

Testing value for money: Two case studies from a Pacific gender equality program

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Abstract

This paper provides insights about testing a Value for Money (VfM) assessment for a complex multi country gender equality program. Frameworks for assessing VfM in international development emphasize the importance of using limited funds as effectively as possible to achieve change for poor or marginalised people and to demonstrate value to investors.

The Australian Government's Pacific Women Shaping Pacific Development (*Pacific Women*) Program is developing a program level theory-based VfM approach that utilises the program's Theory of Change, evaluation questions and associated data collection and analysis processes. The approach is guided by the Department of Foreign Affairs and Trade's (DFAT's) VfM Principles.

Pacific Women's VfM rubric was tested as part of the Program's Year Three Evaluation conducted in 2016. It was further tested in 2017 when *Pacific Women* PNG conducted an evaluation of the CARE International Coffee Industry Support Project (CISP), which focussed on a project level assessment of VfM. The CISP VfM rubric and rating scale drew on the *Pacific Women*'s approach but was more detailed to include project specific components. Both evaluations tested the appropriateness of a VfM approach and the application of a scoring and weighting system. The learnings from these tests may be applicable to other transformative development programs using VfM approaches.

Introduction

Value for Money (VfM) assessments have become an important consideration within international development. Effective VfM assessments help donors, implementers, partner governments and communities understand costs and results, so that they can make more informed decisions about resource allocation. Frameworks for assessing VfM in international development emphasize the importance of using limited funds as effectively as possible to achieve change for poor or marginalised people and to demonstrate value to investors.

Pacific Women Shaping Pacific Development ('*Pacific Women*') is a 10-year (2012-2022), AU\$320 million program working in 14 Pacific Island Forum member countries. The Program is funded by the Australian Department of Foreign Affairs and Trade (DFAT). It operates through strategic partnerships and funding relationships that aim to improve the political, social and economic opportunities for women. The outcomes sought by *Pacific Women* include:

- Women, and women's interests, are increasingly and effectively represented and visible through leadership at all levels of decision-making.
- Women have expanded economic opportunities to earn an income and accumulate economic assets.
- Violence against women is reduced and survivors of violence have access to support services and to justice.
- Women in the Pacific will have a stronger sense of their own agency, supported by a changing legal and social environment and through increased access to the services they need.

Achieving value for money is a critical consideration for the achievement of DFAT's strategic objectives. It is a requirement under the Public Governance, Performance and Accountability Act (2013) and the Commonwealth Procurement Rules. In response, *Pacific Women* is developing a Value for Money framework to support its decision making about resource allocation.

To guide VfM assessment, *Pacific Women* developed a VfM rubric that sets out qualitative descriptors of 'high', 'adequate' and 'poor' against the criteria of economy, efficiency, effectiveness and ethics, and the DFAT value for money principles.

The *Pacific Women* VfM rubric will be used to assess VfM at the program or country level, and to guide assessments of *Pacific Women* funded activities. The VfM rubric was tested at the end of 2016 as part of the *Pacific Women* Year Three Evaluation. It was updated based on the evaluation findings and is presented in Appendix 1.

In early 2017, *Pacific Women* in PNG conducted a VfM evaluation of the CARE International Coffee Industry Support Project (CISP). The CISP evaluation VfM rubric drew on the draft *Pacific Women* VfM approach but was more detailed to include project specific components identified by DFAT, CARE and the evaluation team during the evaluation design process. The CISP VfM rubric is presented in Appendix 2.

Testing the VfM approaches in these two evaluations provided learnings that have informed the development *Pacific Women* VfM approach, and may be useful for other transformative development programs.

What are Value for Money approaches?

Frameworks for assessing VfM in international development emphasize the importance of using limited funds as effectively as possible to achieve change for poor or marginalised people and to demonstrate value to investors.

