

Aid program performance report 2017-18

Samoa  
September 2018

SAMOA Aid Program Performance Information 2017-18

Summary

This report summarises the performance of Australia’s aid program in Samoa from July 2017 to June 2018 against DFAT’s Samoa Aid Investment Plan 2015-16 to 2018-19.

The Australian Government is promoting development in Samoa by encouraging economic growth, progressing health and education outcomes and strengthening governance. Our assistance is aligned with the Samoa Development Strategy 2016-17 to 2019-20. Australia continues to work closely with the Samoan Government through the Samoa-Australia Aid Partnership Arrangement 2016-2019

The program was delivered in the context of evolving policy priorities on the Australian side, including major initiatives under the Pacific “Step-Up” and 2017 Foreign Policy White Paper, which saw new programming priorities being considered, many of which will come to fruition in 2018-19. Major challenges in the health sector, including the planned merger of the Ministry of Health and National Health Service, as well as changes in the Ministry of Women, meant that programs had to be amended to adapt to new priorities. While the overall strategy for this program remains relevant, the new Aid Investment Plan being drafted for implementation in 2019, will provide the opportunity for closer alignment with new priorities for both governments.

In 2017-18, Australia supported stronger governance through the construction of Samoa’s new parliament house. We also provided technical assistance to promote economic growth, strengthen public financial management and support public sector reforms. We established the Women in Leadership in Samoa program, in cooperation with UNDP and UN Women, to strengthen women's leadership and promote gender equality in Samoa. Women in rural areas received business skills and financial literacy training with a focus on economic empowerment.

Enabling economic growth was supported by the construction of the Tui-Samoa submarine cable, in cooperation with the ADB and World Bank. The new cable brings high speed internet to Samoa, which is expected to strengthen the business environment. Australian support for roads and bridges continued in 2017-18 including the delivery of emergency ‘bailey’ bridges and design work on the new Maliolio Bridge and proposed improvements to Cross Island Road. Construction of the new 2AP radio transmission tower, which will take place in 2018-19, but was planned for in the reporting period, will ensure infrastructure remains in place to support emergency communications during cyclones and other natural disasters.

Strengthening education and health services in Samoa remains a priority for Australia’s aid program, with recent reporting on challenges in the health sector demonstrating significant need for donor assistance. While providing ongoing support at the health systems level, at a practical level, Australia also funded a prosthetics and orthotics workshop to deliver mobility devices, including walking aids and wheelchairs. Australian support for Samoa’s Education Sector Plan has helped more primary children to read, write and count to national standards.

Australia is Samoa’s largest bilateral aid donor. Other significant donors include New Zealand, China and Japan. In 2017-18, Australia’s official development assistance (ODA) expenditure was $35 million, equivalent to approximately 8 per cent of Samoa’s national budget.

Expenditure

**Table 1 Total ODA Expenditure in FY 2017-18**

|  |  |  |
| --- | --- | --- |
| Objective | A$ million | % of total ODA |
| Objective 1: Enable economic growth | **5.0** | **14%** |
| Objective 2: Progress health and education outcomes | **10.5** | **30%** |
| Objective 3: Strengthen governance | **8.1** | **23%** |
| Sub-Total Bilateral | **23.6** | **67%** |
| Regional and Global | **8.6** | **25%** |
| Other Government Departments | **2.8** | **8%** |
| Total ODA Expenditure | **35.0** | **100%** |

Performance against Strategic Objectives

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Objective | Previous Rating |  | Current Rating |  |
| Objective 1: Enable economic growth | Green |  | Green |  |
| Objective 2: Progress health and education outcomes | Amber |  | Amber |  |
| Objective 3: Strengthen governance | Green |  | Amber |  |

Note:

⬛  Green. Progress is as expected at this stage of implementation and it is likely that the objective will be achieved. Standard program management practices are sufficient.

⬛  Amber. Progress is somewhat less than expected at this stage of implementation and restorative action will be necessary if the objective is to be achieved. Close performance monitoring is recommended.

⬛  Red. Progress is significantly less than expected at this stage of implementation and the objective is not likely to be met given available resources and priorities. Recasting the objective may be required.

