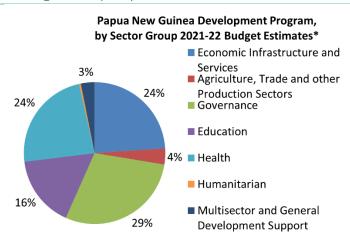


2021-22 PAPUA NEW GUINEA DEVELOPMENT PROGRAM PROGRESS REPORT

The COVID-19 Development Response Plan for Papua New Guinea has been extended through 2022-23. In 2022-23, the Papua New Guinea program will further integrate COVID-19 measures with broader health systems strengthening programs; leverage economic and fiscal support to meet structural challenges in PNG's economy and build resilience to future shocks; and intensify our assistance for gender equality.

Program Budget	2021-22 Budget Estimate \$m*
Bilateral	479.2
Regional	53.2
Global	12.4
Other Govt. Departments	43.0
Total ODA	587.8



^{*}Actual expenditure is expected to be available in early 2023. Due to rounding, totals may not match the sum of components.

Our development program to Papua New Guinea contributes towards achieving the following Sustainable Development Goals:























The 2021-22 Papua New Guinea (PNG) Development Program Progress Report summarises progress with implementation of the Australia – PNG COVID-19 Development Response Plan and highlights program results.

CONTEXT

Australia and PNG are close neighbours; we have strong historic bonds and ambitions for the future. We are working together to implement the *PNG-Australia Comprehensive Strategic and Economic Partnership*. Australia is PNG's largest development partner and its main partner on economic and security issues. We have been the largest supporter of PNG's response to COVID-19 in both the health and non-health sectors – enabled by our deep ties across all sectors and across government. PNG's health system was acutely stretched during a third COVID-19 wave in September-October 2021, which affected the delivery of non-COVID-19 essential health services. Our focus from January-June 2022 was on integrating COVID-19 support with routine health services given low acceptance and uptake of COVID-19 vaccinations and diminishing impacts of the pandemic on health facilities. While PNG's economy is recovering from the impacts of COVID-19, the pandemic magnified fiscal vulnerabilities. PNG's debt-to-GDP ratio has increased from 40.3 per cent in 2019 to 51.6 per cent in 2021, and PNG's estimated fiscal deficit remains large and persistent at 5.9 per cent of GDP. Small and medium enterprises were particularly affected by the pandemic in 2021-22 with many becoming unviable. International financial institutions forecast that PNG's economy will grow by four to five per cent in 2022 and while increased resource sector activity is expected to contribute towards growth over the next decade, rising inflation, a slowing global economy and a weak fiscal position present downside risks. Managing these will require PNG to address underlying structural challenges to economic growth.

The **internal movement of people** due to conflict, natural hazards or migration continues to undermine stability, social cohesion and economic opportunities in many parts of the country. Challenges with both the 2022 national elections



and its COVID-19 response highlighted underlying weaknesses in PNG's development trajectory and the importance of coordinating across the different strands of Australia's support for PNG's recovery.

AUSTRALIA'S RESPONSE AND PROGRAM HIGHLIGHTS

Health Security

Australia worked in partnership with GoPNG to respond to COVID-19 outbreaks in 2021-22. At GoPNG's request, Australia deployed two additional Australian Medical Assistance Teams (AUSMAT) and funded a field hospital in Port Moresby to assist with the surge in cases over September-October 2021. AUSMAT assisted seven high risk provinces and Port Moresby General Hospital (PMGH). Additionally, we mobilised 14 clinicians who provided specialist surge support in PMGH and ANGAU hospitals. Our holistic approach included vaccine and medical supplies; support for testing, surveillance and clinical capacity; and technical assistance to the National Control Centre. We provided an additional \$15 million to PNG's 21 Provincial Health Authorities (PHAs), the Autonomous Region of Bougainville's Department of Health and PMGH to bolster their COVID response. The Australian Defence Force (ADF) facilitated delivery of essential medical supplies to PHAs and supported PNG Defence Force (PNGDF) efforts to vaccinate defence personnel. In addition, ADF-chartered planes and boats ensured timely movement of medical supplies and personnel into Western Province by the PNGDF.

