



The 2020-21 Pacific Regional Development Program Progress Report summarises progress for the reporting period 1 July 2020 – 30 June 2021 of implementation of the Australia – Pacific Regional COVID-19 Response Plan and program highlights.

Our development program to Pacific Regional contributes towards achieving the following Sustainable Development Goals.

Program Budget	2020-21 Budget Estimate \$m*
Bilateral	0
Regional	210.2
Global	80.7
Other Government Departments	93.5
Total	384.5
Temporary, Targeted and	
Supplementary Measures (TTS)	6.0
Total ODA	390.5

Australian

*Actual expenditure is expected to be available in December 2021/ January 2022.



CONTEXT

Australia's COVID-19 response builds on Pacific Step-up - helping grow economies, build resilience and enhance regional stability. COVID-19 is profoundly affecting Pacific societies and economies. The Papua New Guinea and Fiji Governments are working to contain the spread and impact of their outbreaks. Strict border measures and collapsed international tourism continue to reverberate as **many countries find the economic situation worse than forecast**.

Earlier Asian Development Bank (ADB) estimates of Pacific regional growth have been iteratively downgraded in 2021 (from 2.7 per cent to 1.4 per cent to 0.6 per cent). Nine Pacific island economies are expected to contract for a second year in 2021. Fiscal pressures have worsened further, with eight Pacific island countries expected to carry large deficits, increasing demand for new debt or grant budget support. Regional public debt increased from USD12.6 billion (2018) to USD16.5 billion (April 2021) and is expected to continue to rise in the medium-term as fiscal deficits persist.

Remittances have unexpectedly grown from pre-pandemic levels, which is notable given their sizeable contribution to some Pacific economies and household incomes. However, in Pacific fishery-based economies, restrictions have resulted in reduced household and business incomes due to reduced local and export demand for products, and increased risk of illegal, unreported and unregulated fishing due to suspended observer activities.

COVID-19 has disproportionately affected women's health, safety and economic security. Restricted access to health services has led to reduced contraceptives use and, in some cases, an increase in maternal deaths. The United Nations estimates two in every three Pacific women are impacted by gender-based violence (twice the global average). More women-led and women-owned business have reported a significant decline in revenue. Prolonged school closures and reduced household incomes in some countries have impacted girls' capacity to pursue education opportunities.

AUSTRALIA'S RESPONSE AND PROGRAM HIGHLIGHTS

Australia's support for regional organisations and initiatives has aided Pacific ownership of the region's pandemic response – a low-cost, high-value investment in our critical Pacific partnerships that complements Australia's bilateral

and global programs. The Pacific Islands Forum (the Forum) and the Pacific Community (SPC) continue to coordinate COVID-19 responses. Australia, a Forum member, supports **the Pacific Humanitarian Pathway (PHP-C) as a vital regional mechanism to enable the movement of essential supplies and personnel**, and develop collaborative approaches to reopening borders safely. In 2020-21, the PHP-C facilitated flights to 11 countries and transported more than 237 tonnes of health and humanitarian supplies and over 100 technical experts.

Complementing the PHP-C work, Australia delivered more than 229,540 GeneXpert COVID-19 testing cartridges to support COVID-19 detection and transported almost 60 tonnes of humanitarian supplies to 13 Pacific island countries and Timor-Leste on over 360 flights. We maintained critical connectivity by supporting commercial airlines under the Pacific Flights Program, with regular services to Vanuatu, Solomon Islands, Papua New Guinea, Tonga and Timor-Leste.

COVID-19 has presented unprecedented implementation challenges in the Pacific, restricting the movement of resources and expertise. Some programs, like the Pacific Secondary School Scholarship Program, have paused. Others have been adapted to deliver results, while also meeting new priorities, such as budget support, aviation sector support, and vaccines delivery. Several investments reported lower effectiveness ratings for the reporting period and Australia has put in place management plans to improve performance.

Health Security

Supporting Pacific island countries to expand COVID-19 vaccine coverage in a safe and timely manner has been one of Australia's top priorities. At the Forum's Leaders' Retreat in February 2021, Prime Minister Morrison committed to support Pacific island countries to achieve comprehensive COVID-19 vaccine coverage. We committed \$200 million over three years (2020-23) for COVID-19 vaccine access in Pacific countries, including vaccine procurement and delivery support, drawing on Australia's Regional COVID-19 Vaccine Access and Health Security Initiative (VAHSI).

