



LOCAL GOVERNMENT SERVICE

PERFORMANCE CONTRACT

BETWEEN

METROPOLITAN/MUNICIPAL/DISTRICT CHIEF EXECUTIVE

AND

METROPOLITAN/MUNICIPAL/DISTRICT CO-ORDINATING DIRECTOR

FROM

1ST JANUARY TO 31ST DECEMBER, 2020

..... METROPOLITAN/MUNICIPAL/DISTRICT ASSEMBLY

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LIST OF ABBREVIATIONS

APR	-	Annual Progress Report
C/S	-	Competencies/Skills
CAGD	-	Controller and Accountant General's Department
CD	-	Chief Director
CoC	-	Code of Conduct
CoS	-	Conditions of Service
CSU	-	Client Service Unit
DACF	-	District Assembly Common Fund
E&E	-	Effective and Efficient
GoG	-	Government of Ghana
HoD	-	Head of Department / Directorate
HoS	-	Head of Service
HR	-	Human Resource
HRM	-	Human Resource Management
ISCC	-	Inter-Service and Inter-Sectoral Collaboration & Co-operation
KPA	-	Key Performance Area
KPI	-	Key Performance Indicator
LGS	-	Local Government Service
LGSC	-	Local Government Service Council
M&E	-	Monitoring and Evaluation
MDA	-	Ministry, Department and Agency
MMDA	-	Metropolitan, Municipal and District Assembly
MMDCD	-	Metropolitan, Municipal and District Co-ordinating Director
MMDCE	-	Metropolitan, Municipal and District Chief Executive
MoF	-	Ministry of Finance
OHLGS	-	Office of the Head of the Local Government Service
PC	-	Performance Contract
PMS	-	Performance Management System
RCC	-	Regional Co-ordinating Council
RCD	-	Regional Co-ordinating Director
SDS	-	Service Delivery Standards
SoS	-	Scheme of Service

PERFORMANCE CONTRACT

1.0 PREAMBLE

The Local Governance Act, 2016 (ACT 936) mandates the Local Government Service (LGS) to secure effective administration and management of the decentralised Local Government System 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 Metropolitan, Municipal and District Chief Executive (MMDCE) and Metropolitan, Municipal and District Co-ordinating Director (MMDCD)

This Agreement datedday of **FEBRUARY, 2020**, effective **1st January, 2020** to **31st December, 2020**, is between the 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 **1st January, 2020 - 31st December, 2020**. This Agreement is entered into by both parties in good faith.

3.0 STRATEGIC DIRECTION OF THE MMDA

3.1 **Vision:** STATE

3.2 **Mission:** STATE

3.3 **Objective:** STATE

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:**

A District Assembly shall

- (a) Exercise political and administrative authority in the district;
 - (b) Promote local economic development; and
 - (c) Provide guidance, give direction to and supervise other administrative authorities in the district as may be prescribed by law.
- (2) A District Assembly shall exercise deliberative, legislative and executive functions.
- (3) Without limiting subsections (1) and (2), a District Assembly shall
- (a) Be responsible for the overall development of the district;
 - (b) Formulate and execute plans, programmes and strategies for the effective mobilisation of the resources necessary for the overall development of the district;
 - (c) Promote and support productive activity and social development in the district and remove any obstacles to initiative and development;
 - (d) Sponsor the education of students from the district to fill particular manpower needs of the district especially in the social sectors of education and health, making sure that the sponsorship is fairly and equitably balanced between male and female students;
 - (e) Initiate programmes for the development of basic infrastructure and provide municipal works and services in the district;
 - (f) Be responsible for the development, improvement and management of human settlements and the environment in the district;
 - (g) In co-operation with the appropriate national and local security agencies, be responsible for the maintenance of security and public safety in the district;
 - (h) Ensure ready access to courts in the district for the promotion of justice;
 - (i) Act to preserve and promote the cultural heritage within the district;
 - (j) Initiate, sponsor or carry out studies that may be necessary for the discharge of any of the duties conferred by this Act or any other enactment; and
 - (k) Perform any other functions that may be provided under another enactment.
- (4) A District Assembly shall take the steps and measures that are necessary and expedient to
- (a) Execute approved development plans for the district;

