

2.1.9: Question 8

Provide proposals for continuous monitoring and reporting on the quality of services delivered including example KPIs, also indicate details of how repeated failure to meet the KPIs and to deliver quality of services would be handled. You should also include your M&E of the impact of activity.

Continuous monitoring of service quality through Research, Monitoring and Evaluation

Accurate, timely and reliable Research, Monitoring & Evaluation (RME) underpins all AJACS activities and programme management, with three functions. First, to **verify delivery** of assistance, monitoring what the programme is achieving and assessing performance. Second, to **assess project outputs** and how external factors, actors and conditions are influencing change. Third, feeding emerging **evidence on impact** in Syria into our adaptive programme management process allowing activities to be adjusted so that we can more efficiently and effectively deliver results. Our approach to continuous monitoring and reporting **has been developed** over six months in the **Syrian context** to measure the quality of services based on the three tier approach shown in Figure 15 below:

Figure 15: We will use data collected from a broad range of sources to triangulate our findings and share data with donors on our web-enabled Programme Management Information System to ensure real-time monitoring

Method	Benefit
1. Verifying Delivery of Assistance and Monitoring Programme Activities and Performance	
Observation	Observational data collected by our field teams
Project Data	Administrative data from component leads, Syria field staff, team members; AJACS events/activities records; details on related grants/contracts; summary of management issues; reporting on performance against KPIs; vetting of potential beneficiaries
Administrative data	S&J actors' internal data records including number of staff, services provided etc.
Location mapping	Systematic mapping of demographic and location data (e.g. via Android-based ODK technology)
Community monitoring	We will support communities to develop their own conflict and security monitoring mechanisms so as to ensure participation and sustainability
2. Contextual Analysis and Local Atmospherics	
Qualitative interviews and focus groups	In-depth interviews and/or focus groups with key respondents to deepen our contextual understanding
Secondary research	Secondary source research from analysts, the media, NGOs, think-tanks and government sources
Media analysis and social media scraping	Systematic collection of social media, analysis of social media trends, networks and linkages, and media monitoring will provide a rich dataset
3. Assessing outcomes and emerging impact	
Key Informant Interviews	Emerging impact can be evinced in perceptions of communities to the S&J situation in their area in a relatively short time frame (e.g. do S&J providers have increased legitimacy in the eyes of the population?). Repeated KIIs provide a picture of how opinion-formers see dynamics and causality links in their area.
Quantitative surveys	Short surveys face to face with respondents in Syria in each area where AJACS is active and set up panels to acquire longitudinal data allowing for trend analysis

Using KPIs to manage performance to ensure quality of service

Assessing the **quality of services** delivered and managing performance is a key component of our first tier RME (verifying delivery of assistance, monitoring programme activities and assessing performance). **Contract performance** will be assessed against Key Performance Indicators (KPIs) agreed with the Contract Management Group through regular contract reviews carried out across Safety, Health, Environment and Quality (SHEQ), fraud awareness, compliance and IT security areas. Performance against objectives and targets as well as any problems associated with the Management System will be identified and a Recovery Action Plan issued to the AJACS Project Director and copied to the WYG Managing Director.

How we use KPIs to quality assure our flexible consultancy support to FCO

Since June 2013, WYG have provided survey support to more than 70 FCO sites worldwide against specific KPIs. These KPIs include mobilisation of teams of SC or DV cleared consultants within two days and production of reports within a week.

The variable nature of the AJACS programme activities over the contract duration make output-based KPIs difficult to define at tender stage. Therefore, we propose that up to 10% of the project profit be withheld against delivery by the consortium using an interactive KPI scorecard, an approach we have used successfully for other large-scale HMG projects. This scorecard approach is transparent, adaptable, proportional and drives contract management performance upwards by

directly linking financial consequences to performance. We will not seek an uplift if we over perform against KPIs. An illustrative scorecard with seven indicative KPIs is provided in figure 16 below.

