

INTRODUCTION AND OVERVIEW

The Programme Partnership Arrangements (PPAs) are one of DFID's main support mechanisms to Civil Society Organisations. From 2011 to 2014, DFID will provide over £360m funding to 42¹ organisations through the PPAs.

Coffey International Development is the Independent Evaluation Manager for the Programme Partnership Arrangements and is responsible for carrying out a mid-term review and final evaluation of the PPA in order to assess:

- The performance of individual grantees; and
- The performance and impact of the PPA funding mechanism.

Coffey's approach to undertaking the assessment is set out in the Evaluation Strategy. The Mid-Term Review of the PPA was conducted in November 2011.

As part of the Mid-Term Review, the performance of each grantee was assessed. This document provides an overview of the performance assessment process and the findings of the performance assessment for your organisation. The document contains the following sections:

- Performance assessment criteria;
- Overview of the performance assessment process;
- Performance assessment report for your organisation; and
- Assessment of the Independent Progress Review of your organisation.

Analysis of the performance assessments across the whole portfolio will be provided in the in Mid-Term Review Report.

Key dates in the PPA Mid-Term Review process moving forward are:

7 December 2012 The Evaluation Manager will present the emerging findings from the Mid-Term Review to PPA grantees.

9 January 2012 DFID will send the Mid-Term Review Report to grantees.

9-16 January 2013 Grantees are invited to provide feedback on points of accuracy in the report.

DFID will publish the final version of the Report and communicate further with grantees on the process concerning the allocation of funding for the third year of the PPA grant.

FAQs

What is the performance assessment based on?

The assessment is based on the original proposals for the PPA, DFID's business case for funding, the 2012 Annual Review reports (and DFID's feedback letter) and the Independent Progress Review Reports (and grantees' management response). The criteria for assessing performance is set out over the page.

What will the performance assessment be used for?

DFID will use the performance assessments for their ongoing performance management of the PPAs.

Coffey will use the performance assessments to inform the overall mid-term review of the PPA fund.

Will year three funding be determined based on the performance assessment?

The performance assessment will be one source of evidence that DFID will use when determining year three funding. DFID will look at several sources of evidence and consider their future priorities as well as grantees' past performance.

Will there be an opportunity for grantees to provide feedback?

The Evaluation Manager will accept feedback on points of accuracy from 9-16 January 2016, but will not respond directly to grantees on challenges to performance assessment scores.

¹ 39 organisations were awarded PPA grants in December 2010; IPPF and FLO had existing PPA grants running to 2013/2014 and Bond was awarded a PPA grant in mid-2011.

PERFORMANCE ASSESSMENT CRITERIA

The performance assessment was based on a set of criteria which reflect DFID's rationale for providing funding through the PPAs. The evaluation criteria and key assessment questions are listed below. The criteria are weighted to reflect DFID's priorities. The assessment of additionality is separate to the overall performance assessment score.

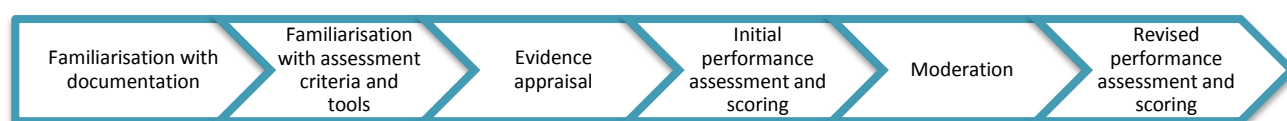
- **Relevance (5%):** Do the grantees respond to the needs and priorities of their constituencies whilst striking a balance between achieving the greatest impact and reaching the poor and marginalised?
- **Effectiveness (30%):** How effective are grantees in terms of: adding value; learning to improve programmes; their organisational effectiveness and benefit to the sector as a whole; their capacity to innovate and channel this into benefits for the sector; their partnership approach; and their ability to assess and understand how their interventions change lives and reduce poverty?
- **Efficiency (15%):** To what extent are grantees able to provide evidence of their cost effectiveness and as such demonstrate an understanding of their costs, the factors that drive them, the linkages to their performance and an ability to achieve efficiency gains?
- **Results (50%):** Are grantees achieving what they set out to achieve (as described in the original proposal and logframe) and is this changing lives and strengthening civil society?
- **Additionality:** Has DFID funding enabled grantees to deliver more than what would be delivered without this funding, and has there been a value for money approach taken in delivering programme activities?

Within each criteria, there are sub-criteria. Grantees' performance against each sub-criteria was given a rating of **poor**, **medium**, **high** or **outstanding**. Annex 1 contains definitions of the score banding for each sub-criteria. Based on the sub-criteria scores, the reviewer scored each criteria. The criteria scores were then weighted and aggregated to provide an overall performance score for each organisation. These scores are provided in the individual performance assessment below.

