


RWANDA FOOD AND DRUGS AUTHORITY		Department/Division/ Directorate	Drugs, Food Inspections and Compliance
Document Type: Standard Operating Procedure			Doc. Number : DFC/SOP/00
	Title: PERFORMANCE MANAGEMENT	Revision Number :	
		Revision Date: :	
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1.0 Purpose

This standard operating procedure (SOP) describes the measures undertaken by Rwanda FDA to identify, encourage, measure, evaluate, improve, and reward employee performance at work.

2.0 Scope

This SOP is applicable to all supervisors and their teams to jointly account for results and involve in agreeing what they need to do and how they need to do it, in monitoring performance and in taking action.

4.0 Definitions and Abbreviations

- SOP: Standard Operating Procedure
- Rwanda FDA: Rwanda Food and Drugs Authority
- RBM: Results Based Management
- PBF: Performance Based Financing


5.0 Responsibility

5.1 The Director General has the overall responsibility of signing performance contract with the competent authority in the name of all staff of Rwanda FDA.

5.2 Deputy Director General, Heads of departments and division managers are responsible to conduct the signing performance contract with her/his subordinates and they shall be accountable for evaluation results of staff under his/her supervision. Note that all unplanned activities undertaken by the employee shall be taken into consideration during the evaluation process

5.3 Director of Administration and HR, HR Officer and directorate of planning shall coordinate and help desk in performance contract practices.:


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	QMS Specialist	HoD/ FDAR	HoD/ FDIS	CFO	Director General	
Signature & Date						

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Principles

- HR and Administration Unit is must enter staff information/data in SmatHr and monitor monthly staff performance evaluation.
- Planning M&E Unit \must enter Rwanda FDA action plan in the Results Based Management (RBM) system.
- Leadership of Rwanda FDA must cascade performance outputs to staff
- Rwanda FDA staff must set the milestones in agreement with their direct supervisors
- In accordance with the office of the Director General DAHR Unit must notify Rwanda FDA staff any step in any type of performance contract and evaluation processes.
- Staff must himself/herself is register in RBM under HR Office guidance
- Rwanda FDA staff has to perform self-evaluation at the end of each fiscal year
- Direct supervisors are responsible for appraisal of their subordinates
- HR and Administration Unit must keep staff evaluation results in staff personal files after proper Evaluation
- Refer to N°121/03 of 08/09/2010 Prime Minister's Order establishing the procedure of performance appraisal and promotion of public servants, HR and Administration Unit must manage the available appeals and look for other reviewers after consultations with concerned staff and higher line managers
- HR and Administration Unit must prepare performance based financing on monthly bases in accordance with staff Evaluation marks.
- Staff appeals must address to second level supervision through the RBM system. HR and Administration Unit must provide for guidance on the way forward about cases under appeal.
- Refer to N°121/03 of 08/09/2010 Prime Minister's Order establishing the procedure of performance appraisal and promotion of public servants, DAHR Unit should prepare the report to be approved by DG and submit it to the competent authority

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6.0 Distribution

- 6.1 Director General
- 6.2 Heads of Departments
- 6.3 Chief of Finance Office
- 6.4 Division Managers, Directors

7.0 Reference

- N° 128/01 of 03/12/2020 Presidential Order relating to recruitment of public servants and induction programme
- N° 017/2020 of 07/10/2020 Law establishing the general statute governing public servants
- N° 66/2018 of 30/08/2018 Law regulating labour in Rwanda
- N°121/03 of 08/09/2010 Prime Minister's Order establishing the procedure of performance appraisal and promotion of public servants


9.0 Materials and equipment

Approve SOP for Performance Management

10.0 PROCEDURES


Steps Stage	Task/ activity	Time/ duration	Responsibility of	Data sources; tools, forms and templates
1	HR/Administration shall enter and verify Rwanda FDA staff	When the updated and	HR and Administration	SmatHr staff information data

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Steps Stage	Task/ activity	Time/ duration	Responsibility of	Data sources; tools, forms and templates
	information in the SmartHr system.	required information raised	Unit	
2	is finalized, Directorate of Planning enters in the RBM system Rwanda FDA annual action plan	July of every year	Directorate of Planning M&E	Rwanda FDA annual Action Plan
3	Rwanda FDA leadership cascade outputs indicators to staff	15 th July	Directorate of Planning M&E	Rwanda FDA annual Action Plan
4	Each staff member shall then develop individual milestones from cascaded activities in RBM system	Every July	All Staff	RBM system
4	Each staff signs performance contract with Rwanda FDA Director General.	At the beginning of employment	Staff	PBF guideline
6	Continuous Monitoring of Performance contract.	All quarter	Supervisors	RBM system
7	Appeals (if any) raised by staff	2 days after evaluation	Staff	RBM system
9	Supervisors shall conduct staff evaluation (<i>Two-way Communication</i>)	June	Supervisors	RBM Evaluation guideline
10	Supervisors shall produce monthly PBF evaluation of staff	5th of each month	Supervisors	PBF guideline