Australia provided comprehensive support for PNG's COVID-19 vaccination rollout, including the **delivery of 246,800 COVID-19 vaccine doses** through the *Regional Vaccine Access and Health Security Initiative* in 2021-22. We established the first COVID-19 vaccination clinic in PNG, which was critical in the early stages of the rollout and administered more than 10 per cent of all COVID-19 vaccinations undertaken in PNG nationally. We assisted GoPNG's *Sleeves Up* vaccination campaign, worked with church leaders, NGOs, media organisations and the Australian National Rugby League to promote vaccines and COVID-safe messaging.

Despite significant investment, the COVID-19 vaccination rate is below six percent of the adult population and unlikely to rise significantly. Geographical remoteness, low health literacy, weak health systems, poor community acceptance and misinformation have proven intractable barriers to achieving higher coverage. That said, Australian support has contributed to higher vaccination rates in the PNG Treaty Villages and among healthcare workers.¹

Australia's health investments continued to support routine health service delivery. The *PNG-Australia Transition to Health (PATH)* program assisted PHAs to strengthen governance, partnerships and capability in information management systems. Through our NGO implementing partners, we maintained HIV testing rates and treatment levels for sexually transmitted infections and support for routine childhood immunisations. However, disruptions to service delivery from COVID-19 resulted in a decrease in tuberculosis notifications and treatment success rates for drug resistant tuberculosis in 2022. While timelines were impacted by COVID-19, construction of the ANGAU Memorial Hospital² continued, with new facilities commencing operations in 2021-22. The focus for 2022-23 will be on completion and commissioning of acute facilities and supporting PNG to secure resources required for effective functioning of the facility.

Stability

During the reporting period we maintained our focus on ensuring access to critical services. Australian investments supported increased access to services and referrals for gender-based violence (GBV) survivors, assisting 13,617 women and girl survivors of violence to access services, including 1,317 incidences of counselling services and 2,239 incidences of survivors' access to emergency shelters. Australian advice to the Department of Justice and Attorney-General resulted in amendments to legislation, which strengthened protections for survivors of Family and Sexual Violence (FSV), increased penalties and increased the length of interim protection orders and the penalties for

¹ In the 13 PNG Treaty villages, 63.5 per cent of the adult population were fully vaccinated (July 2022); for PNG's healthcare worker and support staff population, 35.1 per cent were fully vaccinated (April 2022).

² ANGAU Memorial hospital will have an estimated catchment of around two million people.



breaching them. In 2022-23 we will undertake a review of our support to the justice sector to ensure it remains effective, efficient and relevant. Our **new** *PNG Women Lead* **program will support a continued focus on addressing GBV**, as well as integrating effective approaches to promoting gender equality across the development program.

Ensuring children have continued access to education is crucial to PNG's recovery and future growth prospects. In line with PNG priorities, in 2021-22 Australia's education programs trained 2,283 teachers in COVID-19-safe messaging and remote learning approaches, provided remedial instruction for core subjects and constructed 782 handwashing stations reaching over 101,000 students in 171 schools. Australia also provided \$35 million in budget support grants to GoPNG's tuition subsidy program, contributing towards keeping over a million students engaged in school.

In line with the CDRP, we have increased our funding to Western Province through the *South Fly Resilience Plan* (SFRP) to meet the needs of communities affected by COVID-19 border closures. World Vision **supported the development of a District water, sanitation and hygiene (WASH) plan and implemented improved water infrastructure** in South Fly communities. In 2022-23 we will begin implementation of our *Building Community Engagement in PNG* program to strengthen citizen-government engagement and build the capacity of civil society, media and churches for improved service delivery and policy reform. However, we failed to get traction needed in pursuing broader anti-corruption reforms, as evidenced by less than adequate final ratings for our major anti-corruption project, *Combatting Corruption in PNG*.

Economic recovery

To assist PNG's economic recovery, we assisted GoPNG's economic reform agenda, provided budget support, strengthened connectivity in PNG and the region, and facilitated enhanced skills and training. In 2021-22, Australia responded to PNG's request and provided a \$650 million loan to address a budget financing gap. We also provided \$70.8 million in budget support grants (including \$35 million for education previously mentioned), which included assistance for critical health and education services. Through the bilateral program, Australia delivered \$200 million in infrastructure investment in telecommunications, electrification, social infrastructure and transport, including maintenance of 43 per cent of PNG's national priority roads. The Australian Infrastructure Financing Facility for the Pacific provided additional support for critical national infrastructure priorities, including a \$US490 million, multi-year program to upgrade up to eight ports across PNG.

