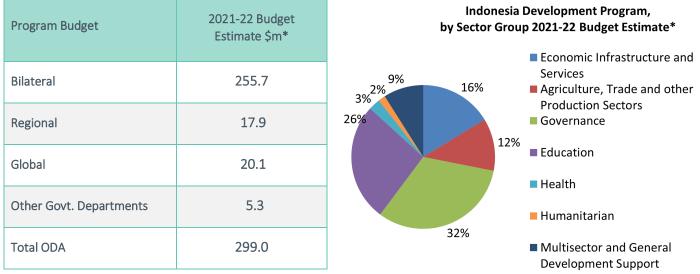


The COVID-19 Development Response Plan for Indonesia has been extended through 2022-23. In 2022-23, the Indonesia program will further strengthen our efforts to support gender equality, disability and social inclusion across all our work. We will also increase our focus on integrating climate change-related activities across the program and continue to assist Indonesia to addressing tackling Foot and Mouth Disease and Lumpy Skin Disease. We will support Indonesia's three G20 presidency objectives of strengthening the global health architecture, digital transformation, and green energy transition; and in 2023 Australia will also support Indonesia as Chair of ASEAN.



*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 Indonesia contributes towards achieving the following Sustainable Development Goals:*



The 2021-22 Indonesia Development Program Progress Report summarises progress with implementation of the Australia – Indonesia COVID-19 Development Response Plan and highlights program results.

CONTEXT

The *Indonesia-Australia Comprehensive Strategic Partnership* (CSP) has elevated all aspects of our bilateral relationship, including development cooperation. Building on the foundations of our CSP, we are working across the Australian Government to ensure our development efforts have the greatest impact.

Indonesia was **significantly impacted by the COVID-19 pandemic and the successive waves of different variants throughout 2021-22**. As of September 2022, Indonesia has seen approximately 6.44 million cases and 158,000 COVID-19-related deaths throughout the duration of the pandemic. However, the nationwide vaccination roll-out has resulted in 72 per cent of the target population (six years and over) vaccinated with two doses. Despite multiple COVID-19 waves throughout the reporting period, Indonesia is on a strong path to recovery, with significant economic gains in 2021-22 and real GDP growth of 3.7 per cent. Indonesia's volume of exports increased significantly from 3.9 per cent in 2020, to 17.9 per cent in 2021. However, gross government debt reached 42.8 per cent of GDP in 2021, up from 39.8 per cent in 2020. World Bank reporting indicates that by February 2022 unemployment had fallen to 5.8 per cent, down from 6.5 per cent in August 2021, but remains higher than the pre-pandemic level. Incomes also remains lower, and inequality persists as a significant issue for Indonesia and its vulnerable cohorts.

The **national poverty rate** has decreased from its pandemic high of 10.19 per cent in September 2020 but is **still higher than before the pandemic.** At 9.54 per cent of the population living below the national poverty line of approximately 50

Australian dollars a month, more than 26 million Indonesians, or the population of Australia, are in poverty. Many more constitute the near poor and are susceptible to economic shocks, including those caused by Indonesia's frequent natural disasters. The Indonesian Government is alive to these challenges and is implementing fiscal and economic reforms to strengthen social protection, improve revenue collection, reduce the budget deficit and support private consumption.

AUSTRALIA'S RESPONSE AND PROGRAM HIGHLIGHTS

Health Security

In the reporting period, Australia continued to work with Indonesia to strengthen Health Security and respond to the COVID-19 pandemic. This included supporting Indonesians to access emergency assistance and respond to COVID-19, support Indonesia's goal of reducing child stunting, and partnering with Indonesia in building resilient and holistic health security systems.

As part of the COVID-19 response effort, Australia significantly contributed to Indonesia's COVID-19 response and vaccine deployment targets. Australia delivered nearly 8.4 million vaccine doses to Indonesia between September 2021 and February 2022. Through the UN Children's Fund (UNICEF) we facilitated access to emergency assistance for more than 700,000 people. Australia has also provided 1,000 ventilators and over 40,000 rapid antigen test kits. Further, we enabled feasibility studies that supported a joint venture between Australian and Indonesian enterprises, which will see 650 primary health care clinics and 23 hospitals to be built over a 13-year period as part of the West Java Health Infrastructure Program.

