



REPUBLIC OF GHANA

LOCAL GOVERNMENT SERVICE

PERFORMANCE MANAGEMENT SYSTEM

2015 ANNUAL PERFORMANCE EVALUATION REPORT OF REGIONAL COORDINATING COUNCILS (RCCs)

ON THE

2015 PERFORMANCE CONTRACTS BETWEEN: HON. REGIONAL MINISTERS & REGIONAL COORDINATING DIRECTORS

LOCAL GOVERNMENT SERVICE SECRETARIAT

P.O. BOX MB 396

MINISTRIES -ACCRA

Tel.: 0302 - 677929

Fax: 0302 - 662799

E-mail: secretariat@lgs.gov.gh

Web: <http://www.lgs.gov.gh/>

JULY 2016

FOREWORD

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 in line with section 6(e) of the Local Government Service Act, Act 656, 2003. It is operationalised through the Performance Management Instruments (Contract & Appraisal) in which the Service enters into agreement and commitment with its employees to set clear, quantifiable objectives and indicators for attainment within a given timeframe.

For the year 2015, Performance Contracts (PCs) based on planned achievement of indicators in Key Performance Areas were signed between Honourable Regional Ministers (RMs) and their Regional Coordinating Directors (RCDs). **Even though the Performance Contracts were signed between RMs and RCDs, it is worth noting that their overall performance mirrors that of their respective Regional Coordinating Councils (RCCs). Hence, the emphasis of the assessment is placed on the overall achievement of the RCC under the leadership of the respective RCD.**

As part of the implementation process of the Performance Contracts, Mid-year reviews were conducted by Consultants engaged by Local Government Service Secretariat (LGSS) in August 2015. Subsequently, all RCDs conducted Annual Evaluation on their performance and submitted reports to the Head of Service in January 2016 for decision making. To be able to make an objective and informed decision, the LGSS also sought the services of Consultants to conduct an independent Monitoring and Verification exercise on the performance of the RCDs in March 2016.

The Local Government Service Secretariat (LGSS) is grateful to the Consultants for their time and expertise in supporting the Secretariat to carry out the Review, Monitoring and Verification of implementation of the 2015 Performance Contracts.

The LGSS is particularly thankful to Honourable Regional Ministers for their commitment and logistical support to their Coordinating Directors and also providing invaluable insights into their performance.

The Secretariat is further appreciative of the cooperation, responses and useful suggestions offered by Regional Coordinating Directors and their staff during the whole process of the implementation of the 2015 Performance Contracts and is looking forward to more collaboration and mutual support among all officers of the Service in the subsequent years.

CALLISTUS MAHAMA, PhD
HEAD OF SERVICE

LIST OF ACRONYMS

AAP	Annual Action Plan
AR	Ashanti Region
ARIC	Audit Report Implementation Committee
BAR	Brong Ahafo Region
CAGD	Controller and Accountant General's Department
CD	Coordinating Director
CR	Central Region
CSU	Client Service Unit
DACF	District Assemblies Common Fund
DCEs	District Chief Executives
ER	Eastern Region
GAR	Grater Accra Region
HoDs	Heads of Departments
HoS	Head of Service
HRMIS	Human Resources Management Information System
KPAs	Key Performance Areas
KPIs	Key Performance Indicators
LGS/S	Local Government Service/ Secretariat
M&E	Monitoring and Evaluation
M&V	Monitoring and Verification
MMDAs	Metropolitan, Municipal and District Assemblies
MTDP	Medium Term Development Plan
NR	Northern Region
PA	Performance Appraisal
PC	Performance Contract
PMS	Performance Management System
RCCs	Regional Coordinating Councils
RCDs	Regional Coordinating Directors
RM	Regional Minister
SDS	Service Delivery Standards
UER	Upper East Region
UTZA	Urban, Zonal, Town and Area
UWR	Upper West Region
VR	Volta Region
WR	Western Region

TABLE OF CONTENTS

FOREWORD.....	I
LIST OF ACRONYMS.....	II
TABLE OF CONTENTS	III
EXECUTIVE SUMMARY.....	V
1. INTRODUCTION	2
2. PERFORMANCE CONTRACT & IMPLEMENTATION PROCESS IN THE PMS.....	5
2.1. PHASE ONE: PERFORMANCE PLANNING	5
2.2. PHASE TWO – PROGRESS REVIEWS (MID-YEAR REVIEW)	5
2.3. PHASE THREE – REVIEW AND APPRAISAL (END OF YEAR EVALUATION)	5
2.4. PHASE FOUR- DECISION-MAKING	6
3. SUMMARY OF MID-YEAR REVIEW OF 2015 PERFORMANCE CONTRACTS OF RCCS	8
3.1. ASHANTI REGIONAL COORDINATING COUNCIL (ARCC).....	8
3.2. BRONG AHAFO REGIONAL COORDINATING COUNCIL (BARCC)	8
3.3. CENTRAL REGIONAL COORDINATING COUNCIL (CRCC).....	8
3.4. EASTERN REGIONAL COORDINATING COUNCIL (ERCC).....	8
3.5. GREATER ACCRA REGIONAL COORDINATING COUNCIL (GARCC)	9
3.6. NORTHERN REGIONAL COORDINATING COUNCIL (NRCC).....	9
3.7. UPPER EAST REGIONAL COORDINATING COUNCIL (UERCC).....	9
3.8. UPPER WEST REGIONAL COORDINATING COUNCIL (UWRCC)	9
3.9. VOLTA REGIONAL COORDINATING COUNCIL (VRCC)	10
3.10. WESTERN REGIONAL COORDINATING COUNCIL (WRCC)	10
4. MONITORING & VERIFICATION OF 2015 ANNUAL PERFORMANCE EVALUATION OF RCCS ...	12
4.1. FINDINGS, ISSUES AND RECOMMENDATION BASED ON KEY PERFORMANCE AREAS	12
4.1.1. <i>KPA 1: Specific Priority Areas of RCC</i>	12
4.1.2. <i>KPA 2: Performance Reporting</i>	13
4.1.3. <i>KPA 3: Implementation of Annual Action Plan & Financial Management</i>	14
4.1.4. <i>KPA 4: Human Resource Management</i>	14
4.1.5. <i>KPA 5: Client Service Initiatives</i>	15
4.1.6. <i>KPA 6: Work Environment Improvement Initiatives & Cross-Cutting Issues</i>	15
4.2. GENERAL ISSUES, IMPRESSION, BEST PRACTICES, RECOMMENDATION AND CONCLUSION	16
4.2.1. <i>General Issues</i>	16
4.2.2. <i>General Impressions about the PMS</i>	17
4.2.3. <i>Best Practices</i>	17
4.2.4. <i>General Recommendations and Way Forward</i>	18
4.2.5. <i>Conclusion</i>	19
5. RESULTS FOR 2015 ANNUAL PERFORMANCE EVALUATION OF RCCS.....	21
5.1. RESULTS & RANKING FOR THE 2015 ANNUAL PERFORMANCE EVALUATION OF RCCS.....	21
5.2. OVERALL PERFORMANCE SCORES AND RATING OF RCCS.....	21
5.3. DETAILED CALCULATION FOR OVERALL PERFORMANCE SCORES OF RCCS	22
6. DECISION MAKING ON 2015 ANNUAL PERFORMANCE EVALUATION RESULTS OF RCCS	24
6.1. GUIDING PRINCIPLES FOR DECISION MAKING	24
6.2. DECISION ON 2015 ANNUAL PERFORMANCE EVALUATION RESULTS OF RCCS	24
6.2.1. <i>RCDs to be acknowledged based on Performance</i>	24
6.2.2. <i>The best 3 Regional Coordinating Councils (RCCs)</i>	25
6.2.3. <i>Un-satisfactory Performance</i>	25

7. SPECIFIC RECOMMENDATIONS ON 2015 ANNUAL PERFORMANCE EVALUATION RESULTS OF RCCS	27
ANNEX 1. SAMPLE PERFORMANCE CONTRACT FOR RCC &THE IMPLEMENTATION PROCESS	33

EXECUTIVE SUMMARY

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 is operationalised through the Performance Management Instruments (Contract & Appraisal) in which the Service enters into agreement and commitment with its employees to set clear, quantifiable objectives and indicators for attainment within a given timeframe.

For the year 2015, Performance Contracts (PCs) based on planned achievement of indicators in Key Performance Areas (KPA)s were signed between Honourable Regional Ministers (RMs) and their Regional Coordinating Directors (RCDs). **Even though the PCs were signed between Hon. RMs and RCDs, it is worth noting that the overall performance will reflect that of their respective RCCs. Hence, the emphasis of the assessment is placed on the overall achievement of the Region under the leadership of the respective RCD.**

The process of the PC involved (4) Four Phases such as: Planning, Mid-year Review, End of the Year Evaluation and Decision Making.