PERFORMANCE ASSESSMENT PROCESS

The performance assessment process was undertaken by a team of six evaluation experts from 15 October to 9 November 2012. The assessment and moderation process is depicted in Figure 1.

Figure 1: Performance assessment process



SCORING

The scoring against sub-criteria and criteria was based on the evidence presented in the documentation available. The process was designed to be as objective as possible. Where grantees made claims in certain areas, but could not provide evidence, this was noted in the narrative and reflected in the scoring.

This approach ensured that the assessment process was objective and transparent. It also meant that if evidence to support grantees' claims was weak or non-existent (for example if the the IPR was of a poor quality or did not address certain areas), then grantees scores were correspondingly lower.

The Evaluation Report will provide further details of the assessment process, the research problems encountered and the strengths and weaknesses of the approach.

GRANTEE PERFORMANCE ASSESSMENT

Overall Comments

Oxfam's work under the CHASE PPA appears to have strong components of learning and innovation that may benefit the sector moving forward, yet at this initial stage the outcomes of its activities are quite preliminary and the documentation does not provide strong evidence of the impact that are having on poor and vulnerable populations. The goals of their programmes (e.g., building the capacity of civil society, increasing resilience against climate change and natural disasters, passing a robust arms trade treaty, etc.) inherently target the poor and vulnerable, yet the reviewed documents do not clearly demonstrate that Oxfam has a system in place to tailor interventions to the needs of specific communities. The focus on developing new measurement tools, and pilot programmes with strong research component, however, points to a commitment to learning and innovation that benefits both Oxfam and the wider community. Oxfam met its output goals, but because of the processual and global nature of its programmes it was difficult to verify that the activities have tangibly improved the lives of the poor and vulnerable at this stage, or that efforts the strength local CSOs have been effective. Oxfam makes a convincing case that several of the issue areas funded by this PPA would not have been funded with restricted grants and contracts, yet because the ultimate outcomes and impact of this funding have yet to be felt, it is difficult to assess how much 'additional' value this grant has added.

Score card

● Overall:	Medium
● Relevance:	Medium
● Effectiveness:	Medium
● Efficiency:	Medium
● Results:	Medium
● <i>Additionality:</i>	<i>Medium</i>

Grantee performance assessment commentary

Relevance (5% weighting)	
Representativeness	<p>Oxfam's activities under the CHS PPA tend to be centrally designed and affect their final beneficiaries only indirectly. In their APR, Oxfam sidesteps this issue by saying that their immediate beneficiaries are international agencies and local and national governments (APR, p. 23-24). However, the picture varies for each work stream. For the Africa Climate Change Resilience Alliance (ACCRA), Oxfam notes that it regularly consults with government officials and a consortium of experts in each country (APR, p. 24), however the IPR notes that Oxfam's consultations do not necessarily take into account all of the social dynamics of the ultimate beneficiary communities (IPR p24). The Within and Without the State (WWS) more closely follows the priorities of beneficiaries by supporting civil society, but the IPR notes that Oxfam could do more to document how they select partner CSOs that clearly have strong links with the communities they service (IPR, p.23). Oxfam's work on the Arms Trade Treaty (ATT) is based on a simple theory that small arms negatively impact poor communities, and they contribute to this area primarily through research on the impact of small arms trades (IPR, p. 24).</p>
Targeting strategy	<p>Oxfam's activities under the CHS PPA focus on capacity building of CSOs, global policy initiatives (particularly the ATT) and improving the ability to measure the impact of humanitarian interventions. Given these goals, it is clear that with this grant, Oxfam has favoured maximising the reach and impact of their programmes over specifically providing services to poor and vulnerable populations. However, these programmes are inherently targeted to indirectly benefit these populations, since fragile countries that face humanitarian crises, arms trade, and instability from climate change are typically poor and fragile countries. For example, the IPR states that Oxfam works in 34 fragile or conflict-affected countries and spent 65% of the funding for the Within and Without the State (WWS) programme in these countries (IPR p22).</p>
Effectiveness (30% weighting)	
Added value	<p>The business case for Oxfam emphasizes their global reach and multifaceted partnerships with governments, consortia of NGOs, and public support. Based on the information presented in the IPR, Oxfam also appears to be a leader in integrating climate change adaptation and disaster risk reduction into overall resilience strategies for communities. There is evidence that the tools Oxfam has developed under its Africa Climate Change Resilience Alliance (ACCRA) have had a wider impact on the sector. Its work on passing a robust Arms Trade Treaty (ATT) is further evidence of their ability to effectively broker partnerships with many local and global actors to further common policy objectives.</p>

