



**LOCAL GOVERNMENT SERVICE**

# **PERFORMANCE CONTRACT**

**BETWEEN**

**Hon. Metropolitan / Municipal / District Chief Executive**

**AND**

**Metropolitan / Municipal / District Coordinating Director**

**(from 01/07/2015 to 31/12/2015)**

**Metropolitan / Municipal / District Assembly**

**CONFIDENTIAL**

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## LIST OF ABBREVIATIONS

APR	-	Annual Progress Report
ARIC	-	Audit Report Implementation Committee
C/S	-	Competencies/skills
CAGD	-	Controller and Accountant General's Department
CD	-	Chief Director
CoC	-	Code of Conducts
CoS	-	Conditions of Service
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
OM	-	Operational Manual
PMS	-	Performance Management System
PSC	-	Public Services Commission
RCC	-	Regional Coordinating Council
RCD	-	Regional Coordinating Director
SDS	-	Service Delivery Standards
SoS	-	Scheme of Service
SPARs	-	Staff Performance Appraisal Reports

## **PERFORMANCE CONTRACT**

### **1.0 PREAMBLE**

Local Government Service was established by 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 Hon. Metropolitan, Municipal and District Chief Executive (MMDCE) and Metropolitan, Municipal and District Coordinating Director (MMDCD)**

This Agreement dated ..... day of ..... 2015, effective 1<sup>st</sup> July, 2015 to 31<sup>st</sup> December, 2015, is between the Hon. MMDCE on the one part and the MMDCD on the other part.

### **2.0 CONDITIONS OF CONTRACT**

The performance of the MMDCD 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 1<sup>st</sup> July, 2015 - 31<sup>st</sup> December, 2015. 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 MMDCD

The top priorities of the MMDCD for the period of the Agreement (July 2015 – December 2015) 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 MMDA Medium Term Development Plan (2014-2017) and the 2015 Annual Budget.

**5.0 KEY PERFORMANCE AREAS (KPAs)**

The MMDCD shall be expected to deliver the outputs and deliverables listed in Schedules 1 and 2 of this Agreement. Based on the 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 MMDA;
- 2) Performance Reporting;
- 3) Implementation of Annual Action Plan (AAP) and Financial Management;
- 4) Human Resource (HR) Management;
- 5) Customer Service Initiatives;
- 6) Work Environment Improvement Initiatives and Cross-Cutting Issues;

**Schedule 2**

- MMDCD's Personal Development Plan;

## 6.0 PERFORMANCE CONTRACT

<b>(PERFORMANCE CONTRACT)</b>			
<b>SURNAME:</b>		<b>OTHER NAMES</b>	
<b>JOB TITLE:</b>	Metropolitan / Municipal / District Coordinating Director		
<b>GRADE:</b>			
<b>POSITION:</b>	Metropolitan / Municipal / District Coordinating Director	<b>DATE ASSUMED POSITION:</b>	
<b>MMDA:</b>			
<b>DIRECTORATE /DEPARTMENT:</b>	N.A	<b>SECTION / UNIT:</b>	N.A
<b>NO. OF DIRECT REPORTS</b>		<b>REPORTS TO:</b>	Hon. MMDCE
<b>JOB PURPOSE:</b>			
To coordinate and ensure the implementation of government policies, projects and programmes at the MMDA level			
<b>Key Performance Areas (KPA)</b>			
<ol style="list-style-type: none"> <li>1. Top priority for MMDA;</li> <li>2. Performance Reporting;</li> <li>3. Implementation of Annual Action Plan (AAP) and Financial Management;</li> <li>4. Human Resource (HR) Management;</li> <li>5. Customer Service Initiatives;</li> <li>6. Work Environment Improvement Initiatives and Cross-Cutting Issues;</li> </ol>			

## 6.1 SCHEDULE 1: KEY PERFORMANCE AREAS

The MMDCD shall deliver the following generic key operational and administrative outputs as per the timelines indicated:

### KEY PERFORMANCE AREA (KPA) 1: INSTITUTION-SPECIFIC PERFORMANCE AREAS (TOP PRIORITY FOR THE MMDA) (25 % OVERALL WEIGHT OUT OF SIX KPAs)

List the top priorities for the MMDA, funded from the Budget (GoG/Donor/IGF) for the period of the Contract (Jul. 2015 - Dec. 2015). These priorities should be four (4) and should be rooted in the Ghana Shared Growth and Development Agenda (GSGDA) II, 2014, the MMDA Medium Term Plan and the 2015 Annual Budget.