Objective 1: Enable Economic Growth

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Australia continues to support Samoa’s economic reforms through the Joint Policy Action Matrix (JPAM) in partnership with the World Bank, the Asian Development Bank and New Zealand. JPAM incentivises economic reform by disbursing funds when the Government of Samoa achieves jointly agreed reforms. Achievements in the period included: strengthened debt management and developing climate-resilient building codes and standards. The effectiveness of the *Personal Properties Securities Act* was also strengthened through the launch of a new registry which will improve access to finance by allowing movable property to be used as collateral for loans.

The construction of the Tui-Samoa submarine cable was completed in 2017-18, with support from Australia, the Asian Development Bank, the World Bank and private investors, and brings high speed internet to Samoa. The new submarine cable will significantly improve the business environment in Samoa and strengthen service delivery by Government.

The construction of roads and bridges through the Australian funded, World Bank managed, Emergency Roads Access Project continued in 2017-18. With completion of Vaitele Road upgrade and Leone Bridge, linking the port to Apia’s CBD and industrial zone, the program turned its attention to the design of the Maliolio Bridge which will ensure continued access for rural communities in Savaii in the event of severe flooding. Design for significant improvements to the Cross Island Road, another economic arterial road, linking rural businesses to Apia, was also completed in the reporting period. Australia delivered five ‘bailey’ modular bridges which can be rapidly installed in emergency situations following bridge failures during natural disasters.

Through the Samoan Women Shaping Development (SWSD) Project the Development Bank of Samoa (DBS) provided financial literacy training for 406 individuals (319 women/87 men) in 12 participating districts as a prerequisite to accessing DBS loans for a variety of small enterprise activities including agricultural activities. SWSD also supported 18 women’s weaving groups that provided over 10 high quality fine mats for annual exhibitions.

Australia is strengthening disaster preparedness through the construction of a new radio transmission tower for the Government’s 2AP radio station, which is Samoa’s primary communications system during cyclones and other natural disasters. While planning and design work was undertaken in 2017-18, the construction work will begin in the next reporting period. In response to Tropical Cyclone Gita in February 2018 Australia provided $163,000 in emergency response funding to support debris clearance to reopen road and bridge networks.

A rating of green is given for this objective overall as most benchmarks were achieved in 2017-18.

Objective 2: progress health and education outcomes

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| --- | --- | --- | --- | --- | --- |
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Australia’s Samoa Health Program seeks to improve the health of Samoans so that they can lead longer and more productive lives and contribute more to grow the economy. Key activities in 2017-18 included the provision of pharmaceutical advisers to help strengthen procurement reforms and a biomedical adviser to provide mentoring support to the National Health Service biomedical unit. The Strategic Partnership Program between Samoa’s Ministry of Health and the Queensland Department of Health continues to implement improvements in governance and leadership, public health and health information. Additionally, Australia is assisting the Samoa Family Health Association in partnership with the International Planned Parenthood Federation to improve sexual and reproductive health and rights outcomes.

An Integrated Mobility Device Service workshop, supported by the Samoa Disability Program, is now fully operational and has exceeded program expectations with 1,367 Samoans (47.5% women) provided with 1,889 mobility devices. This exceeds the target of 1,080 clients. Of these 75% were from rural areas. The workshop provides mobility devices, including walking aids and wheelchairs and prosthetic / orthotic services. The Samoa Inclusive Education Demonstration Program continues to work with children with disabilities. In particular, it increased awareness of the education rights of children with disabilities within the household, community and government.

The Samoa Education Sector Support Program seeks to improve the effectiveness and efficiency of Samoa’s education system by the implementation of the Education Sector Plan 2013-2018 (ESP) through performance based payments. The 2016-17 annual review report of the ESP, reported 81% achievement of the ESP's sub sector outcomes while the remainder were still in progress. The 2017 and 2018 independent verification process reports noted marked improvements towards achieving the 9 key performance indicators which are used by Australia and New Zealand for assessing financial disbursements. More primary children can read, write and count to national standards: improvement was reported in literacy results, with a 30% improvement (Year 6 girls) in English and 26% (Year 4) in Samoan.

Australia also provides a Strategic Planning Adviser in the education sector and an Education Technical Assistance Facility to enhance coordination and the achievement of ESP outcomes with the particular aim of improving numeracy and literacy levels.

