

Evaluation Rubric
Developing Capacity and Capability in Monitoring, Evaluation and Performance Development

Criterion	No Development (oops)	Beginning Development (compliance)	Building Development (competency)	Excellence (continuous improvement)
Leadership	Any monitoring, evaluation or performance development is generated by individuals. There is no encouragement or support available	Leadership recognises the need to comply and ensure that this is achieved	Leadership sets a direction for performance development and encourages stakeholders to participate	Leadership shares a clear vision for performance development demonstrates commitment, and models insatiable curiosity to improve
Attitude to Investigation, Learning, risk taking and change	Any questioning of the status quo is seen as adverse. New ideas are discouraged, and looking outward for learning is viewed with suspicion	Investigation, learning and risk taking are all limited to 'have to's to be compliant with external requirements	Performance Development is championed by champions, but is not part of the culture of the organisation. Some hesitancy with risk taking and change	Performance Development is seen as a challenging adventure. Information and ideas are constantly being explored and sought out
Evaluative competencies and experience	Managers are unable to articulate why, when and how evaluation might be useful. No evidence is available of any evaluation having taken place. No goals are in place or there is no way of evaluating progress towards them	Evaluation is purchased from external agencies where required. Goals are in place, but they are not evaluated	Evaluative skills, knowledge and attributes are utilised by an internal expert who ensures that evaluation occurs regularly	Evaluative skills, knowledge and attributes are utilised by all managers to ensure that the performance of people, systems and programmes are constantly evaluated in a constructive and positive way
Outcomes Framework	Any monitoring or evaluation is based on inputs and outputs.	Outcomes are measured for compliance purposes and are not used as a framework for performance development	Outcomes are measured and are used to reflect on the performance of the service or programme	Desired outcomes have been negotiated with stakeholders, are clearly stated, and are supported by resources to facilitate their delivery. Measurement of outcomes is used to drive service development

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Performance Indicators for Individuals and Programmes	There are no performance indicators or goals stated or expected for people, systems or programmes	Staff and service users have goals. If they are measured, then this occurs a maximum of 6 monthly	Staff and Service users have goals that are regularly measured. Standardised performance indicators are in development	Inputs, outputs and outcomes expected by people, systems and programmes are clearly stated in a measurable way, are benchmarked and are supported by resources to facilitate their delivery
Systematised monitoring, evaluation and reporting	Any monitoring, evaluation and reporting is ad hoc and goes no further than the direct manager	Monitoring, evaluation and reporting are compliant with standards	The performance of staff, activities, programmes, projects, systems and processes are regularly reviewed, evaluated and reported	Accountability is clear and exercised throughout the organisation. Each staff member, activity, programme, project, system and process is regularly reviewed, evaluated and appropriately reported to maximise learning and development
Information Systems	Information is collected by paper and not referred to again	Information is collected and extracted to be compliant with requirements	Information is recorded, stored and extracted, and is used to reflect on performance of people, services and programmes	All key information is recorded, stored and can be extracted to inform monitoring, evaluation and reporting by stakeholders, staff and management
Organisational Structures	Organisational structures do not deliver monitoring, evaluation or performance development	Organisational structures deliver monitoring, evaluation and performance development in order that the organisation is compliant with standards and contracts	Organisational structures facilitate shared learning and performance development in line with new evidence and knowledge	Stakeholder voices are amplified and used to orientate planning. Time, support and resource are available to sustain improvement. Regular forums allow for shared learning and quest for performance improvement