Phase one (Planning) involved:

- The planning and setting of individual performance targets related to Key Performance Areas (KPA)s through work plans derived from the RCCs' Strategic Plans and objectives set at the departmental and unit levels.
- Planning was made in two schedules. The first schedule was for performance planning and included 6 KPA)s each comprising 2 to 4 Key Performance Indicators (KPI)s, Weightings and Service Delivery Standards (SDS). The second schedule was for competencies and purported for RCDs' personal development.

Phase two (Mid-year Review) involved discussions and communication between Appraisers (RMs) and Appraisees (RCDs) on progress of work and adjustment of indicators /targets if necessary, through the provision of formal feedback. Mid-year reviews were conducted by RCDs and reports submitted to the Head of Service (HoS) in September, 2015. Following the receipt of the mid-year review reports, the LGSS engaged Consultants to undertake Monitoring and Evaluation on the reviews done by the RCDs.

Phase three (End of Year Evaluation): All RCCs conducted their Annual Evaluation on their performance and submitted reports to the HoS in January 2016 for decision making. To be able to make objective and informed decision, the LGSS sought the services of Consultants to conduct an independent Monitoring and Verification exercise on the performance of the RCCs.

The following are the summary of results for the annual performance evaluation of RCCs based on the Monitoring and Verification exercise conducted by a team of Consultants and approved by the HoS.

Regional Coordination Council (RCC)	Overall Performance Rating	Overall Performance Rating (%)	Position
CRCC	Excellent	97.0	1 st
WRCC	Excellent	89.3	2 nd
BARCC	Excellent	84.7	3 rd
GARCC	Excellent	84.3	4 th
NRCC	Excellent	82.5	5 th
ERCC	Excellent	82.4	6 th
ARCC	Very good	78.9	7 th
VRCC	Very good	75.0	8 th
UWRCC	Very good	74.8	9 th
UERCC*	Unsatisfactory	53.3	10 th

**Remark: 2015 PC for UERCC was signed by out-gone Regional Coordinating Director (RCD). The new RCD started duty in October 2015.*

“Excellent” represents the range of the performance scores from 80% to 100%, “Very Good” represents the range of the performance scores from 70% to 89%, “Good” represents the range of the Performance Scores from 60% to 69% and “Un-satisfactory” represents the Performance Scores less than 60%.

Phase Four (Decision Making): Decisions on the 2015 Annual Performance of RCCs are as follows:

- All RCCs would be acknowledged based on their Performance;
- The best 3 RCCs that obtained the highest scores out of 10 RCCs and are to be given special acknowledgement and awards are: Central Region (CR), Western Region (WR) and Brong Ahafo Region (BAR).
- According to the 2015 Annual Performance Evaluation results of RCCs, the performance score for the Upper East Regional Coordinating Council (UERCC) was Un-satisfactory (below 60%). In the guiding principles, it is stated that any RCC whose evaluation score is un-satisfactory for the first time should be cautioned. However, the UERCC which should have been cautioned is being given a chance to demonstrate its performance through the 2016 Performance Contract because the 2015 Performance Contract (PC) was signed by the out-gone RCD. The current RCD assumed duty and took over the PC only in October 2015 and hence, he cannot be fully responsible for the non-achievement of most of the performance indicators.

CHAPTER ONE

INTRODUCTION

1. INTRODUCTION

The Local Government Service was established by the Local Government Service Act, 2003, Act 656 with the objective “to secure an effective administration and management of local government in the country”. The Local Government Service is made up of the Local Government Service Secretariat (LGSS), 10 Regional Coordinating Councils (RCCs), 216 Metropolitan, Municipal and District Assemblies (MMDAs) and Sub- Metropolitan Councils, Urban, Zonal, Town and Area (UZTA) Councils.

In line with its strategies to improve performance to achieve its objective of ensuring effective administration and management of Local Government in the country, the Local Government Service (LGS) developed for implementation a comprehensive Performance Management System (PMS) based on Service Delivery Standards (SDS) and anchored on systematic processes of planning, implementing, monitoring, evaluating and reporting on performance of its employees.

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 is operationalised through the Performance Management Instruments (Contract & Appraisal) in which the Service enters into agreement and commitment with its employees to set clear, quantifiable objectives and indicators for attainment within a given timeframe.

For the year 2015, Performance Contracts (PCs) based on planned achievement of indicators in Key Performance Areas were signed between Honourable Regional Ministers (RMs) and their Regional Coordinating Directors (RCDs). **Even though the PCs were signed between RMs and RCDs, it is worth noting that their overall performance will mirror that of their respective Regional Coordinating Councils (RCCs). Hence, in this report, emphasis is placed on the overall achievement of the Region under the leadership of the respective RCD.**

As part of the implementation process of the PCs, Mid-year reviews were conducted by Consultants engaged by LGSS in August 2015. Subsequently, all RCDs conducted Annual Evaluation on their performance and submitted reports to the Head of Service in January 2016 for decision making. To be able to make an objective and informed decision, the LGSS also sought the services of Consultants to conduct an independent Monitoring and Verification exercise on the performance of the RCCs in March 2016.

This report is an account of the whole process of implementation of the Performance Contracts between Hon. Regional Ministers and RCDs of the 10 RCCs. This process includes Performance Planning, Mid-Year Review, End of Year Evaluation and Decision – Making by Head of Service (HoS).

The report comprises the following sections:

	Cover sheet
	Foreword
	List of Acronyms
	Table of Content
	Executive Summary
Chapter One:	Introduction
Chapter Two:	Performance Contract & Implementation Process in the Performance Management System
Chapter Three:	Summary of Mid-Year Review on 2015 Performance Contracts of RCCs
Chapter Four:	Monitoring and Verification on 2015 Annual Performance Evaluation of RCCs
Chapter Five:	Results for 2015 Annual Performance Evaluation of RCCs
Chapter Six:	Decision Making on 2015 Annual Performance Evaluation Results of RCCs
Chapter Seven:	Specific Recommendations for 2015 Annual Performance Evaluation Results of RCCs
Annex 1:	Sample Performance Contract of RCC & Process

CHAPTER TWO

PERFORMANCE CONTRACT & IMPLEMENTATION PROCESS IN THE PERFORMANCE MANAGEMENT SYSTEM

2. PERFORMANCE CONTRACT & IMPLEMENTATION PROCESS IN THE PMS

The Performance Contract is a key mechanism in the implementation of the PMS as it enables employees and the Service to agree and be committed to the achievement of set objectives and targets in service delivery within a given time frame. The LGS Performance Contract process for the 2015 annual year involved four main phases explained as follows:

2.1. Phase One: Performance Planning

This involved the planning and setting of individual performance targets related to Key Performance Areas (KPA) through work plans derived from the RCCs' Strategic Plans and objectives set at the departmental and unit levels.

Specific indicators /targets were mutually agreed upon by Honourable Regional Ministers (RMs) and their RCDs. In this phase, timelines for implementation and reviews/evaluation were also agreed on. Performance Contracts (PCs) between the Honourable Regional Ministers and their Regional Coordinating Directors in ten regions were signed effective January 1, 2015 to December 31, 2015. A sample Performance Contract of RCC showing the implementation process and planned KPAs, Key Performance Indicators (KPIs), Weightings, Service Delivery Standards (SDS) and Competencies is presented in [Annex 1](#).

2.2. Phase Two - Progress Reviews (Mid-year Review)

This phase involved discussions and communication between appraisers (RMs) and appraisees (RCDs) on progress of work, and adjustment of indicators /targets if necessary, through the provision of formal feedback. Mid-year reviews were conducted by RCCs and reports submitted to the Head of Service in September, 2015.

Following the receipt of the mid-year review reports, the LGSS engaged Consultants to undertake a Monitoring and Evaluation of the reviews done by the RCCs. A summary of findings from the Consultants' M&E assignment is presented in [Chapter 3](#).

2.3. Phase Three - Review and Appraisal (End of year Evaluation)

This phase entailed evaluation of RCCs' performance at the end of the performance management/contract period. Annual Evaluation of PCs was undertaken by RCCs and reports submitted to the LGSS in January, 2016.

To be able to make objective and informed decision, the LGSS engaged a team of Consultants to conduct an independent Monitoring and Verification (M&V) exercise on the performance of RCCs as presented in their Annual Evaluation reports. The process, findings and recommendations of the M&V exercise are presented in [Chapter 4](#) of this report.