Australia **supports SPC as a critical regional partner in our COVID-19 health response**. SPC has led ventilator procurement, strengthening COVID-19 laboratory capability, hospitals assessments and training for health care workers. SPC is working closely with the World Health Organisation (WHO) and United Nations Children's Fund in the COVID-19 Joint Incident Management team (JIMT), coordinating technical support to Pacific health ministries. Australia provided \$5.5 million to the WHO for JIMT activities. SPC also maintained its broader health work, including supporting Pacific island countries to develop multi-sectoral responses to non-communicable diseases, food and nutrition.

The Australian Therapeutic Goods Administration through the Pacific Medicines Testing Program **quality assured samples of therapeutic goods from Pacific island countries**. Pacific governments used test results to make informed decisions and provide advice to their pharmacies and hospitals. The Royal Australian College of Surgeons provided **remote technical support to Pacific clinicians** and helped Nauru with critical cases via remote tele-health support. The Water for Women Fund reached 50,430 Pacific islanders in four countries with handwashing devices, hygiene promotion and COVID-19 messaging. Thirty-one Pacific water utilities have been supported with technical assistance.

Stability

Australia works with regional and bilateral partners to advance the security priorities outlined in the Boe Declaration on Regional Security, 2018. The **Australia Pacific Security College** established strong digital communications and online delivery of strategic courses on Pacific security. The **Pacific Fusion Centre** adapted to deliver a secondment program with Australian-based Pacific participants, and virtual secondments with alumni. Recruitment is ongoing for the Centre's Director and analysts based in Vanuatu.

In response to COVID-19, the **Australian Border Force** provided an **Aviation COVID-19 Safe Guide to Pacific** border agencies through the Oceania Customs Organisation and Pacific Immigration Development Community. The guide promotes COVID-19 safe practices in an aviation environment. The Border Fundamental Aviation training course was adapted to run virtually and is being piloted in Tonga. The **Australian Federal Police** continue to build regional law enforcement capability and disrupt serious organised transnational crime via the Pacific Transnational Crime Network.

Australia continues to work with Pacific island countries to secure maritime resources. We have refreshed our assistance to establish their maritime zones and are supporting efforts to maintain maritime entitlements in the face of

sea level rise. Our long-standing partnerships with the Secretariat of the Pacific Regional Environment Programme and the Pacific Islands Forum Fisheries Agency ensure environment and fisheries management support respectively.

Australia has also supported regional efforts to **scale up community-based fisheries management** in Kiribati, Vanuatu and Solomon Islands to reduce pressure on local food stocks, including coastal fisheries, that is exacerbating food security issues in the Pacific. Over 100 communities were supported to secure fish-based food and livelihoods. Consistent with the Kainaki II Declaration, we integrated climate change and disaster resilience across our development program, including our COVID-19 response.

Australia reached an estimated 244,600 women and children through the Pacific Women investment, providing crisis services to 29,402 women and children. In April 2021, the Foreign Minister and Minister for Women announced **Pacific Women Lead**, **Australia's new regional five-year \$170 million commitment to advance gender equality**. It builds on our long-standing gender investments and includes strategic partnerships with SPC and women's organisations.

Australia's partnership with the University of the South Pacific (USP) supported the continuation of tertiary education in the region. USP, as part of their globally recognised COVID-19 response, provided laptops, internet access and support for students to transition to remote learning. We are also partnering with the World Bank to implement the Pacific Secondary School Project for 14 to 18-year-old youth to support skills, education and training opportunities.

Australia supported **partnerships with the Pacific Disability Forum** and seven national disabled people's organisations. The Forum and the Pacific Disability Forum co-developed the Pacific Regional Disability Accessibility Standards for infrastructure. The Shifting the Power Coalition supported the Fiji Disabled People's Federation to establish the first disability-led emergency operations centre and coordinate disaster assessments for women and people with disabilities.

Despite the pandemic, our development program adapted to support people-to-people connections. **The Pacific Church Partnership Program worked with the Pacific Conference of Churches (PCC)** to establish an advisory network promoting stronger Australia-Pacific church links. The PCC also established a Disaster Chaplaincy Network to increase regional disaster preparedness to support vulnerable peoples' mental health needs. Our **sports program** began a new netball immersion program. This support was complemented by non-development assistance for over 170 Olympic and Paralympic athletes from eleven Pacific nations to prepare for their respective sports at the Tokyo Games.