- (b) Guide, encourage and support sub-district local structures, public agencies and local communities to perform their functions in the execution of approved development plans;
 - (c) Initiate and encourage joint participation with other persons or bodies to execute approved development plans;
 - (d) Promote or encourage other persons or bodies to undertake projects under approved development plans; and
 - (e) monitor the execution of projects under approved development plans and assess and evaluate their impact on the development of the district and national economy in accordance with government policy.
- (5) A District Assembly shall co-ordinate, integrate and harmonise the execution of programmes and projects under approved development plans for the district and other development programmes promoted or carried out by Ministries, Departments, public corporations and other statutory bodies and non-governmental organisations in the district.
- (6) A District Assembly in the discharge of its duties shall
- (a) Be subject to the general guidance and direction of the President on matters of national policy; and
 - (b) Act in co-operation with the appropriate public corporation, statutory body or non-governmental organisation.
- (7) Public corporations, statutory bodies and non-governmental organisations shall co-operate with a District Assembly in the performance of their functions.
- (8) In the event of a conflict between a District Assembly and an agency of the central Government, public corporation, statutory body, non-governmental organisation or individual over the application of subsection (5), (6) or (7), the matter shall be referred by either or both parties to the Regional Co-ordinating Council for resolution.
- (9) The Instrument that establishes a particular District Assembly or any other Instrument, may confer additional functions on the District Assembly.

4.0 KEY PERFORMANCE AREAS (KPA's)

The MMDCD shall be expected to deliver the outputs and deliverables listed in Schedules 1 and 2 of this Agreement. Based on the MMDCD's job summary, the Key Performance Areas (KPA's) for the period under review are categorised into:

Schedule 1

- KPA 1 General Administration*
- KPA 2 Human Resource (HR) Management;*
- KPA 3 Financial Management and Reporting;*
- KPA 4 Infrastructure;*
- KPA 5 Social Services;*
- KPA 6 Economic Development;*
- KPA 7 Environment and Sanitation*

Schedule 2

- MMDCD's Personal Development Plan;

5.0 PERFORMANCE CONTRACT

(PERFORMANCE CONTRACT)			
SURNAME:		OTHER NAMES	
GRADE :			
POSITION:	METROPOLITAN/ MUNICIPAL /DISTRICT CO-ORDINATING DIRECTOR		
REGION:		DATE ASSUMED POSITION IN MMDA:	
MMDA:			
NO. OF DIRECT REPORTSNO. OF HoDs AT MMDA	REPORTS TO:	METROPOLITAN/ MUNICIPAL/ DISTRICT CHIEF EXECUTIVE
JOB PURPOSE:			
To coordinate and ensure the implementation of government policies, projects and programmes at the MMDA level			
Key Performance Areas (KPA)			
<ol style="list-style-type: none"> 1. KPA 1 General Administration (15%) 2. KPA 2 Human Resource (HR) Management (15%); 3. KPA 3 Financial Management and Reporting (15%); 4. KPA 4 Infrastructure (15%); 5. KPA 5 Social Services (15%); 6. KPA 6 Economic Development (15%) 7. KPA 7 Environment and Sanitation (10%) 			

5.1 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: GENERAL ADMINISTRATION (15% OVERALL WEIGHT OUT OF OVERALL KPAs)

KEY PERFORMANCE INDICATORS (KPIs)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	*RATING SCALE (1 to 4) "For annual evaluation"	OVERALL RATING "For annual evaluation"
<i>a</i>		<i>b</i>	<i>c</i>	<i>d</i>	<i>e = b*d</i>
1.1	Departments of MMDA, non-decentralized Departments, SOEs and Public Corporations etc undertake joint stakeholder mid-year review sessions (<i>for the year 2020</i>) and planning (<i>for the year 2021</i>) to ensure a co-ordinated approach to development and management of the MMDA (ISCC)	20	Participation Professionalism Transparency Accountability E&E use of Resources Client Focus		
1.2	At least one sensitization forum organized for staff on Local Governance Act, 2016 (Act 936), Local Government Service Protocols, MMDA Bye Laws and all other relevant enactments by the end of the year	15	Participation Professionalism Transparency Accountability		
1.3	All incoming and outgoing correspondences stored in a computerized database on daily basis	20	Professionalism Transparency		
1.4	Website updated monthly with information and activities of the Departments of the Assembly	15	Professionalism Transparency Accountability Client Focus		
1.5	**Functional Client Service Unit	15	Client Focus Professionalism Transparency Accountability		
1.6	A well-managed workplace environment including clean washrooms, office space, office sign post***, general landscaping and general office amenities by the end of the year	15	Client Focus E&E use of Resources Professionalism		
OVERALL RATING for KPA 1 (Sum of Column e) "For annual evaluation"					