In 2017-18 an additional 58 Samoans (41 women) received an Australia Awards scholarship for tertiary studies in Australia and the region. The scholarships were awarded to help address skills shortages and promote people to people links with Australia.

Solid progress was made across most performance benchmarks, but the delays in the review of primary healthcare due to the ongoing restructure of the health sector, leads to an amber rating.

Objective 3: strengthen governance

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Construction of a new Samoan Parliament House is now expected to be completed by the end of 2018 and will become an important symbol of parliamentary democracy in Samoa. The new parliament, with climate resilient design features, is being built to a high standard, consistent with approved designs, and within budget. The project has increased the skill levels and workplace safety awareness of local employees by providing training on the use of new tools and equipment on-site. The project has incorporated public diplomacy initiatives to increase public engagement. Time-lapse photography of the construction of the new Parliament House is available on the Parliament’s website.

Through our Samoa Governance Program we worked with the Government of Samoa to review its Investment Policy and Legislation with the aim of increasing sustainable economic growth in Samoa. The program also supported a review of Samoa’s national tax policy in order to strengthen the management of tax expenditures and to review legislation and practice regarding capital gains tax. Another program assessing national systems is still underway and will be completed in 2018.

In support of the performance benchmark of increasing the number of women in leadership positions, Australia launched the Women in Leadership in Samoa program in cooperation with UNDP and UN Women. The new program builds on the former Increasing Political Participation of Women Samoa’s Parliament Project, to strengthen women's leadership and promote gender equality in Samoa.

There are currently three Australian Federal Police officers deployed to Samoa with the Samoa Australia Police Partnership (SAPP) and the Pacific Transnational Crime Coordination Centre. The two officers deployed with SAPP provide capacity building to the Samoa Police Service (SPS) with the primary objective to improve the effectiveness of, and community confidence in, the SPS. The Advisor to the Pacific Transnational Crime Coordination Centre is working to enhance capacity development, coordination of information and collaboration with key law enforcement partners in the Pacific.

This objective is rated as amber due to the delays in completing the construction of Samoa’s Parliament House and the assessment of national systems.

Regional and global programs

Samoa has benefitted significantly from regional and global programs including: targeting gender equality programming through Pacific Women, which supports gender equality, greater economic participation, and women’s empowerment; supporting resilient and healthy communities to better prepare for climate change and respond to natural disasters; and, tackling regional security challenges through the Australia Pacific Security College that will build individual and regional capacity to respond to security threats.

The Pacific Regional Agricultural Market Access (PHAMA) continues to support the agriculture sector. In 2017-18 PHAMA supplied 31,500 tissue culture plantlets from South Africa to help the banana industry recover from the impacts of Cyclone Gita. PHAMA also supported 5 new companies to complete their Hazard Assessment Critical Control Point certification, which will help these companies to access overseas markets.

A total of 86 Samoans graduated from the Australia Pacific Technical College in 2017. The Samoan campus of the APTC provided Certificate III training courses in plumbing, cookery, education support, hospitality, metal fabrication, and Certificate IV training courses in youth work and management. In 2017 45% of APTC graduates were female.

In 2017-18, 89 operations were performed on Samoan patients by volunteer medical professionals from Australia and New Zealand and mentoring of national surgeons. Surgeons were mentored by Australian surgeons, in areas of ear, nose and throat surgery and plastic and endoscopy surgery supported by DFAT through the Royal Australasian College of Surgeons.

A Samoan initiative between Fairtrade Australia New Zealand, Krissy Co and the Savai’i Coconut Farmers Association was one of the ten successful partnerships announced as part of Business Partnerships Platform. The initiative will help address unmet demand for organic coconut cream and boost Samoa’s participation in global markets.

Two Samoan businesses were among the fifteen outstanding Frontier Innovators who were selected from over 700 applications from around the world. Skyeye and Nora's Plantation Foods were recognised as outstanding social enterprises delivering development impact for communities in the Indo-Pacific region. Each winner received a cash grant to help accelerate their businesses and broaden their development impact. These initiatives will benefit more than 200 households, facilitating increased participation in the formal cash economy and create 74 new jobs in the manufacturing facility, mostly for women.