Australia also worked with Indonesia on the prevention of **stunting amongst children**, Australia's funding contribution through UNICEF increased awareness amongst 2.3 million people on the importance of healthy diets and provided 840,000 school-age adolescent girls with weekly iron folic acid supplementation and nutrition education. This is a significant contribution to the Government of Indonesia's priority focus on human capital development. We also **directly strengthened Indonesia's integrated animal health information system** (iSIKHNAS). Our technical assistance enabled Indonesia to detect disease in animals more quickly and accurately, and to facilitate effective policy decisions in response to animal disease outbreaks and health emergencies. We also provided assistance for Indonesia's emergency response to Lumpy Skin Disease (LSD), which is a major threat to livelihoods in Indonesia and across our region, highlighting the **importance of our shared 'One Health to both Health' approach to Australia and Indonesia's health security**. Our recent assistance in response to the Foot and Mouth Disease outbreak will be reported in the 2022-23 cycle.

Stability

Throughout the COVID-19 pandemic Australia has worked with Indonesia to safeguard social stability, **contributing significantly to improving and expanding Indonesia's social safety net**, which **reached 153 million people during the reporting period**. Australian investment enhanced the transparency, effectiveness, targeting and implementation of these measures which mitigated the impact of the pandemic on the poorest and most vulnerable households. Australian support also contributed to the development and piloting of the Presidential extreme poverty reduction initiative. Australian programs collaborated with Indonesian policymakers to progress more effective policies in education, agricultural productivity and food security through better use of research, data and analysis.

Women and vulnerable cohorts have been disproportionately impacted by the COVID-19 pandemic. Australia is committed to further embedding disability inclusion in its development partnership with Indonesia. In doing so, we can ensure our investments engage with opportunities to support people living with a disability in Indonesia's COVID-19 recovery. In addition, women in Indonesia operate 65 per cent of small and medium enterprises and make up most of the workers in services, retail and hospitality, which have fared worst through the pandemic. Women remain underrepresented in both the private and public sectors in Indonesia. Australia supports Indonesia in promoting gender equality through our partnerships, with 90.32 per cent of investments assessed as satisfactory or better in promoting gender equality, a significant increase compared to the previous two reporting periods.

Australian investments have **strengthened the way data and knowledge are used to inform policy processes** in Indonesia, emphasising the use of evidence in decision-making and facilitating improved governance. In the reporting period Australia supported Indonesian policy research institutes and other knowledge sector actors to provide analysis and other inputs, to inform policy changes ranging from reforms to laws, regulations and guidelines, to the influencing of budgets and the adoption of new databases and indices. For example, Australia supported Indonesia's Ministry of Education, Culture, Research and Higher Education in the development of remote learning policies and guidelines, which reduced teaching and learning inequalities during COVID-19. Australia also supported Indonesia's State Administration Agency in refining its Policy Quality Index. This Index provides a key measure of the extent to which line ministries and local governments are using evidence in their policymaking processes, serving as a driver for more effective governance and policy impact.

To further support Indonesia's COVID-19 recovery in **the education sector**, we conducted studies on children's learning loss due to school closures. This supported the Ministry of Education to determine policies for learning recovery. We worked with partners in four provinces to assist the rollout of Indonesia's new emergency curriculum and its Teaching at the Right level approach. This support for Indonesian teachers helped address learning loss. For example, in North Kalimantan, our assistance enabled the Bulungan District to establish a technical team for learning recovery and, in November 2021, to issue a circular empowering its schools to implement the national emergency curriculum.

As an important aspect of social and economic stability, **food security is becoming increasingly significant in Indonesia's poverty reduction and social protection efforts**. Australia continued to support our Indonesian partners by enabling evidence-based decision-making processes that increase agricultural productivity and market access for smallholder farmers. For example, Australia supported the introduction of a new way of doing business in Indonesia's agriculture sector, specifically for fertiliser distribution through adoption of an approach that encourages non-competing agriservice providers to bundle together, enabling these businesses to reach more farmers. Through Australian investment, 289,354 smallholder farming households' livelihoods were increased during the reporting period. Further, policy advice and analytical support through our investments assisted the government to take a more holistic approach to agricultural policy development, with benefits for food security.

