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29<sup>th</sup> April 2024

**CIRCULAR STANDING INSTRUCTION NO. 9 OF 2024**  
**GUIDELINES ON THE IMPLEMENTATION OF RESULTS BASED**  
**PERFORMANCE MANAGEMENT FRAMEWORK- BALANCED SCORE**  
**CARD IN THE PUBLIC SERVICE**

- 1.0. Prior to 2002, Government of Uganda was implementing a *Confidential* Behavioral Based Performance Management system that did not allow for dialogue between appraisers and appraisees. In 2002, a new Performance Management system was introduced as part of the Public Service Reform Program. Although the system was participatory in nature, it was based on assessment of activities performed by the Individual Public Officers.
- 2.0. In 2008, Government introduced Output-Based Budgeting which linked Public Expenditures to specific Outputs. To match with the Budgeting system, a Performance Management System focusing on Outputs was introduced.
- 3.0. In a bid to strengthen the linkage between Budgeting and National Strategic Objectives, Government under the 2<sup>nd</sup> National Development Plan (NDPII), transitioned from Output-Based Budgeting to Results/Performance Based (Programme Based) budgeting System (PBS). However, the Performance Management System was not revised in line with the Results Based Budgeting System.

- 4.0. In view of the above and in line with commitments under the 3<sup>rd</sup> National Development Plan (NDPIII) 2020/21-2024/2025, a new Results Based Performance Management System i.e. the Balanced Score Card (BSC) has been introduced. The BSC will be implemented across government effective *1<sup>st</sup> July 2024*.
- 5.0. To facilitate the implementation of the Balanced Score Card, guidelines have been developed and are hereby communicated to the service.
- 6.0. Responsible Officers are enjoined to:
- a) Ensure that Ministries, Departments, Agencies and Local Governments have approved Strategic Plans/ Development Plans;
  - b) Ensure that Extensive Change Management is undertaken in Ministries, Departments, Agencies and Local Government to create awareness for effective implementation of BSC;
  - c) Operationalise and build capacity of the BSC Teams to support implementation of BSC related activities.
  - d) Bring the contents of this Circular to the attention of all Public Officers and stakeholders for information and action.
- 7.0. The Circular Standing Instruction can be accessed on the Ministry Website: **[www.publicservice.go.ug](http://www.publicservice.go.ug)**.



Catherine Bitarakwate Musingwiire (Mrs.)  
**PERMANENT SECRETARY**



**THE REPUBLIC OF UGANDA**

**MINISTRY OF PUBLIC SERVICE**

**GUIDELINES FOR IMPLEMENTATION OF  
BALANCED SCORECARD IN THE PUBLIC  
SERVICE**

**MAY 2024**

## FOREWORD

Government of Uganda has been implementing Public Service Reforms in Performance Management, geared towards cultivating a performance culture while focusing on Results. These include Results-Oriented Management (ROM), Open Performance Appraisal System, Rewards and Sanctions Framework, Programme Budgeting System (PBS), Code of Conduct and Ethics for the Public Service, Client Charters and Service Delivery Standards, Performance Agreements and Monitoring Attendance to Duty, among others.

The achievement of the objectives of the reforms has been curtailed by absence of a link between performance and Vision of the Ministries Department Agencies/Local Governments (MDA/LGs), as well as Poor Performance Planning for Results across the Public Service.

In order to address the above challenges and in line with National Development Plan (NDP), Balanced Score Card (BSC) has been introduced as a Strategic Management Tool that will help Ministries, Departments, Agencies and Local Governments to translate their Vision and Strategy into actionable outcomes and measures across the four Balanced Score Card Perspectives; namely; Financial, Customer, Internal Processes as well as MDA/LG Capacity. The BSC Tool and attendant Guidelines will provide a comprehensive Framework defining clear outcomes and targets for each Perspective.

Responsible Officers are urged to align their Strategic Plans with NDP, nominate Balanced Score Card Champions and Change Management Teams to drive this transformation.



Catherine Bitarakwate Musingwiire (Mrs.)

**PERMANENT SECRETARY**

## ACCRONYMS/ABBREVIATIONS

BSC	Balanced Score Card
KPIs	Key Performance Indicators
MDAs/LGs	Ministries, Departments, Agencies/ Local Governments
NDP	National Development Plan
S.M.A.R.T	Specific, Measurable, Achievable, Relevant and Timed bound
MoPS	Ministry of Public Service
PBS	Programme Budgeting System

## DEFINITION OF TERMINOLOGIES

Balanced Score Card	An integrated Strategic Planning and Performance Management System that communicates with clarity and operationalizes an organization's vision, mission, and strategy to employees and stakeholders.
BSC Champions	Individuals who will actively support and advocate for the Implementation of the Balanced Score Card.
Core Values	The MDAs/LGs beliefs and principles that articulate the culture of the Organization, and define how employees are expected to behave within and outside the respective MDA/LG.
Culpable Behavior/ Factors	Negative Behavior/ Factors affecting performance which an employee is in control of, and for which he/she may be held responsible.
Key Performance Indicators	Quantifiable measure of performance over a specific objective
Metadata Structure	Document that provides information required to guide the setting of Key Performance Indicators.
Non-Culpable Behavior/Factors	Negative Behavior / Factors affecting performance which an employee is not in