<p>Learning</p>	<p><i>Learning to improve organisational capacity</i></p> <p>Oxfam makes a case that their work in the Africa Climate Change Resilience Alliance (ACCRA) has generated learning that has improved competencies and outcomes. The Local Adaptive Capacity framework was developed under this programme and was adapted to develop an 'innovative systems approach to agricultural market development' and the design of a new programme proposal (IPR, p. 26). The IPR notes more widely that the work streams under this grant are specifically geared toward organisational learning: ACCRA activities are pilots set up specifically to develop lessons learned, and the Impact Measurement Guide (IMG) is a tool designed to better gather data on the effectiveness of humanitarian interventions. However, because this documentation generally fails to make a strong argument on how these activities ultimately improve results for ultimate beneficiaries, it is difficult to say that this learning has resulted in 'demonstrable results on the targeted or ultimate beneficiary groups.'</p> <hr/> <p><i>Learning to improve contextual knowledge</i></p> <p>As several of the elements of Oxfam's work under this grant are global in nature, this criteria does not apply to all of its work. As reported by Oxfam, its work on the ACCRA work stream is based on research on the local context (APR, p. 3); however, as noted by the IPR, this research focusses on technical solutions rather than a situational analysis of the social dynamics of beneficiary communities (IPR, p. 24).</p> <hr/> <p><i>Learning to share with others</i></p> <p>APR provides evidence that learning, particularly associated with resilience and the ACCRA work stream has had a broader impact on the sector. The APR notes that ACCRA is a consortium and Oxfam's contributions of the Local Adaptive Capacity framework to the consortium have benefitted other members. Notably CARE International has integrated the framework into their programming, and the Overseas Developing Institute (ODI) has been asked to write a chapter on Adaptive Capacity at Community Level in Africa, partly because of their partnership with Oxfam working on the Local Adaptive Capacity framework (APR, p. 27).</p>
<p>Innovation</p>	<p><i>Incremental Innovation</i></p> <p>The IPR states that ACCRA programme is innovative in 'breaking down the concept of 'adaptive capacity' into component elements' (IPR, p. 29). As described in the 'learning to share with others' sub criteria, the Local Adaptive Capacity framework developed through this programme appears to have been disseminated more widely and adopted by others. The IPR considers Oxford's work on the Arms Trade Treaty (ATT) as the most innovative work, citing the creation of an interactive website with a map showing the positions of member states; the use of pro bono legal advisors; and the integration of the advocacy with of economic justice policy and advocacy work (IPR, p. 29). Finally, the IPR argues that the new Impact Measurement Guide (IMG) for humanitarian interventions is innovative in its focus on change rather than impact, yet this distinction is not entirely clear (IPR, p. 29).</p>

	<p><i>Radical innovation</i></p> <p>Without more specific technical knowledge, none of the innovations cited above appear to be radical.</p>
Partnership approach	<p>The IPR states that Oxfam's Within and Without State (WWS) programme involves a greater effort to select local partners with strong organisational capacity and links with their beneficiary communities (IPR, p. 8-9), yet the APR reports primarily on the total number of local partners trained (APR, p. 7). The IPR notes that the APR is unclear on what the exact outcomes of capacity building efforts were (i.e., capacity to do what?). Oxfam's work on the impact Measurement Guide provides a good example of its work with other international institutions. Oxfam partnered with the University of Anglia to develop the guide and partnered with the INGO, Practical Action to publish it. Oxfam's contribution is field testing, distributing, and promoting the guide. The IPR notes that ACCRA work stream is based on partnerships with governments, which vary in quality and may be seen as imposing top-down solutions because of the focus on working with government (IPR, p. 30).</p>
M&E	<p>One of the four 'work streams' supported by this PPA grant is the development of an 'impact measurement guide.' While the guide has not yet been published, it has been field tested in two sites (APR, p. 2). There are some weaknesses in the M&E reporting in the APR. For example, capacity building for local organisations tends to focus on self-reported measures of organisational capacity rather than measures of increased effectiveness of the organisations. As noted in the IPR, the focus of the reporting is on 'number of partners organisations' and on Oxfam's own 'operational capacity' (IPR, p. 14). For example, there is no way to measure how many people have benefitted from these work streams or how exactly. For the ATT work stream, on the other hand, measurement is based contributory measures, but the ultimate goal of passing a robust arms trade treaty cannot be attributed to Oxfam's work. Oxfam also mentions the development of a 'Global Performance Framework' and increased support for more robust evaluations, but does not elaborate on these new systems (APR, p. 22-23).</p>
Efficiency (15% weighting)	
Cost effectiveness	<p>Oxfam states that they have recently conducted a study of their cost drivers, yet the categories of cost they cite are quite broad: salaries, partner grants, etc (APR, p. 22). The APR notes several measures to reduce costs, including the implementation of a new procurement system, which Oxfam reports saved £1.2m (APR, p. 23). However, the APR states that they also try to improve effectiveness rather than simply controlling costs, and have implemented more robust performance monitoring to determine which interventions are the most effective. The IPR corroborates this, citing numerous methods for maximising performance, including: 'random programme audits, selected cost-effectiveness studies...benchmarking exercises for programme costs...' (IPR, p. 39). However, this documentation does not provide any examples or findings of Oxfam's analysis of cost-effectiveness or how they have made funding decisions based on performance data.</p>