*Rating scale is indicated in Annex 3.

**Functional refers to a dedicated office with basic office logistics, trained staff, records of complaints received and actions taken

*** Office Sign Post should be visible and with all the relevant information (eg. Directional signs) required to direct clients and the general public to the MMDA

KEY PERFORMANCE AREA (KPA) 2: HUMAN RESOURCE (HR) MANAGEMENT
(15% OVERALL WEIGHT OUT OF OVERALL KPAs)

KEY PERFORMANCE INDICATORS (KPIs)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	*RATING SCALE (1 to 4) "For annual evaluation"	OVERALL RATING "For annual evaluation"
<i>a</i>		<i>b</i>	<i>c</i>	<i>d</i>	<i>e = b*d</i>
2.1	Biannual composite promotion schedule with established vacancies for all grade levels by the end of January & mid July 2020 and 2021 retirement schedule prepared by 31 st December 2020 and submitted to RCC	10	Professionalism Transparency		
2.2	Staff salary validated timeously and accurately, and a comprehensive report submitted to RCC by 15th day of the ensuing month	10	Professionalism Transparency Accountability		
2.3	HRMIS updated and data submitted to the RCC by the end of every month	30	Professionalism Transparency		
2.4	At least 80% of Training Plan of MMDA implemented and composite quarterly report submitted to the RCC within the 2nd week of the ensuing month	20	Professionalism Transparency Participation		
2.5	Comprehensive (appraisal cycle) MMDA staff appraisal schedule implemented by the end of the year	30	Professionalism Transparency Participation		
OVERALL RATING for KPA 2 (Sum of Column e) "For annual evaluation"					

*Rating scale is indicated in Annex 3A.

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

KEY PERFORMANCE INDICATORS (KPIs)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	*RATING SCALE (1 to 4) "For annual evaluation"	OVERALL RATING "For annual evaluation"
<i>a</i>		<i>b</i>	<i>c</i>	<i>d</i>	<i>e = b*d</i>
3.1	Revenue Improvement Action Plan for 2021 prepared by the end of October 2020 in conformity with the approved template	20	Professionalism Transparency Accountability		
3.2	At least 10% annual increase in Streets named with signage	15	Professionalism Transparency Participation Client Focus		
3.3	100% of recommendations contained in 2019 Auditor General's Management Letter implemented by the end of the year	10	Professionalism Transparency Accountability E&E use of Resources		
3.4	4 th Quarter 2019, 1 st , 2 nd & 3 rd Quarters of 2020 Internal Audit Recommendations implemented by the end of the year	15	Professionalism Transparency Accountability E&E use of Resources		
3.5	At least 90% of 2020 actual expenditure covered activities in the approved Annual Action Plan	20	Professionalism Transparency Accountability E&E use of Resources		
3.6	Data on rateable properties (moveable & immovable) based on which final revenue estimates are derived is available and updated by the end of the year	20	Professionalism Participation Transparency Accountability		
OVERALL RATING for KPA 3 (Sum of Column e) "For annual evaluation"					

*Rating scale is indicated in Annex 3A.