	control of; and for which he/she may not be held responsible.
Cascading	Rolling out the BSC from top to bottom levels.
BSC Perspectives	Dimensions or lenses through which performance can be viewed.
Performance Objectives	Specific end results that an employee is expected to accomplish to aid the success of a unit or organization.
Performance Improvement Plan	A document developed to help Public Officers address performance gaps arising out of non-culpable factors.
Responsible Officer	The Permanent Secretary of a Ministry or a Department under which the Individual Officer is serving, or Head of Department as defined in the Public Service Act, 2008 or Chief Administrative Officer or Town Clerk of a Local Government.
Schedule of Duties	A document containing the specific duties to be performed by an individual.
Strategic Objectives	Broad goals designed to achieve the vision of an MDA/LG.
Tier	Levels of Score Cards created during the cascading/rollout process.
Tier 1	Head of MDA Score Card that defines top level of deliverables in Central Government.

Tier 2	Head of LG or Head of Directorate/Head of Departmental in Central Government Score Card.
Tier 3	Head of Departments in LGs and Heads of Divisions in Central Government Score Card.
Tier 4	Individual Scorecards
Supervisee	An individual whose performance is being monitored by a supervisor.
1 <sup>st</sup> Level supervisors	Immediate Supervisor of a Public Officer.
2 <sup>nd</sup> level supervisors	Counter signing Officer or Supervisor of the Public Officer's Immediate Supervisor.



## **1.0 BACKGROUND**

In accordance with the 3<sup>rd</sup> National Development Plan (NDP III) 2020/21-2024/25, public demand for accountability from the Tax Payers, Service Recipients and Citizens has shifted the focus from just Outputs to Results (Outcomes).

In order to match these demands and transform the way the Public Service conducts its business, Ministry of Public Service (MoPS) has reformed the Performance Management Framework from Output to Results-Based through the introduction of the Balanced Score Card (BSC).

Implementation of the BSC tool will measure the actual commitments as compared to Generic Outputs in the current Performance Management System.

## **2.0 PURPOSE OF BALANCED SCORE CARD**

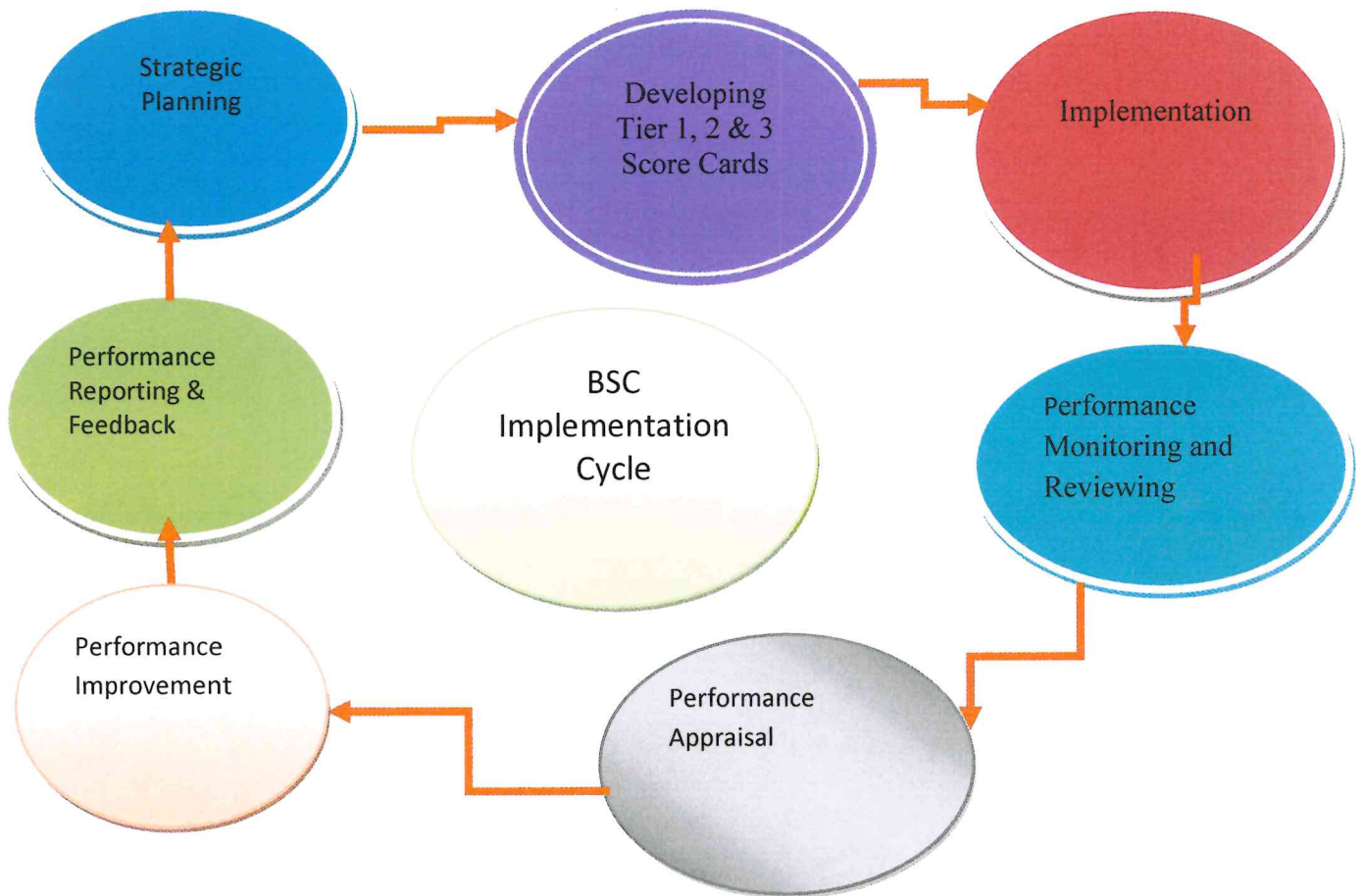
BSC is aimed at:

