

**Monitoring and managing team performance:** Breakthrough (BTM) will monitor individual and team performance and identify areas of poor performance on CSSF call-off contracts as per below. These steps have been honed over years of working on successful projects with FCO and other donors globally.

- **Project outcomes and KPIs:** Prior to performance monitoring, BTM established clear roles and reporting lines. Each person will have specific responsibilities and clear job descriptions. Their outputs and deliverables will directly contribute to the overall impact and KPIs for the project.
- **SMART objectives:** BTM translates these KPIs into clear personal objectives, with SMART indicators, for each team member. These personal objectives will be aligned to a robust client-approved theory of change (ToC) so that each team member is directly responsible for specific results.
- **Formal appraisal and evaluation:** On a quarterly basis, each team member will meet with either their line or project manager (PM) to monitor performance and identify areas of poor performance. They will do this by sharing feedback they have received from other team members or from project stakeholders.
- **Individual performance improvement:** Should any team member not be delivering as planned, we will support them in improving their performance by providing training or mentoring, if appropriate, or we will substitute them with a more qualified person at no additional cost to the Authority.
- **Regular feedback to the CSSF:** We will provide regular feedback (to supplement the schedule of FCO briefings) to the CSSF team to seek their views on what we are doing right and what we could do better.

**Example (identifying and dealing with poor individual performance):** Our Urdu Social Media Manager (SMM) for our US-embassy funded Social Media Management project struggled to prioritise client tasks. The project Account Director (AD) arranged daily morning meetings with the SMM to help them identify daily key priorities. After two weeks of AD guidance, the SMM showed a dramatic improvement in delivery. This was reflected in the improved social media content for the client.

**Monitoring and managing sub-contractor (SC) performance:** BTM maintain healthy supply chains with 70+ SCs on 10 projects in 12 countries (including five FCAS regions) across the world managed by our ADs. We create a transparent environment with our SCs where disputes are proactively resolved in a respectful manner. As best practice, we hold meetings with SCs on a weekly basis and daily meetings with individuals such as online influencers. We also send weekly emails to the SCs to provide them with key updates to a project and any performance messages.

All sub-contracts incorporate well-defined procedures for dealing with poor performance. A Client complaint that concerns – in whole or in part – performance of a SC, allows the project AD to tackle this as part of the investigation into the complaint, whilst remaining the primary point-of-contact for the Client and owner of the escalation procedure.

We ascertain SC partial or non-performance through quarterly reviews against KPIs. We will always try to resolve SC issues informally first where possible, agreeing clear action points with timescales, escalating to Performance Improvement Process (PIP), Senior Management Team or independent dispute resolution as a last resort. We have found that highlighting the interests of ultimate beneficiaries is the most constructive way to frame discussions on supply chain performance.

**Example (monitoring and improving SC performance):** In Bangladesh, our campaign partner Bangladesh Youth Leadership Center (BYLC) was struggling to fully deliver a project brief. Our Account Director discussed root causes and the importance and impact of the work on the local community, helping BYLC to devise a plan to deliver the full scope of the project without compromising quality.

Where informal resolution is not possible and performance is below 85% of agreed KPI standard, we start performance improvement measures, such as seconding BTM staff, providing best practice guidance, or instituting stricter sign-off of deliverables. The objective of this process is to support the SC to improve performance to a satisfactory threshold. We focus on a solution in the interests of our shared goal for successful project delivery, balancing the need to resolve the issue for the client with the need to maintain the stability and effectiveness of the supply chain. This support is provided on a daily, weekly or fortnightly basis, as required. Where under-performance persists, the SC is removed and a suitable alternative is used. In order of priority this would be ♦ a similar local organisation ♦ local staff engaged by BTM as consultants ♦ delivery by BTM core staff with relevant subject matter and language expertise. Flexibility of approach is often key in FCAS regions where few viable partners exist. Sign-off from FCO will always be obtained for any material changes to key staff or subcontractors.