The Australian Council for International Development (ACFID) defined value for money as the optimum combination of whole-life cost and quality (or fitness for purpose) to meet the user's requirements.¹ VfM is often assessed using the criteria of economy (less cost, while bearing in mind quality), efficiency (achieving outputs for inputs, while bearing in mind quality), effectiveness (achieving program outcomes, while bearing in mind equity), and equity (ensuring that benefits are distributed equally).² DFAT has developed eight VfM Principles to guide decision making and maximise the impact of its investments.³

There are a range of VfM approaches. Cost Benefit Analysis and Social Return on Investment monetise outcomes; Cost Effectiveness and Cost Utility Analysis compare alternative programs; and Basic Efficiency Resource Analysis and Rank Correlation of Cost vs Impact compare a number of programs.

VfM approaches used by social development programs often focus on more qualitative measures and generally include the development a VfM assessment rubric that aligns with the program's Theory of Change. King (2016, pp 59-60) points out that an evaluation specific approach, using criteria and standards, is compatible with the Four Es (Economy, Efficiency, Effectiveness and Equity), and provides a way to synthesize mixed methods evidence which may include economic, quantitative and qualitative data.

¹ Davis (2012).

² Fleming (2013)

³ Australian Government Department of Foreign Affairs and Trade (Retrieved 2017)

Value for money approach for the *Pacific Women* Program

The purpose of considering VfM within *Pacific Women* is to develop a better understanding of costs and results so that the Program can make more informed, evidence-based program decisions.

Documenting program costs and demonstrating outcomes is important in order to be accountable to the Australian and Pacific communities.

The long-term and transformative nature of *Pacific Women* challenges efforts to monetise outcomes or to develop a formulaic approach to assessing VfM. While some *Pacific Women* economic empowerment activities aim to achieve economic benefits for women, many *Pacific Women* activities are focused on less tangible outcomes such as increasing awareness, generating attitudinal change, supporting empowerment, changing behaviours, increasing service access and utilisation, and undertaking policy development, advocacy and research.

Therefore, the VfM approach developed by *Pacific Women* utilises the program's Theory of Change and program logic. The VfM approach incorporates the eight DFAT's VfM Principles to maximize aid effectiveness shown in Table 1. The dimension of equity has been added to ethics to capture the program's aim to reach marginalised and vulnerable women. The approach to be taken when assessing whether *Pacific Women* has achieved VfM will be guided by an approach of balancing economy, efficiency and effectiveness in ways that are both equitable and ethical.

Table 1 DFAT Value for Money Principles

Economy	Efficiency	Effectiveness	Ethics
<ul style="list-style-type: none"> – Cost consciousness – Encouraging competition 	<ul style="list-style-type: none"> – Evidence based decision making – Proportionality 	<ul style="list-style-type: none"> – Performance and Risk Management – Results Focus – Experimentation and innovation 	<ul style="list-style-type: none"> – Accountability and transparency – – + Equity

In looking at Table 1 with reference to a program logic approach, economy is related to how **inputs** are procured, efficiency to the way that **outputs** are agreed and delivered, effectiveness with the translation of **outputs to outcomes**, and ethics with accountability across the process.

Table 2 below shows the elements that were used to construct the draft *Pacific Women* rubric based on DFAT VfM Principles as outlined in Table 1 above, which are mapped against the Organisation for Economic Cooperation and Development's (OECD) Development Assistance Committee (DAC) domains.

Table 2 Basis for the Construction of the Value for Money Rubric

DFAT Four 'E's	Value for Money Principles	OECD-DAC Domains	Evaluation Focus in the assessment of VfM principles
Economy	<ul style="list-style-type: none"> • Cost consciousness • Encouraging competition 	Efficiency	<ol style="list-style-type: none"> 1. How efficiently were inputs (resources and funds) applied in the delivery of the program? 2. Was due diligence exercised?
Efficiency	<ul style="list-style-type: none"> • Evidence-based decision making • Proportionality 	Relevance Efficiency	<ol style="list-style-type: none"> 3. Were strategies, activities and outputs sufficiently founded in evidence to support achievement of intended outcomes? 4. How well were inputs used to support the right type and range of activities and outputs?