The [Chapter 5](#) indicates the results for 2015 annual Performance Evaluation of RCCs and the [Chapter 7](#) presents the Specific Recommendations for 2015 Annual Performance Evaluation of RCCs by the independent M&V Consultants.

2.4. Phase Four- Decision-Making

In this phase, decision on actions, i.e. recognition, reward, training, promotion, career development, counseling, sanctions etc., are to be made.

Based on the 2015 Annual Performance results (*presented in Chapter 5*), the LGSS has prepared the Guiding Principles of decision making on the 2015 Performance Evaluation results and the decision made by the Head of the Service is presented in [Chapter 6](#).

CHAPTER THREE

**SUMMARY OF
MID-YEAR REVIEW OF
2015 PERFORMANCE CONTRACTS OF
RCCs**

3. SUMMARY OF MID-YEAR REVIEW OF 2015 PERFORMANCE CONTRACTS OF RCCs

External Consultants were assigned for the mid-year review of the performance contracts of RCCs in August 2015. The following are brief notes from the mid-year review reports submitted by the Consultants.

3.1. ASHANTI REGIONAL COORDINATING COUNCIL (ARCC)

Generally, the RCC's performance was satisfactory, being relatively better in the areas of specific Regional Priorities, Performance Reporting, Financial Management and Human Resource Management than in the areas of Customer Service Initiatives and Work Place Environment Improvement Initiatives. Future performance improvement would require sufficient personal attention to the implementation of the Performance Contract. As in the case of other RCCs, the RCC was challenged by inadequate financial and human resources in the implementation of the Performance Contract.

3.2. BRONG AHAFO REGIONAL COORDINATING COUNCIL (BARCC)

The RCC's performance was satisfactory in all the Key Performance Areas. He excelled in the Regional Priorities, Financial Management and Customer Service Initiatives. The RCD provided exemplary leadership, had good working relationship with the Regional Minister, staff, MMDAs and other Departments. Key challenge faced was inadequate financial and human resources to execute all planned activities on schedule.

3.3. CENTRAL REGIONAL COORDINATING COUNCIL (CRCC)

Achieved a significant percentage of performance indicators in all Key Performance Areas, has a positive behaviour and high work attitude and performance, has greater institutional memory of the RCC and is innovative in the provision of office accommodation, equipment and transportation as well as sponsorship for staff. These achievements were realised notwithstanding the following challenges: perennial chieftaincy disputes, large numbers of partially completed and abandoned projects, the dearth of skilled middle level manpower to cope with the enormous functions and mandate of the RCC and inadequate and late releases of GOG funds.

3.4. EASTERN REGIONAL COORDINATING COUNCIL (ERCC)

Very innovative and achieved most of the indicators under the Key Performance Areas. Maintains a supportive and open door policy and has good working relationship with the Honourable Regional Minister, Departments, MMDAs and all staff. Challenged by insufficient GoG budget releases, inherited huge debts from the previous management,

chieftaincy and illegal mining (galamsey) related conflicts and dearth of skilled staff in the region.

3.5. GREATER ACCRA REGIONAL COORDINATING COUNCIL (GARCC)

Achieved most indicators under the KPAs, is a team player, very innovative, has provided a conducive working environment and is time and details conscious in execution and submission of assigned work. Faced with paucity of financial resources in order to carry out some core functions of Monitoring and Evaluation and maintaining oversight role over all MMDAs. Also challenged with inadequate skilled staff and financial resources to carry out all activities as planned.

3.6. NORTHERN REGIONAL COORDINATING COUNCIL (NRCC)

Performed credibly well as he achieved most of the expected deliverables in all the key performance areas. Excelled in the areas of the Regional Priorities especially in the promotion of peace and security in the Region; Performance Reporting, Financial Management, Human Resource Management and Work Place Environment Improvement Initiatives. Has exceptional leadership qualities, is a committed team player and is able to harness the potentials of staff, Departments and MMDAs in the region for effective development. Effective achievement of all deliverables in the performance contract was hindered by inadequate financial and human resources.

3.7. UPPER EAST REGIONAL COORDINATING COUNCIL (UERCC)

Generally, performed poorly in almost all the Key Performance Areas due mainly to lack of attention to the KPIs. Could not ensure departmental alignment, could not develop promotion register, training plan, appraisal reports and functional HRMIS. Could not provide good work place environment nor ensure Mid-Year performance review of the implementation of the Annual Action Plan. Challenges of inadequate human and financial resources reinforced the lack of attention to result in the poor performance of the RCC in most of the Key Performance Areas.

3.8. UPPER WEST REGIONAL COORDINATING COUNCIL (UWRCC)

Performed creditably in all Key Performance Areas. Excelled in the Regional Priorities, Financial Management, Performance Reporting and Work Place Environment Improvement Initiatives. Provided good leadership, is a team player and established a cordial working relationship between the Honourable Regional Minister, all staff, Departments and MMDAs. Faced the challenges of inadequate financial and human resources in implementation of planned activities.

3.9. VOLTA REGIONAL COORDINATING COUNCIL (VRCC)

Made impressive achievements in all Key Performance Areas, especially in the Regional Priorities, Performance Reporting, Financial Management, Human Resource Management and Work Place Environment Improvement Initiative at exhibited high leadership qualities, is a team player and maintained a cordial working and personal relationship with the Regional Minister, staff, Departments and MMDAs; also innovative in introducing the staff busing system which eased staff transportation problems and ensured timely reporting to work.

Confronted by inadequate, irregular and delayed GoG budget releases; inadequate skilled staff, protracted boundary and tribal disputes especially between the indigenes of Alavanyo and Nkonyas.

3.10. WESTERN REGIONAL COORDINATING COUNCIL (WRCC)

Achieved most performance indicators especially in the areas of Regional Priorities, Performance Reporting, Financial Management, Human Resource Management and Work Place Environment Improvement Initiatives, maintains a cordial and transparent working relationship with all departments, staff and other stakeholders. Is innovative especially in measures to block the seepage of financial resources in the various Assemblies. Main challenges faced are inadequate financial and human resources, numerous chieftaincy disputes over the legitimacy of the rulers over various paramount areas, high expectations from the RCC by traditional authorities and community members of their share of proceeds from oil and gas found in the region. Another inhibiting factor confronting the RCD is the increasing pressure on the RCC to ensure the economic development of the region overnight.

CHAPTER FOUR

**MONITORING AND VERIFICATION OF
2015 ANNUAL PERFORMANCE
EVALUATION OF RCCs**

4. MONITORING & VERIFICATION OF 2015 ANNUAL PERFORMANCE EVALUATION OF RCCs

The final phase of the Performance Management/ Contract process entails decision making on the application of appropriate rewards and sanctions. This decision must be made objectively and fairly. To obtain objective and expert information as a guide to decide appropriately, and to further improve the PMS, the LGSS engaged a team of Consultants to undertake an independent Monitoring and Verification of the Annual Evaluation done by the RCCs from 8th to 25th May, 2016.

Objectives of the M&V Exercise

The main objectives of the exercise were to:

- Monitor and verify the annual performance of RCCs based on their Annual Performance Evaluation Reports through the Performance Contracts between the Regional Ministers and Regional Coordinating Directors;
- Identify comprehensive recommendations and feedback on the findings of the performance status of the RCCs against their evaluation reports; and
- Provide recommendations for improvement of the PMS.

Scope and Methodology of the M&V Exercise

The M&V exercise focused on all Performance Contracts between the ten (10) Regional Ministers and their Regional Coordinating Directors. Using evidence - based approach, the methodology adopted for the exercise included desk reviews of all performance contracts, mid -year and annual review reports. This was complemented by field visits to all 10 RCCs for the physical verification of all relevant documentation in support of the story behind the ratings in the PCs. The findings, recommendations and feedback on Key Performance Areas (KPAs) and Personal Competency Development of the RCDs which were discussed with the RCDs were compiled into reports and submitted to the LGSS.