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

\*Rating scale is indicated in Annex 4A.

**KEY PERFORMANCE AREA (KPA) 2: PERFORMANCE REPORTING**  
**(20 % OVERALL WEIGHT OUT OF OVERALL KPAs)**

KEY PERFORMANCE INDICATORS (KPIs) <i>(Minimum 2 &amp; Maximum 4)</i>		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	*RATING SCALE (1 to 4)	OVERALL RATING
<i>a</i>		<i>b</i>	<i>c</i>	<i>d</i>	<i>e = b*d</i>
2.1	Develop detailed and accurate 2016 Annual Action Plan and budget and submit by Oct 2015;	40%	Professionalism, Client Focus and Participation		
2.2	Prepare and submit 2 <sup>nd</sup> and 3 <sup>rd</sup> quarter capacity building reports to RCC by 15 July and 15 October 2015;	30%	Professionalism, Accountability		
2.3	Prepare and submit 2 <sup>nd</sup> and 3 <sup>rd</sup> quarter progress reports to RCC by 15 July and 15 October 2015;	30%	Professionalism, Accountability and Transparency		
<b>∑ OVERALL RATING / KPA (Sum of Column e)</b>					

\*Rating scale is indicated in Annex 4A.

**KEY PERFORMANCE AREA (KPA) 3: IMPLEMENTATION OF ANNUAL ACTION PLAN AND FINANCIAL MANAGEMENT**  
**(20 % OVERALL WEIGHT OUT OF OVERALL KPAs)**

KEY PERFORMANCE INDICATORS (KPIs) (Minimum 2 & Maximum 4)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	*RATING SCALE (1 to 4)	OVERALL RATING
<i>a</i>		<i>b</i>	<i>c</i>	<i>d</i>	<i>e = b*d</i>
3.1	Accurately record and follow-up on all actions taken by Audit Reports Implementation Committee (ARIC) to address audit queries quarterly by 15 <sup>th</sup> July and 15 <sup>th</sup> October 2015;	25%	Transparency , Accountability and Effective and Efficient use of Resources		
3.2	Develop and approve 2016 Annual Procurement Plan by November 2015.	25%	Professionalism, Effective and efficient use of Resource		
3.3	Ensure completion of at least 80% of activities in the Annual Action Plan by 31 <sup>st</sup> December 2015;	30%	Professionalism, Participation, Effective and efficient use of Resource and Accountability		
3.4	Ensure implementation of at least 60% of annual Capacity Building interventions by 31 <sup>st</sup> December 2015;	20%	Professionalism and Accountability		
<b>∑ OVERALL RATING / KPA (Sum of Column e)</b>					

\*Rating scale is indicated in Annex 4A.

**KEY PERFORMANCE AREA (KPA) 4: HUMAN RESOURCE (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)	OVERALL RATING
<i>a</i>		<i>b</i>	<i>c</i>	<i>d</i>	<i>e = b*d</i>
4.1	Prepare and submit detailed staff list and promotion register to HoS through RCC by Dec 2015;	10%	Professionalism, and Transparency		
4.2	Prepare comprehensive capacity building plan and submit to RCC by 1 <sup>st</sup> week of October 2015;	25%	Professionalism, Effective and Efficient use of Resources and Transparency		
4.3	Prepare comprehensive 2015 staff Appraisal plan by July 2015 and undertake review by October 2015.	40%	Professionalism and Accountability		
4.4	Update and submit accurate and comprehensive monthly HRMIS data to RCC by 15 <sup>th</sup> of the ensuing month ;	25%	Professionalism, Transparency and Accountability		
<b>∑ OVERALL RATING / KPA (Sum of Column e)</b>					

\*Rating scale is indicated in Annex 4A.

