



Malawi Revenue Authority

# EXPRESSION OF INTEREST

## INTERNATIONAL COMPETITIVE BIDDING (ICB) REQUEST FOR EXPRESSION OF INTEREST (EOI) FOR CONSULTANCY SERVICES TO REVIEW, REDESIGN AND IMPLEMENT A PERFORMANCE MANAGEMENT SYSTEM USING THE BALANCED SCORECARD

### 1. BACKGROUND

The Malawi Revenue Authority is an agency responsible for collecting and accounting for tax revenue on behalf of the Malawi Government. The Authority is inviting expressions of interest from eligible and tax compliant consultants to review, redesign and implement a performance management system using the Balanced Scorecard.

In 2014, the Authority embarked on a Business Turnaround and Performance Management Project. The rationale of the Project, among other objectives was to prepare MRA for immediate change through the following: capacitate it to continuously implement and manage change, capacitate MRA's internal team to continuously map and update its processes, optimising them where possible. Develop and implement a modernised performance management system and develop balance scorecards for all positions in the Authority, design and build real time management performance dashboards to help senior management to track and monitor the performance of all business operations almost on a daily basis.

During that time, the performance management system in place neither adequately integrated to the business needs of the authority nor was it properly aligned to and supportive of an appropriate rewards and sanction scheme. This pointed to a need for a performance management system that allowed for cascading downwards the performance as well as revenue/profit sharing arrangement to various directorates, units and staff.

The Balanced Scorecard was therefore introduced and implemented as a tool for performance management system for the Authority. It has been four years since the Balanced Scorecard tool was introduced as a tool for performance appraisal and it has become imperative that a review of the same should take place to ensure that the Balanced Score Card remains relevant as a tool for performance appraisal system in the Authority in line with the current strategic plan and the changing environment.

### 2. OVERALL PURPOSE OF THE ASSIGNMENT

The main objective of the consultancy service is to review the current performance management and appraisal system using the balanced scorecard; and redesign the scorecard as a strategic planning and performance management tool. The consultancy will also involve delivery of training to key members of staff on the balanced scorecard methodology and providing post-implementation services to ensure sustainability of the system.

### 3. SPECIFIC TASKS OF THE CONSULTANT

- Review the current performance management system and appraisal process using the Balanced Scorecard in line with the overall MRA Performance Management System.
- Review the scorecard template currently being used for suitability with the nature of business in MRA.
- Recommend practical and implementable changes to the performance appraisal system.
- Redesign the performance appraisal system preferably using the Balanced Scorecard.
- Work together with selected team of officers to develop and implement balanced scorecards for each level in the organisational hierarchy (corporate, Directorate, Department and Individual levels).
- Train officers on the use of the new scorecard. The training shall include all the basic concepts and best International practices necessary to achieve the stated objective of the training by executing, but not limited to, the following:
  - Basic concepts of the balanced scorecard and how it can be used to improve organisational performance.
  - How to build and implement a balanced scorecard using the nine-step methodology.
  - How to develop meaningful performance measures and targets.
  - How a scorecard system can drive a performance-informed budget and accountability
  - How to better inform decision making through scorecard automation.
  - How to cascade the scorecard to all levels of the Authority.

- How to revise poorly designed scorecard elements.
- How to overcome obstacles and real world challenges.
- How to evaluate annual planning documents and processes.

### 4. EXPECTED OUTPUTS/DELIVERABLES OF THE PROCESS

- A revised performance appraisal system using the Balanced Scorecard tool.
- A hands-on practical knowledge on how to translate strategic objectives into performance goals and appropriate performance metrics.
- An interpretation of the Authority's Strategy and the ability to translate that into divisional, sectional and personal score cards.
- Balanced scorecards developed for each position in the organisational hierarchy
- A comprehensive staff understanding of the concepts of Performance Appraisal using the Balanced Scorecard.
- Practical knowledge of Performance Monitoring and Variance Management.
- Post-implementation services to ensure sustainability of the system
- Inception Report, Situational Analysis Report including recommendations
- Develop and deliver training program and provide training materials and related documents to the participants.
- Post Training Assessment Report Closeout and Post Implementation Report and Balanced Scorecards for all positions in the Authority
- Performance appraisal results that are objective and linked to remuneration

### 5. ELIGIBILITY CRITERIA

The consultant should have extensive and proven mix of skill and expertise in the field of Performance Management with a bias in Balanced Score Card implementation. Previous experience of similar work is essential. The consultant must meet the following minimum criteria:

- It is desirable that the Lead Consultant should have executed a minimum of five (5) Performance Management projects with a bias in Balanced Score Card.
- The Lead Consultant should have a minimum of 6 years of professional experience in Performance Management with bias in Balance Score Card consulting
- The lead consultant should have a Master's Degree in Human Resource Management or its equivalent.

### 6. DURATION OF THE ASSIGNMENT

The assignment is expected to be undertaken within a period of 3 months.

### 7. LINE OF ACCOUNTABILITY

The consultants will be reporting to the Director of Human Resources and Organisational Development through the Human Resources Manager.

### 8. SUBMISSION OF EXPRESSION OF INTERESTS

- Interested consultants should submit their Expressions of Interest as a team clearly indicating who the team leader is and who the team members are and should attach copies of their updated CVs.
- Expression of interest must be delivered in a written form to the address below by mail or email by **Friday, 21st December, 2018**. Late EOIs will be rejected. The EOIs must be clearly marked '**Expression of Interest to review, redesign and implement a performance management system using the Balanced Scorecard**'

- Address for the clarification, further details and submission of the EOIs:

The Chairperson  
Internal Procurement and Disposal Committee  
Malawi Revenue Authority  
Msonkho House, Private Bag 247, Blantyre  
Phone: 01 822 588, Fax: 01 821 261,  
E-mail: scm@mra.mw