A brief summary of the outcomes from the M&V exercise on the 2015 Annual Performance Contracts Evaluation are as follows:

4.1. Findings, Issues and Recommendation based on Key Performance Areas

Key findings of the M&V exercise are on the KPAs, as reflected in the performance indicators scores. A summary of key findings under each KPA is presented as follows:

4.1.1. KPA 1: Specific Priority Areas of RCC

Findings & Issues

- Generally, indicators developed to reflect Specific Regional Priority areas centred on strengthening implementation of RCC ARIC and Auditor General's recommendations, development of capacity of districts towards effective revenue mobilization, effective monitoring and evaluation of projects and programmes, organization of Regional Security Committee (REGSEC) meetings, monitoring of implementation of the street-naming and property addressing system, and organisation of statutory meetings and public fora;
- Majority of the RCCs prioritized Coordination, Monitoring and Evaluation under KPA 1 to reflect the central role of the RCCs;
- Generally, RCCs performed creditably with regard to indicators under their respective priority areas;
- Some RCCs were particularly challenged by security issues in spite of their plans to maintain security in their regions. Northern Region had to contend with tribal clashes in the Nanyumba North and Bunkpurugu-Yunyoo Districts. Ashanti Region was also challenged with the menace of Fulani herdsmen in the Asante Akim North District and illegal mining "galamsey" in Amansie West District and Obuasi Municipality.
- Acute financial challenges notwithstanding, RCCs performed their monitoring & supervisory functions effectively;

Recommended Actions

- There is the need for Central Government to develop special security response strategy to support RCCs with isolated security issues;
- The allocation of funds for Central Government priority projects should be released timely to facilitate the prompt implementation of activities in Annual Action Plans;

4.1.2. KPA 2: Performance Reporting

Findings & Issues

- The RCCs' indicators under this KPA were mostly on the development of the 2015 RCCs' Annual Action Plans linked to 2015 Budgets, following-up and recording Mid-Year Performance Monitoring & Evaluation of action plans; completing 2014 Annual Performance Reports and ensuring that any variances are rectified and clarified;
- The RCCs' performance under this KPA was generally impressive. Relevant reports were prepared and submitted timely and necessary follow up actions taken;
- But for inadequate funding, no significant challenges were faced in this KPA;
- Annual Action Plan (AAP) for the Upper East Regional Coordinating Council has not been prepared and so the RCC could not be scored for indicators related to AAP and mid-year review.
- The use of different formats for reporting on projects and programmes poses a challenge in harmonization of RCCs' reports.

Recommended Action

- Standardised reporting formats for capturing status reports should be developed.

4.1.3. KPA 3: Implementation of Annual Action Plan & Financial Management

Findings & Issues

- Indicators set by RCCs under KPA 3 related to recording all actions taken by the Audit Report Implementation Committee (ARIC) to redress audit queries, continuously following up to ensure that recorded actions were taken, developing and ensuring that the RCCs' 2015 Annual Procurement Plans are approved, quarterly revision of procurement plans and submission of the 2014 final accounts;
- Indicators under this KPA were duly achieved. Processes and procedures were properly documented and records available;
- Effective records management on finance and administration were maintained in most RCCs.

Recommended Actions

- Central Government would be implored to expedite the release of funds to ensure timely completion of planned activities for Regions to have value for money in all the planned activities. RCCs are also encouraged to factor in Government fund release regime in planning their KPIs.

4.1.4. KPA 4: Human Resource Management

Findings & Issues

- Regional indicators on KPA 4 covered approval of updated staff list of the RCC, recording staff movements, preparation and implementation of comprehensive training plans; undertaking comprehensive staff appraisals for 2014, signing of Performance Agreements with Coordinating Directors/ Directors/Analogous Grades and Heads of Departments HoDs), and ensuring HRMIS update and submission of accurate staff data to the HoS monthly;
- The RCCs' performance in this KPA was generally satisfactory as most planned training programmes were implemented and all HR reports prepared and submitted.

Recommended Actions

- The performance appraisal form should be reviewed to make it less cumbersome and user friendly especially with regard to the provision of key performance indicators for some category of junior level ranks for instance, the cleaners, drivers, etc.;
- The RCC must backstop the HRM officers at MMDAs to carry out sensitisation on PCs and PAs for staff to appreciate their importance to staff progression in the Service;

- The LGSS would step up training on LGS protocols, performance appraisals and organizational development to ensure a change in staff attitude to work while emphasizing its importance for staff progression;
- A review of the Performance Appraisal system to make it user-friendly at all levels would be done by the LGSS, while efforts are made to improve its appreciation and adherence among staff.

4.1.5. KPA 5: Client Service Initiatives

Findings & Issues

- Assessment of the RCCs in this KPA was on indicators bordering on sensitisation of Departments and MMDAs on LGS protocols, distribution of LGS protocols to MMDAs, setting up functional Client Service Units (CSUs) and establishment of functional Interactive websites;
- The RCCs' impressive performance as in assigned scores to indicators under this KPA was authenticated by the verification exercise. Key deliverables were achieved effectively and reports submitted.

Recommended Actions

- All RCCs should make the citizenry aware of the existence and functions of their Client Service Units so that citizens can access the services offered;
- Officers in charge of CSUs should closely monitor issues arising, analyze them and refer them to appropriate Departments. This will make it easier from a snapshot to know exactly the trend of complaints and effectively manage them;
- The CSUs should ensure that they have an improved mechanism of tracking queries right from the day of submission till resolution.

4.1.6. KPA 6: Work Environment Improvement Initiatives & Cross-Cutting Issues

Findings & Issues

- Integration of Decentralized Departments into the structure and operations of the RCCs, organization of Management meetings with all decentralized departments, ensuring update of Assets Registers and ensuring functionality of the Records Management Units were basically the focus areas of indicators under this KPA;
- Generally, the RCCs performed creditably in this KPA. Most actions were undertaken and reports made available.
- Some RCCs have dysfunctional Records Management Units characterized by inadequate skilled personnel, poor and ineffective records system and inadequate equipment.

Recommended Action

- RCCs with deficiencies should collaborate with Public Records and Archives Department (PRAAD) or any capacity building agency to assist in training and improving RCC's records management systems.

4.2. General Issues, Impression, Best Practices, Recommendation and Conclusion

From the Monitoring and verification (M&V) exercise, the following are some of the general observations made, impressions and best practices observed on the conduct and outcomes of the Performance Contracts in the RCCs.

4.2.1. General Issues

- ***Over and Under Scoring of Key Performance Indicators (KPIs)***

Some of the reasons for over scoring of performance by some RCCs include:

- Avoidance of sanctions for non-performance;
- Desire for easy and high scores;
- Lack of rigorousness or/over application of discretion in some performance indicators;
- Failure of parties to go by the standards guiding the performance contract management process.

Some reasons for underscoring include:

- Fear of being accused of dishonesty;
- Improper computation;
- Lack of equal level playing field applied in assessment (relative deprivation);
- Inadequate understanding of the KPIs and scoring process thereof; and
- Fear of sanctions in case of verification indicating otherwise.

- ***Commitment of Regional Ministers to the PMS/PC***

Generally, Honourable Regional Ministers showed much interest in the processes of the PCs by fulfilling most of their obligations in the Contracts.

- ***Relevance of the 2015 M&V Exercise to the 2016 Performance Contracts***

The Monitoring and Verification exercise conducted on the 2015 Annual Performance Contracts was to generate comprehensive recommendations and feedback on performance of RCCs and also to guide the LGSS to improve on the administration of the PMS. The M&V exercise was undertaken at the time that the 2016 PCs had already been signed therefore recommendations and feedback could not be

incorporated in the 2016 PCs. However, the exercise has provided critical insight to guide the LGS in future PCs.

- ***Competencies and Capacity Building Needs***

From their long years of service and capacity building programmes undertaken, most of the RCCs were found to be generally competent in their administrative duties. However, the exigencies of their functions require further training in Records Management, Organizational Development, Conflict Management, ICT and Monitoring and Evaluation.

4.2.2. General Impressions about the PMS

General impressions by stakeholders (LGSS, RCCs, MMDAs and Consultants) about the PMS/PCs as currently being implemented are as follows:

- It is a useful tool to improve Local Government Administration and achieve effective and efficient service delivery through commitment to attainment of set targets and must be pursued with all seriousness;
- The two formats of the PMS – Performance Contract and Performance Appraisal (PC and PA) are very well designed appraisal instruments with very relevant elements of assessment in the key functional areas of the LGS (LGSS, RCCs and MMDAs). However, staff enthusiasm and eagerness in the administration of the two appraisal instruments need to be stepped up;
- The design and implementation of the PCs ensure that Service Delivery Standards are linked to KPAs and must be sustained;
- The M&V exercise is a very useful tool to help identify gaps in the PMS. It also provides recommendations to support the achievement of the objectives of the Performance Management System and must be sustained.