KEY PERFORMANCE AREA (KPA) 4: INFRASTRUCTURE**(15 % OVERALL WEIGHT OUT OF OVERALL KPAs)**

KEY PERFORMANCE INDICATORS (KPIs)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	*RATING SCALE (1 to 4) "For annual evaluation"	OVERALL RATING "For annual evaluation"
<i>a</i>		<i>b</i>	<i>c</i>	<i>d</i>	<i>e = b*d</i>
4.1	At least 80% of approved road programme in the 2020 Annual Action Plan achieved by the end of the year	20	Professionalism Transparency Accountability E&E use of Resources		
4.2	At least 80% of approved programme for buildings and structures (new/ rehabilitated/maintained) in the 2020 Annual Action Plan achieved by the end of the year	20	Professionalism Transparency Accountability E&E use of Resources		
4.3	Inaugurate MMDA Spatial Planning Committee and Technical Sub-Committee in accordance with L.I 2384 by the end of the year	20	Professionalism Transparency Accountability Participation Client focus		
4.4	At least 80% of building permit applications received are considered at the District Spatial Planning Committee (DSPC) meetings and decisions communicated to Applicants	20	Client Focus Professionalism Transparency Accountability Participation		
4.5	Approved spatial plans (District Spatial Development Framework, Structure Plan for the District Capital and Local Plans) available by end of December 2020	20	Professionalism Transparency Accountability Participation Client focus		
OVERALL RATING for KPA 4 (Sum of Column e) "For annual evaluation"					

*Rating scale is indicated in Annex 3A.

KEY PERFORMANCE AREA (KPA) 5: SOCIAL SERVICES**(15 % OVERALL WEIGHT OUT OF OVERALL KPAs)**

KEY PERFORMANCE INDICATORS (KPIs)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	*RATING SCALE (1 to 4) "For annual evaluation"	OVERALL RATING "For annual evaluation"
<i>a</i>		<i>b</i>	<i>c</i>	<i>d</i>	<i>e = b*d</i>
5.1	Organize quarterly District Education Oversight Committee meetings	10	Professionalism Participation Client Focus		
5.2	Organize quarterly District Health Committee meetings	10	Professionalism Participation Client Focus		
5.3	Data on vulnerable groups in MMDA updated by the end of June and December 2020	20	Transparency Accountability Participation Client Focus		
5.4	At least 80% of approved Gender Based Violence interventions implemented and reported on by the end of the year	20	Professionalism Participation Transparency E&E use of Resources Client Focus		
5.5	At least 60% of reported child protection cases managed effectively by the end of the year.	20	Professionalism Transparency Participation Client Focus		
5.6	At least 80% of community mobilization and education programmes in the 2020 Annual Action Plan executed by the end of the year	20	Professionalism Transparency Participation Client Focus		
OVERALL RATING for KPA 5 (Sum of Column e) "For annual evaluation"					

*Rating scale is indicated in Annex 3A.

KEY PERFORMANCE AREA (KPA) 6: ECONOMIC DEVELOPMENT
(15 % OVERALL WEIGHT OUT OF OVERALL KPAs)

KEY PERFORMANCE INDICATORS (KPIs)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	*RATING SCALE (1 to 4) "For annual evaluation"	OVERALL RATING "For annual evaluation"
<i>a</i>		<i>b</i>	<i>c</i>	<i>d</i>	<i>e = b*d</i>
6.1	Selected crops and/or livestock and/or fish yield increased by at least 10% by the end of the year	40	Professionalism Participation Client Focus Accountability E&E use of Resources		
6.2	Transformation of subsistence farming to commercial farming increased by at least 30% by the end of the year	30	Professionalism Participation Client Focus Accountability E&E use of Resources		
6.3	At least 80% of approved tourism related activities achieved by the end of the year	30	Professionalism Participation Client Focus E&E use of Resources Accountability		
OVERALL RATING for KPA 6 (Sum of Column e) "For annual evaluation"					

*Rating scale is indicated in Annex 3A.