- i) Strengthening the alignment of deliverables to Government priorities with clearly defined financial, non-financial measures and documented standards.
- ii) Strengthening accountability for results at all levels.
- iii) Guiding the implementation of MDAs/LG's strategies to improve performance.
- iv) Improving effectiveness of MDA/LG reporting and communication based on tangible Outcomes and Statistical Data.

### 3.0 PRINCIPLES OF BALANCED SCORE CARD IMPLEMENTATION

- a) **Objectivity:** BSC implementation shall use established, fair and balanced criteria for Planning, Implementation, Review and Assessment. All Key Performance Indicators shall be backed with physical or documented evidence.
- b) **Transparency:** The System shall be Open and Participatory with clear communication at all levels in the implementation process.
- c) **Accountability:** Public Officers shall be assigned responsibilities and evaluated on Performance, Behavior, Actions and In-actions for which they have responsibility and control.

#### 4.0 BALANCED SCORE CARD IMPLEMENTATION CYCLE



#### **4.1 STRATEGIC PLANNING**

1. This shall form the first step in the BSC formulation. It shall be spearheaded by the Department responsible for Planning and Strategy in each MDA/LG, in consultation with Senior and Top Management.
2. Each MDA/LG shall have an approved five-year Strategic Plan/ Development Plan.
3. National Planning Authority shall incorporate BSC framework in the Planning process at national level.
4. National Planning Authority shall incorporate BSC framework in the planning guidelines.
5. The Responsible Officer shall strategic elements ( Mandate of LG and Departments, Vision, Mission, adopted NDP Programs, Strategic objectives and Core Values) are extensively communicated in MDAs and LGs.
6. Each MDA/LG shall have an approved 5 year Clients Charter aligned NDP and Strategic/ Development Plan.
7. The Department responsible for Planning in each MDA/LG shall develop and communicate a structure for metadata to guide in development of the KPIs in line with the template in *Annex I*.
8. Change Management and Communication Plans shall be developed to support implementation of BSC.

#### **4.2 DEVELOPING TIER 1, TIER 2, TIER 3 AND TIER 4 BSC TOOLS.**

1. After the Strategic Plan/ District/City/Municipal Development Plans have been completed, Tier 1 Score Card shall be developed in line with the template in *Annex II*.
2. Based on Tier 1, each Department in Central Government shall generate specific Departmental Score Cards (Tier 2).

3. Based on Tier 1, Responsible Officers in LGs, shall generate Tier 2 Scorecards aligned to Tier 1 (Score Card for the Ministry of Local Government) and their respective Development Plans.
4. Based on Tier 2, Heads of Division in Central Government shall generate Tier 3 Score Cards.
5. Based on Tier 2, Heads of Departments in LGs shall generate Tier 3 Score Cards, in aligned with the Tier 2 (Chief Administrative Officer/ Town Clerk Score Card).
6. Individual Officers in Central Government and Local Government shall generate Tier 4 (Individual Score Cards) in alignment with Tier 3.
7. During the cascading process from Tier 1 to Tier 2,3 and 4:
  - i) The same performance objective may be rolled out.
  - ii) Contributory objectives may be developed.
  - iii) New objectives relating to achievement of the MDA/LG mandate or the responsibilities under the schedule of duties may be developed.
8. Supervisors shall ensure that Performance Planning is completed;
  - i) By 31<sup>st</sup> January for teaching and non-teaching staff in Primary, Schools, Secondary and Decentralized Tertiary Institution schoold30<sup>th</sup> June.
  - ii) By 30<sup>th</sup> June for all other confirmed Public Officers in MDAs and LGs and Teaching and Non-teaching staff in Centralized Tertiary Institutions.
  - iii) With Two weeks from Date of Assumption of duty for Public Officers on Probation and Public Officers on Contract.

## **4.2.1 ELEMENTS OF THE BSC TOOL**

The elements of the BSC tool shall include:

### **4.2.1.1 SECTION 1: SUPERVISOR AND SUPERVISEE PARTICULARS**

This shall include Supervisor and supervisee bio data in line with the template in *Annex II*.

### **4.2.1.2 SECTION 2: BSC STRATEGIC ELEMENTS**

#### **1. Mandate**

This shall include MDA/LG mandate in Tier 1 Tool, Departmental Mandate in Tier 2 and Tier 3 BSC tools. Mandates shall be extracted from documents like annual work plan, policy statement, strategic plans, and MDA/LG structures.

#### **2. Vision**

A Vision shall be developed or reviewed describing, where the MDA/LG aspires to be in the long term.

The Vision Statement shall be simple, short, meaningful and easy to memorize and understand.

