

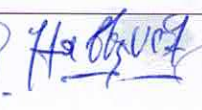
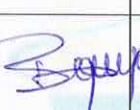
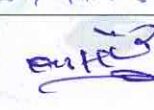




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 RWANDA FDA Rwanda Food and Drugs Authority	Title: Performance Management	Revision Number : 0
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1.0 Purpose

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.

3.0 Definitions and Abbreviations

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

4.0 Responsibility

- 4.1 The Director General has the overall responsibility of signing performance contract with the competent authority in the name of all staff of Rwanda FDA.
- 4.2 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
- 4.3 Director of Administration and HR, HR Officer and directorate of planning shall coordinate and help desk in performance contract practices.:

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

5.0 Distribution

- 5.1 Director General
- 5.2 Heads of Departments
- 5.3 Chief of Finance Office
- 5.4 Division Managers, Directors

6.0 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

7.0 Materials and equipment

Approve SOP for Performance Management

8.0 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 information in the SmartHr system.	When the updated and required information raised	HR and Administration Unit	SmatHr staff information data
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

Steps Stage	Task/ activity	Time/ duration	Responsibility of	Data sources; tools, forms and templates
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 and submit copies of performance of evaluation to Directorate of Administration and HR for administrative purpose	5th of each month	Supervisors	PBF guideline
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











WORK PERFORMANCE EVALUATION

MINISTRY/INSTITUTION:

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

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:

1.2.1 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:

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all

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2. EMPLOYEE'S MAIN FUNCTIONS

1

2

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					
6					

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

Employee's name

Function

Date:

Supervisor's name

(First in hierarch if any)

Function

Date and Signature

Supervisor's name

(Second in hierarch if any)

Function:

Date and Signature

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

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

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

Level Criteria	Inaccept able	Insuffici ent	Sufficient with difficulties	Sufficient	superior	Explan ations	Awarded mark
1. Client oriented attitude							
2. Team spirit							
3. Openness							
4. Degree of responsibility							
5. Dynamism							

Sub total 2 /30

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

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