Australia supported PNG to progress important economic reforms to improve the resilience of PNG's economy. The *Economic Governance and Inclusive Growth* program supported the Napanapa pilot, a significant achievement for land reform in PNG through the **first ever legal transfer of customary land to bankable title**. This small-scale initiative presents a model that could be replicated or adapted to enhance reform in this critical area, which is a constraint to growth. Australian-funded technical assistance also supported improvements to debt and budget management, fiscal sustainability, governance and coordination. This assisted with **unlocking access to USD150 million concessional financing in 2021-22.**

To contribute to upskilling PNG's population, in 2021-22, we supported 104 people (29 women) to obtain TAFE-Delivered Vocational Education and Training (TVET) qualifications, including in cyber security, leadership and management, and training and assessment for TVET teachers. To assist women's economic empowerment, 633 women business owners received management training and an opportunity to expand their business networks, and 270 women participated in financial literacy and access to banking services training. Skills development was also enhanced through the *Pacific Australia Labour Mobility* scheme, where 647 PNG workers were able to take up jobs in Australia, develop their skills and send income home to support their families and communities.



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

Health Security

Key Results Indicators	Progress/Result
Appropriate COVID-19 strategies and response plans are in place at national level and all Provincial Health Authorities (PHAs)	Supported WHO partnership with GoPNG to establish national-level COVID-19 strategies, which encapsulated multi-hazard management of COVID-19, international and local public health emergencies, natural and human-induced disasters and climate change. Through the PNG-Australia Transition to Health (PATH) program, supported provincial level COVID-19 Emergency Response Plans and provided funding to enable implementation.
National and provincial health systems have improved capacity and capability to undertake surveillance, risk assessment and rapid response	Continued funding core operations of PNG's COVID-19 National Control Centre, including support that enabled GoPNG to assess and plan its response to COVID-19, enabling personal protective equipment (PPE), test kits and vaccines to be distributed more effectively throughout the country. COVID-19 coordination advisors supported in selected provinces and additional funding to provinces as outlined below.
Supplementary funding and strategic advice are available to all Provincial Health Authorities (PHAs) for COVID-19 response	Supplementary COVID-19 funds channelled to PHAs and PMGH to support development of COVID-19 Emergency Response Plans, the recruitment of over 300 additional health care workers, training for surveillance, testing, purchase of emergency stocks of personal protective equipment (PPE) and cleaning products, logistics for health outreach to rural communities including risk communication activities.
National laboratory services have the capacity to undertake testing in a timely manner and have increased throughput of COVID-19 tests	Improved national laboratory capacity to undertake COVID19 testing including through the secondment of a molecular scientist to PNG Central Public Health Laboratory (CPHL) to lead the establishment of PCR regional sites (supporting 405,888 COVID-19 tests). Funded arrangements between the CPHL and the Peter Doherty Institute for Infection and Immunity in Australia, to enable testing of COVID-19 variants, and informed GoPNG's update to its public health response to Delta and Omicron waves.
22,325 children receive routine vaccinations in selected provinces	Supported approximately 666,155 routine vaccinations to be administered to children across 12 provinces. ³
Community is better educated on COVID-19 risks, misinformation, and prevention	Supported the establishment of a COVID-19 hotline call centre to enable provision of public health information (received approx. 183,000 calls this reporting period). Supported UNICEF to print and distribute approximately two million information, education and communication materials to all 22 provinces, aiming to raise risk perception for COVID-19 and address vaccine hesitancy.

³ Implementing partners report on number of vaccinations administered, not number of children vaccinated. Reported figure will include multiple vaccinations received by individual children and remains an estimate at the time of reporting. DFAT will consider an update to the indicator for 2022-23.