#### **3. Mission**

A Mission Statement shall be developed or reviewed to explain the reason for the existence of the MDA/LG. A Mission Statement shall answer questions on which Clients the MDA/LG serves, what services are provided, how the services will be provided and the benefits Clients expect from the services.

#### **4. Goal of the Strategic or Development Plan**

This shall be picked from the Strategic or Development Plan.

#### **5. National Development Plan (NDP) Programs**

This shall include the programs adopted by the MDA/LG.

## 6. Strategic Objectives

- i) These are goals/statements indicating what is critical and important to the Organizational Strategy or what the MDA/LG intends to achieve.
- ii) Objectives shall be S.M.A.R.T. (Specific, Measurable, Achievable, Relevant and Time bound).

### 4.2.1.3 SECTION 3: PERFORMANCE PLAN AND PERFORMANCE APPRAISAL

#### 1. BSC Perspectives

The BSC shall focus on four Perspectives:

- i) **Client/ Stakeholders' Perspective:** Focuses on how the MDA/ LGs provide value to their Clients and Stakeholders and determine levels of satisfaction with the services.
- ii) **Financial Perspective:** Focuses on plans and strategies that help increase revenue and manage financial risks.
- iii) **Internal Processes Perspective:** Focuses on how well the MDA/LG executes its core business processes, operations and systems.
- iv) **MDA/LG Capacity Perspective:** Focuses on the potential and ability of the MDA/LG to deliver on its mandate.
- v) MDAs/LGs shall determine and allocate weights for each Perspective of the BSC tool. The total weighting in this section shall be 80%.

#### 2. Performance Objectives

- i) Not more than 3 Performance Objectives shall be set for each perspective.
- ii) The Objectives shall be S.M.A.R.T

iii) The total weight of each perspective shall be distributed to the performance objectives developed under each perspective.

### **3. Actions/Activities**

These shall be implemented on routine basis to support the achievements of the desired KPIs and Outcomes.

### **4. Expected results**

This refers to defined outcomes arising from achievement of performance objectives and shall be stated in past tense.

### **5. Key performance Indicators**

- i) KPIs in the BSC shall consist of qualitative and quantitative measures, and shall have a target embedded.
- ii) Generation of KPIs shall be guided by the Metadata structure.
- iii) They shall be simple, straightforward, relevant, actionable and easy to measure.
- iv) KPIs shall be categorized as follows:
  - a) **Strategic KPIs:** These shall be high level linked to achievement of commitments in Strategic Plans /Development Plans. They are expected in Tier 1 and 2 BSC tools.
  - b) **Functional KPIs:** These may be tied to achievement of specific functions in the MDA/LG. These shall be generated from analysis of MDA/LG structure and relevant regulatory and policy frameworks.
  - c) **Operational KPIs:** These will be developed to monitor and evaluate day to day operations. They will be largely developed in Tier 4 BSC tool.



## **6. Score**

The Performance Scores shall be jointly discussed and agreed upon by both the supervisor and the supervisee in the performance appraisal meeting. They shall be recorded in percentages.

## **7. Comments**

Comments on actual performance shall be made by the supervisor to support the scores.

### **4.2.1.4 SECTION 4: PERFORMANCE APPRAISAL - BEHAVIORAL ASSESSMENT**

1. Each supervisee shall be assessed on behavior in relation to the Core Values of the MDA/LG. The core values shall be described in a behavioral language.
2. The Core Values shall be developed in line with the Code of Conduct and Ethics for the Uganda Public Service.
3. In order to support objectivity in the behavioral assessment, Supervisors shall observe the conduct of the officers, document key behavioral issues and administer the peer review questionnaires in line with *ANNEX IV*.
4. The overall score in this section shall constitute 20%.

### **4.2.1.5 SECTION 5: PERFORMANCE IMPROVEMENT PLAN**

In circumstances where there are performance gaps, both the supervisor and supervisee shall identify strategies to improve performance. These shall include:

1. Reinforcing positive performance through Rewards in line the Uganda Public Service Rewards and Sanctions Framework, 2019.

2. Addressing non-performance through Performance Improvement Plans for non- culpable behavior.
3. Implementation of Sanctions for poor performance arising out of culpable behavior in line with the Uganda Public Service Rewards and Sanctions Framework, 2019.

#### **4.2.1.6 SECTION 6: COMMENTS**

The Supervisee, 1<sup>st</sup> Level Supervisor, 2<sup>nd</sup> Level Supervisors and Responsible Officer or a person designated by the Responsible Officer shall sign the Score Card tool upon completion of the appraisal and make relevant comments to that effect.

#### **4.3 IMPLEMENTATION**

1. During the implementation, Responsible Officers shall ensure that Change Management and Communication Plans are developed and implemented to support extensive buy-in and ownership.
2. Individual Public Officers shall on a daily basis be required to fast-track achievement of required actions to facilitate immediate and on-spot improvements.
3. Supervisors shall ensure that performance related data required to guide assessment is collected and documented on a regular basis.
4. Supervisors shall ensure that a conducive work environment is provided to Public Officers to facilitate proper execution of their responsibilities.
5. There shall be timely and meaningful communication and feedback at all levels.
6. Heads of Department shall ensure that all Public Officers in their respective Departments are assigned duties (Schedule of Duties) in writing in line with

*Annex V.* A copy of the same shall be filed on each Officer's Personal File. The Schedule of Duties may be reviewed at any time, as may be deemed necessary.

