaluating and reporting on the performance of LGS employees.

The Performance Contract is a key mechanism in the implementation of the PMS as it will enable employees and the Service agree to, and be committed to the achievement of set objectives and targets in service delivery within a given timeframe.

**1.1 The Performance Contract between the Hon Regional Minister and the Chief Director/Regional Coordinating Director (CD/RCD)**

This Agreement dated …....…… day of ........................……….. 2016, effective 1st January, 2016 - 31st December, 2016, is between the Hon. Regional Minister “hereinafter called the Employer” on the one part and the Chief Director / Regional Coordinating Director “hereinafter called the Employee” on the other part.

# 2.0 CONDITIONS OF CONTRACT

The performance of the Chief Director / Regional Coordinating Director (CD/RCD) shall be assessed on the basis of the achievement of specific key outputs/deliverables set out under Schedules 1 and 2 over the agreed Performance period of 1st January, 2016 - 31st December,2016. This Agreement is entered into by both parties in good faith.

# 3.0 STRATEGIC DIRECTION OF THE LOCAL GOVERNMENT SERVICE

**3.1** **Vision:** “A world-class, decentralized and client oriented Service”

**3.2** **Mission:** “To support LG to deliver value for money services through the mobilisation, harmonisation and utilisation of qualified human capacity and material resources to promote local and national development”

**3.3** **Objectives:** “to secure effective administration and management of local government in the country”

**3.4** **Core Values:** Accountability, Client-oriented, Creativity, Diligence, Discipline, Equity, Integrity, Innovativeness, Loyalty, Commitment, Anonymity, Impartiality, Permanence, Timeliness and Transparency

**3.5 Service Delivery Standards:** Participation, Professionalism, Client Focus, Transparency, Efficient and Effective use of Resources and Accountability

**3.6** **Functions:**

* provide technical assistance to District Assemblies, and Regional Co-ordinating Councils to enable the District Assemblies and the Regional Co-ordinating Councils effectively perform their functions and discharge their duties in accordance with the Constitution and the Local Government Act, 1993 (Act 462);
* conduct organisational and job analysis for the Regional Coordinating Councils and the District Assemblies;
* conduct management audits for Regional Coordinating Councils and District Assemblies in order to improve the overall management of the Service;
* design and co-ordinate management systems and processes for Regional Coordinating Councils and District Assemblies;
* assist the Regional Coordinating Councils and the District Assemblies in the performance of their functions under the Local Government Act, 1993, (Act 462), the National Development Planning (Systems) Act, 1994, (Act 480) and under any other enactment;
* perform such other functions incidental or conducive to the achievement of the objects of LGS Act.

**4.0 TOP PRIORITIES OF THE REGIONAL COORDINATING COUNCIL**

The top priorities of the Regional Coordinating Council (RCC) for the period of the Agreement (January 2016–December 2016) are:

1. ……………………………………………;
2. …………………………………………………;
3. ………………………………………………….;
4. …………………………………………………………………...

*Indicate four (4) priorities. Note that these priorities are to be linked to or extracted from relevant governance documents such as the Ghana Shared Growth and Development Agenda II (GSGDA), State of the Nation Address by the President, the Sector Medium Term Development Plan (2014-2017) and the 2016Annual Budget.*

***Note: (One of the top priorities should be “operationalization/ functioning of the sub-structures at MMDAs in the Region in terms of their: office accommodation, staffing, allowances, holding meetings, participation in planning process, etc.)***

# 5.0 KEY PERFORMANCE AREAS (KPAs)

The Chief Director / Regional Coordinating Director shall be expected to deliver the outputs and deliverables listed in Schedules 1 and 2 of this Contract. Based on the RCD’s job summary, the Key Performance Areas (KPAs) for the period under review are categorised into:

***Schedule 1***

1. Top Priorities(*as indicated in 4.0*) for the RCC
2. Performance Reporting
3. Financial Management
4. Human Resource (HR) Management
5. Customer Service Initiatives
6. Work Environment Improvement Initiatives