Economic recovery

The COVID-19 Response Package for the Pacific and Timor-Leste is supporting maintenance of essential services and protecting the most vulnerable people. Approximately \$175 million was provided through partner government systems (general and sector budget support) incentivising sustainable and inclusive policy reforms. Almost \$19 million was channelled through trusted partners (such as International Committee of the Red Cross, UN Women, World Bank and Oxfam). The package provided \$21 million to bolster healthcare workers' salaries in Papua New Guinea (PNG).

The economic impact of COVID-19 is reshaping the regional context in which the Australian Infrastructure Financing Facility for the Pacific (AIFFP) operates. There has been an increased demand by Pacific island countries for budget support as well as competitively priced and flexible financing. **Three major AIFFP financing agreements were signed in 2020-21** covering the renewable energy, aviation and telecommunications sectors.

More than 3,300 Pacific islanders completed studies with the Australia Pacific Training Coalition. Of these, 1,507 Pacific islanders gained Australian-accredited qualifications, including 1,241 students who gained full qualifications. An additional 1,625 people completed non-accredited training courses, including short courses and micro-credentials.

Notwithstanding border closures, the government restarted recruitment **under Pacific Labour Mobility programs** in September 2020, through a coordinated effort across state, territory and commonwealth governments, industry, and labour sending countries. **More than 8,300 additional workers arrived in Australia to 30 June 2021**, under these arrangements. Seasonal Workers Programme and Pacific Labour Scheme workers remit respectively on average \$1,061 and \$1,244 per month back to their families, which is of critical importance to Pacific household incomes.

Australia has encouraged donor partners to respond rapidly. **The ADB and World Bank approved USD558 million and USD605 million respectively in financial support** for COVID-19 related measures. The International Monetary Fund has addressed critical fiscal deficits, predominantly through the Rapid Credit Facility (USD424 million). Australia worked closely with multilateral banks and other partners to ensure well-coordinated and appropriately targeted assistance.

ANNEX 1: PROGRESS AGAINST COVID-19 RESPONSE PLAN RESULTS INDICATORS

Health Security

Key Results Indicators	Progress/Result		
Number of partner countries where Australia has contributed to strengthened health systems	Supported regional partners on the COVID-19 health response, complementing Australia's bilateral assistance in national health systems.		
includingpreparedness for health emergencies (with examples) [target: fourteen]	Supported the WHO-led Joint Incident Management Team, a regional effort to respond to COVID-19. Also supported SPC's Public Health Division COVID-19 response including infection prevention and control; laboratory support; surveillance, epidemiology and training; clinical services; risk and communications in 14 countries.		
	Supported analysis and technical assistance to improve health services in six Pacific island countries through more efficient and equitable expenditure, in partnership with the World Bank. Assisting the Solomon Islands health ministry to submit its 2021 budget on-time despite shortened timeframes, and Tonga and Samoa to address non- communicable diseases through targeted taxes.		
Evidence that partner countries have improved responses to health security threats	Supported SPCto provide guidance and training within their COVID-19 response. Over 400 health-care workers, including clinicians, nurses and technical staff, improved their COVID-19 understanding. An additional 114 Pacific nurses were trained in surge critical care, mentored by Pacific Heads of Nursing, midwifery officers and clinical supervisors. Supported the strengthening of health policy engagement in seven Pacific island countries (Tonga, Kiribati, Solomon Islands, Vanuatu, Samoa, PNG, Fiji), in partnership with the World Bank. Border closures and staffing redeployments brought on by the pandemic slowed progress.		
Number of new or improved therapeutics, diagnostics, vaccines and additional equipment to which Australia has contributed that are accessible in partner countries	Delivered more than 229,540 GeneXpert COVID-19 testing cartridges to support COVID-19 detection in Pacific nations, as well as over 4.8 tonnes of masks, 6.1 tonnes of gowns and 6.6 tonnes of gloves to support Fiji's response to the COVID-19 outbreak.		
	Supplied 360,480 doses of AstraZeneca COVID-19 vaccine with Fiji, PNG, Solomon Islands and Tuvalu. In addition, the COVID-19 Vaccines Global Access (CAVAX), Advance Market Commitment (COVAX AMC) delivered 556,400 COVID-19 vaccine doses to nine Pacific countries.		
Contraceptive protection from unplanned pregnancies made available through Australian support	Supplied 350,609 contraceptives to users across eight Pacific nations as part of support for integrated sexual and reproductive rights services, in partnership with the International Planned Parenthood Federation. This is a slight drop from 2019 but included more first-time users, with services delivered to remote or hard-to-reach communities.		