#### **4.4 PERFORMANCE MONITORING AND REVIEWING**

1. Supervisors shall monitor performance of the Supervisee through the following ways:
  - a) Holding performance review meetings at least once a month to track performance using template in *Annex III*.
  - b) Administering Peer review questionnaires to at least  $\frac{1}{4}$  of the staff who work closely with the Individual Public Officer to provide objective information for the behavioral assessment.
  - c) Observing employees.
  - d) Using video surveillance.
  - e) Conducting spot checks.
  - f) Tracking Attendance to Duty.
  - g) Using Performance Dashboards.
  - h) Conducting of Monitoring and Support Supervision exercises, among others.
2. During the Performance Reviews, emerging assignments that were not anticipated shall be incorporated in the BSC tool.
3. Performance shortfalls shall be discussed and remedial action taken by the Supervisors to address the performance gaps.
4. Supervisors shall be required to give regular feedback to the Supervisees during the assessment period.

#### 4.5 PERFORMANCE APPRAISAL

Supervisors shall be required to conduct Performance Appraisals as follows;

1. End of every three months for Officers on probation. Appraisal shall be done by the last day of the assessment period.
2. By 31<sup>st</sup> December for Confirmed Teaching and Non- teaching staff in Primary Schools, Secondary schools and Decentralized Teaching institutions.
3. By 30<sup>th</sup> June for Confirmed Teaching and Non-Teaching Staff in Diploma Awarding Institutions that operate on a Semester basis and Confirmed Public Officers in MDAs/LGs.
4. At the end of every 12 Months for Officers serving on Contract Appointment of one year and above.
5. At the end of contract for officers serving short term contracts of less than a year.
6. Supervisors shall ensure that Performance Appraisal Meetings are conducted in a conducive and official environment.
7. The Core Values shall constitute 20% Score of the assessment and BSC perspectives shall constitute 80%.
8. Performance Appraisal levels shall be classified as follows:

<b>Performance level</b>	<b>Description</b>	<b>Eligibility</b>
5	<b>OUTSTANDING</b>	The Officer has achieved 100% (Overall performance, including Core Values)
4	<b>VERY SATISFACTORY</b>	The Officer has achieved 80% to 99% (Overall performance, including Core Values)
3	<b>SATISFACTORY</b>	The Officer has achieved 60% to 79% (Overall performance, including Core Values)

2	<b>MODERATE</b>	The Officer has achieved 50% to 59 % (Overall performance, including Core Values).
1	<b>UNSATISFACTORY</b>	The Officer has achieved 1% to 49% (Overall performance, including Core Values)
0	<b>VERY UNSATISFACTORY</b>	The Officer has achieved 0% (Overall performance, including Core Values)

9. Every supervisor shall ensure that the supervisee conduct Performance Appraisal for the Staff below them before their own appraisal is conducted.
10. Responsible Officers are advised to restrict transfer of Officers during the Assessment Period. However, where an Officer is transferred before the end of the Assessment Period, he/she shall be appraised on the targets in the BSC tool in the current station before being released to the new duty station.
11. On assumption of duty in the new station, a new BSC tool shall be developed or communicated. The Officer shall also be appraised in the New Station and an average score of both Appraisals shall make the Final Appraisal Score.
12. In the event that a Supervisor is transferred, he/she shall document performance of the supervisee and incorporate the results in the handover notes to the incoming Supervisor. He/she shall also be required to prepare performance review reports for the completed period.
13. In case an officer is appointed on promotion to a new position before the end of the year, he/she will be assessed in both the former position and the new position and an average of both appraisals shall make the final performance score.

14. In case of a disagreement between the supervisor and the supervisee, the 2nd level Supervisor shall be consulted to resolve the matter. In the event that the matter is not resolved at this level, he/she shall forward it to the next level.
15. Officers on Study Leave, prolonged Sick Leave or Leave without Pay shall not be required to complete Appraisals during the period of their absence. They shall instead submit Progressive Reports on their studies on a Semester/Termly/Quarterly basis.

#### **4.5.1 Officers who qualify to be supervisors**

1. Officers that qualify to be supervisors shall be:
  - a) An Officer at a rank higher than the Supervisee.
  - b) An Officer at the same rank with the supervisee, who is assigned responsibilities to supervise the officer.
  - c) An Officer that directly supervises the supervisee.
  - d) In case the work situation does not provide for direct supervision, then one should have worked very closely with the supervisee and should have been authorized by the Head of Department or Responsible Officer to assess supervisee's performance.
2. In Primary Schools, Head teachers in shall be supervised by the District/City/Municipal Education Officers. To aid the appraisal process, supervisors will be required to obtain Inspection reports and other reports on routine operations and monitoring by the Senior Assistant Secretaries in Sub Counties/Division Town Clerks to guide the appraisal process.
3. Deputy Head teachers in primary schools shall be supervised by Head Teachers.

4. Head Teachers in Secondary Schools and Principals in Decentralized Tertiary Institutions shall be supervised by Deputy Chief Administrative Officers/Deputy Town Clerks. Inspection Reports to facilitate the appraisal process shall be obtained from the District/ City/Municipal Education Officers.
5. Deputy Head Teachers in Secondary schools and Deputy Principals in Decentralized Tertiary institutions shall be supervised by Head Teachers/Principals.
6. Principals in Centralized Tertiary institutions shall be supervised by respective Head of Department in the Ministry of Education and Sports.

