

GUIDELINES FOR THE PREPARATION AND SUBMISSION OF ANNUAL PERFORMANCE REPORTS BY SECTOR MINISTRIES

INTRODUCTION

The Civil Service Act, 1993 (PNDC Law 327), Section 85 (1) states that “within three months after 31st December of each year, the Head of the Civil Service shall prepare an Annual Report giving details of the administration of the Service during the preceding twelve months”.

To enable the Head of the Civil Service, achieve the above legislative directive, and also in accordance with best management practices, all Sector Ministries are, on an annual basis, required to prepare comprehensive reports on the performance of their respective sectors for the particular period under review. These reports of Sector Ministries are expected to be submitted to the Office of the Head of Civil Service (OHCS) by ***mid-January*** of the ensuing year.

THE REPORT OF SECTOR MINISTRIES

The guidelines for the preparation and submission of Annual Performance Reports by Sector Ministries are being issued to facilitate the work of the OHCS on this important legislative obligation. It is intended to provide a standard format to enable Ministries have a clear sense of direction in understanding the requirements for the submission of their sector reports. It is also to ensure that Sector Ministries do not submit reports in different formats, a situation which presents difficulties during the compilation and analysis of the information and data provided, and which invariably leads to delays in the timely completion and publication of the Civil Service Annual Report. The reports of sector Ministries should be **submitted in both hard and soft copies**.

The specifications indicated below must be strictly adhered to:

- Margin sizes - 1” at the top, bottom and sides
- Font type - Times New Roman
- Font size - 12 Point
- Spacing - Single line
- Section Titles - Upper case and bold
- Page numbering - indicate at bottom current page number out of total pages, e.g. *page 10 of 20*

OUTLINE OF THE REPORT

The **INITIAL SECTIONS** of the Sector Ministry’s report should comprise the following:

- Table of Contents
The report of the Ministry should provide a comprehensive Table of Contents with the key sections, sub-headings and corresponding page numbers captured appropriately.
- List of Abbreviations

All abbreviated words should be captured under the list of abbreviations and arranged in alphabetical order. **However, the abbreviated word when first introduced in the main text of the report should be written in full.**

- Executive Summary

The Executive Summary should provide detailed but concise information on Parts 1 – 5 of the Sector Ministry’s report with sub-headings to facilitate easy reading, analysis and appreciation of the Sector’s performance. More emphasis should be placed on highlights of key achievements under the programmes and projects undertaken in the course of the year, the challenges and the way forward.

PART ONE: PROFILE OF THE SECTOR MINISTRY

This section of the report should focus on the general overview of the sector Ministry. It should start with a brief introduction about the sector, its establishment and legal instruments, if any, followed by an outline of the sector Ministry’s profile, namely the:

- Vision
- Mission
- Functions
- Organizational structure of the Sector Ministry
- List of Sector Departments, Agencies, Public Boards and Corporations & Public Service Organisations for which a Ministry has oversight responsibility. The list should be classified into:
 - i. **Civil Service Departments**
E.g. Department of Social Welfare
Kindly indicate which departments are decentralized. In addition, provide a breakdown of the Institutions of the decentralized departments that are remaining at the National level.
 - ii. **Sub-vented Agencies**
E.g. Lands Commission
 - iii. **Public Service Organizations**
E.g. Ghana Police Service
 - iv. **Public Boards and Corporations**
E.g. Volta River Authority, Cocoa Marketing Company
- Political and Administrative Heads of the Ministry and its Sector Departments. The report should indicate the names of the Political Heads of Ministries, their Deputies & Chief Directors; and the Heads of Department (at national level only) as per the format below:

i. POLITICAL & BUREAUCRATIC HEADS OF THE MINISTRY

Ministry	Political Head	Deputy Political Head(s)	Bureaucratic Head
Name	Hon.	Hon.....	Mr.....
Period of Office	e.g. Jan 2017 - Dec....	e.g. Jan 2017 - Dec....	April 2013-.....

ii. HEADS OF DEPARTMENT AT THE NATIONAL LEVEL

S/N	Name of Department	Name of Bureaucratic Head	Substantive Grade	Period of Office
1.	Department of	Director	Jan 2015-.....