Results (50% weighting)	
Performance against the logframe	DFID rated Oxfam's performance an 'A' and said in their feedback that Oxfam appears to be on track. However, DFID also stated 'There needs to be a clearer tracking to changes in the lives of ultimate beneficiaries, including gender disaggregation.' This is the same problem noted in the IPR, which notes that Oxfam met their targets, yet that some targets were set at 0 and many do not measure impact on beneficiaries.
Improving lives	The IPR notes that Oxfam's CHS PPA work streams 'are designed to generate new learning and new models of working. As such, their primary beneficiaries are not poor and vulnerable populations in a direct sense' (IPR, p. 12). This is evident in the changing lives case studies presented by Oxfam, which focus on the Africa Climate Change Resilience Alliance (ACCRA). The outcomes of the 'best case' scenario are the development of a 5-year development plan integrating climate change adaptation (CCA) and disaster risk reduction (DRR) and changes in the way that the government manages these objectives in the target district. However, the theory of change for how these programmes would improve the lives of the poor and vulnerable is reasonably clear since the programmes are designed to build support systems for poor and marginalised people.
Changes in civil society	Improving civil society is the main focus of Oxfam's CHS PPA-funded programmes. However, based on this documentation, it is difficult to assess how effective the activities are. For example, the IPR notes that Oxfam reports on the outcomes of capacity building activities based on self-reported assessments by the CSOs of their capacity, but does not objectively measure such outcomes as those CSOs' 'stronger relationships with the grassroots they represent' and 'more effective advocacy with government counterparts' (IPR p15). For other goals more oriented toward policy, there is a greater problem of attribution to Oxfam's activities. For example, one of Oxfam's work streams is to support an arms trade treaty (ATT). Oxfam reports on this by recording the numbers of 'officials / parliamentarians engaged' under output indicator 3 (APR p4) and the states that "refer to Oxfam... technical assistance in their official reports to the UN First Committee and/or Review Conference for the Arms Trade Treaty' under outcome indicator 3 (APR p8). These are framed as contributory indicators, yet in and of themselves they really don't have an impact and the ultimate goal is the passage of a robust treaty, which cannot be attributed to Oxfam, whether it is a failure or success.
Additionality	
Additionality	The Additionality Report states that CHS PPA allowed Oxfam to work in areas that it is difficult to fund otherwise, including their work on the Arm Trade Treaty, for which the PPA allowed them to partner with the University of East Anglia, raising the level of academic rigour and credibility (Additionality Report, p. 1). The IPR argues that it also allowed them to increase the scale and quality of work on climate change under the ACCRA consortium, which wouldn't have been possible otherwise (IPR, p.40). Generally, it is clear that the work under this PPA focussed on experimental pilots and tools for increasing effectiveness across the sector and more broadly, yet it is somewhat difficult to judge at this point how effective the learning from these initiatives will be since they are still in the early stages.

VfM	<p>This does not differ from the overall assessment of Oxfam's cost-effectiveness. While the Additionality Report argues that the initiatives funded by this PPA will have wider impact due to the development of innovative methods, global policy gains, and better impact evaluation methods, the outcomes of these activities are not yet clearly recorded, making it difficult to assess the actual cost-effectiveness of this funding. The IPR summarises as follows, 'It is arguable that the full calculus of VfM depends on the emergence of hard data on outcomes (including completed indicators on outcome with primary beneficiaries, and assessment of onward impact through e.g. secondary beneficiary analyses)' (IPR, p. 43).</p>
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INDEPENDENT PROGRESS REVIEW

Overall Comments

This is a detailed and in-depth evaluation. It addresses each of the OECD-DAC criteria and goes into detail for each of the 4 work streams the CHASE PPA funded for each evaluation criteria. It offers many constructive criticisms, including Oxfam's superficial reporting on partnerships with local partners that tracks only the total number of partners, and highlights strengths of the programs, including several innovative approaches to the global policy goal of passing a robust Arms Trade Treaty. As is the case with many other IPRs, the scope of this evaluation did not include collection of robust quantitative data which could be used to independently verify the effectiveness of the organisation in delivering results. However, the review of the grantee's documents and interviews offers sufficient material for the evaluator to draw useful logical conclusions about Oxfam's activities.