Economic recovery

Our efforts to support Indonesia's economic recovery are yielding results. Evidence from our Performance Assessment Framework shows that Australia has successfully leveraged an additional \$197.5 million in support of economic recovery. Our investments have also **contributed to significant changes in stock market regulations which have made Indonesia's capital market environment more conducive to international investment**. Foreign investment creates new employment opportunities, boosts infrastructure development and productivity, and increases tax revenues that fund public services. Analytical work and advice from our investments also informed Indonesia's new Tax Harmonisation Law, which addresses the distributional impact of personal income tax, as well as government regulations in Implementation of Risk Based Business Licencing and Implementation of Business Licencing in the Region. These fiscal reforms support Indonesia's economic growth and future prosperity.

In addition, our support for business intelligence and linking services is creating opportunities for Indonesian and Australian businesses and organisations in support of Indonesia's economic recovery. Several promising business opportunities were created in the reporting period, each contributing to Indonesia's development in domains as diverse as renewable energy and environmentally sustainable tourism. Furthermore, in late 2021, Australian support assisted in developing a new debt management tool that was adopted by Indonesia's Ministry of Finance. We are following up by contributing to Indonesia's medium-term debt strategy and supporting effective use of public funds allocated for Indonesia's COVID-19 response. For example, in the reporting period, Australian-funded policy notes contributed to Indonesia's policy on Unemployment Insurance.

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

Health Security

Key Results Indicators	Progress/Result
693,000 women, men, girls and boys provided with emergency assistance	Assisted 846,539 women, men, girls and boys with emergency assistance including medical masks, hand sanitisers, hygiene and sanitation facilities, primary health care access and provision, awareness materials for COVID-19 protocol application and safe and healthy behaviours.
100 ventilators and associated medical supplies provided to support COVID-19 treatment in Indonesia (revised target to 1000 in 2021-22)	Provided 1,000 ventilators, 700 oxygen concentrators, oxygen supply related equipment and 175 oxygen cylinders. Distributed 40,560 rapid antigen test kits, 8,395,000 doses of AstraZeneca and related consumable from Australia's domestic vaccine stock.
Indonesia improves responses to health security threats (especially COVID-19)	Technical assistance provided to Indonesian government partners, such as the Coordinating Ministry of Maritime Affairs and Investment (CMMAI) and the Ministry of Health, to build a novel predictive model to monitor and manage <i>PPKM Darurat</i> , Indonesia's emergency mobility restrictions, and policy responses across Indonesia. Significantly contributed to Indonesia's COVID-19 response and vaccine deployment targets in the pandemic response. To ensure sustainability, Australian contributions have trained 1,557 women and 1,956 men between 1 July 2021 and 30 June 2022 on pandemic response governance and clinical.
Indonesia strengthens health systems, including preparedness for health emergencies	Provided a set of five policy recommendations to the Digital Transformation Office (DTO) of the Ministry of Health (MoH). Recommendations adopted by DTO: data capture on vulnerable groups; application of service design principles; responsible use of health data through appropriate policies and processes; application of service design principles. Further, assisted in developing an Indonesia prototype whole genomic sequencing (WGS) analytical tool, allowing Indonesia to sequence pathogens and therefore directly increased Indonesia's preparedness to respond to emerging health threats, in both humans and animals.
1,970,000 additional women and men have access to improved water and 198,000 sanitation services (625,000 water and 105,000 respectively in 2020- 21) (revised target 1.7 million water and 99,000 sanitation in 2021-22)	851,323 additional women and men were provided access to improved water and an additional 390,942 women and men were provided access to improved sanitation in 2021-22. The water access target was not achieved. The COVID-19 pandemic delayed the community facilitation process and water companies participating in the program had administrative issues causing project delay.
Evidence of Indonesia making progress to prevent stunting	Strategic planning and implementation through Australian contributions assisted the Government of Indonesia in implementing anti-stunting strategies. This includes improving government delivery systems/supply chains of micronutrient supplements and strengthening the Nutrition Champion Provided 2.3 million people with messages on healthy diets and 840,000 school-age children for weekly iron folic acid supplementation and nutrition education.