***Schedule 2***

1. Chief Director’s / Regional Coordinating Director’s (CD’s / RCD’s) Personal Capacity Enhancement Deliverables.

# 

# 6.0 **PERFORMANCE CONTRACT**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **(PERFORMANCE CONTRACT)** | | | | | |
| **SURNAME:** | …………………………….. | **OTHER NAMES** | | ……………………….. | |
| **JOB TITLE:** | Regional Coordinating Director | | | | |
| **GRADE:** | ………………………………. | | | | |
| **POSITION:** | Head Of Administration and First Line Advisor to Regional Minister | | **TIME IN POSITION:** | |  |
| **LGSS / RCC / MMDA** | **……….** | | | | |
| **DIRECTORATE /DEPARTMENT:** | RCC | **SECTION / UNIT:** | |  | |
| **NO. OF DIRECT REPORTS** | …. Line Managers | **REPORTS TO:** | | Regional Minister | |
|  | | | | | |
| **JOB PURPOSE:** | | | | | |
| *To provide effective and efficient administrative and managerial leadership in the implementation of government policies, programmes, projects and procedures in the Region* | | | | | |
| **Key Performance Areas (KPAs)** | | | | | |
| 1. Top Priorities for the RCC 2. Performance Reporting 3. Financial Management 4. Human Resource (HR) Management 5. Customer Service Initiatives 6. Work Environment Improvement Initiatives | | | | | |

## 6.1 SCHEDULE 1: KEY PERFORMANCE AREAS

The Chief Director / Regional Coordinating Director shall deliver the following generic key operational and administrative outputs as per the timelines indicated:

**KEY PERFORMANCE AREA (KPA) 1: INSTITUTION-SPECIFIC OUTPUTS AND DELIVERABLES**

**(TOP PRIORITY AS FOR THE SERVICE) *(10 % OVERALL WEIGHT OUT OF SIX KPAs)***

*List the top priorities for the Service (RCC), funded from the Budget (GoG/Donor/IGF) for the period of the Agreement (Jan. 2016 - Dec. 2016). These priorities should be four (4) and should be rooted in the Ghana Shared Growth and Development Agenda (GSGDA) II, 2014, the Sector Medium Term Plan and the 2016 Annual Budget.*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **KEY PERFORMANCE INDICATORS (KPIs)**  ***(Minimum 2 & Maximum 4)*** | | **WEIGHT %** | **SERVICE DELIVERY STANDARDS (SDS)** | **\*RATING SCALE**  **(1 to 4)**  **“For annual evaluation”** | **OVERALL RATING**  **“For annual evaluation”** |
| ***a*** | | ***b*** | ***c*** | ***d*** | ***e =b\*d*** |
| 1.1 |  |  |  |  |  |
| 1.2 |  |  |  |  |  |
| 1.3 |  |  |  |  |  |
| 1.4 |  |  |  |  |  |
| **OVERALL RATING for KPA 1 *(Sum of Column e)* “For annual evaluation”** | | | |  |  |

***Rating scale is indicated in Annex 3A.***

***Note: (One of the top priorities should be “operationalization/ functioning of the sub-structures at MMDAs in the Region in terms of their: office accommodation, staffing, allowances, holding meetings, participation in planning process, etc.)***

**KEY PERFORMANCE AREA (KPA) 2: PERFORMANCE REPORTING**

***(25 % OVERALL WEIGHT OUT OF SIX KPAs)***

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **KEY PERFORMANCE INDICATORS (KPIs)**  ***(Minimum 2 & Maximum 4)*** | | **WEIGHT %** | **SERVICE DELIVERY STANDARDS (SDS)** | **\*RATING SCALE**  **(1 to 4)**  **“For annual evaluation”** | **OVERALL RATING**  **“For annual evaluation”** |
| ***a*** | | ***b*** | ***c*** | ***d*** | ***e =b\*d*** |
| 2.1 | Develop detailed and accurate 2017 Annual Action Plan by January 2017 and link to 2017 Budget; | 25% | Professionalism; |  |  |
| 2.2 | Follow-up and record Mid-Year Performance Monitoring & Evaluation of action plan and develop concise and accurate Performance M&E report by August 2016; | 25% | Professionalism & Client focus; |  |  |
| 2.3 | Develop detailed and accurate 2015 Annual Performance/ Progress Report (APR) and submit to HoS by January 2016; Ensure that any variances are rectified and clarified in APR; | 20% | Professionalism & Accountability; |  |  |
| 2.4 | Submit 2016 Annual Performance Evaluation Report for the Performance Contract between Hon. Regional Minister and Regional Coordinating Director to HoS by 15 Jan 2017;  Submit 2016 Annual Performance Evaluation Report for the Performance Contract between Hon. MMDCEs and MMDCDs in the Region to HoS by 15 Jan 2017;  Submit 2016 Consolidated Annual Performance Appraisal Report for the staff of RCC to HoS by 15 Jan 2017. | 30% | Professionalism & Accountability &  Transparency; |  |  |
| **OVERALL RATING for KPA 2 *(Sum of Column e)* “For annual evaluation”** | | | |  |  |