Stability

Key Results Indicators	P rogress/Result
Examples of partnering with regional organisations to support regional COVID-19 measures	Australia closely with Pacific nations on the health and economic responses to COVID-19. This included dialogue with Pacific Islands Forum Leaders and Ministers agreeing to critical COVID-19 response priorities for the region, including vaccine availability, travel, essential humanitarian assistance and economic recovery.
	Australia's Foreign Minister and Minister for Women co-hosted two Pacific Women Leader's meetings in 2020-21 focused on the COVID-19 impacts on women and girls in our region. Discussions included how Pacific women leaders can work together to advance their commitment to gender equality by prioritising health, safety and economic outcomes for women and girls.
	Supported the Pacific Islands Forum Fisheries Agency and the Office of the Parties to the Nauru Agreement, to develop the COVID-19 Operating Protocols for the Fisheries Sector in the Pacific. The protocols work to protect seafarers and prevent transmission into Pacific communities by mitigating the spread of COVID-19.
Number of people reached with new or improved social protection programs [target: 150,000]	Supported almost 185,000 Pacific islanders to access new or improved social protection programs, mostly through the COVID-19 Response Package for the Pacific and Timor-Leste.
	Supported improvements to national social protection policies and longer- term programs in Fiji and Kiribati.
	In Fiji and Tonga, directly supported welfare payments to vulnerable households to meet basic needs and stimulate local economies.
	In Vanuatu, supported more than 20,000 people through Oxfam's Unblocked Cash pilot, assisting families by trialling new mobile-based technology solutions.
	In PNG, work commenced on the first national social protection program, in partnership with the World Bank.
Number of women and girl survivors of violence receiving services such as counselling [target: 40,000]	Supported an estimated 244,600 women and children through 78 projects with a primary focus on Ending Violence Against Women and Girls, under the Pacific Women program. This included crisis support services for 29,402 women and children through centres in Fiji, Federated States of Micronesia, Kiribati, PNG, Tonga, Republic of Marshall Islands and Vanuatu.
Climate change and disaster resilience is integrated into all relevant regional investments	Integrated climate change and disaster resilience considerations into bilateral and regional aid investments across 14 Pacific nations. This included: in Fiji, farmers in the root crop sector provided information on climate change and appropriate farming practices; in Tonga, technical expertise was provided to ensure the Tongan Parliament Buildings are climate resilient; and in Vanuatu, the Wan Smolbag Theatre produced two documentaries on the impact of climate change.
	Signed an AIFFP financing agreement for the Tina River Hydropower Transmission System to deliver renewable energy generated to Honiara.

Key Results Indicators	Progress/Result			
	This will displace as much as 18 million litres of imported diesel and 49,500 tonnes of CO ₂ emissions per year, enabling the Solomon Islands to meet 100 per cent of its emissions reduction commitments under the Paris Agreement.			
months with policy and technical advice on building capacity for: security, climate change and disaster resilience, maritime boundaries, fisheries, food security, gender equity, education, and media (including examples of assistance provided and results achieved) [target: fourteen]	Progress has been made against this target through climate change support for all 14 countries and as shown by the select examples below. Further data will be collected during the next year to inform future reporting.			
	Pivoted to support under the Pacific Fusion Centre to provide credible up- to-date information and analysis on border management, food security, misinformation and disinformation.			
	Supported Pacific Women to assess COVID-19 impacts on women and girls. Survey data influenced government responses in Samoa, Federated States of Micronesia and Tuvalu. In Tuvalu, advisory support for the Tuvalu Government's rapid gender equity and social inclusion assessment resulted in focused financial support for the most vulnerable families who had lost income.			
	Supported four countries to improve nutrition and health through improving crop diversity by suppling over more than 2,300 plant samples (including banana, cassava, taro and sweet potato), in partnership with SPC's Centre for Pacific Crops and Trees.			
Increased capacity and influence of women and girls to contribute to local, national and regional economic growth, stability and security	Supported about 9,200 women to take on leadership roles and almost 2,200 women and girls accessed financial literacy services and information. This included supporting 351 girls on participation and voice, with 128 girls to taking on leadership roles at community, provincial and national levels.			
	Supported increased women's leadership in the governance of market vendor associations in Fiji, Solomon Islands and Vanuatu, in partnership with UN Women. Women now hold 70 per cent of leadership positions in Vanuatu and Solomon Islands markets. 13 of the 17 markets in the three countries have women presidents.			