**KEY PERFORMANCE AREA (KPA) 5: CUSTOMER SERVICE INITIATIVES**  
**(5 % OVERALL WEIGHT OUT OF SIX KPAs)**

KEY PERFORMANCE INDICATORS (KPIs) <i>(Minimum 2 &amp; Maximum 4)</i>		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	*RATING SCALE (1 to 4)	OVERALL RATING
<i>a</i>		<i>b</i>	<i>c</i>	<i>d</i>	<i>e = b*d</i>
5.1	Organize sensitization workshops on LGS protocols (SoS, CoS, CoC, SDS, PMS, Staffing Norms, HR Policy & OM, etc.) for the staff and this information to be included in MMDA’s Quarterly and Annual Progress report;	25%	Professionalism, Transparency and Client focus		
5.2	Setup functional Client Service Unit by 31 <sup>st</sup> December 2015;	30%	Professionalism, Client focus and Transparency		
5.3	Ensure the availability of functional interactive platform in MMDA (News Letter, Website, etc.) by December 2015;	20%	Professionalism, Client focus and Transparency		
5.4	Organize general public hearing forum (besides budget hearing) and submit report to RCC by Dec 2015.	25%	Client focus, Participation, Accountability and Transparency		
<b>∑ OVERALL RATING / KPA (Sum of Column e)</b>					

\*Rating scale is indicated in Annex 4A.

**KEY PERFORMANCE AREA (KPA) 6: WORK ENVIRONMENT IMPROVEMENT INITIATIVES AND CROSS-CUTTING ISSUES**  
**(5 % OVERALL WEIGHT OUT OF SIX KPAs)**

KEY PERFORMANCE INDICATORS (KPIs) (Minimum 2 & Maximum 4)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	*RATING SCALE (1 to 4)	OVERALL RATING
<i>a</i>		<i>b</i>	<i>c</i>	<i>d</i>	<i>e = b*d</i>
6.1	Organize and prepare minutes on 4 quarterly Management meetings with all decentralized departments (refer to Annex 6);	30%	Professionalism, Participation and Accountability		
6.2	Ensure the establishment of a functional records management unit and provide detailed and updated lists of records and asset register by December 2015;	40%	Professionalism, Participation & Transparency		
6.3	Plan, implement, safe and secure workplace environment and mainstreaming strategies (gender, HIV/ AIDS, environmental protection, road safety and climate change, etc.) and these information to be included in MMDA Quarterly and Annual Progress Reports;	30%	Professionalism, Participation, client focus & Transparency		
<b>∑ OVERALL RATING / KPA (Sum of Column e)</b>					

\*Rating scale is indicated in Annex 4A.

**6.2 SCHEDULE 2: PERSONAL DEVELOPMENT PLAN****MMDCD PERSONAL DEVELOPMENT PLAN****(NOT FOR SCORING PURPOSES)**

1. Select appropriate competencies (by circling the Serial No. of the Competency) which the staff requires to perform his/her duties based on the staff's position.
2. Out of the selected competencies, indicate in your plan which competencies need to be improved, stating the expected outcomes to be attained. Also indicate how these competencies are to be improved (e.g. through participation in workshops, conferences, seminars, peer review, coaching, mentoring, on-the-job training, etc.).
3. Evaluation of core competencies (as in rating scale indicated in Annex 3C

COMPETENCIES		EVALUA-TION **(Rating 1-2-3-4)	WHEN WOULD YOU LIKE TO DEVELOP IT?	WHAT ARE THE EXPECTED OUTCOMES?	HOW WILL IT BE ATTAINED?
1.	<b>ORGANISATION AND MANAGEMENT</b> <ul style="list-style-type: none"> <li>▪ ABILITY TO PLAN, ORGANISE AND MANAGE WORK LOAD</li> <li>▪ ABILITY TO WORK SYSTEMATICALLY AND MAINTAIN QUALITY</li> <li>▪ ABILITY TO MANAGE OTHERS TO ACHIEVE SHARED GOALS</li> </ul>	1 - 2 - 3 - 4			
2.	<b>INNOVATION AND STRATEGIC THINKING</b> <ul style="list-style-type: none"> <li>▪ SUPPORT FOR ORGANISATIONAL CHANGE</li> <li>▪ ABILITY TO THINK BROADLY</li> <li>▪ DEMONSTRATING CREATIVITY IN THINKING</li> </ul>	1 - 2 - 3 - 4			
3.	<b>LEADERSHIP AND DECISION-MAKING</b> <ul style="list-style-type: none"> <li>▪ ABILITY TO INITIATE ACTION AND PROVIDE DIRECTION TO OTHERS</li> <li>▪ ACCEPTANCE OF RESPONSIBILITY AND DECISION-MAKING</li> <li>▪ ABILITY TO EXERCISE GOOD JUDGEMENT</li> </ul>	1 - 2 - 3 - 4			
4.	<b>ORGANIZATIONAL DEVELOPMENT AND IMPROVEMENT</b> <ul style="list-style-type: none"> <li>▪ COMMITMENT TO ORGANIZATIONAL DEVELOPMENT</li> <li>▪ COMMITMENT TO CUSTOMER SATISFACTION</li> <li>▪ COMMITMENT TO THE DELIVERY OF QUALITY SERVICES AND PRODUCTS</li> </ul>	1 - 2 - 3 - 4			
5.	<b>COMMUNICATION (ORAL, WRITTEN &amp; ELECTRONIC)</b> <ul style="list-style-type: none"> <li>▪ ABILITY TO COMMUNICATE DECISIONS CLEARLY</li> <li>▪ ABILITY TO NEGOTIATE AND MANAGE CONFLICT EFFECTIVELY</li> <li>▪ ABILITY TO RELATE AND NETWORK ACROSS DIFFERENT LEVELS AND DEPARTMENTS</li> </ul>	1 - 2 - 3 - 4			