Independent progress review commentary

Design	
How defensible is the research design?	Evaluation designed based on OECD-DAC and DFID criteria, and uses "mixed methods" referring to review of the grantee's documents, semi-structured interviews and site visits, and observation of diplomatic conference in New York that Oxfam participated in. One problem noted in the IPR was that the field visit teams only interviewed "primary beneficiaries" meaning government officials, CSOs, etc., and not the "secondary beneficiaries" that are meant to be the ultimate beneficiaries of programs (i.e., poor and vulnerable populations). Because the IPR did not collect quantitative data or conduct any rigorous impact evaluations, this IPR does not contribute independent data evidence on the effectiveness of the grantee's programs, but it does offer an independent view of the various elements of Oxfam's programming.
How well was the data collected and managed?	All data collection completed by a 3-person team; bios provided in IPR. Most data collected is quantitative, and the IPR has little discussion of data management methods. For interviews with beneficiaries and other external stakeholders, IPR states that 'selection of informants was agreed between OGB and the evaluation team at the start of the process' (IPR p. xiv), but does not clarify how specific decisions were made to ensure that interviewees were representative.
Analysis	
How well has the approach to and formulation of the analysis been conveyed?	Little raw data presented in report. Report includes numerous references to documents and to the evaluator's field visit reports. However, there is no systematic presentation of interview results or other data.
How clear are the links between data, interpretation and conclusions – i.e. how well can the route to any conclusions be seen?	Conclusions are sometimes presented without robust evidence or explanation. For example, in discussing 'innovation', the IPR says that one way that the Within and Without the State (WWS) program is innovative is that it attempts to 'shift donor concentration on financing state institutions... toward greater emphasis on the role of civil society in creating demand for better governance performance' (IPR p29). Without further elaboration, it is not clear that this approach is innovative (i.e., that other organisations aren't already doing this), and there is not clear evidence that it is more effective than the institution-building approach. However, in many cases, the IPR does present some form of evidence to back up its claims. For example, in discussing 'learning' the IPR states the ACCRA methods are being taken up in the international community and cites several platforms Oxfam has used to disseminate these methods (IPR p27).

Neutrality	
How clear are the assumptions /theoretical perspectives /values that have shaped the form and output of the evaluation /evidence submitted?	There is little to suggest that the evaluator was biased in their assessment of Oxfam. The IPR offers numerous critiques; for example, it raises the point numerous times that the grantee should report more on the quality of partnerships with local partners rather than the raw number of local partners (IPR p.3, p.15). However, in the absence of rigorous impact assessments, the IPR is limited in its ability to independently verify the impact of Oxfam's work under this grant. This is evident in the discussion of innovation, where the IPR seems to assume that the methods used are innovative, without independently verifying that they are an improvement on other methods (see section D).
Findings	
How credible are the findings?	The conclusions of the report appear to be generally logical. However, because of the limitations in collecting independent data, most of the conclusions are based on logical assessments of the grantee's reporting rather than objective data. For example in discussing Oxfam's achievement against the logframe for the Within and Without the State (WWS) program, the IPR notes that DFID felt the target for number of local partners may have been set cautiously and that Oxfam wants to retain the target in order to increase the quality rather than the quantity of relationships (IPR p3). The IPR essentially sides with Oxfam, but doesn't provide any additional evidence related to the actual quality of those partner relationships. Rather, the IPR says Oxfam should 'focus further energy on systematic and credible analysis of changes in partner CSOs as a result of partnership and capacity building' (IPR p3).
How well does the evaluation /evidence address its original aims and purpose?	The IPR provides analysis around each of the OECD-DAC and DFID criteria, which provides a useful and independent view. The result is consistent with the stated approach: 'Our evaluation design draws on first-line attribution and contribution analysis, on the grounds that quantitative and second-line attribution analyses are less likely to be feasible at the interim stage of a grant.' (IPR p.xiv). Given this approach, however, most of the conclusions are generally provisional and suggest that more in-depth studies should be conducted.
Scope for drawing wider inference – how well is this explained?	Many of the conclusions of the report could be generalised to other organisations working in the sector. For example, the critiques on measuring local partners' self-reported capacity rather than their objective effectiveness could be widely applied to many CSOs (IPR p.15). However, since the IPR did not collect robust quantitative data, many of the recommendations and conclusions are applicable more narrowly to the specific organisational characteristics of Oxfam's programmes under this grant.

Auditability	
How adequately has the research process been documented?	IPR provides its semi-structured interview guide, a list of interviewees, and documents consulted. More detail could be provided on how beneficiaries and external stakeholders were selected to be interviewed. Generally, the report tends to rely on the logical interpretation and judgements of the evaluators, so there is no guarantee that another evaluator would draw the same conclusions.