PART TWO: HUMAN RESOURCE DATA AND ANALYSIS

Sector Ministries are to provide short write-ups on the analysis of their Human Resource data relating to staff distribution, staff movements and staff training and how this impacted on the performance of the Ministry. This information must be limited only to the Ministry and its Civil Service Departments. **With regard to decentralized Departments, the list should be limited to staff at the Head Offices only.**

The lists compiled for the analysis should be authenticated and duly signed by the Institutional Heads and attached as Appendices.

The HR data should be submitted in **Microsoft Excel format ONLY** as per the templates provided as **Appendices 1-3** of these Guidelines.

Below are the types of the HR data to be collated.

- i. Staff Distribution – Appendix 1**
 - a. List indicating total staff strength
 - b. Occupational groups (indicate total number of staff in each class)
 - c. Total number of Senior & Junior Staff
 - d. Sex Distribution
 - e. Age Distribution

- ii. Staff Movements – Appendix 2**
 - a. Recruitments/Replacements undertaken
 - b. Promotions undertaken
 - c. Postings undertaken
 - d. Upgrading undertaken
 - e. Conversion undertaken
 - f. Secondments
 - g. Staff on Contract
 - h. Leaves (Study Leave, Leave of Absence, etc.)
 - i. Exits from the Service
 - Retirements
 - Resignations
 - Deaths
 - Dismissals
 - Interdictions

- iii. Training & Development – Appendix 3**
 - a. Scheme of Service & Competency-Based Training
 - b. Workshops, Seminars & Conferences attended
 - c. Academic Training Programs
 - d. Summary of Cost of Training & Development Interventions

PART THREE: PLANNED SECTOR PROGRAMMES AND DELIVERY

This section deals with the key policies, planned projects, programmes, activities and achievements of the Ministry and its Sector Departments and Agencies. The information provided should cover details of the progress made as per the planned programmes and activities during the period under review.

The narrative on the Ministry *should focus on activities relating to its core mandate* i.e. policy formulation, research, coordination, monitoring and evaluation activities as well as the implementation of national/strategic programmes and initiatives, especially, the flagship programmes of the Government. Issues relating to sector-wide reform initiatives (e.g. Public Sector Reforms, National Governance Projects, Legal/Legislative Reforms, etc.) should also be captured.

The narrative on the sector Departments and Agencies should focus on their planned programmes and activities and the results emanating from their implementation. The report should include information on how the activities undertaken have impacted on the Sector's performance as well as the socio-economic development of the nation.

Kindly note that the report on the year's achievements should not be bulleted but presented in narrative form to give overview of what was set to be done. The narrative should be submitted in the following format:

- **The Policy and its intended objectives;**
- **The specific programme/project being pursued under the broad policy;**
- **What are the expected outputs;**
- **Baseline (what the status was as at Dec 2016);**
- **Targets (what was set out to be undertaken in 2017)**
- **What the Ministry was able to implement during the reporting year; and**
- **What were the actual results/outcomes**

(Kindly note that a repetition of previous year's achievements will not be captured in the 2017 Annual Performance Report)

The report is also expected to cover an analysis of the Financial Performance of the Ministry and its sector Departments and agencies during the period under review. It should indicate the approved budget for the entire sector, the total budgetary releases and the actual expenditures made. The report should also cover Internally Generated Funds (IGF) as well as funds received from Development Partners in the implementation of sector policies, programmes and projects.

The template for Financial Performance reporting should be in *Microsoft Excel format* and attached as **Appendix 4**.

PART FOUR: CHALLENGES

The report of the Ministry should provide a summary of the major challenges encountered by the Ministry and its sector Departments and Agencies in implementing your work plans during the period under review (2017) and the strategies for overcoming them. **Kindly note that the challenges should also be written in narrative form and not bulleted.**

PART FIVE: FORWARD LOOK FOR 2018

The Ministry should provide an overview of only the **STRATEGIC AND TOP PRIORITY AREAS** that have been programmed for 2018 for the entire sector.