DFAT Four 'E's	Value for Money Principles	OECD-DAC Domains	Evaluation Focus in the assessment of VfM principles
Effectiveness	<ul style="list-style-type: none"> • Performance and risk management • Results focus • Experimentation and innovation 	Effectiveness Impact Sustainability	5. How well did outputs lead to the intended outcomes and thereby meet objectives? 6. Did outcomes contribute to the intended program goal? 7. Were innovative practices supported?
Ethics	<ul style="list-style-type: none"> • Transparency • Accountability • Equity 	Relevance Effectiveness Efficiency	8. Was there accountability and transparency in the delivery of outputs? 9. Was there country ownership, cultural relevance and relevance to beneficiaries? 10. Were the most marginalised and vulnerable women reached?

Principles in Undertaking Value for Money Assessment

Pacific Women has identified the following principles for undertaking a VfM assessment:

- There are multiple values which need to be understood and agreed in undertaking a VfM assessment and value does not only equate to financial efficiency.
- Any VfM assessment should recognise that *Pacific Women* operates in complex environments and there are limitations to establishing linear cause and effect relationships between inputs, outputs, outcomes and impacts.
- Measuring the quality and equity of the processes and outcomes is central to determining whether an individual activity has achieved VfM
- Multiple assessment tools will be required to assess VfM at the project level and implementing partners will be supported to identify and test appropriate methods.

Testing the theory driven VfM approach

The *Pacific Women* Program 3 Year Evaluation

The *Pacific Women* 3 Year evaluation was undertaken in late 2016. The evaluation assessed:

- the extent to which capacity, resources, relationships and understanding for action have been established across the Program;
- its relevance to the Australian Government and partner priorities and to the context and needs of beneficiaries;
- the effectiveness and efficiency of the Program;
- challenges to progress in *Pacific Women*'s four intended outcomes.

The draft VfM rubric was used to assess the evidence collected against each of the VfM related evaluation questions.

Learnings from testing the *Pacific Women* value for money rubric and approach

The Year 3 Evaluation found that *Pacific Women*'s draft VfM rubric was a good foundation, but needed further precision and breadth. The draft VfM rubric did not demarcate clearly between the standards of 'High', 'Adequate' and 'Poor' and this amplified the subjectivity of the assessment. The evaluation also found that the proposed VfM assessment process did not include any assessment process in relation to results. The evaluation recommended that the Program assign scores to the standards within the rubric and more precisely define the requirements that need to be met before

allocating a score. An adapted matrix that included a set of traffic lights (Green - Very Strong, Amber - Acceptable and Red - Weak) was developed to tighten the definition of the standards and enable measurement of progress over time against each of the standards.

The evaluation also suggested that *Pacific Women* consider using a second type of analysis to track changes in quantitative, qualitative and monetary indicators in specific results areas, set against program costs.

The findings from the 3 Year evaluation have informed the ongoing work to finalise the *Pacific Women* VfM rubric and approach. A revised rubric and guidelines for using it, will be included in the updated *Pacific Women* Monitoring, Evaluation and Learning Framework (MELF) due for completion in the second half of 2017.

The updated MELF will provide guidance on how to decide to undertake a VfM assessment. It will guide projects to consider the purpose of conducting a VfM assessment, where, when and how they are best carried out, when a VfM approach is not appropriate. It will also provide guidance on the risks involved and the technical expertise required for the task.

The PNG Coffee Industry Support Project evaluation

The Coffee Industry Support Project (CISP) has been funded by the *Pacific Women* program and implemented by CARE International in Papua New Guinea (CARE) since 2013. Phase 2 of the CISP commenced in mid-2015 and is expected to run until June 2019.

The CISP is implemented in the highlands⁴ of Papua New Guinea with the aim of improving the economic and social wellbeing of women coffee farmers. To achieve this, the project works in partnership with coffee industry stakeholders in the private sector, government, community-based organisations, and coffee farmers' networks.

In early 2017, *Pacific Women* PNG conducted a mid-term evaluation of Phase 2, focusing on the period mid-2015 to early 2017. It reviewed:

- CISP's success to date in achieving its planned outcomes and objectives;
- lessons learned to improve the project, and the extent to which these are being integrated into CISP; and
- the extent to which CISP demonstrates VfM.