***Rating scale is indicated in Annex 3A.***

**KEY PERFORMANCE AREA (KPA) 3: FINANCIAL MANAGEMENT**

***(15 % OVERALL WEIGHT OUT OF SIX KPAs)***

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **KEY PERFORMANCE INDICATORS (KPIs)**  ***(Minimum 2 & Maximum 4)*** | | **WEIGHT %** | **SERVICE DELIVERY STANDARDS (SDS)** | **\*RATING SCALE**  **(1 to 4)**  **“For annual evaluation”** | **OVERALL RATING**  **“For annual evaluation”** |
| ***a*** | | ***b*** | ***c*** | ***d*** | ***e =b\*d*** |
| 3.1 | Record accurately all actions taken by the Audit Report Implementation Committee (ARIC) to redress audit queries for 2015 by January 2016; | 20% | Transparency; |  |  |
| 3.2 | Report on recorded actions taken available by April 2016, July 2016, October 2016 and December 2016; | 20% | Accountability and Transparency; |  |  |
| 3.3 | Develop and ensure that the RCC’s 2017 Annual Procurement Plan is approved by December 2016; (Copies of Approved Annual Procurement Plan available ; Accurate and detailed minutes of Entity Tender Committee/Regional Tender Review Board Meetings are available;)  Revise procurement plan quarterly according to actual budget; Copies of revised procurement plans available quarterly; | 30% | Transparency; |  |  |
| 3.4 | Complete 2015 Final accounts and submit timely to CAGD and DACF and Copies of final accounts for end year 2015 are available at CAGD and DACF by March 2016; | 30% | Accountability and Transparency; |  |  |
| **OVERALL RATING for KPA 3 *(Sum of Column e)* “For annual evaluation”** | | | |  |  |

***Rating scale is indicated in Annex 3A.***

**KEY PERFORMANCE AREA (KPA) 4: HR MANAGEMENT**

***(25 % OVERALL WEIGHT OUT OF SIX KPAs)***

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **KEY PERFORMANCE INDICATORS (KPIs)**  ***(Minimum 2 & Maximum 4)*** | | **WEIGHT %** | **SERVICE DELIVERY STANDARDS (SDS)** | **\*RATING SCALE**  **(1 to 4)**  **“For annual evaluation”** | **OVERALL RATING**  **“For annual evaluation”** |
| ***a*** | | ***b*** | ***c*** | ***d*** | ***e =b\*d*** |
| 4.1 | Approve updated staff list of the *RCC & MMDAs and* Letter of updated staff list and movement of RCC/ MMDA staff available by Jan 2016;  Promotion register available and copy forwarded to HoS, LGS by January 2016;  Composite reports on staff movements (recruitments, replacements, promotions, postings and retirements and resignations) for RCC & MMDAs available by December 2016; | 20% | Professionalism; |  |  |
| 4.2 | Prepare and implement comprehensive training plan including Scheme of Service training programme and forward copy to HoS by first week of February 2016 ; /  Comprehensive report on implementation including summary of individual post training reports of 2016 available by December 2016; | 20% | Professionalism, and Transparency; |  |  |
| 4.3 | Prepare & sign Performance Contracts between Hon. Regional Minister and RCDs by 15 Feb 2016;  Organize the signing of Performance Contracts between Hon. MMDCEs and MMDCDs in the Region by 15 Feb 2016;  Ensure the operationalization of the cycle of 2016 Performance Appraisals for the Staff of RCCs: Undertake Stage1: Planning process by 29 February, Stage-2: Mid-year review by 31 July 2016 and Stage 3: End of the year evaluation by 15 January 2017; | 30% | Professionalism; |  |  |
| 4..4 | Ensure HRMIS update and submission of accurate data to HoS monthly  Accurate and comprehensive data on all categories of staff available monthly in 2016; | 30% | Professionalism;  Accountability; |  |  |
| **OVERALL RATING for KPA 4 *(Sum of Column e)* “For annual evaluation”** | | | |  |  |