APPENDICES:

APPENDIX 1 - STAFF DISTRIBUTION

A. STAFF LIST OF (MINISTRY/DEPARTMENT IN EXCEL FORMAT ONLY)

PLEASE NOTE THE FOLLOWING: The list of staff must be arranged in order of Directorates/Units and with respect to seniority.
All names must also be written with the “first names” first

Staff No.	Name	Sex	Date of Birth (DD/MM/YY)	Current Grade	Date of First Appointment (DD/MM/YY)	Date of Present Appointment (DD/MM/YY)	Highest Qualification	Senior/Junior Staff	No. of Years at Current Ministry / Department
776654	Joseph Danquah	M	17/06/62	Chief Director	12-11-85	01-10-09	PhD	Senior	3yrs
FINANCE AND ADMINISTRATION DIRECTORATE (FAD)									
564345	Francis Acquah	M	19/09/72	Director	21/11/90	17/10/06	MBA Admin	Senior	4yrs
435567	Esther Aryee	F	08-11-75	Dep. Director	31/10/95	14/02/08	MA Public Adm.	Senior	3yrs
345778	Richmond Akorli	M	31/02/77	Asst. Director. I	15/09/03	19/10/12	MBA HRM	Senior	2yrs
POLICY PLANNING MONITORING AND EVALUATION DIRECTORATE (PPMED)									
290986	Enoch Nkansah	M	24/12/80	Director	20/08/03	31/04/12	MA Devt Studies	Senior	4yrs
654355	Sandra Kwarteng	F	13/05/83	Asst. Director IIA	01-01-06	18/08/10	MA Policy	Senior	2yrs
556778	Mavis Asare	F	22/07/80	Asst. Planning Officer	01-01-06	18/08/10	BA Economics	Senior	4yrs
454323	Abass Mohammed	M	12/12/19885	Higher Exec Officer	12-12-08	19/10/12	HND	Senior	1yr
345789	Cecilia Amankwah	F	24/04/1970	Stenographer Gd II	12-25-06	19/10/12	Sec Sch Cert	Junior	1yr
RESEARCH, STATISTICS AND INFORMATION MANAGEMENT DIRECTORATE (RSIMD)									
467587	Ruby Mensah	F	23-09-70	Director	21/11/90	17/10/06	MBA Admin	Senior	5yrs
254435	walid Moro	M	17/10/1986	Asst. Programmer	01-10-12	01-10-12	MSc Info Tech	Senior	2yrs
567956	Richard Sallah	M	21/08/1987	Asst. Programmer	01-10-12	01-10-12	MSc Info Tech	Senior	2yrs
256363	Isaac Addo	M	06-01-90	Executive Officer	01-10-12	01-10-12	Diploma	Junior	1yr
797077	Benjamin Mills	M	13/04/1991	Executive Officer	01-01-06	18/08/10	Diploma	Junior	1yr

Head of MDA (Name): **Signature:**

..... **Date:**

B. STAFF CATEGORISATION (MINISTRY/DEPARTMENT IN EXCEL FORMAT ONLY)

	CLASS	SNR. STAFF		JNR. STAFF		TOTAL
		MALE	FEMALE	MALE	FEMALE	
MAIN MINISTRY	Administrative					
	Accounting					
	Budget					
	Planning					
	IT/IM					
	Audit					
	Transport					
TOTAL						
DEPT OF.....	Records					
	Engineering					
	Accounting					
	Secretarial					
	Executive					
TOTAL						

NOTE: Senior Staff refers to Senior Executive Officers and Analogous Grades and above
 Junior Staff refers to Higher Executive Officers and Analogous Grades and below

C. SEX DISTRIBUTION (MINISTRY/DEPARTMENT IN EXCEL FORMAT ONLY)

MINISTRY OF LOCAL GOVT	DISTRIBUTION	
	MALE	FEMALE
Main Ministry	32	23
Dept. of Comm Devt.	16	38
Births & Deaths Registry	27	22
Env Health & Sanitation Unit	36	27
Dept. of Parks & Gardens	16	33
TOTAL	127	143

D. AGE DISTRIBUTION (MINISTRY/DEPARTMENT IN EXCEL FORMAT ONLY)

MIN OF JUSTICE	AGE RANGE	20-30yrs	31-40yrs	41-50yrs	51-60yrs	60yrs +	TOTAL
Main Ministry	MALE	1	10	10	8	0	29
	FEMALE	1	9	19	14	1	44
	SUB-TOTAL	2	19	29	22	1	73
Registrar General's Dept	MALE	2	11	33	13	2	61
	FEMALE	1	4	12	14	1	32
	SUB-TOTAL	3	15	45	27	3	93
OVERALL TOTALS		5	34	74	49	4	166