ANNEX 1: DEFINITIONS OF SCORES

NB: The 'Outstanding' criterion is not defined. The reviewers used their discretion to apply the outstanding criteria if grantees' achievements significantly exceeded the 'high' criterion in terms of scope or scale, impact on the sector or impact on beneficiaries.

RELEVANCE

Representativeness	Definition: The degree to which the supported civil society organisations represent and respond to the needs and priorities of their constituencies - do the planned interventions continue to respond to these needs?
Poor	The organisation does not provide any evidence that they design their interventions based on the needs and priorities of target populations or that they re-consider intervention design or targeting during the course of the intervention.
Medium	The organisation can show evidence of how they have tested the underlying rationale behind interventions and the extent to which is continues to meet the needs and priorities of target populations. However, no evidence is provided to demonstrate that the results have any impact on intervention management.
High	The organisation shows evidence of continuously re-evaluating their interventions, and making appropriate changes, to ensure that they respond to the needs and priorities of the target population.
Outstanding	

Targeting strategy	Definition: The extent to which the interventions target the poorest and most marginalized, and the extent to which they target in such a way as to achieve maximum benefit. NOTE: The groups who make up the poorest and most marginalised will vary from setting to setting, and the grantee should provide analysis sufficiently robust to identify who these are.
Poor	The organisation provides little or no evidence that their interventions consider the balance between maximising impact and meeting the needs of the most poor and marginalised.
Medium	The organisation provides evidence that the decision making process around intervention planning and design considers whether the interventions strike a balance between maximising impact and addressing the needs of the most poor and marginalised.
High	The organisation provides evidence of a clearly articulated targeting strategy addressing the balance between maximising impact and addressing the needs of the most poor and marginalised.
Outstanding	

EFFECTIVENESS

Added value	<p>Definition: Whether grantees offer a distinctive competence or otherwise complement and add value to DFID's portfolio, and how this has been developed and/or demonstrated throughout the funding period.</p> <p>NOTE: A distinctive offering or added value should be distinguished from core competencies in programme management. These might include things like a distinctive technique (such as management of malnutrition, or research) or approach (such as a focus on disability or partnership).</p>
Poor	The organisation does not provide any insights or evidence of their distinctive offering/ added value, or cannot show how their distinctive offering or added-value has improved or increased.
Medium	The organisation can describe a distinctive offering, but does not demonstrate how this benefits DFID or the sector more broadly.
High	The organisation provides externally verifiable evidence of a distinctive competence in one or more areas, whether it has evolved over the course of the funding, and demonstrates how this has added value to the sector or industry as a whole i.e. provides evidence of the organisation's approaches or techniques must have been taken up by others (such as mainstreaming of disability).
Outstanding	

Learning to improve organisational capacity	<p>Definition: The extent to which grantees learn from their work, and integrate the learning into improved programming, as well as the extent to which others (civil society, governmental and international organisations) make use of this learning in altered policy and practice.</p>
Poor	<p>The organisation provides little evidence that it has used learning to improve key competencies</p> <p>NB: key competencies will vary widely, depending on the type of programme, but might include competencies like project cycle management, monitoring and evaluation, procurement, human resource management, governance, grant proposal development, research and influencing.</p>
Medium	The organisation provides some evidence that it has used learning to improve key competences, and can show evidence of how this has become integrated into its interventions and organisational practice.
High	The organisation provides evidence that it has used learning to improve key competences which have become integrated into its interventions and organisational practice, leading to increased organisational effectiveness with demonstrable results on the targeted or ultimate beneficiary groups.
Outstanding	

EFFECTIVENESS (continued)

Learning to improve contextual knowledge	Definition: The extent to which grantees learn from their work, and integrate the learning into improved programming, as well as the extent to which others (civil society, governmental and international organisations) make use of this learning in altered policy and practice. NOTE - Contextual learning refers to learning which improves situation analysis and intervention design in the specific intervention situation, should be distinguished from more generalizable learning about approaches and techniques.
Poor	The organisation is unable to show how learning during the course of the intervention[s] has affected the design and targeting of its interventions.
Medium	The organisation shows some impact of learning about the context and/or learning during the course of the intervention[s] on the design and targeting of its interventions.
High ²	The organisation demonstrates that the design and targeting of its interventions derive from systematic learning about the context.
High	The organisation can show that learning during the course of the intervention[s] has resulted in significantly improved results. <i>NOTE: You will have to use your judgement as to whether a result is significant. But the kinds of things you might look for are a major increase in coverage, or dramatic increase in the quality and effectiveness of the intervention.</i>
Outstanding	

Learning to share with others	Definition: The extent to which grantees learn from their work, and integrate the learning into improved programming, as well as the extent to which others (civil society, governmental and international organisations) make use of this learning in altered policy and practice.
Poor	The organisation can show little or no improvement in its learning strategies, and is unable to provide evidence of how any of the learning generated through its interventions has been used or adopted.
Medium	The organisation provides examples of learning generated from its interventions which have been generalized from the intervention context for the benefit of the sector/industry more generally.
Medium	The organisation describes a clear or improving strategy for communicating the learning.
High	The organisation can show clear and verifiable examples of how learning generated from its interventions has significantly improved results and has been used by others in the sector/industry.
Outstanding	

² For certain criteria there are multiple indicators of 'poor, medium or high' performance.