Mutual Obligations

Australia and Samoa continued to work towards agreed mutual obligations as outlined in Australia’s Aid Investment Plan for Samoa and the Australia-Samoa Aid Partnership Arrangement 2016-2019.

In 2017-18 the Government of Samoa:

* implemented national development plans and coordinated development partner assistance, including through regular sectoral working groups;
* continued to improve government procurement and financial systems; and
* maintained budget expenditure on education, health and infrastructure maintenance.

In 2017-18 the Australian Government:

* continued to deliver timely, effective and predictable development assistance in line with the Government of Samoa’s Strategy for the Development of Samoa 2016-17 to 2019-20;
* continued to be transparent in the allocation of funding under the Partnership; and
* delivered assistance through Samoa’s government systems where it made sense to do so.

Program Quality

Aid Quality Check ratings across all initiatives in Australia’s development assistance to Samoa remained the same or slightly improved compared with last year. Ratings for gender equality remain largely unchanged when compared with the previous reporting period – 90% achieved a rating of at least 4. Post is seeking support from a gender adviser for future aid quality checks.

Management actions

Following an assessment of Australian development assistance in Samoa, the following management responses have been identified to address challenges and risks associated with the program in 2018-19:

* DFAT will engage a gender adviser to support post and provide capacity building for staff and improve gender mainstreaming of DFAT sector programs.
* DFAT will develop a design brief for the construction of the new Legislative Assembly Office, which is part of the Parliamentary complex, which builds on the lessons learned from the construction of the Parliament House and supports government systems without burdening these systems.
* DFAT will explore ways to strengthen the capacity of the Ministry of Women and Community Development to implement development programs in the future which can achieve results and represent value for money.
* DFAT will work together with development partners to strengthen the capacity of the health sector to design and implement an integrated, patient centred primary health care program.
* DFAT will explore ways to strengthen technical and vocational education in Samoa to ensure that more Samoans are able to take advantage of the opportunities available through the Labour Mobility Scheme.
* DFAT will look to incorporate lessons from current aid investments while reshaping programs to take account of new policy priorities in a future Aid Investment Plan.

Annex A - Progress in Addressing Management Responses

Describe progress made against management responses in 2016-17 report

|  |  |  |
| --- | --- | --- |
| **Management responses identified in 2016-17 APPR** | **Rating** | **Progress made in 2017-18** |
| DFAT will advocate for increased in-country staffing and additional technical oversight by the World Bank under the Enhanced Road Access Project and will use the annual JPAM process to trigger further planning and implementation of infrastructure sector policy and sector management reforms. | Achieved | The World Bank has agreed to fund 4 new in-country staffing positions. Recruitment for these positions will take place in 2018-19. |
| DFAT will request the Ministry of Women, Community and Social Development to provide a formal update on progress of Samoa Women Shaping Development Program (SWSD) including information on the status and expenditure of the main activities planned for this period. The update will be provided to the Program Management Committee before the end of 2017. | Achieved | The Ministry of Women, Community and Social Development provided the requested update on progress of SWSD. |
| External consultants will review the governance arrangements of the SWSD, including modality, design and timeframe through an agreed country review in late 2017. | Achieved | External consultants reviewed the governance arrangements of the SWSD |
| DFAT will continue to explore ways to improve delivery of the SWSD with the Pacific Women Support Unit and to provide gender specialist support to the Government of Samoa. | Achieved | DFAT improved delivery of SWSD by directing funding to the Women in Leadership in Samoa Program, implemented by UNDP and UN Women and to CSSP to support women’s NGO which eased the burden on MWCSD. |
| DFAT will finalise, in the second half of 2017, remaining activities under the SHSI, including completion of renovations to the x-ray department for the Savaii hospital, and finalise, in cooperation with other development partners, the design for a new health program (SHP) beyond the SHSI. | Achieved | Completed. |

