

CONFIDENTIAL



REPUBLIC OF ZAMBIA

**GENERIC DIRECTOR'S PERFORMANCE BASED CONTRACT AND  
ADMINISTRATIVE GUIDELINES**

Prepared by:

PSMD  
**LUSAKA**

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**SECTION A – PREAMBLE**

**THIS** Performance Based Contract (hereinafter referred to as “Contract”) is entered into between the institution (hereinafter referred to as “.....”) represented by the Permanent Secretary, P. O. Box ....., Lusaka, (together with their assignees and successors) of the one part, and the Director, ....., .....(hereinafter referred to as “the Director”), (together with their assignees and successors), of ..... of the other part.

**This Contract will be read together with the Letter of Appointment and the Terms and Conditions of Service for the Public Service.**

The purpose of this Contract is to ensure and enhance accountability for performance of the Director based on clearly established and agreed priorities for the institution. The Contract will also facilitate objective monitoring, evaluation and reporting of performance.

The Contract will run for a period of one year effective .....

**NOW THEREFORE**, the parties hereto agree as follows:

**PART I: JOB DESCRIPTION**

**1. IDENTIFICATION SECTION**

JOB TITLE :  
GRADE :  
MINISTRY :  
DEPARTMENT :  
SECTION :  
JOB HOLDER :

**2. JOB PURPOSE:**

<b>3. KEY RESULT AREA</b>	<b>PRINCIPAL ACCOUNTABILITIES (MAIN DUTIES)</b>
1.	
2.	
3.	
4.	
5.	
6.	

**4. REPORTING RELATIONSHIPS**

**(a) Reports to:**

**(b) Other jobs reporting to (4a) above:**

**(c) Number and levels of immediate Subordinates:**

**(d) Contacts**

**(i) Internal Contacts:**

**(ii) External contacts:**

**5. RESPONSIBILITIES**

**(a) Safety and Health of Others:**

**(b) Responsibility for Government Resources:**

**(c) Level of Authority and Decision Making:**

**(d) Consequence of Error:**

**6. KNOWLEDGE AND SKILLS REQUIREMENTS**

**(a) Minimum Primary/Secondary Education:**

**(b) Minimum vocational/Professional Qualifications:**

**(c) Minimum Relevant Pre-job Experience:**

**(d) Communication Skills :**

**(i) Written Skills :**

**(ii) Oral Skills:**

**(e) Other Skills/Attributes:**

## **7. ENVIROMENTAL AND OTHER FEATURES**

**(a) Conditions of Work Place:**

**(b) Physical Effort Applied when performing the job:**

**(c) Mental effort Applied when Performing the job:**

**(d) Hazards involved in the Performance of Job:**

**SECTION B- PERFORMANCE CONTRACT DELIVERABLES**

KEY RESULT AREA	UNIT	BASELINE (2017)	TARGET / PERFORMANCE STANDARD	MEANS OF VERIFICATION	DESIRED/ OUTPUT OUTCOME
<b>A. CORE BUSINESS</b>					
<b>I. Key Result Area</b>					
<b>II. Key Result Area</b>					

**SECTION C: CONFIRMATION OF PERFORMANCE CONTRACT**

**SIGNED:**

**Signed**.....

**Date**.....

**Name**.....

DIRECTOR.....

**Signed**.....

**Date**.....

**Name**.....

PERMANENT SECRETARY – .....



**PERFORMANCE BASED CONTRACT SYSTEM**  
**FOR DIRECTORS AND ASSISTANT DIRECTORS IN THE PUBLIC SERVICE**  
**ADMINISTRATIVE GUIDELINES**

## 1.0 INTRODUCTION

The Patriotic Front (PF) Government in its Manifesto, recognises the critical role that the Public Service and, in particular, Directors and Assistant Directors of the Public Service institutions play in the achievement of national development goals and objectives. Specifically, the PF Manifesto commits Government to ensuring that appointments and promotions to Public Service positions are made on merit and progression basis. This is one of the electoral pledges made to the Zambian people and is meant to contribute to the transformation of the Public Service into a professional, efficient and effective institution capable of delivering quality services to the people of Zambia.

It is, therefore, important that performance of Directors and Assistant Directors is effectively managed for enhanced delivery capacities of the Public Service. In this regard, Directors and Assistant Directors are required to sign annual performance based contracts.

The performance based contracts have specific measurable outputs derived from the overall objectives and priorities of the respective ministry/institution as defined in the National Development Plan, Strategic Plan, Presidential pronouncements and other relevant documents. The performance based contracts are intended to encourage high standards of performance by Directors and Assistant Directors, and ensure objectivity, fairness and transparency in the manner that decisions are made regarding the employment, performance and remuneration of Directors and Assistant Directors.

Under the performance based contracts, Government undertakes to timely provide financial and human resources as per annual work plans and the budget appropriated by Parliament to enable Directors and Assistant Directors meet performance targets.

To facilitate the administration of the Performance-Based Contract System (PBCS), Public Service Management Division (PSMD) will provide guidance and work closely with Directors, Assistant and their supervisors.

## 2.0 INSTRUCTIONS FOR COMPLETING SECTIONS OF THE PERFORMANCE BASED CONTRACT

The following are the Sections of the Performance Based Contracts (PBC):

### Part I: Preamble

In this section, the performance contract's objectives are introduced. This section shall be completed by the Director/Assistant Director on the basis of the standard template as issued by the Public Service Management Division. This is done by filling the blank spaces in the template with information specific to the institution in which the Director/Assistant Director serves and the position that they hold.

### Part II: Job Description

This Section presents the current job description for the Director/Assistant Director. The section is completed by the Director/Assistant Director. This is done by replicating the Director/Assistant Director's job description.

### Part III: Performance Contract Deliverables

This Section has:

- (a) **Key Result Areas (KRAs)** - These define the main output areas of the job against which targets/performance standards are set. The KRAs have been drawn from the Job Description.

Each KRA has been broken down into specific service delivery areas against which targets/performance standards will be set.

- (b) **Unit** – is a standard used to set the target and quantify actual performance. This may be expressed in terms of **number, time or percentage**.
- (c) **Baseline** – indicates the documented status of a service delivery area under the KRAs at time of signing the Performance Based Contract against which actual performance should be compared. This may be expressed in terms of **number, time or percentage**.
- (d) **Target/Performance Standard** – a target is a predetermined and agreed performance output while a performance standard is a quantity, quality, time and process measure of service delivery area. This should be expressed in terms of number, time or percentage.

- (e) **Means of Verification** – This should be documented evidence agreed at the time of setting targets/performance standards. At the time of review and in the event that the target is exceeded or not fully met, other means of verification should be adduced. The means of verification should be used to objectively verify actual performance.
- (f) **Desired outcomes** – These are expected effects and impacts due to the achievement of the targets/performance standards. The desired outcomes should be drawn from the National Development Plan, Strategic Plan, Presidential pronouncements and other relevant documents.

#### **Part VII: Confirmation of Performance-Based Contract**

Under this Section, all the parties to the Contract should append their signatures as confirmation and agreement on the content of the Contract. The parties involved in the Contract are: the Director/Assistant and their supervisor.