APPENDIX 2 - STAFF MOVEMENTS

A. RECRUITMENTS UNDERTAKEN (IN EXCEL FORMAT ONLY)

List of Officers Recruited						Mode of Recruitment				
						New Entrants	Replacement			
S/N	Staff No.	Name of Officer	M/F	Grade	Date of First Appointment	Yes/No	Name of Officer Replaced	Grade	M/F	Staff No.
1.	12095	Kate Andrews	F	Asst Dir II ^B	01/10/17	Yes	-		-	-
2.	99127	Kwami Kojo	M	Technical Officer Grade III	01/03/17	-	Kwami Alovi	Tech. Off. Grade I	M	92318D

B. PROMOTIONS UNDERTAKEN (MINISTRY/DEPARTMENT IN EXCEL FORMAT ONLY)

S/N	Staff No.	Name of Officer	Sex M/F	Previous Grade	Current Grade	Notional Date	Substantive Date
1.	14456	William Boateng	M	Asst. Director I	Deputy Director	15/02/16	20/06/17
2.	65789	Derik Wiredu	M	Driver Grade II	Driver Grade I	15/02/16	20/06/17

C. POSTINGS UNDERTAKING (IN EXCEL FORMAT ONLY)

S/N	Staff No.	Name of Officer	Sex M/F	Grade	Posting From	Posting To	Effective Date of Posting	Release Date	Date of Assumption
1	144566	William Boateng	M	Senior Budget Analyst	MOF	MELR	15/03/17	17/03/17	20/03/17
2	876783	Linda Offei	F	Asst. Information Officer	MOI	MOH	30/09/17	30/09/17	01/10/17

D. STAFF WHO HAVE BEEN UPGRADED (IN EXCEL FORMAT ONLY)

S/N	Staff No.	Name of Officer	Sex M/F	Date of Appointment	Previous Grade	Academic Qualification	Current Grade	Effective Date
1	674844	Nana Bonsu	M	1/12/2000	Senior Info. Assistant	Bachelor in Communication Studies	15/03/17	17/03/17
2	674448	Samilia Sakordie	F	27/09/2014	Stenographer Grade II	HND in Secretaryship and Management	30/09/17	30/09/17

E. STAFF WHO HAVE BEEN CONVERTED (IN EXCEL FORMAT ONLY)

S/N	Staff No.	Name of Officer	Sex M/F	Age	Previous Class	Academic Qualification	Current Class	Effective Date
1	876522	Enid Dankwa	M	35	Information Class	Bachelor in Communication Studies	Programme Class	02/10/2017
2	876542	Diana Ofori	F	45	Records Class	Bachelor in Business Administration	Protocol Class	01/11/2017

F. STAFF ON SECONDMENT (IN EXCEL FORMAT ONLY)

S/N	Staff No.	Name of Officer	Sex M/F	Grade	Seconded From	Seconded To	No. of years seconded	Start Date	End Date	Remarks
1	456783	Ransford Williams	M	Asst. Director I	MoEn	Energy Commission	1 Yr	30/06/16	01/07/17	-
2	223245	Kofi Mensah	M	Snr. Mgt. Analyst	MSD	PSC	2 Yrs	02/01/16	03/01/18	-

G. STAFF ON CONTRACT (IN EXCEL FORMAT ONLY)

S/N	Staff No.	Name of Officer	Sex M/F	Grade	Duration	Start Date	End Date
1	823450	Rebecca Tagoe	F	Director	2 Yrs	29/04/17	28/04/19
2	592701	Kofi Banahene	M	Chief Personnel Offr	1 yr	15/10/17	14/04/18

H. LEAVES (IN EXCEL FORMAT ONLY)

S/N	Staff ID	Name of Officer	Grade	Type of Leave	Duration	Start Date	End Date
1.	24573	Michael Asare	Dep. Director	Leave of Absence	6 Months	09/03/17	27/09/17
2.	989766	Ernestina Oklu	Commercial Trade Officer	Study Leave	1 Year	12/01/16	18/12/17
3.	322445	Rita Boafo	Executive Officer	Study Leave	2 Year	20/06/15	21/06/17