#### **4.6 PERFORMANCE REPORTING AND FEEDBACK**

1. Upon completion and submission of appraisals to the Responsible Officer, a notification shall be provided to the supervisees.
2. Responsible Officers shall submit Synthesized Reports to Ministry of Public Service by **15<sup>th</sup> February** for Teachers running with the Calendar Year and **15<sup>th</sup> August** for other Public Officers running with the Financial Year.

## **5.0 BALANCED SCORE CARD TEAMS**

- a) The process of BSC development and implementation shall be undertaken through Team Interactions, Workshops, Trainings, Leadership Development Initiatives and Change Management.
- b) As part of the program launch, Responsible Officers shall be required to create the following BSC Development Teams to support the implementation process.

### **5.1 BSC Strategic Management Team**

The Team shall be comprised of Top and Senior Management in MDAs/LGs. It will provide strategic leadership and direction in the implementation of the BSC framework.

### **5.2 BSC Program Champion**

The Head of Human Resource in MDAs/LGs shall be the BSC Champion. He/she will be responsible for coordinating all aspects of the BSC process and interfacing with Internal Employees, Consultants, Clients and Stakeholders on BSC related matters.

### **5.3 BSC Departmental Champions**

Each Department shall have a Champion who will be responsible for coordinating all Departmental activities relating to BSC, including Meetings, Trainings, Consultations, Data Collections and Departmental Communication on BSC related matters.

### **5.4 Communication and Change Management Team**

A Team of not more than 5 Officers shall be constituted by the Responsible Officer. It will be responsible for steering change initiatives and coordinating communication of the BSC issues in the entire MDA/LG.



## **6.0 FUNDING**

1. Ministry of Public Service shall liaise with Ministry of Finance, Planning and Economic Development to provide funding for implementation of the BSC framework.
2. MDAs/LGs may develop bankable projects to facilitate implementation of BSC.
3. MDAs/LGs shall ensure that BSC implementation is integrated in the Institutional Budgets and Work Plans.

## **7.0 ROLES AND RESPONSIBILITIES**

### **7.1 Ministry of Public Service**

1. Monitor, coordinate and provide technical support during the implementation of the BSC.
2. Support the integration of the BSC Framework with other Management Systems.
3. Develop, review and communicate Guidelines and Tools for Performance Management.
4. Build capacity of Public Officers in implementing BSC Framework.
5. Enforce compliance to BSC in the Public Service.
6. Prepare and disseminate Annual Report on the status of compliance on implementation of BSC for the Public Service.

### **7.2 Ministry of Finance Planning and Economic Development**

1. Mainstream implementation of BSC in the Program Budgeting System (PBS).
2. Allocate resources to MDAs/ LGs to support the implementation of BSC in the Public Service.

### **7.3 Ministry of Local Government**

- i) Monitor and Support implementation of BSC in Local Governments.
- ii) Build Capacity of Local Government staff to implement the BSC.
- iii) Enforce Compliance to BSC in LGs.

### **7.4 Office of the Prime Minister**

Integrate BSC in Monitoring and Evaluation frameworks.

### **7.5 National Planning Authority**

1. Mainstream implementation of BSC in National Development Plans and Planning frameworks.

### **7.6 Responsible Officers**

1. Support development of Tier 1 BSC tool.
2. Support and facilitate roll out of BSC to all Departments and Individual Officers.
3. Develop funding modalities for the implementation of BSC.
4. Undertake MDA/LG Change Management Interventions to support the implementation of BSC.
5. Submit Performance related reports to the relevant authorities.
6. Enforce compliance on the implementation of BSC in the respective MDA/LG.

### **7.7 BSC Strategic Management Team**

1. Provide strategic leadership and direction in the implementation of the BSC.
2. Develop and validate the BSC strategic elements i.e Mission, Vision, Core Values.
3. Coordinate the resourcing of the BSC in the respective MDA/LG.
4. Ensure that internal capacity for implementation of BSC is developed.

## **7.8 Head of Human Resource/ Balanced Score Card Champion**

1. Coordinate roll out of the BSC to Departments and Individual Officers.
2. Coordinate Periodic Reviews and Appraisals.
3. Undertake Induction of new appointed staff and ensure their BSC tools are developed or communicated.
4. Coordinate Rewards and Sanctions Framework implementation.
5. Coordinate development of Performance Improvement Plans.
6. Coordinate alignment of Performance Improvement Plans to Capacity Building Plans.
7. Build Capacity of Staff in implementation of BSC.
8. Monitor and support implementation of BSC in Departments.
9. Prepare a consolidated BSC report and submit to the Responsible Officer.

## **7.9 Planning Department**

1. Spearhead development/review of the MDA/LG Strategic/Development plan.
2. Support development and monitoring of BSC tools in MDAs/LGs.
3. Develop and circulate metadata structure for the MDA/LG.
4. Collect and analyze BSC statistical data.

## **7.10 Departmental Champions**

1. Coordinate the activities of BSC in the department.
2. Coordinate data collection in the department to facilitate performance appraisal.
3. Coach and mentor Departmental staff in BSC.
4. Coordinate change management for BSC implementation in the department.