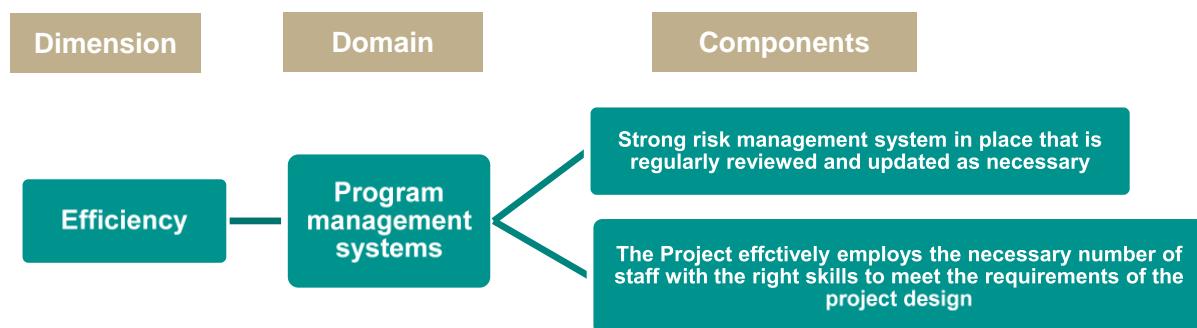
Developing the Value for Money assessment framework

A VfM rubric and rating scale for the CISP evaluation was developed collaboratively by the Papua New Guinea Australian High Commission Counsellor – Gender and Sports, the CARE Program Director, and the evaluation team. The development of the rubric was guided by the question, 'For each of the Dimensions, what would demonstrate good value for money?'. The answers to this question became the rubric Components. The rubric Dimensions match the DFAT Value for money four Es. The Domains group the Components under key headings that include the DFAT principles. Components were drawn from CISP's monitoring, evaluation, and learning framework and the *Pacific Women* draft VfM rubric. All of the CISP evaluation questions were clearly incorporated into the VfM rubric.

Each VfM dimension (economy, efficiency, effectiveness, ethics) contained one or more domain. Each domain included one or more components. An example is given in Figure 1 below. The full rubric can be seen in Appendix 2.

⁴ CISP works predominantly in Eastern Highlands provinces, but also in Chimbu, Morobe, Jiwaka and Western Highlands provinces.

Figure 1 Value for Money Dimension, Domain and Component example



Conducting the evaluation

The CISP evaluation used a range of data collection methods to answer the evaluation questions and collect evidence against each component of the VfM rubric. An audit was conducted of the CISP project management and financial systems. Project documents and reports were reviewed. In-depth individual and focused group interviews were conducted with more than 70 key informants, and the evaluation team visited three farming communities in the Eastern highlands. The evaluation team observed two 'Ripple Effect Mapping' evaluation processes in two farming communities, facilitated by the Australian Centre for International Agricultural Research (ACIAR) / CARE Research Officer.⁵

The data from the Ripple Effect Mapping was included as evidence in the evaluation. The decision to draw on an existing outcome data collection process was made to reduce the burden on project beneficiaries (that introducing another process would create), and to build on existing research activity and community links.

Rating the evidence

A scoring system was developed to provide ratings for each component, domain and dimension within the VfM rubric. The scores at each level were averaged to provide an overall value for money rating for the Project. The evaluation team tested the assessment ratings with the CISP team at the end of the data collection phase. The evaluation report summarised the evidence for the ratings.

Learnings from the Coffee Industry Support Project evaluation

The VfM assessment was strengthened by the incorporation of the rubric that was developed through a participatory process and was linked to the program theory of change and program logic. The rubric provided a clear map of what evidence had to be collected to make an evaluative judgement. It provided a clear audit trail for the evaluative reasoning and judgements made. The ratings system enhanced the data analysis and reporting process.

Although the CISP evaluation did not utilise an economic VfM approach, it did establish an economic value to the training provided directly through the Project and the added value of training provided by the Project partners. In future VfM assessments we will look for ways to identify economic return on investment of other components of projects.

⁵ 'Ripple Effect Mapping' is an evaluative process that uses participatory methods to collect and assess qualitative information from project beneficiaries. It combines discussions, storytelling, mind mapping and appreciative enquiry interviews.