4.2.3. Best Practices

The following best practices were identified:

- The West Regional Coordinating Council has established a vibrant website and engaged the services of a qualified ICT Specialist to maintain the website and support MMDAs to establish their websites;
- The Volta Regional Coordinating Council was innovative in introducing the staff busing system which eased staff transportation problems and ensured timely reporting to work;

4.2.4. General Recommendations and Way Forward

In the light of the above general observations, impressions, best practices and the need to further improve the LGS PMS/PC the following are recommended:

- RCCs should share the contents of the contracts with their staff as soon as they are signed. This will ensure that Heads of Departments are aware of, and contribute to the collective achievement of set indicators and targets;
- The LGSS should lay down standard procedures or establish a methodology for assigning scores and train RCDs and other senior RCC staff in the methodology. The RCCs should monitor MMDAs' scoring systems during their evaluations. A critical consideration is to change the scores to range from 0 – 4 rather than from 1- 4 to make room for scoring zero when nothing at all has been done on any particular deliverable;
- The LGSS should ensure that RCCs always write cover letters, properly dated and signed with references or any other documentary means of proving that documents have been submitted. This will forestall the issue of finding it difficult to locate documents to confirm the achievement of some KPIs;
- The RCCs should sensitise training programmes on Records Management and Assets Register maintenance for relevant staff to improve their capacity to perform their functions effectively. The trainings should be followed by provision of necessary equipment and other logistics;
- The LGSS would sensitise Hon. Regional Ministers on the need to demonstrate greater commitment and interest in the PC process;
- Future Monitoring and Verification exercises should be programmed to precede the signing of PCs for the ensuing year. This will ensure that recommendations/best practices from the preceding M&V exercise are used to strengthen the management of the PMS/PCs;
- While the Central Government is implored to make prompt releases of statutory funds to RCCs, the RCCs are encouraged to be guided by central Government funds release regimes in defining timelines for their KPIs;
- RCCs should set KPAs and KPIs to reflect their core mandates of Coordination, Monitoring, Evaluation, Technical backstopping and Reporting functions. In the light of this, the RCCs should monitor and provide technical backstopping to MMDAs in the management of the PCs;
- The LGSS should carry out detailed analysis on how high performing RCCs perform their functions and capture lessons that should be shared with other RCCs;
- In view of the fact that continuous learning is a critical professional practice for updating knowledge, skills and competencies, there should be discussions as to whether Personal Capacity Development Areas of RCDs should be a scoring area;

- In the management of the PMS/PCs, all actors in the LGS (LGSS, RCCs and MMDAs) should be guided by best practices observed.

4.2.5. Conclusion

The Local Government Service Performance Management System as operationalised through the Performance Contract is a useful tool for improving Local Government Administration and ensuring accountability and enhancing performance for effective and efficient service delivery.

The two formats of the PMS (Performance Contract and Performance Appraisal) are well designed Appraisal Instruments with very relevant elements of assessment in all key functional areas of the Local Government Service. The seeming lack of cooperation and mistrust between political and administrative heads need to be addressed at all levels to ensure the necessary commitment and support for the management of the two Appraisal Instruments.

CHAPTER FIVE

**RESULTS FOR
2015 ANNUAL PERFORMANCE
EVALUATION OF RCCs**

5. RESULTS FOR 2015 ANNUAL PERFORMANCE EVALUATION OF RCCs

The following are the rankings of RCCs' performance based on the Monitoring and Verification exercise conducted by a team of Consultants and approved by the Head of Service (HoS).

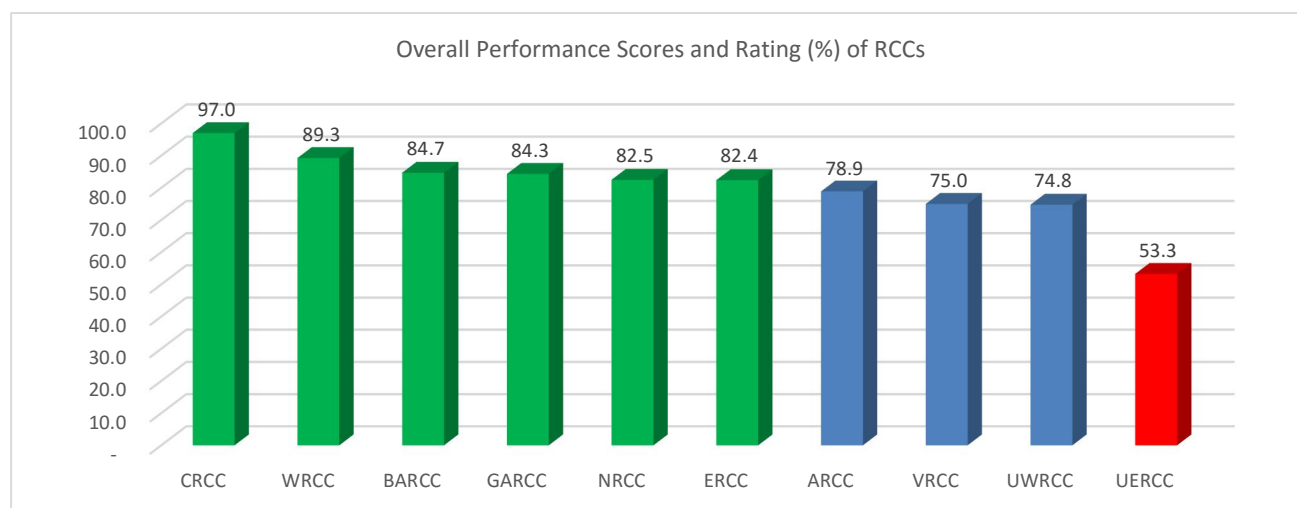
5.1. Results & Ranking for the 2015 Annual Performance Evaluation of RCCs

In fulfilment of Section 6(f) of the Local Government Service Act, Act 565, 2003, the performance of the RCCs in the 2015 assessment is presented below:

Regional Coordinating Council (RCC)	Overall Performance Rating	Overall Performance Rating (%)	Position
CRCC	Excellent	97.0	1 st
WRCC	Excellent	89.3	2 nd
BARCC	Excellent	84.7	3 rd
GARCC	Excellent	84.3	4 th
NRCC	Excellent	82.5	5 th
ERCC	Excellent	82.4	6 th
ARCC	Very good	78.9	7 th
VRCC	Very good	75.0	8 th
UWRCC	Very good	74.8	9 th
UERCC*	Unsatisfactory	53.3	10 th

**Remark: Original PC for UERCC was signed by out-gone RCD. The new started duty in Oct. 2015.*

5.2. Overall Performance Scores and Rating of RCCs



Excellent: 80-100%	Very Good: 70-79%	Good: 60-69%	Un-satisfactory: Less than 60%
--------------------	-------------------	--------------	--------------------------------

5.3. Detailed Calculation for Overall Performance Scores of RCCs

No	Name of Region / RCC	KPA 1			KPA 2			KPA 3			KPA 4			KPA 5			KPA 6			Calculated Overall Rating (1-4)	Calculated Overall Rating (%)
		Actual Rating	Over all Weighting %	Over all Actual Rating	Actual Rating	Over all Weighting %	Over all Actual Rating	Actual Rating	Over all Weighting %	Over all Actual Rating	Actual Rating	Over all Weighting %	Over all Actual Rating	Actual Rating	Over all Weighting %	Over all Actual Rating	Actual Rating	Over all Weighting %	Over all Actual Rating		
1	2 & 3	4	5	6= 4*5	7	8	9= 7*8	10	11	12=10*11	13	14	15= 13*14	16	17	18 = 16*17	19	20	21= 19*20	22=6+ 9+ 12+ 15+ 18+ 21	23= 22/4*100
1	ARCC	3.55	10%	0.36	3.00	25%	0.75	3.30	15%	0.50	3.40	25%	0.85	2.70	15%	0.41	3.00	10%	0.30	3.16	78.88
2	BARCC	3.20	10%	0.32	3.00	25%	0.75	4.00	15%	0.60	3.75	25%	0.94	2.80	15%	0.42	3.60	10%	0.36	3.39	84.69
3	CRCC	3.50	10%	0.35	4.00	25%	1.00	4.00	15%	0.60	4.00	25%	1.00	3.80	15%	0.57	3.60	10%	0.36	3.88	97.00
4	ERCC	3.60	10%	0.36	3.00	25%	0.75	3.70	15%	0.56	3.30	25%	0.83	3.10	15%	0.47	3.40	10%	0.34	3.30	82.38
5	GARCC	4.00	10%	0.40	4.00	25%	1.00	3.60	15%	0.54	2.75	25%	0.69	2.30	15%	0.35	4.00	10%	0.40	3.37	84.31
6	NRCC	3.30	10%	0.33	3.40	25%	0.85	3.00	15%	0.45	3.50	25%	0.88	3.30	15%	0.50	3.00	10%	0.30	3.30	82.50
7	UERCC	2.50	10%	0.25	0.60	25%	0.15	2.20	15%	0.33	3.10	25%	0.78	2.30	15%	0.35	2.80	10%	0.28	2.13	53.25
8	UWRCC	2.70	10%	0.27	3.00	25%	0.75	3.10	15%	0.47	3.10	25%	0.78	3.00	15%	0.45	2.80	10%	0.28	2.99	74.75
9	VRCC	3.00	10%	0.30	3.00	25%	0.75	3.00	15%	0.45	3.00	25%	0.75	3.00	15%	0.45	3.00	10%	0.30	3.00	75.00
10	WRCC	3.60	10%	0.36	4.00	25%	1.00	4.00	15%	0.60	3.60	25%	0.90	2.60	15%	0.39	3.20	10%	0.32	3.57	89.25

CHAPTER SIX

DECISION MAKING ON 2015 ANNUAL PERFORMANCE EVALUATION RESULTS OF RCCs

6. DECISION MAKING ON 2015 ANNUAL PERFORMANCE EVALUATION RESULTS OF RCCS

Even though the Performance Contracts were signed between the Honourable Regional Ministers and Regional Coordinating Directors, it is worth noting that the overall Annual Performance Evaluation Results mirrors that of their respective Regional Coordinating Councils (RCCs).