Figure 16: We propose a KPI regime against which we will be scored every 6 months and against which we hold up to 10% of our profit at risk

Performance Area & Weighting	Key Performance Indicator	Standard Criteria	Score (0-6)	Weighted Score
Management, Strategy & Financial (25)	1. Reports submitted to agreed timelines and of satisfactory quality. (13)	100% of reports submitted in line with agreed reporting schedule (unless prior agreement for delayed submission is obtained from AJACS Head). (4)	6	24
		All reports follow agreed template demonstrating evidence of delivery. (5)	6	30
		Invoices presented by the 17th of the month and at same time as the narrative reports they are linked to. (4)	6	24
	2. Quality of financial management (12)	Less than 10% variance between forecast and expenditure within our control during period concerned (comparing agreed budget, updated monthly, & most recent expenditure report). (6)	6	36
		Less than 5% variance across budget lines within our control (comparing agreed budget, updated monthly, & most recent expenditure report). (6)	6	36
Customer Relationship (25)	3. Performance of consortium's senior programme team (i.e. TL & component leads), including acting as a single consortium team (8)	All progress reports cover issues that have arisen and how senior management has, or propose to, address these. (2)	6	12
		Proactive raising by Team Leader of issues arising and proposed remedial action within 24 hours. (2)	6	12
		Actions from contract management meetings addressed within agreed timescale. (2)	6	12
		100% of actions from weekly Secretariat meeting minutes are actioned by consortium within timeframe agreed in minutes. (2)	6	12
	4. Engagement with Syrian and Turkish stakeholders and international counterparts (8)	Agreed frequency of meetings between Team Leader or appropriate consortium representative and stakeholder counterparts. (4)	6	24
		Feedback gathered by Head of AJACS programme from Syrian, Turkish and international counterparts receives overall positive feedback on responsiveness. (4)	6	24
	5. Risk Management (9)	All key risks flagged to AJACS Secretariat in progress report and amended in risk register. (4)	6	24
Demonstrated effective mitigation or management response to all risks flagged in previous reporting period (in progress reporting). (5)		6	30	
Quality & Delivery (50)	6. Quality and timeliness of agreed implementation plan milestones/deliverables (25)	All targets in agreed work plan for period concerned are achieved and any variances explained in reporting. In exceptional cases of non-delivery out with Consortia control, full rationale for non-delivery to be noted in reporting and approved by AJACS Secretariat. (25)	6	150
		All workplan activities delivered or on track to be delivered as noted in progress reporting. (10)	6	60
	7. Quality & timeliness of agreed logframe milestones/deliverables (25)	All workplan targets delivered, and any variances explained in reporting. In exceptional cases of non-delivery out with consortia control, full rationale for non-delivery to be noted in reporting and must be approved by Board. (15)	6	90
Total Available 600				600

Rating	Rationale
6	Responsibilities delivered with a high level of efficiency and effectiveness. Supplier proactive in taking steps to achieve outcomes according to contracted responsibilities
5	Responsibilities delivered efficiently and effectively
4	Minor effort required to improve delivery of one or more contracted responsibilities
3	Effort needed to deliver contracted responsibilities
2	Major effort needed to deliver responsibilities. Significant effort required from Secretariat where provider is not delivering
1	Serious under performance. Not meeting most contract deliverables

AJACS score against KPIs	% of profit withheld
500 – 600	0%
450 – 499	1%
400 – 449	2%
375 – 399	3%
350 – 374	4%
325 – 349	5%
300 – 324	6%
250 – 299	7%
150 – 249	8%
75 – 149	9%
0 – 74	10%

How we will address failure to meet KPIs or deliver quality services

Performance issues will be addressed through the Team Leader in the **first instance** and the Project Director in the **second instance**. The Team Leader and the two Deputy Team Leaders (Programmes and Operational) will use RME information to actively manage programme risk on a daily basis with the Secretariat. The Project Director will meet with the Secretariat to review KPIs and other contractual issues such as budgeting, accounting, legal and delivery issues. If there is repeated failure to meet quality standards, then we will use the escalation procedures set out in 2.1.8 (Liaison and Escalation Procedures). For a project of AJACS' size and nature, WYG, as a quoted public company, is required to meet (and be seen to meet) key performance measures by several Directors across several disciplines; meaning that AJACS donors can be assured of top-level WYG corporate support if problems emerge.

Monitoring and Evaluation of the Impact of Activity inside Syria

While the M&E framework will be finalised after contract award, working with the Secretariat and the third-party M&E provider selected by CSO, our existing work on the ICSP M&E framework has allowed us to prepare an integrated system for collecting and analysing data on the sorts of indicative results that we expect to work towards.