Stability

Key Results Indicators	Progress/Result
Indonesia strengthens governance systems to mitigate the impact of COVID-19, including in social protection, education, and law and justice	Continued support to Ministry of Education, Culture, Research and Technology (MoECRT) has resulted in further refined allocation formulae for the Operational School Funds or BOS schemes and allocations that better support schools to respond to the COVID-19 pandemic. At the subnational level, it helped partner districts to utilise the adjusted fund schemes, particularly in responding to and recovering from the pandemic.
Example of Indonesia improving evidence generation and knowledge-to-policy processes	Ten Partner Research Institutions (PRIs) influenced 16 policy changes in 2021, with a 17th formalised in January 2022. Australian contributions supported the State Administration Agency (LAN) in refining the Policy Quality Index (PQI) that measures the performance of line ministries and local governments in using the evidence in the policymaking process. Further, Australian investment supported the National Planning Development Agency (BAPPENAS) to improve the data systems impacting over 60 million micro-small-medium enterprises (MSMEs), which is a key element of Indonesia's post-pandemic recovery.
Evidence of policy advice and support for agricultural productivity and market access for food security	Australian contributions supported the Government of Indonesia's policy reform in the agri-food sector. We also supported a program partnership with a state-owned company through promoting quality commercial fertiliser to farmers in East Java and Nusa Tenggara Barat provinces. This partnership benefitted over 70,000 smallholder farmer households with good quality fertiliser and improved fertilising practices and has seen at least a 30 per cent income increase.
270,000 smallholder farming households increase their incomes by 30 per cent (120,000 in 2020-21; revised target 150,000 smallholder farming households increase their incomes by 30 per cent – 88,000 in 2021-22)	Improved the livelihoods of 289,354 smallholder farming households against a target of 88, 000. This year's outcomes surpassed the two-year cumulative target of 150,000 smallholder farming households.
55 per cent of the Indonesian population reached with new or improved social protection programs (revised target to 45 per cent)	The number of people reached in the reporting period exceeds 153 million through Australian support for multiple social protection initiatives. Estimated persons reached with new or improved social protection programs through Australian investment is 56.35 per cent (76.6 million women and 76.4 million men, including approximately 4.1 million people living with disability). Further, Australian support for the Kartu Prakerja, or pre-employment card, has reaching 320,000 people, which significantly increases the likelihood of employment and business ownership among participants.
Evidence of women and girl survivors of violence receiving services	No result reported as the contributing investment has concluded and the outcome for this indicator was achieved in 2020-21.
Evidence of women and other vulnerable groups participating in decision-making	Supported inclusive development planning in 129 villages (83 per cent of the 156 assisted villages) where women directly participated in the development of village work planning and budgeting. Also, Australian investment has supported women and vulnerable cohorts to participate in all stages of decision-making in socialisation, community planning, construction and maintenance programs. In 2021, 31 per cent of water-

	usage committees and 35 per cent of community groups had between 40 and 60 per cent female membership.
Improved civil society engagement in government policymaking and program delivery	Supported the Government of Indonesia to improve the national procurement system that enables policy research organisations and other non-profit organisations to contribute to the evidence generation and knowledge-to-policy processes through the improvement of self- managed procurement with civil service organisations. Further, Australia assisted the Attorney General's Office to establish a Working Group on Access to Justice in July 2021 to promote inclusive justice. Women advocates worked alongside civil society and disabled organisations to develop inclusive policies.
Indonesian and Australian public sector agencies partnering to address shared risks to stability and security	Australia supported partnerships between Australian and Indonesian financial intelligence units (AUSTRAC and PPATK) to strengthen the INTRACNET private-public sharing network with a focus on shadow economy risks, such as the narcotics trade. Through the Australia- Indonesia Analyst Exchange Program we have shared financial intelligence information, built operational partnerships, and strengthened regional capacities with partners in Malaysia and Singapore to counter transnational crime.
Examples of significant policy change across COVID-19 response and recovery priorities	Five significant policy change case studies have been selected this year that reflect cross-program collaboration in supporting policy reform in social protection, COVID-19 mitigation, civil society engagement, governance and economic growth:
	Supporting the Government of Indonesia in mitigating the spread and impact of COVID-19
	Strengthening inclusive justice and support to the Sexual Violence Bill
	Strengthening the Government of Indonesia's Social protection policy
	Support to the extension of the Special Autonomy Law Revision
	Supporting Indonesia's Financial Authority to develop Unicorn Listing