***Rating scale is indicated in Annex 3A.***

**KEY PERFORMANCE AREA (KPA) 5: CUSTOMER SERVICE INITIATIVES**

***(15 % OVERALL WEIGHT OUT OF SIX KPAs)***

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **KEY PERFORMANCE INDICATORS (KPIs)** | | **WEIGHT %** | **SERVICE DELIVERY STANDARDS (SDS)** | **\*RATING SCALE**  **(1 to 4)**  **“For annual evaluation”** | **OVERALL RATING**  **“For annual evaluation”** |
| ***a*** | | ***b*** | ***c*** | ***d*** | ***e =b\*d*** |
| 5.1 | Organize sensitization workshops on the LGS protocols, such as: Scheme of Service, Conditions of Service, Code of Conducts, Staffing Norms, Service Delivery Standards and Performance Management System for RCC and MMDAs by August 2016; | 40% | Professionalism & Transparency; |  |  |
| 5.2 | All protocols forwarded to all MMDAs by 7th March 2016; | 10% |  |  |  |
| 5.3 | Setup Functional Client Service Unit (CSU): Office space for CSU Designated, all appropriate logistics provided and Names & Contacts of schedule officers forwarded to LGS by March 2016;  Half-year Reports (on complaints, petitions, actions taken etc.) submitted to LGS by August 2016; | 30% | Professionalism, Client Focus & Transparency |  |  |
| 5.4 | Establish Functional Interactive website: Comprehensive RCC/LGS website available by July 2016;  Regularly updated Information and Reports are available on the website by December 2016; | 20% | Professionalism & Client Focus, Transparency |  |  |
| **OVERALL RATING for KPA 5 *(Sum of Column e)* “For annual evaluation”** | | | |  |  |

***Rating scale is indicated in Annex 3A.***

**KEY PERFORMANCE AREA (KPA) 6: WORK ENVIRONMENT IMPROVEMENT INITIATIVES**

***(10 % OVERALL WEIGHT OUT OF SIX KPAs)***

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **KEY PERFORMANCE INDICATORS (KPIs)** | | **WEIGHT %** | **SERVICE DELIVERY STANDARDS (SDS)** | **\*RATING SCALE**  **(1 to 4)**  **“For annual evaluation”** | **OVERALL RATING**  **“For annual evaluation”** |
| ***a*** | | ***b*** | ***c*** | ***d*** | ***e =b\*d*** |
| 6.1 | Fully integrate Decentralised Departments into the structure and operations of RCC & MMDAs: Comprehensive report on realignment exercise is available by April 2016; | 20% | Participation and Accountability |  |  |
| 6.2 | Organize a minimum of 12 Management meetings with all decentralized departments on a prepared agenda: Accurate Minutes of Management Meetings available two days after the meeting on Monthly basis; | 20% | Professionalism &Participation |  |  |
| 6.3 | Ensure that the Assets Register is updated: A detailed and accurate copy of updated Assets Register available by June 2016 & December 2016; | 20% | Professionalism &Transparency |  |  |
| 6.4 | Ensure that the Records Management Units are functioning: Filing cabinets and document shelves available for all records by June 2016 &December 2016;  Updated list of records available by December 2016 | 20% | Professionalism, Transparency |  |  |
| 6.5 | Plan and implement safe and secured work place environment strategy (Cleanliness of office environment; Copy of work place Environment Strategy available by February 2016; Disability-friendly accesses; Security of offices and Safety measures): electrical connections, installation of fire fighting devices and signage at entry/exit points): Reports on specific safety and security measures implemented available by December 2016; | 20% | Transparency |  |  |
| **OVERALL RATING for KPA 6 *(Sum of Column e)* “For annual evaluation”** | | | |  |  |

***Rating scale is indicated in Annex 3A.***

## 6.2 SCHEDULE 2: PERSONAL DEVELOPMENT PLAN

**CHIEF DIRECTOR’S / REGIONAL COORDINATING DIRECTOR’S PERSONAL DEVELOPMENT PLAN**

**(NOT FOR SCORING PURPOSES)**

Please outline the competencies that you would like to develop for the year. These should be relevant to the effective and efficient management of the Service (RCC).