KEY PERFORMANCE AREA (KPA) 7: ENVIRONMENT AND SANITATION***(10 % OVERALL WEIGHT OUT OF OVERALL KPAs)***

KEY PERFORMANCE INDICATORS (KPIs)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	*RATING SCALE (1 to 4) "For annual evaluation"	OVERALL RATING "For annual evaluation"
<i>a</i>		<i>b</i>	<i>c</i>	<i>d</i>	<i>e = b*d</i>
7.1	Disaster Preparedness Action Plan Implementation Report for 2020 prepared and submitted to RCC by the end of the year	20	Professionalism Participation Client Focus E&E use of Resource		
7.2	Environment enhancement programmes (Air quality control, Noise pollution control, Land restoration/reclamation, environmental education, afforestation etc) included in the 2021 Annual Action plan	20	Professionalism Participation E&E use of Resource		
7.3	Population with household toilets increased by at least 15% by the end of the year	30	Professionalism Participation Client Focus		
7.4	Routine cleansing of the Central Business District (CBD), Town centres and other Public Spaces	30	Professionalism Participation Accountability E&E use of Resource Client Focus		
OVERALL RATING for KPA 7 (Sum of Column e) "For annual evaluation"					

*Rating scale is indicated in Annex 3A.

5.2 SCHEDULE 2: PERSONAL DEVELOPMENT PLAN**MMDCD's 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 3B)

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

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

**Rating scale on the assessment of Competency indicated in Annex 3B.

6.0 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

7.0 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 MMDCE promptly of any conditions, which may interfere with, or threaten the achievement of the performance targets, listed herein.

8.0 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.

9.0 PERFORMANCE EVALUATION UNDER THE CONTRACT

An evaluation of the performance of the MMDCD shall be conducted by the OHLGS through a consultant /regional monitoring team. The RCC will monitor the various stages of the PMS cycle. The evaluation shall be based on the Key Performance Areas established under this Performance Contract between the MMDCE and the MMDCD.

The performance evaluation shall be completed not later than the 1st quarter of 2021 by using the “Annual Performance Evaluation Reporting Format”. 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 4 of this Agreement to be applicable to the MMDCD.

10.0 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 4.

11.0 ARBITRATION

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

12.0 DECLARATION

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

Signature:	Signature:
Date:	Date:
Name:	Name:
Title: MMDCE	Title: MMDCD
ENDORSED BY:	
Signature:	Signature:
Date:	Date:
Name:	Name:
Title: REGIONAL MINISTER	Title: REGIONAL CO-ORDINATING DIRECTOR

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

2. SCHEDULED TIME FRAMES

Roadmap for Performance Contract (PC) 2020

NO	ACTIVITY	TIME FRAME	RESPONSIBILITY
1	Workshop on the Performance Contract Instrument for MMDCEs & MMDCDs	27/01/2020 – 31/01/2020	OHLGS
2	Completion of PCs by MMDAs	1/02/2020 – 23/02/2020	HR Managers (RCCs & MMDAs)
3	Signing of the Contracts between MMDCEs & MMDCDs	24/02/2020 – 28/02/2020	RCC, MMDAs (HoS will attend regional signing ceremonies)
4	Distribution of copies of PC to the MMDAs, RCCs and OHLGS		HR Managers
5	Mid-year review of PC	15/07/2020	MMDCEs & MMDCDs
6	Submit Mid-term review report to RCC	31/07/2020	MMDAs
7	Monitoring and Evaluation by the RCC		RCC
8	Submit End-of-year self-evaluation reports to the RCC and OHLGS	06/01/2021	MMDCEs & MMDCDS
9	Review, analyze and take remedial action on end-of-year reports	Jan to March 2021	RCC & OHLGS
10	Preparation of 2021 PC	Jan – Feb 2021	OHLGS & RCC
11	Results of Performance evaluation communicated to relevant Stakeholders	Jan – Feb 2021	OHLGS
12	Rewards and sanctions administered	Feb – March 2021	HoS/LGSC

ANNEX 2: TEMPLATE FOR REPORTING ON PERFORMANCE

(Please note that the Annex 2 is to be completed by the MMDCD & MMDCE)

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

KEY PERFORMANCE AREA (KPA) INSTITUTION-SPECIFIC PERFORMANCE AREAS:

(% OVERALL WEIGHT OUT OF OVERALL KPAs)