The VfM approach:

- enabled participation of the evaluand and the donor in setting criteria for VfM and in the design of the evaluation process
- incorporated the CISP key evaluation questions
- provided transparency about what was required to achieve a VfM rating
- provided a coherent structure for systematic enquiry - for collecting, analysing and reporting the evaluation findings
- supported the use of a range of qualitative and quantitative data collection methods
- provided a transparent process for assessing and weighing the evidence
- provided a transparent and agreed basis for making judgements about VfM
- provided a structure for a dialogue with key stakeholders about the rigor and accuracy of the evidence
- can be combined with economic VfM approaches

The approach provided a number of challenges for the evaluand:

- The future of the project funding relied on the outcome of the evaluation which provided stress for the project team
- The audit of systems and evaluation field work activities required significant time and effort by the project team

Significance for evaluation of complex social programs

For complex social programs in complex environments, an evaluation approach using a rubric to outline criteria and standards is an appropriate way to reach sound VfM judgements. A program theory informed approach and the use of evaluation questions provides for a detailed inquiry into a wider range of concerns than an economic VfM model might.

- The CISP evaluation showed us that: The VfM approach selected needs to be appropriate for the context, well managed and useful for the evaluand and the funder. Preferred processes include participatory or participant informed planning, data collection and include beneficiary assessment of value.
- For inclusion in a program wide monitoring, evaluation and learning framework, guidance has to be provided on when and how to conduct VfM assessments.
- Considering VfM assessment at the start of a program will enable the collection of necessary baseline data to enable assessment of progress toward targets.
- A theory based VfM approach can be strengthened by the inclusion of economic VfM approaches.

Conclusion

The process of testing the *Pacific Women* theory driven approach for assessing value for money confirmed the usefulness of an approach that utilises the program's Theory of Change and program logic. The use of a rubric that sets out qualitative descriptors of 'high', 'adequate' and 'poor' against the criteria of economy, efficiency, effectiveness and ethics, and the DFAT value for money principles provided the structure and flexibility required to evaluate complex projects and a complex multi country gender equality program.

The broad VfM rubric developed for the overall Program was flexible enough to provide an overarching framework that the project level evaluation conducted in PNG could build upon. In this way, the VfM review processes used for the Coffee Industry Support Project in PNG could meet local priorities but also contribute to program wide learnings.

The VfM rubric provided a clear map of what evidence had to be collected to make a sound evaluative judgement. It provided a clear audit trail for the evaluative reasoning and judgements made. The ratings system enhanced the data analysis and reporting process.

The use of a theory-based approach is valuable but does not rule out the incorporation of VfM economic approaches. The PNG project showed that theory driven approaches can be strengthened by the inclusion of economic VfM approaches.

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Appendix 1: Draft Pacific Women Value for Money Rubric

4 E's	Principles and Standards	High Level (A)	Adequate (B)	Poor (C)
		Very strong performance without gaps or weaknesses	Acceptable performance with no significant gaps or weaknesses	Performance is unacceptably weak with significant gaps
Efficiency	Appropriate selection of strategies, activities and outputs to be delivered	Evidence- based decision making	The extent to which interventions are based on evidence; that is, contextual analysis drives/feeds into interventions and strategies	
			More than 75% of the countries demonstrate that contextual analysis feeds into interventions and strategies	Between 50 – 75% of the countries demonstrate that contextual analysis feeds into interventions and strategies
		Proportionality	The extent of adherence to the country plans for delivering interventions	Less than 50% of the countries demonstrate that contextual analysis feeds into interventions and strategies
			More than 75% of the countries adhere to the country plan for delivering interventions	Between 50 – 75% of the countries adhere
Effectiveness, Impact and Sustainability	Effectiveness in how good outputs are converted to outcomes and impacts	Results focused	The extent to which there is a result focus, and outputs are delivering the intended outcomes	
			More than 75% of the countries are delivering interventions in accordance with the country plan, and achieving the intended outcomes	More than 75% of the countries are delivering interventions in accordance with the country plan, but not achieving the intended outcomes
		Performance and risk management	The extent to which there are performance and risk management processes in place	More than 75% of the countries are not delivering interventions in accordance with the country plan
			More than 75% of the countries have comprehensive performance and risk management processes in places, with evidence of their use.	Between 50 – 75% of the countries have comprehensive performance and risk management processes in places, with evidence of their use.
	Experimentation and innovation	The extent to which there is experimentation and innovation	Less than 50% of the countries have comprehensive performance and risk management processes in places, with evidence of their use.	
			More than 75% of the countries can demonstrate at least one innovation	Between 50 – 75% of the countries can demonstrate at least one innovation
				Less than 50% of the countries can demonstrate at least one innovation