I. STAFF WHO EXITED THE SERVICE (IN EXCEL FORMAT ONLY)

S/ N	Staff No.	Name	M/ F	Grade	Date	REASON FOR EXIT					
						Retirement	Resignation	Dismissal	Interdiction	Death	Other
1.	758589	Elvis Binka	M	Chief Engineer	29/11/17	-	-	-	✓	-	-
2.	563678	Adorkor Ali	M	Chief Planning Officer	23/08/17	✓	-	-	-	-	-
3.	565775	Doris Adjei	F	Asst. Dir IIB	30/12/17	-	-	-	-	-	Voluntary Retirement

APPENDIX 3 - TRAINING & DEVELOPMENT (MINISTRY & DEPARTMENTS)

A. Scheme of Service and Competency-Based Training Programs 2017 (EXCEL FORMAT ONLY)

S/ N	STAFF No.	Name of Officer	Grade	Sex M/F	Course of Study	Institution	Duration	Start Date	End Date	Funding	
										GoG	DP
1	22987	Agnes Tia	Asst. Budget Analyst	F	Strategic Planning	CSTC	5 Weeks	01/07/17	06/08/17	✓	-
2	32768	Pearl Adu-Addy	Asst Dir. IIA	F	Diploma in Public Admin.	GIMPA	16 Weeks	01/09/17	22/12/17	-	✓

B. Workshops, Seminars and Conferences Undertaken in 2017 (EXCEL FORMAT ONLY)

S/ N	STAFF No.	Name of Officer	Grade	M/ F	Programme Title	Institution	Duration	Start Date	End Date	Funding	
										GoG	DP
1.	22356	Eric Abban	Social Devt Officer	M	Workshop on Child Labour	MELR	1 Day	15/05/17	15/05/17	✓	-
2.	32768	Kofi Mahama	Comm. Devt. Officer	M	Seminar on Water Mgt.	CWSC	6 Weeks	01/07/17	11/08/17	-	✓

C. Academic Training Programs (EXCEL FORMAT ONLY)

S/ N	STAFF NO.	NAME OF OFFICER	GRADE	M/F	COURSE OF STUDY	INSTITUT ION	DURATI ON	FULL/ PART TIME	START DATE	END DATE	FUNDING			STUDY LEAVE	
											Self	GoG	DP	With Pay	With out Pay
1.	327682	Ben Keasi	Snr. Exec Officer	M	BA Political Science	University of Ghana	3 Years		02/01/1 6	30/02/1 8	✓	-	-	-	✓
2.	229873	Irene Abedi	Econs Officer	F	MSc Economic s	University of Cape Coast	2 Years		04/04/1 3	05/05/1 5	-	-	✓	✓	-
3.	567764	Joseph Oti	Asst Dir. I	M	M.A. Global Public Admin.	Seoul Nat Uni. S. Korea	2 Years		20/06/1 3	30/07/1 5	-	-	✓	✓	-

***Note: Kindly indicate the name of the Donor Partner(s) (DP) funding the training programme.**

D. SUMMARY OF COST OF TRAINING & DEVELOPMENT INTERVENTIONS (EXCEL FORMAT ONLY)

NO	TYPE OF TRAINING	COST OF TRAINING			TOTAL
		GOG	DONOR	SELF	
1	Scheme of Service & Competency Based				
2	Workshops, Seminars & Conferences				
3	Academic Training				
	TOTAL COST OF TRAINING				

Appendix 4

2016 FINANCIAL PERFORMANCE (EXCEL FORMAT ONLY)

SOURCE		APPROVED BUDGET (GH¢)	ACTUAL RECEIPTS (GH¢)	ACTUAL EXPENDITURE (GH¢)	VARIANCE
1	GoG				
	Compensation of Employees				
	Use of Goods & Services				
	CAPEX				
2	IGF				
3	DEV'T PARTNERS e.g.				
	DANIDA				
	JICA				
	World Bank				
	TOTAL				