Economic Recovery

Key Results Indicators	Progress/Result
Evidence of Indonesia promoting economic and financial stability, including economic stimulus measures	Provided technical assistance and training to district officials to improve the quality of their Special Allocation Fund (DAK) proposals. As a result, in 2021 79 per cent of districts have increased investments based on DAK for infrastructure budgets, while 92 per cent of districts have increased investments based on DAK non-infrastructure budgets. In late 2021, Australian investment developed a new debt management tool which was adopted by the Indonesian Ministry of Finance. The Australian-funded policy notes contributed to the Government of Indonesia's policy on Unemployment Insurance.
Dollars leveraged as additional resources to support economic development	In total, at least \$197.5 million was leveraged through Australian investments aimed at supporting economic development. In the reporting period, 12 new investments were made into women's small and medium sized enterprises, in total worth \$810, 905. Further, 10 deals were closed by the Indonesia Women Empowerment Fund, with private co-investment from these deals reaching \$6.55 million.

	Australian investment will also support a program covering five provinces in the western and central areas of Java, seeking to rehabilitate, strengthen and expand the State-owned Electricity Company (PLN) power grid, promote clean energy use, and improve PLN's waste asset management.
Evidence of Indonesia promoting stable and inclusive economic growth, including reforms that promote a business enabling environment or human capital development	An Australian funded program has been selected by the Government of Indonesia to conduct an impact evaluation of the <i>Kartu Prakerja (pre- employment card)</i> program. Kartu Prakerja provides temporary cash transfer and sponsors vocational training courses for the people most impacted by the pandemic. Tax policy supported by Australian-funded programs has contributed to the Tax Harmonisation Law, which was passed at the end of 2021. Key reforms and risks within the Tax Harmonisation Law were assessed and the distributional impact of the personal income tax and value-added tax reforms were analysed.
Evidence of Indonesia introducing reform to promote job creation	Created a total of 1,616 job opportunities through road maintenance works. During the reporting period, Indonesia's national business licensing system was refreshed to take a new risk-based approach as legislated by the Job Creation Law and as advised by an Australia-funded regulatory review. Australian investment continues to support the Government of Indonesia in streamlining business licensing through a simpler framework to identify risk and accelerate execution.
200,000 women and other vulnerable groups access economic opportunities (80,000 in 2020- 21) (revised target to 100,000 women and other vulnerable groups 33,000 in 2021-22)	Supported 352,379 individual female farmers to increase their household incomes. Compared to the achievement in 2020-21, this year's outcome has surpassed both the yearly target (33,000 in 2021- 22) and the two-year cumulative target (100,000 by the end of June 2022).
Opportunities are created for Indonesian and Australian businesses/organisations in support of economic recovery	 Generated and facilitated business opportunities for Indonesian and Australian businesses/organisations, including: Sanusa Medika – a joint venture between Aspen Medical and Docta Pty Ltd partnering with an Indonesian State-owned enterprise, PT Jasa Sarana. Australian investment is supporting feasibility studies for two hospital locations as part of the West Java Health Infrastructure Program. Flores Prosperindo – an Australian private development company in partnership with the Indonesian Tourism Development Corporation to develop TanaMori. TanaMori is a major tourism development near Labuan Bajo and one of the priority tourism destinations of the Indonesian Government.
80 per cent of investments effectively address gender equality issues (regardless of objective)	The Indonesia program's gender performance has improved by 14.6 per cent, from 75.7 per cent in 2020-21 to 90.3 per cent of investments receiving a satisfactory rating in gender equality in 2021-22. Evidence shows increasing gender analysis and development of a Gender Action Plan across investments. More investment partners were able to incorporate gender equality into their activities.