Economy	Efficiency in managing costs	Cost consciousness	The extent to which cost consciousness principles are embedded in all aspects of programme management		
			More than 75% of the countries have cost consciousness principles embedded in all aspects of program management	Between 50 – 75% of the countries have cost consciousness principles embedded in all aspects of program management	Less than 50% of the countries have cost consciousness principles embedded in all aspects of program management
Ethics	Ethical and Equitable practices	Transparency Accountability	The extent to which competition is practiced in procurement		
			More than 75% of the countries show evidence that competition is practices in procurement	Between 50 – 75% of the countries show evidence that competition is practices in procurement	Less than 50% of the countries show evidence that competition is practices in procurement
		Country Ownership	The extent to which accountability mechanisms (e.g., adherence to country plans, reporting to <i>Pacific Women</i>) are in place		
			More than 75% of the countries meet these criteria	Between 50 – 75% of the countries meet these criteria	Less than 50% of the countries meet these criteria
		Equity	The extent to which there is country ownership and relevance		
			More than 75% of the countries demonstrate cultural and beneficiary relevance	Between 50 – 75% of the countries demonstrate cultural and beneficiary relevance	Less than 50% of the countries demonstrate cultural and beneficiary relevance
			The extent to which marginalized groups (poor, socially excluded, persons with disabilities) are reached by program interventions		
			Majority of the countries (75%) can show evidence that they reach at least 2 of the groups	Majority of the countries (75%) can show evidence that they reach at least 1 of the groups	Majority of the countries (75%) cannot show evidence that they reach any of the groups

Appendix 2: Coffee Industry Support Project VfM Assessment Rubric

VfM Dimension	Domain	Components			Score		
		Components and domains are rated 1,2 or 3	High Level (3)	Satisfactory (2)	Poor (1)	Component	Domain
		Very strong performance without gaps or weaknesses	Acceptable performance with no significant gaps or weaknesses	Performance is unacceptably weak with significant gaps			
Dimensions are rated 1-6		6- satisfies criteria in all domains	4-on balance satisfies criteria; does not fail in any major domain	2-does not satisfy criteria in several major domains			
		5- satisfies criteria in almost all domains	3-on balance satisfies criteria but marginal in at least one major domain	1-does not satisfy criteria in any domain			
Economy	Financial Management	Cost conscious principles are embedded in all aspects of program management and delivery **	Adequate principles of cost consciousness evident	Inadequate cost consciousness principles practiced			
		High levels of competition practiced in procurement**	Competition principles appropriately applied in procurement	Inadequate competition practiced in procurement			
		The Project uses international expertise in the most cost effective way with evidence of appropriate skills transfer	The Project uses international expertise in a cost effective way	The Project is over reliant on international expertise without evidence of skills transfer			
		High degree of proportionality in the balance of investments**	Adequate degree of proportionality	Low degree of proportionality			
		Financial management system ensures accurate budget, management and reporting	Financial system used to monitor costs and aggregate budget in timely manner	Financial system does not allow for timely monitoring of costs and forecasting			
Efficiency	Project Model	The Project is underpinned by a strong theory of change, community consultation, and informed by global learning	The Project is underpinned by a sound theory of change with some evidence of use of global learning	The Project is not underpinned by sound theory of change			
	Program management systems	Strong risk management system in place that is regularly reviewed and updated as necessary	Processes are in place to manage risks and respond to challenges	Limited or no evidence of risk management plans or timely identification and or response to risks			
		The Project effectively employs the necessary number of staff with the right skills to meet the requirements of the Project design	The Project has an adequate number of staff with the right skills to meet the requirements of the Project design	The Project does not have adequate number of staff with the necessary skills to meet the requirements of the Project design			

