

EVALUATION MANAGER KEY PERFORMANCE INDICATORS

Evaluation Manager Key Performance Indicators

DFID Key Criteria	Sub-Criteria (Indicators)	Evidence
Management, Strategy and Financial	Timely submission of deliverables	<ul style="list-style-type: none"> Deliverables submitted in line with agreed reporting schedule to required standard - monitored through a log showing list of deliverables, deadlines, dates submitted and reason for discrepancy.
	Up to Date Programme Management Reports	<ul style="list-style-type: none"> Programme management reports providing an overview and information on the programme are submitted quarterly to DFID.
	Proactive Risk Management	<ul style="list-style-type: none"> Risks monitored as evidenced by a risk log, updated monthly and submitted quarterly or upon request.
	Ability to deliver in line with agreed budget	<ul style="list-style-type: none"> Evaluation Manager invoices submitted in line with agreed schedule (unless prior agreement for delayed submission is obtained from DFID), and to the agreed standard. Forecasting information (following month to be within 5% of outturn + F/Y outturn to be within 5% of the December forecast) to be provided by the 25th of every month.
Customer Relationship	Regular communication with DFID	<ul style="list-style-type: none"> Evaluation Manager to lead on weekly meetings with DFID Programme Officer /Evaluation Adviser (unless otherwise agreed). Major decisions are well explained and evidence provided on these decisions.
	Responsiveness to DFID	<ul style="list-style-type: none"> Initial response to DFID queries within 2 business days in all cases. Evaluation Manager to provide minutes from the weekly meeting to DFID, within 3 working days.
	Regular coordination with Fund Manager	<ul style="list-style-type: none"> Regular communication with Fund Manager on key issues as evidenced by emails and ad hoc meetings. Communicating the results of evaluation activities into the GEC communication work undertaken by the Fund Manager.
	On-going Lesson learning	<ul style="list-style-type: none"> Lesson learning workshops (addressing lessons learned by EM in undertaking project) to be held internally (to which DFID is invited to attend) on a semi -annual basis, a report of which is distributed to DFID. Lesson-learning of EM to be recorded in each quarterly report.
Personnel	Performance of EM GEC Team Leader	<ul style="list-style-type: none"> Feedback sought from DFID Programme Officer every six months for the GEC Team Leader. Coffey project director to meet with DFID every 6 months (or upon request) to discuss performance.
	Performance of other EM	<ul style="list-style-type: none"> DFID feedback sought every six months for a range

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	GEC team personnel	of other GEC personnel constituting the key long-term roles identified in the EM GEC contract for which non de minimis inputs have been undertaken during the previous quarter. This feedback may be sought through a combination of a survey and review discussions between EM GEC Team Leader and DFID staff. A majority of other GEC team to obtain a grading of '3' and '4', on a 4 point rating scale where '4' significantly exceeds performance and '1' does not meet expectations.
	Managing under performance	<ul style="list-style-type: none"> • Proactive approach to managing under-performance including: <ul style="list-style-type: none"> → Initial consultation with DFID to discuss under-performance (Coffey project Director to be involved); → Coffey to develop Performance improvement plan (PIP) to address under-performance issues; → On-going monitoring of PIP by Coffey Project Director. • Proactive approach to managing underperformance of subcontractors including: <ul style="list-style-type: none"> → Clear terms of reference communicated to subcontractors including clearly defined research plans and protocols to reflect best practice in design and implementation of research → Active monitoring of subcontractor performance to ensure outputs are being achieved in line with TOR → Implementation of performance improvement plan in event that underperformance is identified, consulting with DFID to discuss underperformance.
	All personnel replaced in line with DFID processes	<ul style="list-style-type: none"> • "Submission of CV and written approval from DFID obtained prior to commencement of work by project personnel for a period anticipated to be greater than five working days."
	Timeliness in replacing activity personnel	<ul style="list-style-type: none"> • Proactive approach to recruitment of replacement personnel including: <ul style="list-style-type: none"> → Recruitment plan (with end date specified); → Weekly status on progress against plan; → Adherence to DFID processes (as above) once candidate has been identified.
Quality, Strategy and Delivery	On-going and Effective Work Planning	<ul style="list-style-type: none"> • Workplan updated monthly and submitted quarterly to DFID or upon request.
	Best Practice in analysis of information leading to deliverables of required standard	<ul style="list-style-type: none"> • Deliverables communicating research and evaluation activity that: <ul style="list-style-type: none"> → addresses GEC programme evaluation questions → is fit for purpose in terms of methodological rigour and cost-effectiveness
	Best practice in design and implementation of research leading to deliverables of required standard	<ul style="list-style-type: none"> • Procedures designed and implemented to conduct primary research and evaluation in GEC focus countries. • Baseline research samples suitable for analysis of projects and GEC programme.

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	Quality of the baseline report and dissemination	<ul style="list-style-type: none"> • Baseline reports completed to an acceptable standard as agreed with DFID • Participate in international working group on findings to share information and assist DFID in influencing international agenda on girls' education".
	Support FM and applicants to ensure sufficient rigour in monitoring and evaluation.	<ul style="list-style-type: none"> • Inputs into M&E frameworks shared with FM and summary report shared with DFID. • IW applicants allocated and/or receiving technical assistance in evaluation.