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| *What competencies would you require to improve your performance?* | | *How do you plan to attain these competencies (e.g. through attendance at workshops, conferences, seminars, peer review, executive coaching, studying and readings, etc.)?* | | |
| **COMPETENCIES** | | **EVALUATION** | **BY WHEN & HOW WOULD YOU LIKE TO DEVELOP IT** | **EXPECTED OUTCOMES TO BE ATTAINED** |
|  | Planning & Organisation |  |  |  |
|  | Leadership |  |  |  |
|  | Change Management |  |  |  |
|  | Decision Making |  |  |  |
|  | Entrepreneurial skills |  |  |  |
|  | Good verbal and written communication |  |  |  |
|  | Negotiation Skills |  |  |  |
|  | Interpersonal Skills |  |  |  |
|  | Conflict Management |  |  |  |
|  | Security consciousness |  |  |  |
|  |  |  |  |  |

**Evaluation of core competencies (as in rating scale indicated in Annex 3B)**

# 

# 7.0 ASSUMPTIONS

The agreed deliverables will only be revised based on the under-listed conditions:

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

# 8.0 OBLIGATIONS OF THE CD/RCD TO THE GOVERNMENT

The CD/RCD accepts responsibility for the overall performance of the RCC as a whole and undertakes to:

1. Adopt and apply appropriate management techniques in conducting the affairs of the RCC and in supervising its Directorates/Departments/Sections / Units.
2. Ensure that Local Government Service’s core values (*refer to section 3.4*) and Service Delivery Standards (*refer to section 3.5*) are upheld by the staff of the RCC and the Metropolitan, Municipal and District Assemblies (MMDAs) within the Region.
3. Ensure that the assets within the RCC are maintained in the most efficient manner and safeguarded against loss or abuse.
4. Notify the Hon. Regional Minister promptly of any conditions, which may interfere with, or threaten the achievement of the performance targets, listed herein.

# 9.0 OBLIGATIONS OF THE GOVERNMENT TO THE CD/RCD

The LGS, through the Hon. Regional Minister, accepts responsibility to provide effective and efficient administrative and managerial leadership and support (financial, material and logistical) to the CD/RCD to ensure that the RCC achieves the level of performance indicated in this Contract.

# 10.0 PERFORMANCE EVALUATION UNDER THE CONTRACT

An assessment of the performance of the CD/RCD shall be conducted by the LGS. The evaluation shall be based on the key performance results / outputs and deliverables established under this Performance Contract between the Hon. Regional Minister and the CD/RCD.

The performance evaluation shall be completed not later than the1st quarter of 2017 by using the “Annual Performance Evaluation Reporting Format”. Upon the conclusion of the annual evaluation, the HoS shall communicate to the CD/RCD in writing the outcome of the evaluation. The LGSC through the HoS shall thereafter determine the reward or sanctions as prescribed in Annex 4 of this Contract to be applicable to the CD/RCD.

# 11.0 REWARDS AND SANCTIONS

Based on the results of the performance evaluation, the Head of the Service in consultation with the Hon. Regional Minister shall recommend to the Local Government Service Council that a CD/RCD be rewarded or recognised for excellent performance.

The Local Government Service Council may institute disciplinary action against a CD/RCD in the case of unsatisfactory performance.

The sanctions will be in accordance with LGS Human Resource Operational Manual and Conditions of Service. The details are provided in Annex 4.

# 12.0 ARBITRATION AND SETTLEMENT OF DISPUTES

In the event of a disagreement between the parties to this Contract, either party may apply to the Local Government Service Council (LGSC) for settlement. The LGSC 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 LGSC shall be binding on both parties.

# 13.0 DECLARATION

We, the Hon. Regional Minister and the Chief Director / Regional Coordinating Director solemnly declare that the information and declaration in this Contract in relation to the annexes are correct.

|  |  |
| --- | --- |
| Signature: ………………………………. | Signature: ……………………………… |
| Date: ……………………………………… | Date: ……………………………………. |
| Name: | Name: |
| Title: | Title: |
|  |  |
| **ENDORSED BY:** | **ENDORSED BY:** |
| Signature: ……………………………… | Signature: ……………………………… |
| Date: ………………………………… | Date: ……………………………… |
| Name: **F. N. ANDAN** | Name: **DR. CALLISTUS MAHAMA** |
| Title: **CHAIRMAN, LOCAL GOVERNMENT SERVICE COUNCIL** | Title: **HEAD OF SERVICE** |

# ANNEX 1- DISTRIBUTION & TIMELINES OF PERFORMANCE AGREEMENT

1. **DISTRIBUTION**

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

1. One (1) copy to the Hon. Regional Minister
2. One (1) copy to the Local Government Service Council
3. One (1) copy to Head of Service (HoS)
4. One (1) copy to the Chief Director / Regional Coordinating Director
5. One (1) copy for LGSS
6. **SCHEDULED TIME FRAMES**
7. **COMPLETION AND SIGNING OF THE 2016 PERFORMANCE AGREEMENT**