400 clinicians have improved understanding of impact of COVID-19 and appropriate treatment	Supported training of 697 front-line health workers (59 per cent women) to increase understanding of the impact of COVID-19 and appropriate treatment.
COVID-19 testing and outbreak responses by PHAs are not constrained by lack of personal protective equipment (PPE)	PPE, infrared thermometers, oxygen concentrators, laboratory test kits and consumables to enable testing in district hospitals and health centres provided. Supported a warehouse to store PPE, enabling the rapid distribution of medical equipment and supplies when required.
Indicators for routine Australian- supported services including immunisation, tuberculosis (TB) and human immunodeficiency virus (HIV) treatment, family planning remain stable	Results were mixed during this reporting period. For example, two out of eight vaccines (polio and measles) increased in uptake due to catch-up campaigns; the proportion of people who tested positive for HIV and were placed on ART increased from 0.92 in 2020 to 1.1 in 2021. Australian support for family planning service delivery was maintained, but stability of family planning indicators cannot be assessed due to poor national data.
ANGAU hospital redevelopment completed with new infectious diseases ward	Construction of new operating theatres, emergency department, intensive care, medical imaging, central sterile services department, infectious diseases inpatient unit, TB clinic and other facilities are scheduled for completion by September 2022. The hospital repurposed new facilities (TB ward) to cater for COVID-19 patients requiring hospitalisation and will have increased flexibility for management of infectious diseases (including COVID-19 surges and other outbreaks) once the new infectious disease ward becomes operational.
Relevant infrastructure investments are supporting the government's COVID-19 response	Supported construction of, and improvements to, health facilities across PNG including Bougainville Triage Centre and Suhin Health Centre; Kompiam Hospital, Enga Province; Bosset Health Centre, and Daru General Hospital, Western Province; Kapuna Rural Hospital, Gulf Province. Supported installation of jetty at Mabudawan Health Centre to enable safe and efficient boat access for the transfer of patients, personnel, and cargo.
Selected markets comply with the Control and Guidelines to Support Safer Operations of Markets	Assisted 20 markets to stay open by supporting local chiefs and market caretakers to set guidelines to comply with COVID-19 prevention, including the adoption of minimum standards for WASH in markets.
Women have been supported to participate in decision making processes in the health sector	Supported women to participate in decision making processes including through the establishment of 13 WASH committees (49 per cent females) in local communities in Western Province. Supported the PNG Health Department to include women in the Pandemic Act provincial measures.
Number of people trained in field epidemiology, surveillance, laboratory diagnostics and infection prevention and control	Supported training of 115 participants (51 female) across a range of activities including TB treatment (45 persons, including 23 female); COVID screening, outbreak response, laboratory diagnosis, infection prevention



and control (IPC) as well as disease surveillance (37 persons, including 14 female); and detecting malaria (33 persons, including 14 female).

Australian clinicians deployed to Port Moresby General Hospital and ANGAU hospitals provided targeted support for IPC in these settings, with a particular focus on emergency department operations, including the

introduction of a new triaging system.

Stability

Key Results Indicators	Progress/Result
Incidence of strengthened governance systems and policy change	Provided advisory and logistics support for PNG Government legislative reviews, amendments and new legislation in priority areas, including in relation to the Family Protection Act; Connect PNG (Implementation and Funding Arrangements) Bill 2021; Pandemic Act; Public Health Act; Kumul Consolidated Holdings Act; Public-Private Partnership Act; and the Digital Governance Act. Ongoing support for implementation of the Road (Management and Fund) Act 2020 which will assist PNG to increasingly self-fund road maintenance.
RPNGC capacity to provide policing responses to COVID-19 maintained	Transitioned to the RPNGC full responsibility for and management of the Police Operations Centre to despatch, track and monitor RPNGC responses to COVID-19. Continued to support the Controller to update measures under the National Pandemic Act.
Papua New Guinea Defence Force (PNGDF) have maritime and air transport support to reach any part of PNG where health and security operations are required*	Supported chartered aviation and maritime lift capacity to enable timely movement of medical supplies and personnel into Western Province. For example, Australia provided a weekly chartered supply flight, which transported, rotated and sustained PNGDF troops securing PNG's border and the Highlands. Supported PNGDF to advise and assist on vaccination rollout across PNG.
PNGDF counter border security threats*	41 in-country advisers supported the PNGDF with the implementation and enforcement of measures to limit cross-border transmission of COVID-19 to assist in securing land and maritime borders.
Communities in South Fly District are more resilient and better able to meet their immediate needs	Supported implementation of South Fly Resilience Plan to build more resilient communities in the South Fly District including through development of a food security plan, implementation of food security and livelihoods activities; pilots of irrigation wheels in nine communities; training and establishment of basic poultry keeping.
4,000 primary and secondary teachers provided with training tailored to COVID-19	Supported 2,283 primary and secondary teachers with training to support COVID-19 safe schools.4
600 hand washing stations reaching over 55,000 students in over 200 schools	Supported 782 handwashing stations in 171 schools, reaching an estimated 101,000 students.

