

## Template 4: Evaluating the Consultant's Performance

Performance Criteria	Rating					Considerations	Comments
<b>Considerations When Evaluating the Consultant's Performance</b>							
<b>General Considerations</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Don't Know</b>		
The effectiveness of the original scope of works in achieving project objectives and outcomes has been reviewed.						<ul style="list-style-type: none"> <li>• Was the original scope of works adequate, as defined in the original project brief?                             <ul style="list-style-type: none"> <li>○ Could there be any improvements?</li> <li>○ Were there any gaps that made it difficult to meet project objectives?</li> <li>○ Were the desired outcomes and objectives sufficiently defined?</li> <li>○ Were there tasks that could have been scoped differently, or needed more detail?</li> <li>○ Was sufficient budget allocated to complete tasks?</li> </ul> </li> </ul> <p>CoastAdapt provides further information on <a href="#">working with consultants</a> and <a href="#">designing project briefs</a>.</p>	
The consultant has fully addressed the scope of works as outlined in the project brief and as articulated in the accepted proposal.						<ul style="list-style-type: none"> <li>• The scope of works will have been outlined in the tender brief and the consultant's proposal as accepted by the client:                             <ul style="list-style-type: none"> <li>○ Where the scope and consultant's proposal included a series of steps or stages, have all these steps been addressed to the satisfaction of the client (unless otherwise agreed)?</li> <li>○ If a variation to the original scope was approved, has the additional work commissioned been completed?</li> </ul> </li> </ul> <p>CoastAdapt provides further information on <a href="#">working with consultants</a> and <a href="#">designing project briefs</a>.</p>	
The consultant has supplied the required deliverables/reports as outlined in the tender brief and as articulated in the accepted proposal.						<ul style="list-style-type: none"> <li>• The required deliverables for the project will have been outlined in the tender brief and the consultant's proposal as accepted by the client:                             <ul style="list-style-type: none"> <li>○ Have the report deliverables addressed the mandatory requirements, headings, or contents as outlined in the tender brief?</li> <li>○ Is the status of the report clearly identified (draft, final draft or final)?</li> <li>○ Have comments supplied by the client on the draft report been addressed including, where required, a track change version or memorandum from the consultant to show how the comments have been addressed?</li> </ul> </li> </ul>	
The consultant has managed the project effectively and maintained sufficient communication and engagement with the client.						<ul style="list-style-type: none"> <li>• The tender brief and consultant's proposal will have specified the frequency and format of communication for the project between the consultant and client representative. Has this specification been met adequately by the consultant?</li> <li>• Was the management of the project effective in meeting the client's needs? Was the client satisfied with the format and frequency of communication? Was the project successful in terms of timeliness, quality of outputs, ensuring a single point of contact, responsiveness to client requests, etc.?</li> </ul>	
The methodology used by the consultant is described in sufficient detail that it is transparent and repeatable if needed.						<ul style="list-style-type: none"> <li>• Does the final report/work contain a methodology section?</li> <li>• If so, does it clearly outline the steps/processes/techniques used to conduct the study in ways that are understandable to the client?</li> <li>• Is there sufficient detail provided that would enable the client to repeat a similar study if necessary in the future?</li> </ul>	

General Considerations.. (contd)	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know	
All engagement activities have been fully documented and the consultant has demonstrated how any feedback received has been incorporated.						<ul style="list-style-type: none"> <li>Has the consultant provided a list of everyone who was consulted?</li> <li>Have the approaches used to undertake consultation been recorded e.g. interview/workshop notes, site meetings, briefing papers etc.</li> <li>Does the client have copies of all consultation material prepared e.g. questionnaires, newsletters etc.</li> <li>Has the consultant documented how any feedback received has been incorporated?</li> <li>Is there a plan in place for ongoing communication/consultation?</li> </ul>
Was an external peer review undertaken? If so, has the feedback received been considered and responded to?						<ul style="list-style-type: none"> <li>Has a suitably experienced person independent to the consultant undertaken a review of the content? If so, has a copy of the review been provided to the client? Has the feedback been incorporated?</li> </ul>
Does the client feel that his/her internal capacity to undertake similar projects has been improved?						<ul style="list-style-type: none"> <li>Has the consultant effectively shared knowledge and tools with the client organisation and its staff?</li> <li>Has a formal handover been held with the consultant, so that staff have an opportunity to ask any questions they may have?</li> <li>Is there a need for some formal training to be provided to staff?</li> </ul>
Has feedback been provided to the consultant on overall performance?						<ul style="list-style-type: none"> <li>Has formal feedback been provided to the consultant on performance against project objectives?</li> </ul>
Considerations relevant to Climate Change Studies	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know	
All data sources used for the study have been fully and clearly documented i.e. source, year, climate change scenarios, projections, models etc.						<ul style="list-style-type: none"> <li>Has the consultant outlined which climate change projections were used for the study? <ul style="list-style-type: none"> <li>How were data sources chosen? Were they based on national, state or local policy requirements? Do they depart from these standards and if so why? Do national, state or local policy requirements specify data sources? CoastAdapt provides <a href="#">a summary of relevant state legislation and planning policy</a>. Information on <a href="#">present-day climate data sources</a> is also available.</li> <li>What climate change timeframes and scenario(s) were used? e.g. 2030, 2100, High or Low Emission RCPs, etc. Coast Adapt provides information on <a href="#">understanding</a>, <a href="#">accessing</a> and <a href="#">using</a> climate scenarios.</li> <li>What was the source of the projections? e.g. <a href="#">Climate Change in Australia</a>, <a href="#">NARCLiM</a>, research paper, etc. Information on <a href="#">future sea-level rise and climate extremes</a> is available on CoastAdapt.</li> <li>What climate change parameters were used? e.g. maximum temperature, evaporation, sea level rise, storminess, etc. Were these comprehensive and appropriate?</li> </ul> </li> </ul>
Any uncertainties in data and methodology have been documented and any assumptions made clear.						<ul style="list-style-type: none"> <li>Has the consultant identified the uncertainties in data or projections used for the study? Coast Adapt provides information on <a href="#">using</a> climate scenarios, including how to deal with uncertainties.</li> <li>Has a confidence level or similar been placed on the use of these data? Some climate variables are better simulated by models than others and have a higher degree of confidence. For example, there is a higher level of confidence in sea level rise projections, than changes to cyclone frequency in Australia. Projections should be accompanied by an estimate of data confidence levels.</li> <li>Has the consultant highlighted the limits of the modelling approach used? Coast Adapt provides information on <a href="#">understanding</a> climate change scenarios and modelling approaches.</li> <li>Has the consultant described how any uncertainties in data have been/could be addressed? Have a variety of different approaches/techniques been used to deal with identified uncertainties? E.g. risk assessment approaches, consultation, probabilistic scenarios, sensitivity analysis?</li> <li>Have all assumptions been documented?</li> </ul>