15th Feb 2016: Signing of 2016 Performance Agreements (Five copies each)

1. **PERFORMANCE REPORTING AND EVALUATION**

End July 2016: Mid-year self-evaluation reports submitted to HoS

August 2016: Monitoring, verification, feedback and review of targets, if necessary by HoS

16th December 2016: Circular issued for preparation of CDs/RCDs self-evaluation reports

15thJanuary 2017:- Chief Directors / Regional Coordinating Directors submit annual self-evaluation reports to the HoS

Jan-Feb 20176:- Evaluation of 2015 Performance Contracts

Feb-March 2017: Results of Performance evaluation communicated to relevant

Stakeholders

Feb-March 2017:Rewards and sanctions administered

# ANNEX 2: TEMPLATE FOR REPORTING ON PERFORMANCE

***(Please note that the Annex 2 is to be completed by the Hon. Reg. Minister & RCD)***

## ANNEX 2A: TEMPLATE FOR REPORTING ON MID-YEAR PERFORMANCE REVIEW

**KEY PERFORMANCE AREA (KPA) ….. : ……………………………………..**

***(……. % OVERALL WEIGHT OUT OF SIX KPAs)***

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **KEY PERFORMANCE INDICATORS (KPIs)** | | **WEIGHT %** | **SERVICE DELIVERY STANDARDS (SDS)** | **MID-YEAR PROGRESS REVIEW** | **REMARKS** |
| ***a*** | | ***b*** | ***c*** | ***d*** | ***e*** |
| 1.1 |  |  |  |  |  |
| 1.2 |  |  |  |  |  |
| 1.3 |  |  |  |  |  |
| 1.4 |  |  |  |  |  |
|  | | | |  |  |

*Note: apply this format for other KPAs*

## ANNEX 2B: REPORTING ON PERFORMANCE OF COMPETENCIES: MID-YEAR REVIEW AND END OF YEAR EVALUATION)

|  |  |  |  |
| --- | --- | --- | --- |
| *What competencies did you require to improve your performance on the job* | *How have you attained these competencies* | | **OBSERVATION & RECOMMENDATION** |
| **COMPETENCIES** | **EVALUATION**  **(Rating 1-2-3-4)** | **ACTUAL RESULTS** |
| 1. Planning &Organisation |  |  |  |
| 1. Leadership |  |  |  |
| 1. Change Management |  |  |  |
| 1. Decision Making |  |  |  |
| 1. Entrepreneurial skills |  |  |  |
| 1. Good verbal and written communication |  |  |  |
| 1. Negotiation Skills |  |  |  |
| 1. Interpersonal Skills |  |  |  |
| 1. Conflict Management |  |  |  |
| 1. Security consciousness |  |  |  |
|  |  |  |  |

**Evaluation of core competencies (as in rating scale indicated in Annex 3B)**

# ANNEX 2C: END OF THE YEAR PERFORMANCE EVALUATION TEMPLATE

1. **OVERALL PERFORMANCE *(to be Completed by Reg. Minister & RCD)***

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **SCHEDULE 1- KEY RESULT AREAS (1-6)** | | | | | |
| **KEY RESULT AREA** | **OVERALL WEIGHTING / KPA** | **ACTUAL RATING / KPA**  ***(from each KPA Section)*** | **OVERALLACTUAL RATING FACTOR / KPA** | **OBSERVATION** | **RECOMMENDATION** |
| ***a*** | ***b*** | ***c*** | ***d = b\*c*** | ***e*** | ***f*** |
| **KPA 1 -** Top Priority as for the Service | **10%** |  |  |  |  |
| **KPA 2 -** Performance Reporting | **25%** |  |  |  |  |
| **KPA 3 -** Financial Management | **15%** |  |  |  |  |
| **KPA 4 -** HR Management | **25%** |  |  |  |  |
| **KPA 5 -** Customer Service Initiatives | **15%** |  |  |  |  |
| **KPA 6 -** Work Environment Improvement Initiatives | **10%** |  |  |  |  |
| **TOTAL WEIGHTS** | **100%** |  |  |  |  |
| **CALCULATED OVERALL RATING (1 to 4)**  ***(Sum of Column d)*** | | |  |  |  |
| **CALCULATED OVERALL SCORES**  ***Sum of Column d / 4 \* 100)*** | | |  |  |  |

*(Note: In the formula “Sum of Column d / 4 \* 100”, 4 is a constant and represents the maximum rating scale);* ***See Annex 4C for overall Performance Assessment Rating***

# ANNEX 3: RATING SCALES ON ASSESSMENT

## ANNEX 3A: RATING ON THE ASSESSMENT OF KPI

To compute score obtained on Indicator, a scale of One (1) to Four (4) is provided.