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Steps Stage	Task/ activity	Time/ duration	Responsibility of	Data sources; tools, forms and templates
	and submit copies of performance of evaluation to Directorate of Administration and HR for administrative purpose			
13	Production of annual Performance Evaluation forms with official signature	July	Supervisors	HR guideline
14	Approved performance evaluation report and submission to the competent authority	July	DAHR	Performance evaluation guideline



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REPUBLIC OF RWANDA
WORK PERFORMANCE EVALUATION
MANAGEMENT, PROFESSIONAL AND EXPERT JOB

MINISTRY/INSTITUTION:

YEAR:

Part I: Performance contract (at the beginning the year)

1. PERSONAL INFORMATION

1.1 MARTIAL STATUS

1.1 .1. Family Name:

1.1.2 First name:


1.3.3 Sexe: Female

1.1.4 Date of birth:

1.2 ADMINISTRATIVE SITUATION

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1.2.1 Registration number:

1.2.2 Recrutement date:

1.2.3 Classification category: Professional

1.2.4 Employment level:

1.2.5 Current post:

1.2.6 Date of entry in this post:

1.2.7 Date of the first promotion:

1.2.8 Date of the last promotion:

1.2.9 Step for an employment:

1.2.10 Administrative Unit:


2. EMPLOYEE'S MAIN FUNCTIONS

1

2

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3
4
5
6


3. PERFORMANCE EXPECTED FROM THE EMPLOYEE

Targeted results (Please indicate the quantity, quality and time for results to be achieved)

N°	Expected results	Indicator	Quantity	Quality	Timing
1					
2					
3					
4					
5					

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6					
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Competences/ behaviours

Planning skills

Decision making ability

Motivation skills

Communication skills

Control skills

RECEIT DATE BY THE EMPLOYEE:


We have discussed and agreed on the results and behaviours /competences that are expected from the employee in the current year and the measurement indicators as mentioned in section 3.

I commit myself to have accomplished these tasks by/...../..... (day,month,year)

DATE OF RECEIPT BY THE EMPLOYEE

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Employee's name

Fonction

Date:

Supervisor's name
(First in hierarch if any)

Supervisor's name
(Second in hierarch if any)

Function


Fonction:

Date and Signature

Date and Signature

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Part II: performance evaluation *(at the end of year)*


1. EVALUATION OF EXPECTED RESULTS (please indicate the quantity, quality and time for results achieved).

The evaluation of results is done by using a five stages grading system (the output of each result is evaluated over 15 marks)

1. Have gone beyond the expected results	15	Marks
2. Match the expected results	12 to 14	Marks
3. Achieves the results with difficulties	8 to 12	Marks
4. Are beyond the expected results	4 to 7	Marks
5. Are far beyond the expected results	0 to 3	marks

No	Expected results	Indicators	Quantity	Quality	Timing	Marks
1.						
2.						
3.						
4.						

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Sub total: /70

EVALUATION OF THE EXHIBITED BEHAVIOUR


Taking into consideration the observed facts, indicate the extent to which the obtained observation in the current year related to the characteristics of the chosen level for each of the observed competences/ behaviours.

The evaluation of the managerial skills/ behaviour is done on the five level grading systems

superior	5 marks
Sufficient	4 marks
Sufficient with difficulties	3 marks
Insufficient	2 marks
inacceptable	1 mark

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Level Criteria	Inacceptable	Insufficient	Sufficient with difficulties	Sufficient	superior	Explanations	Awarded mark
1. Client oriented attitude							
2. Team spirit							
3. Openness							
4. Degree of responsibility							
5. Dynamism							

Sub total 2 /30

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5. GENERAL PERFORMANCE EVALUATION


Taking into consideration the observed results and behaviors, indicate the mark best corresponds to the output and ability/behavior of the evaluated person during the current year.

Results mark: /70 Behaviour marks: /30 Total marks or the year: /100

Supervisor's comments at first level	Action taken for employee	Employee's comments
Done by (name, function, date and		Read and approved by (<i>name, date,</i>

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signature)		signature)
Supervisor's comments at second level	Action taken for employee	
Done by (name, function, date and signature)		Read and approved by (name, date, signature)

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11.0 Document Revision History

Date of revision	Revision number	Author(s)	Changes made and/or reasons for revision
16/11/2020	0	QMS Specialist	First issue



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