⁴ The target of supporting 4,000 teachers has not yet been met as the activity is ongoing and the demand for training has reduced. UNICEF is continuing to deliver the activity over 2022/23.



Nil reporting available. One-year pilot project completed in June 2021.
Supported the number of frontline service providers better able to manage GBV to increase, including: 147 (60 per cent women) police officers, public prosecutors and frontline service providers trained to improve GBV support. Supported establishment of the 27th Australian funded Family and Sexual Violence Unit providing protection and support services to women and girls.
Supported 460 community information sessions on sexual violence and referral pathways to over 9,000 community members. Support enabled 1,317 incidences of counselling services, 1,026 incidences of case management, 2,239 incidences of survivors' access to emergency shelters and 144 incidences of repatriation and reintegration support in the case of extreme violence.
Supported 11,839 women and girl survivors of violence to receive services.
Supported ten prosecutors to become State Prosecutors (of a total of 42 prosecutors in PNG). By building prosecutors' overall capability, this boosts their capacity to prosecute FSV cases. Delivered specialised training for 28 (43 per cent women) prosecutors and police officers on dealing with child witnesses. Supported consultations for the review of the Family Protection Act which increases protections for survivors of FSV, penalties for FSV creating an aggravated domestic violence offence, the length of interim protection
orders and the penalties for breaching them.
Supported women's groups to discuss how to work together to improve peace, security and stability in the Hela province (over 200 women attended). Conducted a workshop for 132 women from the Bougainville Women's Federation and provided mentoring to increase understanding of the Bougainville Women's Federation Act and to ensure that the interests of

Economic Recovery

Key Results Indicators	Progress/Result
Australian budget support as a per centage of total domestic revenue in response to COVID-19 ⁵	Australian budget support represented 1.21 per cent of total domestic revenue.
Australian policy and technical advice support to PNG to meet policy triggers for concessional	Supported GoPNG to meet reporting requirements for IMF and the Australian loan commitments.

⁵ The wording of this indicator has changed since drafting of the CRP from percentage of supplementary budget expenditure to percentage of total domestic revenue.



financing from international finance institutions and implement SOE reform	Supported the ADB State-Owned Enterprise (SOE) Reform Program and its sub programs to increase the operational performance, financial sustainability and service delivery of PNG's SOEs.
Women business owners supported with skills and management training	Supported 633 women business owners with skills and management training including financial literacy, accessing business and financial services, banking access.
Two markets constructed	Wabag market complete and due to be open upon final approvals from government authorities (will cater for 140 vendors, 85 per cent female). Kimbe Market 50 per cent complete, scheduled for completion in first quarter of 2023. Will cater for more than 700 vendors, 85 per cent female.
250 men and women with TVET qualifications	Supported 104 people to obtain TVET qualifications (29 per cent women).
1,613 kilometres of roads maintained on an ongoing basis6	Supported routine and periodic maintenance of 1,856 kilometres of roads (43 per cent of PNG's 4,256km network of national priority roads).
10,000 households with improved access to electricity	A cumulative total of 16,860 households have gained improved access to electricity over the period 2020-2022.
Minimum levels of connectivity maintained to move essential goods, services, and people in and out of PNG to facilitate health and economic outcomes	Supported point-of-departure COVID-19 testing for travellers. Support for security enhancements at ports across PNG, in addition to ongoing maintenance of national priority roads enabled the movement of essential goods and access to services. Planned port upgrades (works commencing 2023) will further enhance trade opportunities and connect communities.

⁶ The wording of this indicator has been amended as the original text (3,150 km of roads maintained) was misleading as it was intended to reflect over 2 years, but the actual amount of road Australia maintains continually is 1,613 kms.