## **7.11 Change Management Team**

1. Develop the Change Management and Communication Strategy to support implementation of the BSC.
2. Monitor implementation of the Change Management and Communication Strategy in the MDA/LG.

## **7.12 Supervisors**

### **7.12.1 First Level Supervisors**

1. Orient Staff in their new positions and new policies.
2. Assign Schedule of Duties in writing.
3. Support the supervisee to develop their BSC tool within 2 weeks from the Date of Assumption of Duty.
4. Avail work Tools.
5. Support, guide and mentor Staff to perform their duties.
6. Manage performance of the supervisee.
7. Undertake joint periodic reviews with supervisee and conduct performance appraisals.
8. Document and coordinate the implementation of Performance Improvement Plans to address Performance gaps.
9. Support the supervisee in cascading of the BSC tool

### **7.12.2 Second Level Supervisors**

1. Handle and conclude appeals from Officers on Performance Management related matters within 30 days from the date of Appeal.
2. Refer Appeals that require action and attention to the next level within the MDA/LG structure.

# ANNEX I: META DATA STRUCTURE

## Meta Data structure Template

**Institution or Department Mandate:** -----

### 1.0 Indicator Information

**1.1 Key Performance Indicator** (Mention the indicator you want to measure):

e.g % achievement of Ministry's annual targets

**1.2 Data Series** (Available data on the indicator):

e.g

FYs	Achievement
2021/22	32%
2022/23	37.1%

**1.3 Metadata update** (Period when the metadata was developed): MM/YYYY

e.g February 2024

### 1.4 Data Reporter

**1.4.1 Department** (The department which is supposed to report on the indicators):

e.g Policy and Planning

**1.4.2 Contact Person** (The person in charge of reporting on the indicator):

e.g Commissioner Policy and Planning

### 1.5 Definition, Concepts, and Classifications

**1.5.1 Definition** (Explain what the indicator mean or measure):

e.g. The indicator quantifies the Ministry's overall performance in attaining its predefined targets. This captures the Ministry's progress towards meeting its objectives, providing a concise measure of its effectiveness in target attainment.

**1.5.2 Concept** (Explain some concepts which may not be understood by the reader):

e.g. **Achievement rate**; this refers to the proportion or percentage of predefined goals, targets, or objectives that have been successfully reached or accomplished within a given period of time

**1.6 Unit of measure** (How is the percent measure): e.g Percent

### **1.6 Data Source, Type and Data Collection Method**

**1.6.1 Data sources** (Mention where the data will be got): e.g Annual Budget Monitoring Reports

**1.6.2 Data Collection method** (Mention how the data will be collected) : **eg** Administrative data which is aggregated from departments performance or surveys e.t.c

**1.7.3 Data collection calendar:** Quarterly

**1.7.4 Data release calendar** (Mention how will the date be released): e.g Annually

**1.7.5 Data compilers** (Mention who compiles the data): e.g Policy and Planning

### **1.8 Other Methodological Considerations**

**1.8.1 Rationale** (Mention why the indicator is important):

e.g Tracking the Ministry's progress in meeting established targets through this indicator is essential for promoting transparency, accountability, strategic planning, and continuous improvement in its operations and outcomes.

**1.8.2 Comment and limitations** (Mention what the indicator does not cover):

e.g the assessment of the Ministry's achievement is solely based on whether it has reached 100 percent of the set targets

**1.8.3 Method of computation** (Mention how the indicator is computed): e.g. Average of all department's performance

### **1.9 Data Availability and Disaggregation**

**1.9.1 Availability** (Mention the period when the data can be available)

e.g Data is available on a quarterly basis

**1.9.2 Disaggregation** (Mention how the data is separated)

e.g Disaggregated by Fys

**N.B Provide the above information for all the indicators**

## ANNEX II: PUBLIC SERVICE INDIVIDUAL BALANCED SCORE CARD

INDIVIDUAL BALANCED TOOL			
<b>COMMITMENTS</b>			
<ul style="list-style-type: none"> <li>• <i>Government commits to provide resources to facilitate the Officer to meet his/her Performance Objectives and respective Targets.</i></li> <li>• <i>Government commits to ensure timely release of resources as per the Annual Work Plan</i></li> <li>• <i>Government commits to provide an enabling environment for proper execution of tasks.</i></li> <li>• <i>The Public Officer commits to ensuring that there is effective service delivery as far as the service standards of his/her roles are concerned.</i></li> <li>• <i>The Public Officer commits to observe the Professional Code of Conduct and the Public Service Code of Conduct and Ethics.</i></li> </ul>			
SECTION 1: SUPERVISEE AND SUPERVISOR PARTICULARS			
SUPERVISEE PARTICULARS		SUPERVISOR PARTICULARS	
Employee No.		Employee No.	
Name		Name	
Job Title		Job Title	
Salary Scale:		Salary Scale:	
Year of Planning and Review			

**SECTION 2: BSC STRATEGIC ELEMENTS**

<b>MANDATE</b>	
<b>VISION</b>	
<b>MISSION</b>	
<b>GOAL</b>	
<b>NATIONAL DEVELOPMENT PLAN PROGRAMMES</b>	
<b>DEPARTMENTAL MANDATE</b>	
<b>STRATEGIC OBJECTIVES</b>	