COMPETENCIES		EVALUA-TION **(Rating 1-2-3-4)	WHEN WOULD YOU LIKE TO DEVELOP IT?	WHAT ARE THE EXPECTED OUTCOMES?	HOW WILL IT BE ATTAINED?
6.	<b>JOB KNOWLEDGE AND TECHNICAL SKILLS</b> <ul style="list-style-type: none"> <li>▪ DEMONSTRATION OF RELEVANT JOB EXPERTISE</li> <li>▪ DEMONSTRATION OF CROSS-FUNCTIONAL AWARENESS</li> <li>▪ BUILDING, APPLYING AND SHARING OF NECESSARY EXPERTISE AND TECHNOLOGY</li> </ul>	1 - 2 - 3 - 4			
7.	<b>SUPPORTING AND COOPERATING</b> <ul style="list-style-type: none"> <li>▪ ABILITY TO WORK EFFECTIVELY WITH TEAMS, CLIENTS AND STAFF</li> <li>▪ ABILITY TO SHOW SUPPORT TO OTHERS</li> <li>▪ KEEPING TO LAID DOWN REGULATIONS AND PROCEDURES</li> <li>▪ ABILITY TO ADHERE TO ORGANISATION'S PRINCIPLES, ETHICS AND VALUES</li> </ul>	1 - 2 - 3 - 4			
8.	<b>MAXIMISING AND MAINTAINING PRODUCTIVITY</b> <ul style="list-style-type: none"> <li>▪ ABILITY TO MOTIVATE AND INSPIRE OTHERS</li> <li>▪ ABILITY TO ACCEPT CHALLENGES AND MANAGE THEM EFFECTIVELY</li> <li>▪ ABILITY TO MANAGE PRESSURE EFFECTIVELY</li> </ul>	1 - 2 - 3 - 4			
9.	<b>DEVELOPING AND MANAGING BUDGETS</b> <ul style="list-style-type: none"> <li>▪ FIRM AWARENESS OF FINANCIAL ISSUES AND ACCOUNTABILITIES</li> <li>▪ UNDERSTANDING OF BUSINESS PROCESSES AND CUSTOMER PRIORITIES</li> <li>▪ EXECUTING RESULTS-BASED ACTIONS COST-EFFECTIVELY</li> </ul>	1 - 2 - 3 - 4			
10.	<b>ABILITY TO DEVELOP SELF, STAFF AND OTHER STAKEHOLDERS</b> <ul style="list-style-type: none"> <li>▪ DEMONSTRATING INTEREST IN SELF-DEVELOPMENT</li> <li>▪ ABILITY TO DEVELOP STAFF</li> <li>▪ ABILITY TO COACH AND MENTOR STAFF AND OTHER STAKEHOLDERS</li> </ul>	1 - 2 - 3 - 4			
11.	<b>Any other competencies, please specify:</b>	1 - 2 - 3 - 4			

\*\*Rating scale on the assessment of Competency indicated in Annex 4B.