ANNEX 2: INVESTMENT PERFORMANCE RATINGS

Investment Details	Year	Effectiveness	Efficiency	Gender Equality
Indonesia Infrastructure Program Phase 1 and 2 (KIAT)	2022	5	5	4
Investment duration: 2016-26; Budget: \$305.6m	2021	5	5	4
Governance for Growth (KOMPAK)	2022	5	5	5
Investment duration: 2015-22; Budget: \$169.1m	2021	5	5	5
Australia-Indonesia Partnership Towards an Inclusive Society (INKLUSI)	2022	4	3	4
Investment duration: 2019-28; Budget: \$120.2m	2021	n/a	n/a	n/a
AIP for Economic Development (PROSPERA)	2022	6	5	6
Investment duration: 2018-23; Budget: \$142.8m	2021	6	5	6
Water and Sanitation Hibah Phase 2	2022	5	5	5
Investment duration: 2009-24; Budget: \$119.7m	2021	4	4	4
Promoting Rural Income thru Support in Agriculture (PRISMA)	2022	5	5	5
Investment duration: 2018-23; Budget: \$95m	2021	4	4	5
Towards a Strong and Prosperous Indonesian Society	2022	5	5	5
Investment duration: 2015-23; Budget: \$87.9m	2021	5	6	5
Australia Indonesia Partnership for Justice (AIPJ) II	2022	5	5	5
Investment duration: 2014-25; Budget: \$74.5m	2021	5	5	5
Aus-Indo Health Security Partnership (AIHSP)	2022	5	6	4
Investment duration: 2018-25; Budget: \$55.4m	2021	5	5	5
Innovation for Indonesia's School Children (INOVASI) Phase 2	2022	5	5	5
Investment duration: 2019-23; Budget: \$54.6m	2021	5	5	5
IA-CEPA Economic Cooperation Program (KATALIS)	2022	4	4	4
Investment duration: 2019-26; Budget: \$40.5m	2021	n/a	n/a	n/a
Palembang City Sewerage Project	2022	4	4	4
Investment duration: 2017-24; Budget: \$45m	2021	4	4	4
Australia-Indonesia Partnership for Disaster Risk Management (SIAP SIAGA)	2022	4	4	5
Investment duration: 2018-24; Budget: \$42.8m	2021	5	4	4
ADB Sustainable Infrastructure Assistance Program Phase 2	2022	4	4	4
Investment duration: 2018-24; Budget: \$40m	2021	4	4	4
Provincial Road Improvement & Maintenance (PRIM)	2022	6	5	5
Investment duration: 2014-22; Budget: \$37.7m	2021	6	5	5
Read Meat and Cattle Partnership (RMCP)	2022	4	4	4
Investment duration: 2013-24; Budget: \$37.1m	2021	4	4	3
Australia – World Bank Indonesia Partnership (ABIP)	2022	4	4	4
Investment duration: 2020-25; Budget: \$30.1m	2021	4	4	4
Rural Water Supply & Sanitation (PAMSIMAS 3)	2022	5	5	5

Investment duration: 2016-22; Budget: \$20.1m	2021	4	4	4
The Indonesia Project	2022	6	6	4
Investment duration: 2008-22; Budget: \$14.6m	2021	6	6	4
Poverty Action Lab South East Asia – Phase II	2022	5	5	4
Investment duration: 2017-22; Budget: \$11.9m	2021	5	5	4
Pulse Lab Jakarta Phase II	2022	5	5	4
Investment duration: 2018-24; Budget: \$6m	2021	4	4	3
Partnership for Australia-Indonesia Research (PAIR)	2022	5	5	5
Investment duration: 2018-23; Budget: \$8m	2021	5	5	4
Micronutrient	2022	5	5	4
Investment duration: 2015-24; Budget: \$8m	2021	5	5	4
Democratic Resilience Pilot Program	2022	5	4	5
Investment duration: 2019-24; Budget: \$6.7m	2021	n/a	n/a	n/a
BRIDGE School Partnerships Program in Indonesia	2022	4	5	4
Investment duration: 2019-25; Budget: \$9m	2021	4	4	4
Rural and Remote Education Initiative for Papua Provinces (UNICEF) Phase 3	2022	4	4	4
Investment duration: 2019-24; Budget: \$4.5m	2021	n/a	n/a	n/a

FINAL INVESTMENT PERFORMANCE RATINGS

Investment Details	Year	Effectiveness	Efficiency	Gender Equality
The Knowledge Sector Initiative (KSI)	2022 FIMR	4	4	4
Investment duration: 2012-22; Budget: \$107.7m	2021 IMR	4	4	5
Infrastructure Grants Municipal Sanitation (SAIIG)	2022 FIMR	4	4	3
Investment duration: 2012-21; Budget: \$40m	2021 IMR	5	4	3
Environmental Governance	2022 FIMR	3	3	3
Investment duration: 2015-22; Budget: \$10.1m	2021 IMR	4	4	3
Australia Awards in Indonesia	2022 FIMR	5	5	6
Investment duration: 2014-22; Budget: \$128m	2021 IMR	5	4	5
MDB Infrastructure Assistance Program	2022 FIMR	5	5	2
Investment duration: 2013-21; Budget: \$56.4m	2021 IMR	4	5	3

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.