

GUIDANCE NOTES FOR THE COMPLETION OF THE 2016 PERFORMANCE AGREEMENT
TEMPLATE FOR CHIEF DIRECTORS

SECTION OF THE PERFORMANCE AGREEMENT	GUIDANCE NOTES
1.0 PREAMBLE	Chief Directors are required to write in this section the date of the signing of the Agreement. It is not to be left uncompleted.
3.0 STRATEGIC DIRECTION OF THE MINISTRY	This section requires that Chief Directors would state the Vision & Mission, and <u>summarise</u> the Objectives and Key Functions of their respective Sector Ministries.
4.0 KEY DELIVERABLES IN THE 2016 PERFORMANCE AGREEMENT 4.1 Institution-Specific Outputs and Deliverables 4.2 General Operational and Administrative Deliverables 4.3 Chief Director's Personal Capacity Enhancement Deliverables	<p>This Section is to be completed as follows:</p> <p><i>Chief Directors are to <u>list</u> a minimum of five (5) and a maximum of ten (10) top priority areas that the sector Ministry would pursue in the course of the 2016 reporting year. These are to be derived from the 2014-2017 Sector Medium Term Plan and the 2016 State of the Nation.</i> <i>(The details of these priorities should be spelt out in Schedule 1 of the Agreement)</i></p> <p><i>Chief Directors are <u>not</u> required to complete this sub-section. It comprises a number of deliverables grouped into six (6) Key Results Areas and are provided by the OHCS. They are common to all Chief Directors and are geared towards ensuring the smooth running of the Ministry in accordance with Civil Service Regulations. The six (6) Key Results Areas (KRAs) are:</i></p> <ul style="list-style-type: none"> ➤ Performance Reporting ➤ Financial Management ➤ Human Resource Management ➤ Operationalising Ministerial Advisory Boards ➤ Customer Service Initiatives ➤ Work Environment Improvement Initiatives <p><i>(The detailed requirements under each KRA have been stated in Schedule 2 of the Agreement)</i></p> <p><i>Chief Directors are required to indicate a minimum of five (5) Capacity Development Programmes to be pursued in the course of the 2016 year.</i> <i>(The details of the Capacity Development Programmes are to be spelt out in Schedule 3 of the Agreement)</i></p>

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<p><u>SCHEDULE 1:</u></p> <p>INSTITUTION-SPECIFIC OUTPUTS AND DELIVERABLES</p>	<p><i>Chief Directors are to complete <u>ALL</u> the fields in the table <u>in the order provided</u>.</i></p> <p>EXPLANATION OF THE FIELDS IN THE TEMPLATE FOR SCHEDULE 1</p> <p><u>Top Priority Areas (TPAs):</u> These relate to the major focus areas for the Ministry. They are to be derived from the 2014-2017 Sector Medium Term Plan and the 2016 State of the Nation Address. The Chief Director is to list a minimum of five (5) and a maximum of ten (10) TPAs. These TPAs are to correspond with Section 4.1 of the Agreement.</p> <p><u>Strategic Objectives:</u> Chief Directors are to state the objective i.e. the <u>purpose/aim</u> for which a TPA is being pursued. This should be stated in both qualitative and quantitative terms and meet the criteria of ‘SMART’ i.e. Specific, Measurable, Achievable, Realistic and Time-bound. Depending on the scope of a TPA, more than one corresponding strategic objective may be indicated.</p> <p><u>Baseline as at December, 2015</u> It is noted that some priority areas may either not be fully implemented within one calendar year and would require to be carried over to another year to achieve the stated objective, OR may have just been initiated at the beginning of the 2016 year.</p> <p>Under any of the above circumstances, Chief Directors are required to indicate:</p> <ul style="list-style-type: none"> • In the case of a rolled-over TPA - the level of work undertaken as at the end of December, 2015; or • In the case of a newly initiated TPA - the situation on the ground that is necessitating the start of this priority area <p><u>Targets for the Year (2016)</u> In this column, Chief Directors are to spell out the main targets to be carried out <u>during the 2016 year</u>. The targets are to be linked to the achievement of the Strategic Objective. More than one target may be indicated for a corresponding strategic objective. This, however, depends on the scope of the strategic objective. It is advised that targets that are broad in nature should be broken into phases.</p> <p>Chief Directors are also advised to state targets that are within their control and to desist from indicating targets that are difficult to measure (e.g. Commence/Initiate work on...)</p> <p>Chief Directors are further required to state the specific roles that they are expected to play to enable the achievement of the indicated targets (e.g. policy formulation/review, implementation, coordination, monitoring and evaluation). These may include tasks such as:</p> <ul style="list-style-type: none"> ➤ Drafting of Cabinet Memoranda ➤ Convening meetings to operationalise and track implementation of key activities ➤ Organising stakeholder workshops ➤ Ensuring the release of approved funding and sourcing funds from external sources ➤ Ensuring procurement processes are followed through <p><u>Chief Directors are to note that they would be evaluated on the extent to which they attained both the main targets as well as the specific roles they played</u></p> <p>Note: Working backwards, the completion of work on set targets should facilitate the achievement of Strategic Objectives, which should in turn lead to the attainment of the Top Priority Area</p>