Economic Recovery

Key Results Indicators	P rogress/Result
Countries receiving AIFFP financing including inclusive local jobs creation [target: six]	AIFFP finalised financing for three critical investments (the Tina River hydropower transmission system in Solomon Islands; an undersea cable into Palau; and assistance for Fiji Airports upgrades and maintenance). All three projects have targets for local jobs.
	As part of Palau undersea cable investment, a rapid assessment was commissioned to identify barriers stopping women and men participating on equal terms in the information society. The study focused on women's online safety, digital governance and economic entrepreneurship. Palau has requested further assistance for safety measures to support women, girls and vulnerable communities.

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Key Results Indicators	Progress/Result
Examples of support for changing labour market needs, Pacific workers in Australia and skill development activities	Supported 3,300 Pacific islanders to completed studies with the Australia Pacific Training Coalition (APTC). Of these, 1,507 Pacific islanders gained Australian-accredited qualifications (including 205 students completing qualifications to work in the Australian meat processing industry), and 952 students completed APTC micro-credential courses targeting tourism and hospitality workers facing unemployment due to COVID-19.
	Supported more than 8,300 workers to travel to Australia from all 10 participating countries (except Nauru and Tuvalu) under the Pacific Labour Mobility program. Completed research on the training and visa settings for aged care workers to complete their practical training in Australia to boost Pacific workers for this sector.
Examples of partnering with the private sector and other regional partners to ensure supply lines are	Delivered over 60 tonnes of COVID-19 tests, vaccines and medical supplies to 13 Pacific island countries and Timor-Leste.
open	Partnered with five commercial airlines, through the Pacific Flights Program under COVID-19 Response Package for the Pacific and Timor- Leste, to facilitate the delivery of essential personnel and freight – including COVID-19 vaccines, medical and humanitarian supplies. This enabled critical regular and scheduled air connectivity between Australia, Pacific island countries and Timor-Leste. It supported vital supply lines for people, goods and services into Vanuatu, Solomon Islands, PNG, Tonga and Timor-Leste.
Countries Australia has supported in the past 12 months with policy and technical advice on stimulus measures and longer-term fiscal and economic recovery initiatives (including examples of assistance provided and results achieved) [target: fourteen]	Supported 14 countries on fiscal and economic policy and technical advice through the COVID-19 Response Package for the Pacific and Timor-Leste.
	Supported Pacific Agreement on Closer Economic Relations Plus (PACER Plus) signatory countries with the PACER Plus Readiness Package focused on legislative drafting, customs modernisation, training on notification requirements, public outreach, and revenue planning. The PACER Plus trade agreement entered into force in December 2020 on ratification by the required eighth signatory.
	Supported improvements to domestic financial systems and the management of public finances. This included through the Pacific Financial Technical Assistance Centre to support nine countries with: public finance management roadmaps (PNG, Tonga), drafting of new legislation (Niue, Tonga), tax policy and revenue reforms (Nauru, Fiji, Vanuatu, Cook Islands, Kiribati, Samoa, Tonga) and developing medium term revenue recovery options (Fiji).