6.1. Guiding Principles for Decision Making

The following are the guiding principles for decision making (rewards and sanctions) on the results of the Annual Performance Evaluation:

- i. All RCCs would be acknowledged based on their Performance;
- ii. The best 3 RCCs that obtain the highest scores would be given special acknowledgement and awards.
- iii. Any RCC whose evaluation score is un-satisfactory for the first time would be cautioned.
- iv. Any RCD who fails twice irrespective of the RCC he/she may be responsible for:
 - a. *will not be given contract after his / her retirement age;*
 - b. *will not be considered for appointment as Chief Director;*
 - c. *will be posted out to work under a senior officer;*
- v. Any RCD who fails thrice irrespective of the RCC he/she may be responsible for would be demoted and reposted.

6.2. Decision on 2015 Annual Performance Evaluation Results of RCCs

6.2.1. RCDs to be acknowledged based on Performance

All RCCs would be acknowledged based on their Performance as follows:

Regional Coordinating Council (RCC)	Overall Performance Rating
CRCC	Excellent
WRCC	Excellent
BARCC	Excellent
GARCC	Excellent
NRCC	Excellent
ERCC	Excellent
ARCC	Very good
VRCC	Very good
UWRCC	Very good
UERCC*	Unsatisfactory

**Remark: 2015 PC for UERCC was signed by out-gone RCD. The new RCD started duty in October 2015.*

6.2.2. *The best 3 Regional Coordinating Councils (RCCs)*

The following 3 RCCs that obtained the highest scores would be given special acknowledgement and awards.

No.	Regional Coordinating Council (RCC)	Overall Performance Rating	Overall Performance Rating (%)	Position
1	CRCC	Excellent	97.0	1 st
2	WRCC	Excellent	89.3	2 nd
3	BARCC	Excellent	84.7	3 rd

6.2.3. *Un-satisfactory Performance*

According to the 2015 Annual Performance Evaluation results of RCCs, the performance score for the Upper East Regional Coordinating Council (UERCC) was Un-satisfactory (below 60%).

In the guiding principles, it is stated that any RCC whose evaluation score is un-satisfactory for the first time should be cautioned.

However, the UERCC that should have been cautioned is being given a chance to demonstrate its performance through the 2016 Performance Contract because the 2015 Performance Contract (PC) was signed by the out-gone RCD. The current RCD assumed duty and took over the PC only in October 2015 and hence cannot be fully responsible for the non-achievement of most of the performance indicators.

CHAPTER SEVEN

SPECIFIC RECOMMENDATIONS ON 2015 ANNUAL PERFORMANCE EVALUATION RESULTS OF RCCs

7. SPECIFIC RECOMMENDATIONS ON 2015 ANNUAL PERFORMANCE EVALUATION RESULTS OF RCCs

No	RCC	Comments & Recommendation by Hon. Regional Minister	Comments & Recommendation by M&V Team
1	ARCC	<i>Remark: Although financial and other resources to RCC were very inadequate, RCD ensured that the Council was able to meet most of its obligations successfully;</i>	• The ARCD is on track in the discharge of his duties. The recommendation is for resources to be made available to the RCC for intensification of monitoring activities in all 30 districts, more especially mentoring and coaching the newly created districts. • It is also recommended that workplace environments are improved especially washroom of RCCS and MMDAs across the region to give a good image of the districts. • The request is to organize a refresher course for the numerous ADII A & B officers to upgrade their skills. The reason is there are very few senior officers supporting the Coordinating Directors, hence the call. This was evidenced in some districts where the Coordinating Directors had to review management meeting minutes with executive officers. This could have been done by a senior officer before the director vets and clears for circulation. The senior officers also need some refresher courses to get them all back on track. • The Records Management Units in most of the Assemblies need some technical backstopping from the Regional PRAAD office to help improve their systems. It is observed that where PRAAD had supported with training, their Records Management Units were up-to date. • The new performance management system still needs further step down training to enable HRM officers and core staffs conduct the appraisals in accordance with the regulations. Although training had been organized for all 30 Districts with some further step down training for some MMDAs, it is recommended that those with special needs are supported to carry out the exercise. • The Districts without HRM officers must be provided with such officers to backstop the Personnel Officers.

No	RCC	Comments & Recommendation by Hon. Regional Minister	Comments & Recommendation by M&V Team
2	BARCC	Remark: RCD discharged his duties completely and professionally; Cap. Building: to participate in Executive and Senior Mgt. Seminars, Conferences, workshops, etc.	• The Ghana version of the Campaign for Accelerated Reduction of Maternal Mortality (CARMMA) was launched at the Regional capital of Brong Ahafo. At the launch the region and its districts pledged to fully support the campaign. For this reason, the RCC and most of its MMDAs have taken the campaign to heart and have included activities to achieve the goal of the campaign in their top priority indicators. However, the commitment to bring maternal mortality to a single digit is not reflected in the performance indicators. Indicators for CARMMA need to focus and measure extent of maternal mortality reduction. • The RCC has pledged in their top-priority performance area to assist MMDAs formulate MTDPs and harmonise them yet the NDPC has only released MTDPs for eight MMDAs out of the total of 27. The RCC is to lead in coordinating actions in MMDAs, however, it is itself constrained by finances to run a website that would enhance interactivity with the public. Its records management is hampered by lack of funds to procure cabinet and document shelves. The recommendation is to improve record management by using computers and software applications. • Regarding the scoring system, it was evident why scores could be so high. The reason is that indicators seek actions and once the action is taken and fulfils requirements full score is deserved. High scores might be tempered by measurement of service delivery standards which is left out in this performance agreement and assessment. •
3	CRCC	Remark: RCD was excellent, releases to the RCC should be made in time; Cap. Building: Training needs in Conflict Management	• Almost all scores have been confirmed, indicating a correct reflection of the scores. • The RCD was on top of his job and exhibited such competences as Organization and Management, Leadership and Decision Making and ability to Develop Self, Staff and Other Stakeholders, among others. • The RCD should be encouraged to attend a programme on Senior Management.

No	RCC	Comments & Recommendation by Hon. Regional Minister	Comments & Recommendation by M&V Team
4	ERCC	Remark: RCD has demonstrated commitment and dedication to the mandate of the RCC and other directives in the performance of his duties & responsibilities; Cap. Building: training to sharpen his entrepreneurial and negotiation skills, conflict management & security consciousness.	• Audit findings still being resolved. • Capacity building to improve efficiency is still ongoing and the effort made is commendable. • The Departments not directly under the RCC, i.e. Education and Health do not submit plans early which affects reporting on time. • There is a need for a timely release of funds and a focus on the newly created districts which need direct mentoring and coaching. • Most procurements are by external agencies, with no prior notice given to the RCC or the MMDAs till there is a tender advertised and it is too late for most Directors to appropriately respond. • The RCC should be given the authorization to replace staff who exit or are transferred from the MMDAs. • All planned trainings done except for areas with extra training needs with requisite funding required. • There is a need to have a relook at the appraisal form to make it less cumbersome and user friendly especially in regards to the 3 key performance indicators. • There is a need to intensify the training programmes and RCC needs to be resourced to perform this function effectively. • There is a need to sensitise the MMDAs on all LGS protocols to enforce and instill discipline. • There is a need to encourage all MMDAs make the communities they serve aware of the client service unit. This will stem the increasing number of complaints coming up to the RCC from seasoned retired public and civil servants living in the MMDAs. • There is a seeming lack of coordination between the GES and GHS which needs to be resolved from the national level to ensure full integration at the district level. • Most of the old Assemblies do not have disability friendly access, nonetheless the newer assemblies are ensuring they are disability friendly compliant such as Ayensuano and Birim South. • There are some MMDAs which stand out in cleanliness such as Asuogyaman, Akyem Mansa, Birim North, Nsawam Adoagyir, and Yilo Krobo.