ANNEX 2: INVESTMENT PERFORMANCE RATINGS

Investment Details	Year	Effectiveness	Efficiency	Gender Equality
ANGAU Hospital Re-development	2022	5	4	5
Investment duration: 2016-24; Budget: \$245m	2021	4	4	3
Australia Awards Papua New Guinea	2022	5	5	4
Investment duration: 2016-26 Budget: \$262.3m	2021	5	5	5
Climate Change Portfolio	2022	4	3	4
Investment duration: 2018-22; Budget: \$10.5m	2021	4	4	4
DFAT-WHO PNG Bilateral Partnership 2018 -2023	2022	4	4	4
Investment duration: 2018-23; Budget: \$18.1m	2021	4	4	4
Economic and Social Infrastructure Program	2022	4	5	4
Investment duration: 2015-24; Budget: \$170m	2021	4	5	4
Gender Equality / Gender Based Violence	2022	4	5	6
Investment duration: 2008-22; Budget: \$105.8m	2021	5	5	6
Health Services Sector Development Program	2022	4	4	4
Investment duration: 2018-25; Budget: \$81.4m	2021	4	4	4
Human Development Monitoring and Evaluation Services Provider	2022	3	3	4
Investment duration: 2018-23; Budget: \$12.5m	2021	3	3	4
Incentive Fund Phase IV 2015 – 2021	2022	4	4	4
Investment duration: 2015-23; Budget: \$110.6m	2021	5	4	5
Justice Services Stability for Development	2022	4	4	5
Investment duration: 2015-23; Budget: \$151.1m	2021	4	4	5
PNG Disaster Risk Reduction Program	2022	4	4	3
Investment duration: 2016-25; Budget: \$9m	2021	4	4	3
PNG Health and HIV Financing Program	2022	4	4	4
Investment duration: 2013-23; Budget: \$59.7m	2021	4	4	4
PNG Health and HIV Multilateral Partnerships	2022	4	4	4
Investment duration: 2011-22; Budget: \$91.4m	2021	4	4	4
PNG-AUS Transport Sector Support Program Phase 2	2022	5	4	4
Investment duration: 2013-23; Budget: \$560.7m	2021	4	4	4
Private Sector and Rural Development	2022	4	3	4
Investment duration: 2014-25; Budget: \$141m	2021	3	3	4



Quality Technical Assurance Group	2022	5	5	5
Investment duration: 2017-22; Budget: \$5.47m	2021	5	4	4
Supporting Elections in PNG 2019 – 2024	2022	3	4	4
Investment duration: 2018-24; Budget: \$30m	2021	4	4	4
PNG COVID-19 Support	2022	Exempt	Exempt	Exempt
Investment duration: 2021-24; Budget: \$26.6m	2021	N/A	N/A	N/A
PNG Australia Transition to Health (PATH)	2022	4	4	4
Investment duration: 2018-25; Budget: \$220m	2021	N/A	N/A	N/A
World Bank PNG Multi-Donor Trust Fund	2022	Exempt	Exempt	Exempt
Investment duration: 2015-25; Budget: \$67.9m	2021	Exempt	Exempt	Exempt
Australia Awards in PNG Scholarships – Intake 2021	2022	5	5	4
Investment duration: 2020-28; Budget: \$7m	2021	5	5	5

FINAL INVESTMENT PERFORMANCE RATINGS

Investment Details	Year	Effectiveness	Efficiency	Gender Equality
Combating Corruption in PNG	2022 FIMR	3	3	3
Investment duration: 2014-22; Budget: \$6.3m	2021 IMR	3	3	3
Institutional Partnerships Program	2022 FIMR	3	3	4
Investment duration: 2017-22; Budget: \$75.3m	2021 IMR	4	3	2
PNG Partnerships Fund	2022 FIMR	4	3	3
Investment duration: 2017-22; Budget: \$141m	2021 IMR	4	5	4
Kokoda Initiative	2022 FIMR	4	4	4
Investment duration: 2008-22; Budget: \$49.6m	2021 IMR	4	4	4
PNG Governance Facility	2022 FIMR	4	4	4
Investment duration: 2014-22; Budget: \$464.7m	2021 IMR	4	4	4
Bougainville Programming	2022 FIMR	4	4	4
Investment duration: 2014-22; Budget: \$26.4m	2021 IMR	4	4	5
Education Support Services	2022 FIMR	4	3	3
Investment duration: 2020-22; Budget: \$4.1m	2021 IMR	N/A	N/A	N/A

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.