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

Note: apply this format for other KPAs

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

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

COMPETENCIES		EVALUATION (Rating 1-2-3-4) (By marking circle)	BRIEF ON ACTUAL RESULTS	OBSERVATION AND RECOMMENDATION
7.	SUPPORTING AND COOPERATING <ul style="list-style-type: none"> ▪ ABILITY TO WORK EFFECTIVELY WITH TEAMS, CLIENTS AND STAFF ▪ ABILITY TO SHOW SUPPORT TO OTHERS ▪ KEEPING TO LAID DOWN REGULATIONS AND PROCEDURES ▪ ABILITY TO ADHERE TO ORGANISATION'S PRINCIPLES, ETHICS AND VALUES 	1 - 2 - 3 - 4		
8.	MAXIMISING AND MAINTAINING PRODUCTIVITY <ul style="list-style-type: none"> ▪ ABILITY TO MOTIVATE AND INSPIRE OTHERS ▪ ABILITY TO ACCEPT CHALLENGES AND MANAGE THEM EFFECTIVELY ▪ ABILITY TO MANAGE PRESSURE EFFECTIVELY 	1 - 2 - 3 - 4		
9.	DEVELOPING AND MANAGING BUDGETS <ul style="list-style-type: none"> ▪ FIRM AWARENESS OF FINANCIAL ISSUES AND ACCOUNTABILITIES ▪ UNDERSTANDING OF BUSINESS PROCESSES AND CUSTOMER PRIORITIES ▪ EXECUTING RESULTS-BASED ACTIONS COST-EFFECTIVELY 	1 - 2 - 3 - 4		
10.	ABILITY TO DEVELOP SELF, STAFF AND OTHER STAKEHOLDERS <ul style="list-style-type: none"> ▪ DEMONSTRATING INTEREST IN SELF-DEVELOPMENT ▪ ABILITY TO DEVELOP STAFF ▪ ABILITY TO COACH AND MENTOR STAFF AND OTHER STAKEHOLDERS 	1 - 2 - 3 - 4		
11.	Any other competencies, please specify:			

Evaluation of core competencies: **Rating scale on the assessment of Competency indicated in Annex 3B.

ANNEX 2C: END OF THE YEAR PERFORMANCE EVALUATION TEMPLATE**A) OVERALL PERFORMANCE (to be Completed by MMDCE & MMDCD)**

SCHEDULE 1- KEY PERFORMANCE AREAS (1-7)					
KEY PERFORMANCE AREA	OVERALL WEIGHTING / KPA	ACTUAL RATING / KPA <i>(Sum of Column e from each KPA; Section 5.1)</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 General Administration					
KPA 2 Human Resource (HR) Management;					
KPA 3 Financial Management and Reporting;					
KPA 4 Infrastructure					
KPA 5 Social Service					
KPA 6 Economic Development					
KPA 7 Environment and Sanitation					
TOTAL WEIGHTS	100%				
CALCULATED OVERALL RATING (1 to 4) <i>(Sum of Column d)</i>					
CALCULATED OVERALL SCORES <i>(Sum of Column d / 4 * 100)</i>					

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

ANNEX 3: RATING SCALES ON ASSESSMENT

ANNEX 3A: RATING ON THE ASSESSMENT OF KPI

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

The following table provides the definitions for the rating scale for assessing the level of achievement of Indicators. *(Refer to Section 5.1)*

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

ANNEX 3B: RATING ON THE ASSESSMENT OF COMPETENCY

(Refer to Section 5.1& Annex 2B)

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

ANNEX 3C: RATING ON THE ASSESSMENT OF OVERALL PERFORMANCE

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

Refer to Annex 2C, Calculated Overall Scores

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

He/she has fully met and exceeded the agreed targets and time lines and has produced results of excellent quality. The Officer is a model of excellence in terms of the results achieved and the means by which they were achieved.

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

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

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

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

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

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

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

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

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

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

ANNEX 4 - REWARDS, RECOGNITIONS AND SANCTIONS

1) REWARDS

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

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

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 (if on contract)
- Reduction in rank/position
- Reprimand
- Deferment of increment
- Suspension

ANNEX 5: LIST OF DECENTRALISED DEPARTMENTS AT MMDA

1. Central Administration Department
2. Works Department
3. Physical Planning Department
4. Department of Trade, Industry & Tourism
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. Roads Department (Metropolitan and Municipal only)
10. Budgeting and Rating Department (Metropolitan only)
11. Transport Department (Metropolitan and Municipal only)
12. Department of Human Resources
13. Statistics Department