VfM Dimension	Domain	Components			Score		
		High Level (3)	Satisfactory (2)	Poor (1)	Component	Domain	Dimension
	Components and domains are rated 1,2 or 3	Very strong performance without gaps or weaknesses	Acceptable performance with no significant gaps or weaknesses	Performance is unacceptably weak with significant gaps			
Dimensions are rated 1-6		6- satisfies criteria in all domains	4-on balance satisfies criteria; does not fail in any major domain	2-does not satisfy criteria in several major domains			
		5- satisfies criteria in almost all domains	3-on balance satisfies criteria but marginal in at least one major domain	1-does not satisfy criteria in any domain			
		A comprehensive M&E system is established and implemented that enables the collection, analysis and reporting of required data and draws out learnings which informs activity planning and approaches	A M&E system is established and implemented that enables the collection, analysis and reporting of required data	M&E Plan is inadequate or not effectively implemented to enable the collection and analysis of required data to contribute to Pacific Women			
	Reporting	The Project provides high quality reports with the required information on time including analysis and reflection	The Project provides reports with most of required information on time	The Project does not provide reports with enough of the required information in a timely manner			
Effectiveness	Stakeholder management	Relationships result in agreements on working together and shared activities	Relationships with key stakeholders are based on understanding and mutual respect	Relationships with key stakeholders are shallow and do not result in change or not based on mutual respect			
		The Project is highly responsive to Donor requests for information and promotion	The Project provides information when required	The Project is slow to respond to requests for information and promotion			
	Effective implementation	Strong results focus where outputs lead logically and sequentially to the intended outcomes, with ongoing reflection for program improvement	Adequate focus on results and program improvement	Weak performance with limited focus on results and program improvement			
	Effective Outcomes	The Project delivers outcomes in excess of those planned for its beneficiaries	The Project is on track to achieve defined and planned outcomes for its beneficiaries	Limited evidence of the Project being on track to achieve outcomes for its beneficiaries			
	Influence and leverage	The Project has strong stakeholder support and buy in and has influenced key stakeholders	Some evidence of Project support and influence of industry stakeholders	Limited or no evidence of industry stakeholders support			

VfM Dimension	Domain	Components			Score		
Dimensions are rated 1-6	Components and domains are rated 1,2 or 3	High Level (3)	Satisfactory (2)	Poor (1)	Component	Domain	Dimension
		Very strong performance without gaps or weaknesses	Acceptable performance with no significant gaps or weaknesses	Performance is unacceptably weak with significant gaps			
		6- satisfies criteria in all domains	4-on balance satisfies criteria; does not fail in any major domain	2-does not satisfy criteria in several major domains			
		5- satisfies criteria in almost all domains	3-on balance satisfies criteria but marginal in at least one major domain	1-does not satisfy criteria in any domain			
		The Project adds value to other development initiatives and stakeholders in clearly identifiable ways	The Project activities are well regarded by other development initiatives and stakeholders	There is no evidence of the project adding value to development initiatives and stakeholders			
	Innovation	The Project trials new approaches, knowledge and lessons learned are shared and used, new ways of communicating are sought	The Project trials new approaches, knowledge and lessons learned are shared	The Project does not identify or trial new approaches that have the potential to improve outcomes for women			
	Sustainability	The Project builds the capacity of partners and beneficiaries and outcomes and results are evident in organisational practices and structures	The Project builds the capacity of partners and individual beneficiaries	Limited evidence of capacity improvements or changed practices of partners and beneficiaries			
Ethics	Transparency	Transparent decisions are made about budget allocation	Most budget reallocations are transparently made	Reasons for changes to budget allocation are not documented			
	Accountability	Processes are in place and used to ensure accountability	Processes in place to ensure accountability	Limited or no evidence of accountability processes in place			
	Ownership and relevance	Evidence of good ownership and relevance of project	Evidence of adequate ownership and relevance	little ownership and relevance			
	Equity	Evidence of good project reach to marginalised and vulnerable women	Adequate project reach to marginalised and vulnerable women	Poor project reach to marginalised and vulnerable women			