EFFECTIVENESS (continued)

Incremental Innovation	Definition: The extent to which grantees develop, test, and achieve the adoption by others of new knowledge, such as in techniques, approaches, and design of interventions. Innovation is a special type of learning. It is distinguished from learning in general by novelty.
Poor	The organisation provides little evidence of the development and testing of existing knowledge to new contexts.
Medium	The organisation provides some evidence of the development and testing of existing knowledge to new contexts, and can show how this has been disseminated more widely.
High	The organisation provides evidence of the development and testing of existing knowledge to new contexts that has led to a demonstrable and significant improvement in their interventions or organisational capacity.
High	The organisation provides evidence of the extent to which it has been taken up by others.
Outstanding	

Radical Innovation	Definition: The extent to which grantees develop, test, and achieve the adoption by others of new knowledge, such as in techniques, approaches, and design of interventions. Innovation is a special type of learning. It is distinguished from learning in general by novelty. NOTE: 'New knowledge' is knowledge which breaks new ground for the sector.
Poor	The organisation provides little evidence of the development and testing of new knowledge.
Medium	The organisation provides some evidence of the development and testing of new knowledge, and can show how this has been disseminated more widely.
High	The organisation provides evidence of the development and testing of new knowledge that has led to a demonstrable improvement in their interventions or organisational capacity.
High	The organisation provides evidence of the extent to which the new knowledge has been taken up by others.
Outstanding	

EFFECTIVENESS (continued)

Partnership approach	<p>Definition: The extent to which partnerships are made with others (civil society, the private sector, governmental and international organisations) that enhance the effectiveness and impact of interventions and encourage sustainability.</p> <p>NOTE: Partnership approach refers to the organisation's stance on partnership with others. It need not take the form of a general policy but must be codified as an agreement with partners on the purpose of the partnership and the expectations each partner will have of the other. It should also be transparent about the power relationship.</p>
Poor	The organisation can show little or no evidence of an explicit partnership approach.
Medium	The organisation has developed its partnership approach or can show it is following an existing partnership approach to reasonable standards.
Medium	The organisation is able to show how its partnership approach improves sustainability and/or enables mutual accountability between partners.
High	The organisation provides evidence of a well developed or substantially improved partnership approach with verifiable benefits for results and sustainability.
High	The organisation provides evidence of mutual accountability within the partnership.
Outstanding	

M&E	<p>Definition: The extent to which grantees effectively monitor and evaluate their performance and assess their impact. Effective M&E and impact assessment includes demonstrable assessment and reporting of results at different levels, especially outputs and outcomes.</p> <p>NOTE: An M&E system, as opposed to ad hoc project-level arrangements, specifies higher-level methods and measures of effectiveness, allowing aggregation and comparability of data between projects.</p>
Poor	The organisation is unable to demonstrate that it has an effective M&E of impact assessment system or framework that enables it to capture, analyse, use and share information on changes (outcome and impact) or lessons learned.
Medium	The organisation is able to provide evidence of improvements to its M&E or impact assessment systems, which have enabled it to improve the capture, analysis, use and sharing of information on changes or lessons learned.
High	The organisation provides evidence of an M&E / impact assessment framework which ensures that results (in terms of changes in people's lives and civil society more broadly) and learning are captured, shared and taken up by the organisation and the sector more broadly.
High	The organisation provides evidence of impact assessments which have generated learning that has had an impact on the organisation and the sector more broadly.
Outstanding	

EFFICIENCY

Efficiency	Definition: A measure of how economically resources/inputs (funds, expertise, time etc.) are converted to results.
Poor	The organisation demonstrates little or no understanding of its costs and cost drivers i.e. the main factors that influence costs and how they link to performance.
Poor	The organisation is unable to demonstrate that it takes account of its understanding of its costs and is able to make any efficiencies as a result.
Poor	The organisation is unable to provide any evidence concerning its cost effectiveness; or the evidence available suggests that the organisation is very inefficient.
Medium	The organisation is able to demonstrate good understanding of its costs and able to make efficiencies as a result.
Medium	The organisation is able to demonstrate a comprehensive and granular understanding of its costs and cost drivers.
Medium	The organisation is able to provide comprehensive and robust quantitative and qualitative evidence of its cost effectiveness.
High	The organisation is able to demonstrate an excellent understanding of its costs and cost drivers and as such is able to provide cost driver analysis clearly explaining the relationship between costs and performance.
High	The organisation is able to demonstrate an excellent understanding of its costs and achievement of excellent value for money.
High	The organisation is able to demonstrate innovation or best practice in the production of quantitative and qualitative evidence of its cost effectiveness.
Outstanding	

