

**SENIOR NATIONAL CONSULTANT  
(TEAM LEADER)  
DEVELOPMENT OF PERFORMANCE CONTRACTS**

**Date: August 31, 2018**

<b>Country:</b>	Liberia
<b>Duty Station:</b>	Monrovia
<b>Description of the assignment:</b>	Support to the Ministry of State for Presidential Affairs to improve Performance Management through the design of performance contracts to enable the new Government to implement its Pro-Poor Agenda for Prosperity and Development (PAPD)
<b>Project name:</b>	Performance Management Strengthening
<b>Duration:</b>	Minimum 60 Working Days (over a period of 4 months)
<b>Starting date:</b>	Immediately
<b>Contract type:</b>	Individual
<b>Languages:</b>	English

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## **1. Context**

The newly elected Government of Liberia is committed to delivering a pro poor development agenda that outlines ambitious improvements in the living conditions for ordinary Liberians. A centrepiece of the agenda is to improve the provision of quality public services to all citizens including the most vulnerable and marginalized groups. This calls for a civil service characterized by effective planning, sound formulation of specific policy objectives within realistic timelines and effective monitoring and evaluation mechanisms to track progress, all within the context of an institutional environment characterized by transparency, accountability and purpose.

This is a monumental task considering that the civil service regularly is accused of poor responsiveness to citizens' needs. An underlying reason for this is often the low remuneration levels that demotivate civil servants to provide quality and timely services. In addition, they oftentimes receive insufficient opportunities for systematic professional growth, and existing performance evaluation systems are often substandard with little to no value attached to the outcome. As a result, the civil service is unable to attract and retain high quality professionals with required skills, knowledge and experience.

In an effort to improve the performance culture of the Liberian civil service, the Minister of State for Presidential Affairs formally requested UNDP in March 2018 to support the design of a performance management system that includes performance contracts signed between the President and key public officials that have clear indicators and monitoring tools for effective delivery of services. Such a system, widely applied in many countries, seeks to ensure the accountability of public officials by having them identify and commit to clearly defined annual targets along with their indicators of success to measure service delivery. It is a strategic approach to management, which equips leaders, managers, employees and other stakeholders at various levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and frequently review performance of the organization in terms of indicators and targets for efficiency, effectiveness and impact.

In order to deliver this task for the Government of Liberia, UNDP is seeking the services of a Team comprising a Senior National Consultant, an International Expert and a National Consultant. The Senior National Consultant will lead the Team, and possess extensive experience at high level leadership positions in the Liberian public administration, ideally with cabinet level experience and strong knowledge of the ministerial culture.

## **2. Duties and Responsibilities**

Working under direct supervision of the Director-General of the Cabinet (DG-C), and in close consultation with the Governance Team of UNDP Liberia, the Senior National Consultant will complete the following activities:

### **A. Develop Performance Contracts in compliance with applicable, norms, policies and procedures**

The performance contracts will need to be developed to reflect new Performance standards and expectations for Cabinet Members individually and for Ministries, Agencies and Commissions (MACs) collectively as part of the revised and updated *2018 Cabinet Members' Handbook* and the *2018 Cabinet Guide for Ministries, Agencies and Commissions (MACs)*.

Developing Performance Contracts will require extensive consultation with the Office of the President, with Cabinet Members, with key economic agencies and with a representative sample of MACs to ensure that the new Performance Contract requirements and processes are understood and consistent with the Administration's Pro-Poor Agenda for Prosperity and Development, as well as introduced with adequate capacity and resource availability to meet the results stipulated in the Contracts.

Against this background the Senior National Consultant will specifically:

- Facilitate and lead the preparation, pre-negotiation, negotiation, signing, and vetting of performance targets by directly engaging with Cabinet Ministers and other senior government officials;
- Lead the provision of advice and guidance to cross-government coordination on multi-sectoral contract targeted programmes, policies and projects leading to policy coherence, and impact-based results;
- Lead and facilitate the expansion, cascading and signing of Performance Contracts across government MACs, Counties and for State-owned enterprises, etc.;

### **B. Design and introduce systems and tools for effective management, oversight, monitoring and evaluation (M&E) of Performance Contracts**

- Oversee and provide inputs into the development of systems and tools to evaluate performance and assist with the identification of problems, bottlenecks, and recommend solutions to continuously fine-tune the Performance Contracts, while also accelerate their roll-out;

- Lead the design and facilitation of planning, knowledge building and validation workshops pertaining to Performance Contract utilization, working through and with Cabinet Ministers and other senior government officials;
- Lead the design of relevant tools and frameworks to measure progress towards Performance Contracts targets;