No	RCC	Comments & Recommendation by Hon. Regional Minister	Comments & Recommendation by M&V Team
5	GARCC	Remark: Challenges were irregular flow of funds, clash of programme with other stakeholders. But the RCD's performance has been commendable; Cap. Building: Training needs plan to be revised	• Enjoys very good coordination and team work; • Following the Mid-Year Review Exercise, the RCC was able to revise Performance Targets for some of its Projects and Programmes which led to the progress and successes; • RCC seems to be coping well with the peace and security challenges in the region. It however admits that the challenges posed by chieftaincy disputes and land guards in particular generally affect performance and progress of their development programmes. • Records Management needs to be worked on as some files could not be produced for verification.
6	NRCC	Remark: In spite of Some challenges the RCD was able to deliver on almost all the KPAs.; Cap. Building: training needs on Conflict Mgt. and Entrepreneurial skills	• Recruit additional Procurement Officers • Training on Front Desk Management • Filling and Records Keeping • Client Service Management
7	UERCC	Remark: original contract was signed by out-gone RCD, Mr. Paul Kant, Mr. Abukabar started his duty in Oct. 2015, The Region takes the consolation that the future is quite bright; Cap. Building: Requires refresher courses to update his skills.	• The top priority for the region is on course and has been achieved to an extent and the scores reflect the situation on the ground. • Performance reporting, especially meeting of deadlines has to improve. Even though the CSU is established and functional, other issues of customer care have to be taken seriously.
8	UWRCC	Remark: RCD met the expectations in respect of his roles and responsibilities in executing the Performance contract;	• It was observed that there is still a lot do so as to fully integrate the regional level Departments and link up effectively with MMDAs. • It is recommended that to ensure sustained participation and accountability in local governance, strategies should be put in place to foster a strong bondage between Regional Departments and the RCC & the MMDAs.

No	RCC	Comments & Recommendation by Hon. Regional Minister	Comments & Recommendation by M&V Team
9	VRCC	N. A	The challenges facing the Volta Regional Coordinating Council among others, include non-functioning of most district sub-structures, internet connectivity problems in the region and the RCC, conflict spots in some part of the region and untimely release of funds.
10	WRCC	<u>Remark:</u> Urgent need for the setting up of a Client Service Unit and a functional interactive website for the RCC; <u>Cap. Building:</u> Requires further training in conflict management and negotiation skills.	The RCD should be encouraged to further sharpen his skills in the areas of Organisation and Management and Innovation and Strategic Thinking as well as attending trainings in Communication.

ANNEX 1

SAMPLE 2015 PERFORMANCE CONTRACT FOR RCC & THE IMPLEMENTATION PROCESS

ANNEX 1. SAMPLE PERFORMANCE CONTRACT FOR RCC & THE IMPLEMENTATION PROCESS

A. SCHEDULE 1: KEY PERFORMANCE AREAS

KEY PERFORMANCE AREA (KPA) 1: INSTITUTION-SPECIFIC OUTPUTS AND DELIVERABLES
(TOP PRIORITY AS FOR THE RCC) (10 % OVERALL WEIGHT OUT OF SIX KPAs)

KEY PERFORMANCE INDICATORS (KPIs)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	RATING SCALE (1 to 4)	ACTUAL RATING
<i>a</i>		<i>b</i>	<i>c</i>	<i>d</i>	<i>e = b*d</i>
1.1	Varies from RCC to RCC				
1.2	Varies from RCC to RCC				
1.3	Varies from RCC to RCC				
1.4	Varies from RCC to RCC				
Σ OVERALL RATING / KPA (Sum of Column e)					

(Information for the columns a, b and c is to be copied from the KPA-1 of the Performance Contract)

**Rating scale is indicated in Annex 1. Detailed information on rating in column "d" should be presented in Annex C: Working Sheets*

KEY PERFORMANCE AREA (KPA) 2: PERFORMANCE REPORTING (25% OVERALL WEIGHT OUT OF SIX KPAs)

KEY PERFORMANCE INDICATORS (KPIs)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	RATING SCALE (1 to 4)	ACTUAL RATING
<i>a</i>		<i>b</i>	<i>c</i>	<i>d</i>	<i>e = b*d</i>
2.1	Develop the 2015 RCC Annual Action Plan and link to 2015 Budget;	40%	Detailed and accurate Annual Action Plan developed by January 2015; / Professionalism;		
2.2	Follow-up and record Mid-Year Performance Monitoring & Evaluation of action plan;	40%	Concise and accurate Performance M&E report developed by August 2015; / Professionalism & Client focus;		
2.3	Complete 2014 Annual Performance Report and ensure that any variances are rectified and clarified;	20%	Detailed and accurate 2014 Annual Performance Report developed and submitted to HoS by January 2015; / Professionalism & Accountability;		
Σ OVERALL RATING / KPA (Sum of Column e)					

**Rating scale is indicated in Annex 1. Detailed information on rating in column "d" should be presented in Annex C: Working Sheets*

KEY PERFORMANCE AREA (KPA) 3: FINANCIAL MANAGEMENT: (15 % OVERALL WEIGHT OUT OF SIX KPAs)

KEY PERFORMANCE INDICATORS (KPIs)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	RATING SCALE (1 to 4)	ACTUAL RATING
<i>a</i>		<i>b</i>	<i>c</i>	<i>d</i>	<i>e = b*d</i>
3.1	Accurately record all actions taken by the Audit Report Implementation Committee (ARIC) to redress audit queries;	20%	Summary of all actions accurately recorded by January 2015; / Transparency;		
3.2	Continuously follow-up to ensure that the recorded actions are taken;	20%	Report on recorded actions taken available by April 2015, July 2015, October 2015 and December 2015; / Accountability and Transparency;		
3.3	Develop and ensure that the RCC's 2015 Annual Procurement Plan is approved; Revise procurement plan quarterly according to actual budget;	30%	Copy of Approved Annual Procurement Plan available by December 2014;/ Transparency; Copies of revised procurement plans available quarterly; Accurate and detailed minutes of Entity Tender Committee/Regional Tender Review Board Meetings are available;		
3.4	Complete 2014 Final accounts and submit timely to CAGD and DACF	30%	Copies of final accounts for end year 2014 are available at CAGD and DACF by March 2015;/ Accountability and Transparency;		
Σ OVERALL RATING / KPA (Sum of Column e)					

**Rating scale is indicated in Annex 1. Detailed information on rating in column "d" should be presented in Annex C: Working Sheets*

KEY PERFORMANCE AREA (KPA) 4: HR MANAGEMENT (25 % OVERALL WEIGHT OUT OF SIX KPAs)

KEY PERFORMANCE INDICATORS (KPIs)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	RATING SCALE (1 to 4)	ACTUAL RATING
<i>a</i>		<i>b</i>	<i>c</i>	<i>d</i>	<i>e = b*d</i>
4.1	Approve updated staff list of the RCC & MMDAs; Accurately record staff movements for RCC & MMDAs;	20%	Letter of updated staff list and movement of RCC/ MMDA staff available by Jan 2015; Promotion register available and copy forwarded to HoS, LGS by January 2015; Composite reports on staff movements (recruitments, replacements, promotions, postings, retirements and resignations) available by December 2015 / Professionalism;		
4.2	Prepare and implement comprehensive training plan;	25%	A Comprehensive Training Plan including Scheme of Service training programme prepared and copy forwarded to HoS by first week of February 2015; / Professionalism, and Transparency; Comprehensive report on implementation including summary of individual post training reports of 2015 available by December 2015; / Professionalism;		
4.3	Undertake comprehensive staff appraisals for 2014; Sign Performance Agreements with Coordinating Directors/ Directors/ Analogous Grade and Heads of Departments (HoDs) for 2015;	25%	Comprehensive staff appraisal reports for 2014 Completed by March 2015; / Professionalism; Report on analysed Staff Performance Appraisal Reports (SPARs) available and copy forwarded to HoS, LGS by June 2015; Copies of completed PA with Directors and HODs available by April 2015;		
4.4	Ensure HRMIS update and submission of accurate data to HoS monthly	30%	Accurate and comprehensive data on all categories of staff available monthly;/ Professionalism;		
Σ OVERALL RATING / KPA (Sum of Column e)					