**SECTION 3: PERFORMANCE PLAN AND PERFORMANCE APPRAISAL**

<b>PERSPECTIVES</b>	<b>Performance Objectives</b>	<b>Actions/Activities</b>	<b>Expected Results</b>	<b>Key Performance Indicator</b>	<b>Score</b>	<b>Comments on actual performance</b>
<b>STAKEHOLDERS/CLIENTS .....% (List of clients/stakeholders)</b>	Objective 1 (..%)					
	Objective 2 (..%)					
	Objective 3 (..%)					
<b>FINANCIAL .....%</b>	Objective 1 (..%)					
	Objective 2 (..%)					



	Objective 3(..%)							
<b>INTERNAL PROCESSES...%</b>	Objective 1 (..%)							
	Objective 2 (..%)							
	Objective 3(..%)							
	Objective 1 (..%)							
<b>MDA/LG CAPACITY .....</b>	Objective 2 (..%)							
	Objective 3(..%)							
<b>TOTAL SCORE OUT OF 80%</b>								

<b>DEFINITION OF PERFORMANCE SCORES</b>		<b>ELIGIBILITY</b>
<b>PERFORMANCE LEVEL</b>	<b>DESCRIPTION</b>	
5	<b>OUTSTANDING</b>	The Officer has achieved 100% (Overall performance, including Core Values)
4	<b>VERY SATISFACTORY</b>	The Officer has achieved 80% to 99% (Overall performance, including Core Values)
3	<b>SATISFACTORY</b>	The Officer has delivered 60% to 79% (Overall performance, including Core Values)
2	<b>MODERATE</b>	The Officer has performed 50% to 59 % (Overall performance, including Core Values)
1	<b>UNSATISFACTORY</b>	The Officer has achieved 1% to 49% (Overall performance, including Core Values)
0	<b>VERY UNSATISFACTORY</b>	The Officer has achieved 0% (Overall performance, including Core Values)

**SECTION 4: PERFORMANCE APPRAISAL - BEHAVIORAL ASSESSMENT**

General behavioral attributes	Description	Score	Comments with justification
Core Competency No.1			
Core Competency No.2			
Core Competency No.3			
Core Competency No.4			
Core Competency No.5			
Core Competency No.6			
Core Competency No.7			
<b>Total score</b>			
<b>Overall Score (Section 3 and 4)</b>			
<b>Performance level</b>			

**SECTION 5: PERFORMANCE IMPROVEMENT PLAN (To be completed by the Supervisor after a joint discussion to identify the competences and skills that the Supervisee requires to improve performance.)**

Identified Performance Gap	Support offered to improve performance	Agreed Action	Time Frame

**SECTION 6: COMMENTS**

**Supervisee's Comment:**

<b>Name, Signature &amp; Date:</b>
<b>1<sup>st</sup> Level Supervisor's Comment:</b>
<b>Name, Signature &amp; Date:</b>
<b>2<sup>nd</sup> Level Supervisor's Comment:</b>
<b>Name, Signature &amp; Date:</b>
<b>Responsible Officer's Comment:</b>
<b>Name, Signature &amp; Date:</b>

**ANNEX III: PERFORMANCE REVIEW TEMPLATE**

<b>Performance Objective</b>	<b>Actions/Activities</b>	<b>Progress on implementation of required action</b>	<b>Current Statistics on achievement of KPIs</b>	<b>Comments and recommendation for improvement</b>

Name, Title & Signature of Supervisee ..... Date .....

Name, Title & Signature of Supervisor ..... Date .....

## ANNEX IV: PEER REVIEW QUESTIONNAIRE

Please answer the questions thoroughly and truthfully

Name of Officer under review.....

Date

.....

### Ratings definitions

0	Never	1	Rarely	2	A few times	3	Averagely	4	Most of the times	5	Always
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Circle the number that most accurately describes the conduct of the officer.

Please note that NE (Not Evaluated) is applicable where the evaluator has no firsthand knowledge of the Officer or has not interacted with the individual in that area

RATINGS		1	2	3	4	5	NE
1.	Behaves in a manner that is consistent with the Organization's Vision, Mission and values						
2.	Is viewed as a person of integrity by co- workers						
3.	Has attitude of helpfulness towards co-workers						
4.	Complies with government policies and procedures						
5.	Is professional and courteous when communicating with workers						
6.	Represents the Organization in a positive manner when communicating with clients						
7.	Follows through with tasks and responsibilities in an appropriate and timely manner						
8.	Demonstrates respect for workers and ideas of others						
9.	Is willing to accept responsibility for his or her own actions						
10.	Is some one that you feel would make an effective supervisor						

Name and signature of the Reviewer.....

**ANNEX V: SCHEDULE OF DUTIES**

<b>Name of Officer</b>	
<b>Title and Salary Scale</b>	
<b>Name and title of Supervisor</b>	
<b>Names and titles of supervisees</b>	
<b>Job summary/ purpose</b>	
<b>Key Results Areas/ Duties/ Responsibilities</b>	•
<b>Outputs</b>	•
<b>Activities</b>	•
<b>Clients/ People the Officer relates with in execution of his/her duties</b>	•

<b>Reporting arrangements</b>	<ul style="list-style-type: none"><li>•</li></ul>
<b>Guiding documents in execution of duties</b>	<ul style="list-style-type: none"><li>•</li></ul>