The following table provides the definitions for the rating scale for assessing the level of achievement of Indicators. ***(Refer To Section 6.1)***

|  |  |  |
| --- | --- | --- |
| **RATING** | | **DEFINITION OF ACHIEVEMENT ON KEY PERFORMANCE INDICATOR (KPI)** |
| **4** | Excellent : | He/she has fully met and exceeded the agreed indicators 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. |
| **3** | Very good: | He/she has achieved most of the agreed indicators and indicators and has produced results of good quality within agreed time lines. |
| **2** | Good: | He/she has achieved the minimum number of agreed indicators and provided adequate supporting rationale/reasons for not achieving all of the specified targets. |
| **1** | Unsatisfactory: | His/her performance does not meet the standard expected for the job i.e. He/she has not achieved most of the agreed indicators within the time frame provided and is unable to provide reasons or provides unacceptable reasons for unachieved targets. |

## ANNEX 3B: RATING ON THE ASSESSMENT OF COMPETENCY

***(Refer To Section 6.1& Annex 2B)***

|  |  |  |
| --- | --- | --- |
| **RATING SCALE** | | **EXPLANATION (EVALUATION OF COMPETENCY)** |
| **4** | Excellent | He/she has consistently demonstrated this competency and always encouraged others to do same. Four (4) or more examples can be evidenced to support this rating. |
| **3** | Very Good | He/she has frequently demonstrated this competency and sometimes encouraged others to do same. Three (3) examples can be evidenced to support this rating. |
| **2** | Good | He/she has demonstrated this competency at least two (2) examples can be evidenced to support this rating. Meets expectation on this competency requirement. |
| **1** | Unsatisfactory | He/she has not at all demonstrated this competency and three (3) or more examples can be evidenced to support this rating. Demonstration of requirements of this competency was unacceptable and did not meet any expectation. |

## ANNEX 3C: RATING ON THE ASSESSMENT OF OVERALL PERFORMANCE

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

***Refer to Annex 2C, Calculated Overall Scores***

**EXCELLENT (4): 80-100% *(Outstanding)***

He/she has fully met and exceeded 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.

*(Rewards, Recognitions and Sanctions: Publicize his/her outstanding performance and recommend him/her for appropriate reward)*

**VERY GOOD (3): 70-79% *(Exceeds the requirement)***

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

*(Rewards, Recognitions and Sanctions: Recognize his/her very good performance & encourage him/her through Coaching, Mentoring, training, etc.)*

**GOOD (2): 60-69% *(Meets the requirement= 60%)***

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

*(Rewards, Recognitions and Sanctions: Encourage him/her through Coaching, Mentoring, training, etc. for further improvement)*

**UNSATISFACTORY (1): Below 60% *(Does not meet the requirement)***

His/her performance does not meet the standard expected for the job i.e. Officer has not achieved most of the agreed targets within the time frame provided and is unable to provide reasons or provides unacceptable reasons for unmet targets.

*(Rewards, Recognitions and Sanctions: Apply appropriate sanction and necessary counselling)*

# ANNEX 4 - REWARDS, RECOGNITIONS AND SANCTIONS

1. **REWARDS**

The rewards for the Chief Director / Regional Coordinating Director shall include but not limited to: -

* Renewal of Contract appointment
* Paid trips to professional conferences
* Paid vacation with family
* Study tours

1. **RECOGNITIONS**

Recognitions shall take the following forms: -

* Letter or Certificate of Merit
* Provision of citations, mementos, trophies, badges etc.
* Formal public recognition e.g. publicised captioned photos of the person being recognised in the newsletter/newspaper or hanging up photographs of best performers in public places.
* Lunch at the Presidency

1. **SANCTIONS - DISCIPLINARY ACTION FOR NON-PERFORMANCE**

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

* Termination
* Reduction in rank
* Reprimand
* Deferment of increment
* Suspension