### **C. Develop and initiate the implementation of a capacity building plan to enable effective management, oversight monitoring and evaluation of Performance Contracts**

- Lead training and coaching of MACs to comply with the terms of the Performance contracts and the approved reporting requirements;
- Advise and guide staff of the Cabinet Secretariat to address bottlenecks and implement priority interventions, as stipulated in the Performance Contracts;

## **3. Approach/Methodology**

The approach will be collaborative, working with key stakeholders, both at the individual and institutional level, to develop responses and deliverables that will assist the Government to develop and adopt policies which meet the priorities outlined by the President. The approach will be guided by the 'Request to UNDP for Institutional Capacity Development for the Ministry of State for Presidential Affairs' submitted to UNDP by the Minister of State for Presidential Affairs in March, 2018.

The Senior National Consultant will lead the work of the International Expert and directly with the DG-C to support his role as Secretary to the Cabinet and to support design, development and introduction of Performance Contracts among senior public officials, with a view to support the Cabinet's role in the management, oversight and monitoring of the Government's Performance Contracts. He/She will be supported by a national consultant well versed in public sector management in Liberia.

The Senior National Consultant will draw on African experiences with Performance Contracting in order to establish more evidence-informed decisions and increased accountability for the effective implementation of the Performance Contracts.

The development of the Performance Contracts will be participatory, with sufficient time to support the DG-C to engage with relevant stakeholders, to ensure that the resulting Performance Contracts are accepted and 'owned' by the senior public officials. Such ownership will be critical if they are to recognize that compliance with the Performance Contract stipulations will serve the realization of the Pro-Poor Agenda for Prosperity and Development (PAPD), and ultimately the aspirations of the citizens of Liberia. Besides targeted MACs, other key agencies that will be engaged actively in the design and roll-out of the performance include the Civil Service Agency, the Ministry of Finance and Development Planning, the Governance Commission and the National NGO Council.

#### 4. Outputs/Deliverables

The key deliverables and estimated inputs are summarized in the following table:

No	Task Definition and Deliverable	Estimated Inputs
1	Supported by the International Expert and the National Consultant, Lead the development of Performance Contracts in compliance with applicable norms, policies and procedures.  <b>Output 1: Performance Contracts for all Cabinet Ministers Developed and Accepted by the DG-C</b>	22 days
2	Supported by the International Expert and the National Consultant, Lead the design and introduce systems and tools for effective management, oversight, monitoring and evaluation (M&E) of Performance Contracts.  <b>Output 2: Systems and Tools for Effective Management, Oversight, and M &amp; E of Performance Contracts Developed and Accepted by the DG-C</b>	23 days
3	Supported by the International Expert and the National Consultant, Lead the development and implementation of a capacity building plan to enable effective management, oversight, monitoring and evaluation of Performance Contracts  <b>Output 3: A Capacity Building Plan for Effective Management, Oversight and M &amp; E of the Performance Contracts Accepted by the DG-C.</b>	15 days

#### 5. Timing, Location and Duration

As noted above, the technical assistance is required urgently to support the new Government as it commenced operation.

The Senior National Consultant is expected to provide 65 person working days input in-country as shown in the table above.

#### 6. Work Plan

In consultation with the Director-General of the Cabinet, the International Expert and the National Consultant, the Senior National Consultant will lead the development of a Work Plan setting out a program of consultation with stakeholders relevant to each of the three deliverables. The Work Plan will be developed in the first three operational days in Monrovia and will include indicative appointment dates and times with key participants (e.g. the Office of the President, the Minister of State for Presidential Affairs, the Minister of Finance and Development Planning, the Head of the Civil Service Agency and the Chairperson of the Governance Commission).

## **7. Institutional Arrangements**

The Director General of the Cabinet, in collaboration with UNDP, will provide day to day supervision on the assignment to ensure the delivery of the project objectives set out in these terms of reference. The Senior National Consultant, working with the International Expert and the national consultant, will facilitate stakeholder validation sessions as required by the Director-General of the Cabinet throughout the assignment.

The Office of the Director General of the Cabinet will provide office space.

## **8. Qualifications Required**

The Senior National Consultant shall have:

- At least 15 years operational and/or advisory experience working with Public Sector Management Reform;
- Familiarity with Cabinet work, ideally a former member of the Cabinet;
- Relevant academic qualifications (Masters level or higher);
- Experience assessing institutional capacity and developing capacity;
- Demonstrated high level strategic planning capability;
- Strong track record of working successfully with senior government leaders;
- Excellent communication skills, both written and oral.