RESULTS

Performance against the logframe	Definition: The extent to which grantees have delivered on outputs and achieved the changes indicated in their Logframes
Poor	Roughly relates to DFID project score of C.
Medium	Roughly relates to DFID project score of B.
High	Roughly relates to DFID project score of A.
High/Outstanding	Roughly relates to DFID project score of A+.
Outstanding	Roughly relates to DFID project score of A++.

Improving lives	<p>Definition: An assessment of the extent and the manner of changes in the lives of poor and marginalized people as a result of the changes achieved, and the extent to which these changes are likely to be sustained.</p> <p>NOTE: Where the organisation is not directly intervening at the level of the ultimate beneficiaries, it must be able to provide a coherent chain of causation that links its interventions to outcomes for the poor and marginalised, and there must be evidence to indicate that the chain of causation is likely to be correct.</p>
Poor	The organisation is unable to provide valid evidence of changes in the lives of poor and marginalised people.
Medium	The organisations are able to show some verifiable examples of how the lives of the poor and marginalised have been directly or indirectly improved.
High	<p>The organisation provides robust evidence of how its interventions have directly or indirectly resulted in long-term and sustainable changes in the lives of the poor and marginalised.</p> <p>NOTE: <i>The organisation should provide evidence that the changes can be sustained beyond the intervention period. Evidence might include things like government or other entity commitment to provide the necessary support, or evidence that the activity has become self-sustaining. For humanitarian interventions, which are necessarily more acute, the criteria will be different. The organisation should provide evidence that the design of the intervention assists recovery and reduces future vulnerability and increases the resilience of beneficiaries.</i></p>
Outstanding	

RESULTS (continued)

Changes in civil society	<p>Definition: The extent to which citizens are able to do things for themselves, for example community organizations to manage and deliver a particular service, and the extent to which civil society organizations are able to hold governments (such as the private sector and international bodies) to account.</p> <p>NOTE: Evidence of people doing things for themselves might include community involvement with management of basic services, or small business activities. Evidence of civil society holding government to account might involve things like budget monitoring or advocacy.</p>
Poor	<p>The organisation is unable to provide valid evidence of changes in civil society.</p>
Medium	<p>The organisations is able to show some verifiable examples of how its interventions have directly or indirectly resulted in sustainable changes to civil society (i.e. people doing things for themselves, civil society holding government to account) and can clearly demonstrate how this will improve the lives of the poor and marginalised.</p>
High	<p>The organisation provides robust evidence of how its interventions have directly or indirectly resulted in sustainable changes to civil society (i.e. people doing things for themselves, civil society holding government to account) and can clearly demonstrate how this will improve the lives of the poor and marginalised.</p>
Outstanding	

ADDITIONALITY

Additionality	<p>Definition: What is being achieved by grantees that would not have been achieved without DFID funding?</p> <ul style="list-style-type: none"> • <i>Direct inputs:</i> this includes the resources allocated to the delivery of activities, i.e. human resources, funding, materials etc • <i>Indirect inputs:</i> this includes the organisational frameworks that supports the delivery of activities and create an enabling environment for the activities to take place i.e. management systems, partnership strategies, information databases, learning networks etc.
Poor	The organisation is unable to demonstrate with evidence that the effects of the funding have allowed it to do things it would not otherwise have achieved.
Medium	The organisation can show evidence that it has been able, as a result of the funding, to develop new competences, skills or learning with demonstrable effects, that it would not otherwise have been able to develop.
High	The organisation can show evidence that it has been able, as a result of the funding, to take risks and innovate or achieve very significantly greater results that it would not otherwise have achieved.
Outstanding	

VfM of PPA funding	Definition: Does the grantees' use of the PPA funding represent good value for money?
Poor	The organisation is unable to provide any evidence concerning its cost effectiveness that is appropriate to the type and focus of the funding received; or the evidence available suggests that the organisation is very inefficient.
Medium	The organisation is able to provide comprehensive and robust quantitative and/or qualitative evidence that PPA funding has been used cost effectively.
High	The organisation is able to demonstrate innovation or best practice in the production of quantitative and qualitative evidence of its cost effective use of PPA funding.
Outstanding	