**Rating scale is indicated in Annex 1. Detailed information on rating in column "d" should be presented in Annex C: Working Sheets*

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)	ACTUAL RATING
<i>a</i>		<i>b</i>	<i>c</i>	<i>d</i>	<i>e = b*d</i>
5.1	Organize sensitisation 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;	40%	LGS protocols are obtained and forwarded to MMDAs by March 2015; Sensitisation workshops on the LGS-Protocols for RCC and MMDAs carried out by August 2015; / Professionalism		
5.2	Forward LGS protocols to MMDAs	10%	All protocols forwarded to all MMDAs by 7 th March 2015;		
5.3	Setup Functional Client Service Unit (CSU);	30%	Office space for CSU Designated, all appropriate logistics provided and Names & Contacts of schedule officers forwarded to LGS by March 2015; Half-year Reports (on complaints, petitions, actions taken etc.) submitted to LGS by August 2015; / Professionalism & Client Focus, Transparency		
5.4	Establish Functional Interactive website;	20%	Comprehensive RCC/LGS website available by July 2015; Regularly updated Information and Reports are available on the website by December 2015;		
Σ OVERALL RATING / KPA (Sum of Column e)					

**Rating scale is indicated in Annex 1. Detailed information on rating in column "d" should be presented in Annex C: Working Sheets*

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)	ACTUAL RATING
<i>a</i>		<i>b</i>	<i>c</i>	<i>d</i>	<i>e = b*d</i>
6.1	Fully integrate Decentralised Departments into the structure and operations of RCC & MMDAs;	20%	Comprehensive report on realignment exercise is available by April 2015; / Participation and Accountability		
6.2	Organize a minimum of 12 Management meetings with all decentralized departments on a prepared agenda;	20%	Accurate Minutes of Management Meetings available two days after the meeting on Monthly basis; / Professionalism & Participation		
6.3	Ensure that the Assets Register is updated	20%	A detailed and accurate copy of updated Assets Register available by June 2015 & December 2015; / Professionalism & Transparency		
6.4	Ensure that the Records Management Units are functioning	20%	Filing cabinets and document shelves available for all records by June 2015 & December 2015; Updated list of records available by December 2015; / Professionalism, Transparency		
6.5	Plan and implement safe and secured work place environment strategy; (Cleanliness of office environment; Disability-friendly accesses; Security of offices and Safety measures: electrical connections, installation of firefighting devices and signage at entry/exit points)	20%	Copy of work place Environment Strategy available by February 2015; / Transparency Reports on specific safety and security measures implemented available by December 2015;		
Σ OVERALL RATING / KPA (Sum of Column e)					

**Rating scale is indicated in Annex 1. Detailed information on rating in column "d" should be presented in Annex C: Working Sheets*

B. SCHEDULE 2: PERSONAL DEVELOPMENT PLAN**CHIEF DIRECTOR'S / REGIONAL COORDINATING DIRECTOR'S PERSONAL DEVELOPMENT PLAN****(NOT FOR SCORING PURPOSES) Information is to be copied from Performance Contract.**

<i>What competencies would you require to improve your performance?</i>		<i>How do you plan to attain these competencies (e.g. through attendance at workshops, conferences, seminars, peer review, executive coaching, studying and readings, etc.)?</i>		
COMPETENCIES		EVALUATION	BY WHEN WOULD YOU LIKE TO DEVELOP IT	EXPECTED OUTCOMES TO BE ATTAINED THROUGH
1.	Planning & Organisation			
2.	Leadership			
3.	Change Management			
4.	Decision Making			
5.	Entrepreneurial skills			
6.	Good verbal and written communication			
7.	Negotiation Skills			
8.	Interpersonal Skills			
9.	Conflict Management			
10.	Security consciousness			

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

OVERALL PERFORMANCE

SCHEDULE 1- KEY RESULT AREAS (1-6): REFER TO SECTION KPA1 - 6					
KEY RESULT AREA <i>(Refer to Schedule 1: Key Performance Areas)</i>	OVERALL WEIGHTING / KPA	ACTUAL RATING / KPA <i>(from each KPA Section)</i>	OVERALL ACTUAL RATING FACTOR / KPA	OBSERVATION	RECOMMENDATION
<i>a</i>	<i>b</i>	<i>c</i>	<i>d = b*c</i>	<i>e</i>	<i>f</i>
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) <i>($\sum$ Sum of Column d)</i>					
CALCULATED OVERALL SCORES (%) <i>($\sum$ Sum of Column d / 4 * 100)</i>					

EVALUATION ON PERSONAL DEVELOPMENT PLAN (NOT FOR SCORING PURPOSES)

COMPETENCIES	EVALUATION (Rating 1-2-3-4)	ACTUAL RESULTS	OBSERVATION & RECOMMENDATION
1. Planning & Organisation			
2. Leadership			
3. Change Management			
4. Decision Making			
5. Entrepreneurial skills			
6. Good verbal and written communication			
7. Negotiation Skills			
8. Interpersonal Skills			
9. Conflict Management			
10. Security consciousness			

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

COMMENTS ON PERFORMANCE ACHIEVEMENTS

(Comment on Performance achievements and additional contributions made)

HON. REGIONAL MINISTER's COMMENTS ON PERFORMANCE ACHIEVEMENTS

Refer to Annual Performance Evaluation

.....

.....

CD's/ RCD's COMMENTS ON PERFORMANCE ACHIEVEMENTS

Refer to Section Annual Performance Evaluation

.....

.....

CAREER DEVELOPMENT / CAPACITY BUILDING NEEDS - COMMENTS

(To Be Completed by Hon. Regional Minister & CD / RCD)

Refer to Section 3.2: Evaluation on Personal Development

.....

.....

ASSESSMENT DECISION & CONCLUSION

(BY HON. REGIONAL MINISTER & CD / RCD)

CRITERIA FOR RATING OVERALL PERFORMANCE

(Refer to Calculated Overall Scores (%) from Annual Performance Evaluation)

Mark "X" in the appropriate box

☐ **Excellent (4): 80-100% (Outstanding)**

CD/RCD fully met and exceeded the agreed indicators and time lines and 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. *(publicize his/her outstanding performance and recommend him/her for appropriate reward)*

☐ **Very Good (3): 70-79% (Exceeded the requirement)**

CD/RCD achieved most of the agreed indicators and has produced results of good quality within agreed time lines. *(Recognize his/her very good performance & encourage him/her through Coaching, Mentoring, training, etc.)*

☐ **Good (2): 60-69% (Met the requirement= 60%)**

CD/RCD achieved the minimum number of agreed indicators and provided adequate supporting rationale/ reasons for not achieving all of the specified targets. *(Encourage him/her through Coaching, Mentoring, training, etc. for further improvement)*

☐ **Unsatisfactory (1): Below 60% (Did not meet the requirement)**

CD/RCD performance did not meet the standard expected for the job i.e. did not achieved most of the agreed indicators within the time frame provided and was unable to provide reasons or provided unacceptable reasons for unachieved targets. *(Apply appropriate sanction and necessary counseling)*

CONCLUDING REMARKS BY HEAD OF SERVICE

.....

.....

ANNEX A: RATING SCALES ON THE ASSESSMENT OF KEY PERFORMANCE INDICATOR (KPI)

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

The following table provides the definitions for the rating scale for assessing the level of achievement of Indicators.

(REFER TO SCHEDULE 1)

RATING		DEFINITION OF ACHIEVEMENT ON KEY PERFORMANCE INDICATOR (KPI)
4	Excellent:	He/ She 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 achieved most of the agreed indicators and indicators and has produced results of good quality within agreed time lines.
2	Good:	He/ She 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 did 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 B: RATING SCALES ON THE ASSESSMENT OF COMPETENCY

(REFER TO SCHEDULE 2)

RATING		EXPLANATION (EVALUATION OF COMPETENCY)
4	Excellent	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	Frequently demonstrated this competency and sometimes encouraged others to do same. Three (3) examples can be evidenced to support this rating.
2	Good	Demonstrated this competency at least two (2) examples can be evidenced to support this rating. Meets expectation on this competency requirement.
1	Unsatisfactory	Not at all demonstrated this behaviour competency and three (3) or more examples can be evidenced to support this rating. Demonstration of requirements of this behavioural competency was unacceptable and did not meet any expectation.

ANNEX C: WORKING SHEET

Reference (No. of KPA, KPI, etc.)	Topic / Issue (Brief Reference)	Information / Justification/ Verification on Scoring (1- 2 - 3 - 4)	Remarks