**Note:**

**⬛  Achieved. Significant progress has been made in addressing the issue**

**⬛  Partly achieved. Some progress has been made in addressing the issue, but the issue has not been resolved**

**⬛  Not achieved. Progress in addressing the issue has been significantly below expectations**

Annex B – PERFORMANCE BENCHMARKS

**Progress towards Performance Benchmarks in 2017-18**

| **Aid objective** | **Performance Benchmark** | **Rating** | **Progress in 2017-18** |
| --- | --- | --- | --- |
| Enable economic growth | Achievement of all prior actions under the Joint Policy Matrix | Partly Achieved | Majority of performance indicators were achieved in the reporting period. Remaining indicators are on -track. |
| Enable economic growth | Australian funded technical assistance assessed as effective | Achieved | This facility is operational agreed by all parties to be highly effective. |
| Enable economic growth | Submarine cable operational | Achieved | Completed. |
| Enable economic growth | 200 women and people with disabilities supported to establish businesses | Achieved | Over 200 women were supported to establish businesses. |
| Progress health and education outcomes | Full or partial achievement against nine key performance indicators | Partly Achieved | Seven of the nine key performance indicators were fully or partially achieved |
| Progress health and education outcomes | Australia Awards targets health and education scholarships | Achieved | Health and education scholarships prioritised in the allocation of Australia Awards |
| Progress health and education outcomes | Review recommendations actioned | Not achieved | The joint review of primary health care was deferred due to the merger of the Ministry of Health and the National Health Service. |
| Progress health and education outcomes | 600 mobility devices provided to people with disabilities | Achieved | Completed. |
| Progress health and education outcomes | National Strategy for Ending Violence developed | Partly Achieved | National Strategy for Ending Violence is currently being developed. |
| Strengthen governance | Updated Assessment of National Systems | Partly Achieved | Assessment of National Systems deferred until August 2018, to follow PEFA Assessment. |
| Strengthen governance | Parliament House Completed | Partly Achieved | Construction near completion, but not quite finished. Expected to be completed in December 2018. |
| Strengthen governance | Increased number of women in leadership positions | Achieved | There is a significant number of women in leadership roles in Samoa notable in the public sector: where women make up about 30 per cent of Chief Executive Officers (CEOs) positions (12 out of 38), and about 71 per cent of assistant CEOs (79 out of 128). Women in executive decision-making bodies constitute 20 per cent of Government board members, while 8 per cent are appointed Chairs. |

**Note:**

**⬛  Achieved. Significant progress has been made and the performance benchmark was achieved**

**⬛  Partly achieved. Some progress has been made towards achieving the performance benchmark, but progress was less than anticipated.**

**⬛  Not achieved. Progress towards the performance benchmark has been significantly below expectations**

**Performance Benchmarks for remainder of Aid Investment Plan**

|  |  |  |
| --- | --- | --- |
| **Aid objective** | **Performance Benchmark** | **2018-19** |
| Enable economic growth | Economic reform priorities progressed to strengthen environment for economic growth | Achievement of all prior actions under the Joint Policy Action Matrix, triggers the release of budget support. |
|  |  | Contribution of Australian funded technical assistance (including to progressing economic reform priorities) is mutually assessed as being effective. |
| Enable economic growth | Improved economic infrastructure | Maliolio Bridge constructed in accordance with climate resilient design. |
| Enable economic growth | Increased economic opportunities for women and people with disabilities | Minimum 200 women and people with disability supported to establish businesses. |
| Progress health and education outcomes | Improving the quality of the education system through the Education Sector Support Program | Full or partial achievement against nine key performance indicators triggers payment on results. |
| Progress health and education outcomes | Provide targeted scholarships with priority on education and health | Reintegration packages in place for returning targeted education and health graduates. |
| Progress health and education outcomes | Improve the quality of the health system | Improved NCD services at district health centres. |
|  |  | 600 mobility devices provided to people with disabilities. |
| Progress health and education outcomes | Working with the police, courts and justice agencies, and NGOs to improve service delivery | Best practice initiatives to prevent violence implemented. Improved coordinated multi-sectoral approach to address all forms of VAW (i.e. good global practice for EVAW practice) |
| Strengthen governance | Strengthened public sector, including Samoa’s Police Service, civil society and private sector. | Assessment of National Systems recommendations implemented. |
| Strengthen governance | Building a quality and accessible parliament house | New parliament house completed and incorporating accessible design standards and climate resilient features. |
| Strengthen governance | Increasing leadership opportunities for women. | Increased number of women in leadership positions. |