ANNEX 2: INVESTMENT PERFORMANCE RATINGS

In vestment Details	Year	Effectiveness	Efficiency	Gender Equality
Un iversity of the South Pacific Partnership	2021	4	4	4
Investment duration: 2010-25; Budget: \$186.1m	2020	4	4	4
Australia Pacific Training Coalition (Stage 3)	2021	3	3	3
Investment duration: 2017-24; Budget: \$158.7m	2020	4	5	5
Pacific Women Shaping Pacific Development	2021	5	5	5
Investment duration: 2012-22; Budget: \$149.8m	2020	5	4	5
Fisheries Development Assistance in the Pacific	2021	4	4	4
Investment duration: 2010-26; Budget: \$135.3m	2020	5	4	4
Australia Pacific Climate Partnership	2021	5	4	4
Investment duration: 2018-25; Budget: \$114.3m	2020	4	4	5
Pacific Community (SPC) and Government of Australia Partnership for Pacific Regionalism	2021	5	5	4
Investment duration: 2014-20; Budget: \$109.0m	2020	5	5	4
Government of Australia – Pacific Island Forum Secretariat (PIFS) Partnership 2014-23	2021	4	4	4
Investment duration: 2014-23; Budget: \$89.6m	2020	4	4	4
Pacific Labour Mobility and Remittances	2021	4	4	4
Investment duration: 2017-23; Budget: \$82.0m	2020	4	4	4
Pacific Regional Health Strategy	2021	4	4	4
Investment duration: 2013-25; Budget: \$70.7m	2020	4	4	4
World Bank Pacific Facility 4	2021	4	5	3
Investment duration: 2013-22; Budget: \$64.0m	2020	5	5	4
United Nations Development Program Pacific Sub Regional Centre	2021	5	4	4
Investment duration: 2006-23; Budget: \$38.9m	2020	4	3	4
PACER Plus Support	2021	4	3	3
Investment duration: 2007-24; Budget: \$25.6m	2020	4	4	4
Pacific Research Program	2021	5	4	4
Investment duration: 2017-22; Budget: \$25.3m	2020	5	4	4
COVID-19 Pacific and Timor-Leste Preparedness and Recovery NGO Partnership	2021	4	4	5
Investment duration: 2020-22; Budget: \$25.0m	2020	n/a	n/a	n/a
Pacific Public Administration Governance Initiative	2021	4	5	3
Investment duration: 2014-24; Budget: \$24.9m	2020	4	5	3
Pacific Regional Market Access	2021	4	4	5

In vestment Details	Year	Effectiveness	Efficiency	Gender Equality	
Investment duration: 2018-22; Budget: \$22.8m	2020	4	4	4	
O c ean Assistance in the Pacific	2021	4	5	5	
Investment duration: 2018-26; Budget: \$19.2m	2020	5	4	5	
DFAT- Education Quality Assessment Program Partnership	2021	4	5	4	
Investment duration: 2017-23; Budget: \$18.1m	2020	5	5	4	
Pacific Partnership II with IFC	2021	3	2	3	
Investment duration: 2017-22; Budget: \$17.7m	2020	4	3	5	
Support to Ten Year Pacific Statistics Strategy	2021	4	3	4	
Investment duration: 2014-22; Budget: \$17.2m	2020	4	4	3	
Australia Pacific Security College Establishment	2021	5	6	6	
Investment duration: 2019-22; Budget: \$16.0m	2020	n/a	n/a	n/a	
Pacific Partnership Facility - Asian Development Bank	2021	4	4	4	
Investment duration: 2017-22; Budget: \$15.0m	2020	4	4	2	
Pacific Media Assistance Scheme Phase 3	2021	4	5	4	
Investment duration: 2017-22; Budget: \$11.4m	2020	4	5	4	
In novations in Financing	2021	3	4	5	
Investment duration: 2015-21; Budget: \$10.6m	2020	5	4	6	
Pacific Private Sector Development Initiative Phase IV	2021	5	4	5	
Investment duration: 2019-24; Budget: \$10.2m	2020	n/a	n/a	n/a	
Reducing the cost of remittances to the Pacific 2020 to 2025	2021	4	4	3	
Investment duration: 2020-25; Budget: \$5.2m	2020	n/a	n/a	n/a	
Pacific Connect	2021	4	4	5	
Investment duration: 2019-23; Budget: \$4.4m	2020	4	4	4	

FINAL INVESTMENT PERFORMANCE RATINGS

In vestment Details	Year	Effectiveness	Efficiency	Gender
Regional Rights Resource Team	2021	4	4	4
Investment duration: 2006-21: Budget: \$16.0m	2020	5	5	5

Definitions of rating scale:

Satisfactory (4, 5 and 6)

6 = Very good; satisfies criteria in all areas.

5 = Good; satisfies criteria in almost all areas.

4 = Adequate; on balance, satisfies criteria; does not fail in any major area.

Less than satisfactory (1, 2 and 3)

3 = Less than adequate; on balance does not satisfy criteria and/or fails in at least one major area.

2 = Poor; does not satisfy criteria in major areas.

1 = Very poor; does not satisfy criteria in many major areas