## **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 MMDCD**

The MMDCD accepts responsibility for the performance of the MMDA and undertakes to:

- a) Adopt and apply appropriate management techniques in conducting the affairs of the MMDA and in supervising its Departments/Sections / Units.
- b) Ensure that Local Government Service core values (refer to section 3.4) and Service Delivery Standards (refer to section 3.5) are upheld by staff of the MMDA.
- c) Ensure that the assets within the MMDA are maintained in the most efficient manner and safeguarded against loss or misuse.
- d) Notify the Hon. MMDCE promptly of any conditions, which may interfere with, or threaten the achievement of the performance targets, listed herein.

## **9.0 OBLIGATIONS OF THE MMDCE TO THE MMDCD**

The MMDCE, as a representative of the Central Government accepts the responsibility to provide strategic leadership, financial, material and logistical support to the MMDCD to ensure that the MMDA achieves the level of performance indicated in this Contract.

## **10.0 PERFORMANCE EVALUATION UNDER THE CONTRACT**

An evaluation of the performance of the MMDCD shall be conducted by the RCC in collaboration with LGSS. The evaluation shall be based on the Key Performance Areas established under this Performance Contract between the Hon. MMDCE and the MMDCD.

The performance evaluation shall be completed not later than the 1<sup>st</sup> quarter of 2016. Upon the completion of the annual evaluation, the HoS shall communicate to the MMDCD in writing the outcome of the evaluation. LGSC through the HoS shall thereafter determine the reward or sanctions as prescribed in Annex 5 of this Agreement to be applicable to the MMDCD.

## **11.0 REWARDS AND SANCTIONS**

Based on the results of the performance evaluation, the Head of Service shall report to the Local Government Service Council and recommend remedial action.

The rewards and sanctions will be in accordance with LGS Human Resource Operational Manual and Conditions of Service. The details are provided in Annex 5.

## **12.0 ARBITRATION**

In the event of a disagreement between the parties to this Contract, either party may apply to the Regional Coordinating Council (RCC) and then to the Local Government Service Council (LGSC) for settlement if not resolved at the RCC level.

### 13.0 DECLARATION

We, the Hon. MMDCE and the MMDCD solemnly declare that the information and declaration in this contract in relation to the annexes are accepted and binding.

<u>HON. MMDCE</u>	<u>MMDCD</u>
Signature: .....	Signature: .....
Date: .....	Date: .....
Name: ..... .....	Name: ..... .....
Title: ..... .....	Title: ..... .....
<b><u>ENDORSED BY HON. REGIONAL MINISTER:</u></b>	<b><u>ENDORSED BY REGIONAL COORDINATING DIRECTOR:</u></b>
Signature: .....	Signature: .....
Date: .....	Date: .....
Name: ..... .....	Name: ..... .....
Title: ..... .....	Title: ..... .....

## ANNEX 1: DISTRIBUTION & TIMELINES OF THE PERFORMANCE CONTRACT

### 1. DISTRIBUTION

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

1. One (1) copy to the RCD/RCC
2. One (1) copy to the Hon. MMDCE
3. One (1) copy to the MMDCD
4. One (1) copy to HoS (LGSS)
5. One (1) copy to the HRMU of the MMDA

### 2. SCHEDULED TIME FRAMES

#### *Roadmap for Performance Contract (PC) 2015*

NO	ACTIVITY	TIME FRAME	RESPONSIBILITY
1	Distribution of PC Instrument to RCCs and MMDAs	17/04/2015	LGSS
2	Workshop on the Performance Contract Instrument for Regional Heads of decentralized departments, MMDCDs & HR Managers	11/05/2015 to 29/05/2015	LGSS
3	Completion of PCs by MMDAs	27/05/2015 - 05/06/2015	HR Managers (RCCs & MMDAs)
4	Signing of the Contracts between MMDCEs & MMDCDs	08/06/2015 - 22/06/2015	RCC, MMDAs (HoS will attend regional signing ceremonies)
5	Distribution of PC copies to the MMDAs, RCCs and LGSS	08/06/2015 - 22/06/2015	HR Managers
6	Mid-term review of PC	30/09/2015	MMDCEs & MMDCDs
7	Submit Mid-term review report to RCC	October 2015	MMDAs
8	Monitoring and Evaluation by the RCC	October 2015	RCC
9	Submit End-of-year evaluation reports to the RCC and LGSS	06/01/2016	MMDCEs & MMDCDS
10	Review, analyze and take remedial action on end-of-year reports	Jan to March 2016	RCC & LGSS
11	Preparation of 2016 PC	Jan 2016	LGSS & RCC