Annex C - Evaluation Planning

List of evaluations completed in the reporting period

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Investment number and name | Name of evaluation | Date completed | Date Evaluation report Uploaded into AidWorks | Date Management response uploaded into AidWorks | Published on website |
| INK859 Samoa Disability Program | Samoa Disability Program Final Evaluation | December 2017 | August 2018 | September 2018 | Internal Document |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

List of program prioritised evaluations planned for the next 12 months

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Evaluation title** | **Investment number and name (if applicable)** | **Date – planned commencement (month/year)** | **Date – planned completion (month/year)** | **Purpose of evaluation** | **Evaluation type** |
| Final Program Review | INH315 Samoa Power Sector Expansion Program | April 2019 | June 2019 | To make an independent assessment of the performance of the Samoa Power Sector Expansion Program to inform future investments in the power sector. | Independent evaluation lead by ADB. |
| Final Program Evaluation | INK887 Cyclone Evan Recovery Program | February 2018 | December 2018 | To evaluate Australia’s budget support contribution towards the implementation of Samoa’s Cyclone Evan Recovery Plan. | End of Program Independent Evaluation (jointly with NZ) |
| Final Program Evaluation | Education Sector Support Program Evaluation | August 2018 | December 2018 | To evaluate the Education Sector Support Program | Joint Independent Evaluation with New Zealand |

Annex D - Aid Quality Check ratings

AQC ratings

AQC investment performance over the previous 12 months and where available last year’s AQC ratings.

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Investment name** | **Approved budget and duration** | **year on year** | **Relevance** | **Effectiveness** | **Efficiency** | **Monitoring and Evaluation** | **Sustainability** | **Gender equality** |
| Samoa Women Shaping Development Initiative | $2.8m | 2018 AQC | 3 | 3 | 4 | 4 | 4 | 3 |
|  | 2013-19 | 2017 AQC | 3 | 2 | 2 | 3 | 3 | 2 |
| Samoa Power Sector Expansion Program | $15m | 2018 AQC | 5 | 5 | 5 | 4 | 4 | 4 |
|  | 2007-18 | 2017 AQC | 5 | 5 | 5 | 4 | 4 | 4 |
| Samoa Economic Infrastructure Program | $19.2m | 2018 AQC | 4 | 4 | 4 | 4 | 4 | 4 |
|  | 2012-18 | 2017 AQC | 3 | 3 | 4 | 3 | 3 | 4 |
| Samoa Parliament Complex Redevelopment | $13m | 2018 AQC | 4 | 4 | 4 | 4 | 4 | 4 |
|  | 2012-20 | 2017 AQC | 3 | 3 | 4 | 3 | 3 | 4 |
| Samoa Education Sector Support Program | $16.8m | 2018 AQC | 4 | 5 | 5 | 4 | 4 | 5 |
|  | 2011-19 | 2017 AQC | 4 | 5 | 5 | 4 | 4 | 5 |
| Samoa Health Program | $9.2m | 2018 AQC | 4 | 4 | 5 | 4 | 4 | 4 |
|  | 2013-2022 | 2017 AQC | 4 | 4 | 4 | 4 | 4 | 4 |
| Samoa Disability Program | $5.5m | 2018 AQC | 4 | 4 | 4 | 4 | 4 | 4 |
|  | 2012-2018 | 2017 AQC | 4 | 4 | 4 | 4 | 4 | 4 |
| Samoa Cyclone Evan Response & Recovery Program | $8.1m | 2018 AQC | 4 | 4 | 5 | 4 | 4 | 4 |
|  | 2012-2017 | 2017 AQC | 4 | 3 | 4 | 3 | 3 | 4 |

FAQC ratings

Final AQCs assess performance over the lifetime of the investment (ratings are not compared to previous years).

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Investment name** | **Approved budget and duration** | **Overall rating** | **Relevance** | **Effectiveness** | **Efficiency** | **Monitoring and Evaluation** | **Sustainability** | **Gender equality** |
| Samoa Economic Reform Program | $8.5m  2013-18 | 5 | 5 | 5 | 5 | 3 | 4 | 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 area.**