Considerations relevant to Climate Change Studies...(contd)	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know	
<p>All models, GIS mapping layers or other material agreed to be handed over in the Contract (subject to contractual agreements regarding intellectual property) have been provided and the client is satisfied with their quality.</p>						<ul style="list-style-type: none"> <li>• Have original GIS files, data files, model output files etc. been provided to the client in a form that is readily accessible using the client's IT systems/software?</li> <li>• Is the client clear about his/her rights to use information, models or data provided in the study? Does the client have any intellectual property issues?</li> <li>• Has the client discussed the consultant's ongoing use of data and material gathered for the study and whether it can be used for future marketing opportunities, conference papers etc.?</li> </ul>
<p>Were study findings and/or adaptation recommendations:</p> <ul style="list-style-type: none"> <li>• clearly articulated</li> <li>• quantified</li> <li>• realistic</li> <li>• acceptable to the client organisation and/or community etc.?</li> </ul>						<ul style="list-style-type: none"> <li>• Are climate change risks identified and described in ways that are straightforward for the client and the community to understand? CoastAdapt provides information on <a href="#">building community support</a> and <a href="#">engaging with the community</a>. <ul style="list-style-type: none"> <li>○ What are the highest risks to the client and the community?</li> <li>○ When and how are they likely to experience these risks?</li> <li>○ Have the risk tolerance levels been discussed with the client and used for identifying trigger points when a particular option or action may be required? CoastAdapt provides further information on <a href="#">determining adaptation options</a> and <a href="#">using a pathway approach to set trigger points</a>.</li> <li>○ Has the consultant identified existing strategies to assess risk and determined if these are sufficient, or whether further action is required?</li> </ul> </li> <li>• Have adaptation options been clearly stated? <ul style="list-style-type: none"> <li>○ Are options and actions realistic and proportional to the climate change risks?</li> <li>○ Have the options considered and/or recognised existing management actions and initiatives?</li> <li>○ Have adaptation option implementation barriers been identified, and have solutions to overcoming these been suggested?</li> <li>○ Are the identified options likely to be feasible/acceptable to the organisation/client?</li> <li>○ Have costs/benefits of options been identified (if required)?</li> <li>○ Has any recommendation been made for prioritisation of adaptation options? <ul style="list-style-type: none"> <li>○ Have governance arrangements and responsibilities for action been identified in an implementation plan?</li> <li>○ When is action necessary and have clear triggers for implementation been set? Coast Adapt provides further information on <a href="#">adaptation pathways</a>.</li> <li>○ Is on-going monitoring required, and if so, what should be measured and when? How would the results from monitoring be used? Coast Adapt provides further information on <a href="#">monitoring and evaluation of climate change adaptation</a>.</li> </ul> </li> </ul> </li> </ul> <p>Note that studies may be staged and only address one aspect of climate change adaptation (i.e. identification of climate risks or adaptation options); the points above may not be relevant to every project.</p>
<p>The consultant has provided recommendations for the next phase of the project/further follow up work or filling any data gaps to advance the client organisation's response to climate change.</p>						<ul style="list-style-type: none"> <li>• Has the consultant provided recommendations for filling any data gaps that could not be solved through the course of the current study?</li> <li>• Has the consultant provided recommendations for further studies that could be undertaken following the existing scope of work?</li> <li>• Can the consultant assist with preparing a scope of works for follow up work in the future?</li> </ul>