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Continuation of <u>SCHEDULE 1:</u> INSTITUTION-SPECIFIC OUTPUTS AND DELIVERABLES	<p><u>Targets Start Dates and Target End Dates</u> Under this column, Chief Directors are to indicate the timelines by which the specific targets are expected to be carried out <u>during the 2016 year</u>. Targets may have varying months for starting and ending but these are supposed to fall between January and December 2016.</p> <p><u>Means of Verification</u> Under this column, Chief Directors are to indicate the means by which the various targets indicated would be verified. Chief Directors are to note that these indicators would constitute the basis on which targets undertaken would be assessed during the evaluation exercise.</p> <p><u>Risks/Assumptions</u> Chief Directors are to delineate the circumstances under which the delivery of set targets may be compromised. These may include, but would not be limited to, targets requiring collaboration with stakeholders and resource constraints.</p>

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<u>SCHEDULE 2:</u> GENERAL OPERATIONAL AND ADMINISTRATIVE DELIVERABLES KEY RESULT AREA 1: PERFORMANCE REPORTING	<p>This schedule focuses on the Chief Director carrying out a given, generic set of deliverables aimed at facilitating the smooth running of the sector Ministry. All the deliverables under these KRAs are rooted in the legislative framework that governs the operations of the Civil Service and have been grouped into six (6) broad Key Results Areas (KRAs).</p> <p><u>Action Plan</u> This should be prepared at the beginning of each year, presented in quarters and costed.</p> <p><u>Follow up actions</u> The follow up actions should address the issues raised at the mid-year review session and the relevant actions taken to address them.</p>								
KEY RESULT AREA 2: FINANCIAL MANAGEMENT	<p><u>Summary of actions taken to address audit queries</u> Chief Directors are expected to extract all actions taken on decisions of ARIC into a <u>separate</u> document. The reporting format should have the following fields:</p> <table border="1" data-bbox="431 1598 1442 1696"> <thead> <tr> <th data-bbox="431 1598 548 1661">Item</th> <th data-bbox="548 1598 821 1661">Audit Query</th> <th data-bbox="821 1598 1122 1661">ARIC Decision</th> <th data-bbox="1122 1598 1442 1661">Action Taken by Management</th> </tr> </thead> <tbody> <tr> <td data-bbox="431 1661 548 1696">1.</td> <td data-bbox="548 1661 821 1696"></td> <td data-bbox="821 1661 1122 1696"></td> <td data-bbox="1122 1661 1442 1696"></td> </tr> </tbody> </table> <p><u>Procurement Management</u> Entity Tender Committees are expected to discuss and approve the Procurement Plan and meet quarterly</p> <p><u>Assets Register</u> The assets register should indicate the value of the assets and the depreciation rate. The evidence of update is the register having been authenticated (signed, dated and stamped) by the Internal or External Auditor</p>	Item	Audit Query	ARIC Decision	Action Taken by Management	1.			
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<p>KEY RESULT AREA 3: HR MANAGEMENT</p>	<p><u>Organisation manuals</u> These should be dated and subjected to review after four (4) years of issue. The manual may, however, be reviewed before the specified timeframe when a change occurs in the mandate of the Ministry.</p> <p><u>Job Schedules</u> These should be prepared for every member of staff and should reflect the <u>specific</u> schedules handled by staff. For instance, it has to be noted that two secretaries may have different schedules and this has to be reflected in this. Staff are to be appraised on the basis of their job schedules</p> <p><u>Establishment Levels</u> Organisation manuals may contain the ideal establishment for the organisation. However, what is required here is for the Chief Director to prepare an establishment for the <u>reporting year</u>. It should reflect the following fields:</p> <table border="1" data-bbox="475 783 1308 877"> <thead> <tr> <th>Item</th> <th>Approved Establishment</th> <th>Number at Post</th> <th>Variance</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table> <p><u>Report on Staff Movements</u> This should be a report detailing the movements of staff during the year and analysing the implications on the ministry in terms of its ability to discharge its obligations. Where possible, recommendations for the redeployment of excess staff and posting in of Officers to meet skills gaps should be made.</p> <p><u>Quarterly Reports on the Implementation of the 2016 Training Plan</u> These reports should detail out the planned training, what was undertaken, and what the organisation could not do. In addition, the reports should include a summary of how the organisation utilised the skills acquired from the trainings attended by staff.</p>	Item	Approved Establishment	Number at Post	Variance								