Figure 17: Indicative 6-month AJACS programme results

	Month 1	Month 3	Month 6
Stakeholder Engagement	Joint planning	New localities	Institutionalised mechanisms
Capacity Building	Training, assessments	S&J actors trained	Increased capacity
Material Assistance	Stipends paid	Equipment/ grants	Funds regularized
Transparency, Accountability	Accountability mechanisms	Human rights training	Transparency mechanisms
Community Engagement	Grants upscaled	Community projects	Community-police forums
Analysis	Responsive reporting	Participatory evaluations	Community analyses

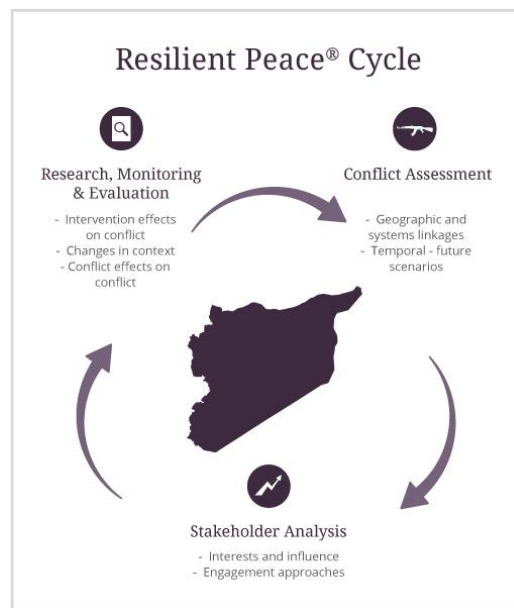
We will use indicators at multiple levels to measure the impact of AJACS, aligned with the programme Theory of Change. These include: **Input and activity indicators**, used to verify the delivery of assistance to recipients; **Output indicators**, to measure the results, successes and failures of activities; **Outcome indicators**, to measure results at AJACS objective levels; **Impact indicators**, to measure the achievement of the programme goal.¹

M&E in a Kinetic environment

The multi-donor Helmand Monitoring & Evaluation Programme (HMEP) was the first M&E programmes in an area with a substantial coalition military presence, a contested political environment and active military operations. This provided cutting edge M&E data and analysis that drew on quantitative surveys and other mixed methods to collect data, in partnership with Afghan data teams. This supported UK, Danish and US governments to dynamically adapt their development projects and stabilisation activities based on real-time data feeds. The proposed AJACS team including Matthew Waterfield, Andrew Rathmell, Michael Shaw and the AJACS M&E Lead Dr. Bjorn Muller-Wille lead this pioneering work on remotely managed RME in challenging environments.

An important target of our M&E system will be the conflict-related implications of AJACS interventions. Our Resilient Peace® framework provides a conflict analysis toolkit that will enable us to monitor the conflict sensitivity of AJACS interventions. Resilient Peace is a conflict analysis toolkit with a **proven track-record in Syria** which has been used to monitor the impact of ICSP interventions. We will track any unintended consequences of our interventions, whether these are conflict generating or conflict mitigating, this will allow us to adjust the programme so as to minimise harm and to maximise opportunities for conflict resolution and community security.

We will collect data on these indicators through our mixed methods data collection system: our Syrian research partner **RMTeam**, which boasts 150 researchers, the largest footprint of researchers inside Syria) will undertake focus groups, key informant interviews, and surveys; our M&E analysts and Syrian project offices will provide contextual reporting and collate secondary data; and our data analytics and GIS specialists will interpret and represent our M&E findings, which our AJACS analyst will brief regularly to the Secretariat.



M&E in a multi-programme environment

The Nigerian National Solidarity and Reconciliation Programme (NSRP) is an evaluation of a £43 million programme across three discrete zones of violence – terrorist, criminal, and oil-based. WYG is implementing complex M&E that requires quantitative and qualitative assessments of 34 separate initiatives, and aggregated impact assessments of individual and aggregated VfM.

M&E in a contested political environment

The Libyan SJD programme runs across policing, formal and informal judicial capacity building and reduction in munitions availability. To measure programme impact and outcome, baseline data was defined and collected within the first 4 weeks of project mobilisation allowing agreement at the outset expectations of both the FCO and WYG.

¹ Indicators will be chosen at different levels to allow systematic tracking through the intervention logic. Training activities, for example, could be tracked by a chain of indicators including: OUTPUT – number of training courses for S&J providers completing training courses. OUTCOME - Number of trained staff remaining as S&J providers and utilising training 6 months after completion. IMPACT – changes to public perception of S&J service delivery and/or legitimacy.