**ANNEX 2: TEMPLATE FOR REPORTING ON PERFORMANCE**

(Please note that the Annex 2 is only to be completed by the MMDCD except Observation & Recommendation Column during the mid-year and end of year contract evaluation)

**PERSONAL DEVELOPMENT PLAN (NOT FOR SCORING)**

COMPETENCIES		EVALUATION (Rating 1-2-3-4) (By marking circle)	BRIEF ON ACTUAL RESULTS	OBSERVATION AND RECOMMENDATION
1.	<b>ORGANISATION AND MANAGEMENT</b> <ul style="list-style-type: none"> <li>▪ ABILITY TO PLAN, ORGANISE AND MANAGE WORK LOAD</li> <li>▪ ABILITY TO WORK SYSTEMATICALLY AND MAINTAIN QUALITY</li> <li>▪ ABILITY TO MANAGE OTHERS TO ACHIEVE SHARED GOALS</li> </ul>	1 - 2 - 3 - 4		
2.	<b>INNOVATION AND STRATEGIC THINKING</b> <ul style="list-style-type: none"> <li>▪ SUPPORT FOR ORGANISATIONAL CHANGE</li> <li>▪ ABILITY TO THINK BROADLY</li> <li>▪ DEMONSTRATING CREATIVITY IN THINKING</li> </ul>	1 - 2 - 3 - 4		
3.	<b>LEADERSHIP AND DECISION-MAKING</b> <ul style="list-style-type: none"> <li>▪ ABILITY TO INITIATE ACTION AND PROVIDE DIRECTION TO OTHERS</li> <li>▪ ACCEPTANCE OF RESPONSIBILITY AND DECISION-MAKING</li> <li>▪ ABILITY TO EXERCISE GOOD JUDGEMENT</li> </ul>	1 - 2 - 3 - 4		
4.	<b>ORGANIZATIONAL DEVELOPMENT AND IMPROVEMENT</b> <ul style="list-style-type: none"> <li>▪ COMMITMENT TO ORGANIZATIONAL DEVELOPMENT</li> <li>▪ COMMITMENT TO CUSTOMER SATISFACTION</li> <li>▪ COMMITMENT TO THE DELIVERY OF QUALITY SERVICES AND PRODUCTS</li> </ul>	1 - 2 - 3 - 4		
5.	<b>COMMUNICATION (ORAL, WRITTEN &amp; ELECTRONIC)</b> <ul style="list-style-type: none"> <li>▪ ABILITY TO COMMUNICATE DECISIONS CLEARLY</li> <li>▪ ABILITY TO NEGOTIATE AND MANAGE CONFLICT EFFECTIVELY</li> <li>▪ ABILITY TO RELATE AND NETWORK ACROSS DIFFERENT LEVELS AND DEPARTMENTS</li> </ul>	1 - 2 - 3 - 4		

6.	<b>JOB KNOWLEDGE AND TECHNICAL SKILLS</b> <ul style="list-style-type: none"> <li>▪ DEMONSTRATION OF RELEVANT JOB EXPERTISE</li> <li>▪ DEMONSTRATION OF CROSS-FUNCTIONAL AWARENESS</li> <li>▪ BUILDING, APPLYING AND SHARING OF NECESSARY EXPERTISE AND TECHNOLOGY</li> </ul>	1 - 2 - 3 - 4		
7.	<b>SUPPORTING AND COOPERATING</b> <ul style="list-style-type: none"> <li>▪ ABILITY TO WORK EFFECTIVELY WITH TEAMS, CLIENTS AND STAFF</li> <li>▪ ABILITY TO SHOW SUPPORT TO OTHERS</li> <li>▪ KEEPING TO LAID DOWN REGULATIONS AND PROCEDURES</li> <li>▪ ABILITY TO ADHERE TO ORGANISATION'S PRINCIPLES, ETHICS AND VALUES</li> </ul>	1 - 2 - 3 - 4		
8.	<b>MAXIMISING AND MAINTAINING PRODUCTIVITY</b> <ul style="list-style-type: none"> <li>▪ ABILITY TO MOTIVATE AND INSPIRE OTHERS</li> <li>▪ ABILITY TO ACCEPT CHALLENGES AND MANAGE THEM EFFECTIVELY</li> <li>▪ ABILITY TO MANAGE PRESSURE EFFECTIVELY</li> </ul>	1 - 2 - 3 - 4		
9.	<b>DEVELOPING AND MANAGING BUDGETS</b> <ul style="list-style-type: none"> <li>▪ FIRM AWARENESS OF FINANCIAL ISSUES AND ACCOUNTABILITIES</li> <li>▪ UNDERSTANDING OF BUSINESS PROCESSES AND CUSTOMER PRIORITIES</li> <li>▪ EXECUTING RESULTS-BASED ACTIONS COST-EFFECTIVELY</li> </ul>	1 - 2 - 3 - 4		
10.	<b>ABILITY TO DEVELOP SELF, STAFF AND OTHER STAKEHOLDERS</b> <ul style="list-style-type: none"> <li>▪ DEMONSTRATING INTEREST IN SELF-DEVELOPMENT</li> <li>▪ ABILITY TO DEVELOP STAFF</li> <li>▪ ABILITY TO COACH AND MENTOR STAFF AND OTHER STAKEHOLDERS</li> </ul>	1 - 2 - 3 - 4		
11.	<b>Any other competencies, please specify:</b>	1 - 2 - 3 - 4		