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<p>KEY RESULT AREA 4: MINISTERIAL ADVISORY BOARD OPERATIONAL</p>	<p><u>Ministerial Advisory Board</u> This is a legislative requirement and must, of necessity, be rolled out by all Ministries. This KRA is, however, not applicable to the Office of the President, the Public Sector Reforms Secretariat and the Office of the Head of the Civil Service.</p>												
<p>KEY RESULT AREA 5: CUSTOMER SERVICE INITIATIVES</p>	<p><u>Service Charters</u> Service Charters are meant to inform the various clients of the Ministries on the services offered by the Ministries and its Departments, if necessary. These documents are to be dated and reviewed every four (4) years. They may, however, be reviewed before the specified timeframe when a change occurs in the mandate of the Ministry.</p> <p><u>Client Service Units</u> These are to be clearly designated places for providing information to or receiving complaints from the various clients of the Ministry. They Units should be located in easily accessible places within the Ministry. The mid and end of year reports are meant to analyse all the information received in the Unit to enable management take appropriate follow-up action.</p>												
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KEY RESULT AREA 5 (CUSTOMER SERVICE INITIATIVES) continued	<p><u>Website</u> Ministries are to have active websites which have the latest information on their activities and programmes. The websites could make it possible for clients to have access to online services offered by the Ministry. Chief Directors are to ensure that the websites are updated regularly and documentary evidence kept of such updates.</p>
KEY RESULT AREA 6: WORK IMPROVEMENT INITIATIVES	<p><u>E-services and Innovations</u> Internal arrangements to improve operations either through e-services or innovations are to be highlighted.</p> <p><u>Ministerial realignment</u> This relates only to Ministries which have decentralised departments. For the Schedule 1 Departments, the report should indicate how well the Head Offices of the Decentralised Departments have been integrated into the Ministry and whether action on these have been concluded. For those Ministries with institutions falling under Schedule 2, they should indicate steps being taken towards decentralising these institutions.</p> <p><u>Management-staff engagements</u> The idea is to hold regular management meetings as well as interactions between management and staff to push forward the agenda of the Ministry. Work on this deliverable should also address issues relating to the Code of Conduct.</p> <p><u>Records Management</u> Ministries are required to invite PRAAD annually to inspect the management of their records and to make appropriate recommendations on strengthening the records management system. At the end of this exercise, the Chief Director is expected to obtain a report on the exercise undertaken as evidence of inspection from PRAAD.</p> <p><u>Management of physical environment</u> Ministries are to introduce measures to ensure that their physical environments are conducive to good working by their staff. Appropriate safety and security measures should also be put in place to ensure the protection of staff and property. Provision should be made to address the needs of people with disabilities.</p>

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<u>SCHEDULE 3</u> CHIEF DIRECTOR'S PERSONAL CAPACITY DEVELOPMENT PLAN	<p>This section is intended to enable Chief Directors pay attention to pursuing interventions for their continuous development.</p> <p>Chief Directors are required to list a minimum of five key activities to be undertaken during the course of the year. The majority of these learning activities should be relevant for the effective management of the Ministry and should be of a formal nature i.e. attendance at workshops, conferences, seminars and peer review sessions. Other non-formal interventions could include readings, personal/one-on-one training in IT, etc.</p> <p>It is to be noted that formal interventions would receive greater recognition during the evaluation exercise.</p>