*Evaluation of core competencies (as in rating scale indicated in Annex 4B); \*\*Rating scale on the assessment of Competency indicated in Annex 4B.*

**ANNEX 3: EVALUATION**

**A) OVERALL PERFORMANCE (to be Completed by MMDCE & MMDCD)**

<b>SCHEDULE 1- KEY PERFORMANCE AREAS (1-6)</b>					
<b>KEY PERFORMANCE AREA</b>	<b>OVERALL WEIGHTING / KPA</b>	<b>ACTUAL RATING / KPA (Sum of Column e from each KPA; Section 6.1)</b>	<b>OVERALL ACTUAL RATING FACTOR / KPA</b>	<b>OBSERVATION</b>	<b>RECOMMENDATION</b>
<i>a</i>	<i>b</i>	<i>c</i>	<i>d = b*c</i>	<i>e</i>	<i>f</i>
<b>KPA 1 - Top Priority as for the MMDA</b>	<b>25%</b>				
<b>KPA 2 - Performance Reporting</b>	<b>20%</b>				
<b>KPA 3 - Implementation of AAP and Financial Management</b>	<b>20%</b>				
<b>KPA 4 - Human Resource (HR) Management</b>	<b>25%</b>				
<b>KPA 5 - Customer Service Initiatives</b>	<b>5%</b>				
<b>KPA 6 - Work Environment Improvement Initiatives and Cross-Cutting Issues</b>	<b>5%</b>				
<b>TOTAL WEIGHTS</b>	<b>100%</b>				
<b>CALCULATED OVERALL RATING (1 to 4) ( Sum of Column d)</b>					
<b>CALCULATED OVERALL SCORES ( Sum of Column d / 4 * 100)</b>					

(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 4: RATING SCALES ON ASSESSMENT

### ANNEX 4A: 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 4a)*

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 4B: RATING ON THE ASSESSMENT OF COMPETENCY

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 4C: RATING ON THE ASSESSMENT OF OVERALL PERFORMANCE**

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

**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 5 - REWARDS, RECOGNITIONS AND SANCTIONS**

### **1) REWARDS**

The rewards for the MMDCD shall include but not limited to: -

- Renewal of Contract Appointment
- Paid trips to professional conferences
- Paid vacation with family
- Study tours

### **2) 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 with the President

### **3) SANCTIONS - DISCIPLINARY ACTION FOR NON-PERFORMANCE**

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

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

## **ANNEX 6: LIST OF DECENTRALISED DEPARTMENTS AT MMDA**

1. Central Administration Department
2. Works Department
3. Physical Planning Department (Parks and Gardens)
4. Department of Trade and Industry (Business Advisory Centre)
5. Department of Agriculture (excluding Veterinary & Fisheries)
6. Department of Social Welfare and Community Development
7. Legal Department (Metropolitan only)
8. Waste Management Department (Metropolitan only)
9. Urban Roads Department (Metropolitan and Municipal only)
10. Budgeting and rating Department (Metropolitan only)
- II. Transport Department (Metropolitan and Municipal only)