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 42[1] 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 a 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 assessement 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 PPA Mid-Term Review Report.

DFID will publish the final version of the PPA Mid-Term Review 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 are set out over the page.

What will the performance assessment be used for?

DFID will use the performance assessments for their on-going 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 PPA 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.

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[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 assesment of additionality is separate to the overall performance assessment rating.

- **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 been 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 rating banding for each sub-criteria. Based on the sub-criteria ratings, the reviewer rated each critera. The criteria ratings were then weighted and aggregated to provide an overall performance rating for each organisation. These ratings are provided in the grantee performance assessment.

PERFORMANCE ASSESSMENT PROCESS

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

Figure 1: Performance assessment process
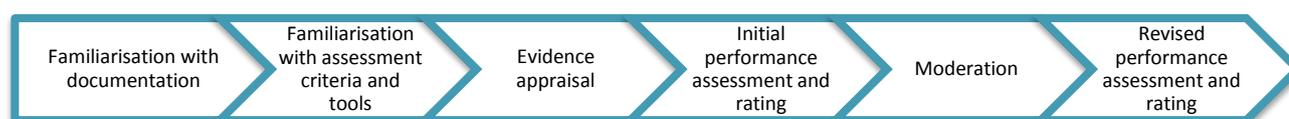
RATING

The rating allocated for each 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 rating.

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 ratings were correspondingly lower.

The Mid-Term Review 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

Progressio interventions are highly relevant to the needs of the poor and marginalised (especially women), yet there is limited hard evidence to demonstrate how the poor and most marginalised are targeted and the number of beneficiaries. Progressio's approach to intervention is based on a 'demand led process' of embedding development workers (DWs) in local communities. Ultimately the transfer of skills and knowledge through DWs results in a 'catalytic effect' with the poor people themselves acting as the agents of change. Progressio is committed to interventions in fragile and conflict affected states and claims to place a specific emphasis on targeting the marginalised including individuals with HIV/AIDS, women, and young people.

Progressio is well tapped into a number of networks in the UK and developing countries (i.e. faith, NGO and volunteering) and the IPR provided qualitative evidence that Progressio is an 'effective and respectful bridge-builder' that engages constructively with a range of actors including civil society. The narrative suggests that the sharing of expertise and lessons between development workers is an integral feature of Progressio's work at the country level. Progressio shows signs of placing an increased emphasis on boosting external learning as well as sharing and promoting lessons internally. The Keystone perception survey and ongoing development of the RICA M&E system are areas that should promote the capture and dissemination of learning. However, at this stage, there is no clear evidence to support a systematic process for learning at the organisational level.

A partner-led approach is described as a core component of Progressio's work with CSOs and DFID corroborates the strength of commitment to collaboration with a range of partners at grassroots, intermediary, and policy levels. The IPR notes that this positive perception of partnership approaches 'emphatically validated' by field research and interviews. Progressio's 'catalytic' role with partners is participatory and intent on building their capacity and following their agendas, which further ties into Progressio's strength in improving the lives of the poor and marginalised.

As part of cost effectiveness, Progressio demonstrates an understanding of costs drivers and presents an examination of how to optimally use resources (i.e. short-term DW placements, participating in consortia, leveraging). The external evaluations mentioned in the APR allegedly support the claim that Progressio delivers VfM. Transparency in their financial record-keeping should not be confused with VfM or ability to develop cost-efficiencies. In terms of efficiency, Progressio can show their knowledge of their costs, yet has little evidence to show cost-effectiveness measures or proof of their ability to make efficiencies.

DFID noted that many of the milestones in logframe have been met or slightly exceeded which demonstrates good progress but suggested additional clarity surrounding the language for some indicators. While there is a plausible chain of contribution, the indirect nature of Progressio's capacity building efforts could be more explicitly defined to clearly capture their contribution as opposed to the impact of their partners. The extent of innovation or sustainability of the grantee's work cannot be fully assessed at this stage but there are some promising initial indications.

There is a fair description of additionality of PPA to their organisation and work, with the unrestricted nature of PPA funding as a key basis from which several benefits arise including the ability to innovate and respond more quickly to needs as they arise. An explanation of why PPA money is different to other funding has been given, especially with regard to leverage of funding from other donors as a means of improving efficiency.

Ratings

●	**Overall:**	**Medium**
●	Relevance:	Medium
●	Effectiveness:	Medium
●	Efficiency:	Medium
●	Results:	Medium
●	*Additionality:*	*Medium*

Grantee performance assessment commentary

Relevance (5% weighting)	
Representativeness Rating = Medium	Progressio interventions are highly relevant to the needs of the poor and marginalised. Progressio interventions are designed to consider the needs of the target population, however, would benefit from additional evidence of how interventions are continuously re-evaluated and how changes are made to intervention management. Progressio's approach to intervention is a 'demand led process' of embedding development workers (DWs) in local communities. Progressio's theory of change is based on the assumption that partners can directly request skill sets their organisation requires. Progressio in turn argues that transfer of skills and knowledge through DWs in turn results in a 'catalytic effect' with the poor people themselves acting as the agents of change (APR, p. 6). The IPR outlines that Progressio conducts a project assessment and surveys and questionnaires about what an organisation needs.
Targeting strategy Rating = Medium	Progressio has a commitment to interventions in fragile and conflict affected states and claims to place a specific emphasis on HIV/AIDS, women, and young people (although data is only disaggregated by gender). However, there is a lack of sufficient evidence demonstrating a clearly articulated organisational policy framework for engagement to maximize impact (IPR, p. 31). Progressio's RICA M&E system has a 'focus on tracking changes favouring Progressio's ultimate social beneficiaries', yet this is not fully evidenced in the reporting (IPR, p. iii). Progressio identifies the importance of organisation as a factor in development change so targets groups that display 'higher levels of organisation' as a strategy for maximising impact. In the APR, Progressio claims to engage civil society and indirectly support their efforts, yet the link between capacity building and advocacy is not sufficiently evidence based and it is unclear how specific groups are targeted (APR, p. 23).
Effectiveness (30% weighting)	
Added value Rating = Medium	Progressio is engaged in two primary areas; in-country capacity building work with local partners and UK-based and international advocacy that facilitates the inclusion of key civil society voices in policy debates. Based on qualitative evidence, the IPR recognises the credibility of Progressio to link faith and development and DFID supports that assessment in the APR comments. DFID further noted that Progressio is well tapped into a number of networks in the UK and developing countries (i.e. faith, NGO and volunteering) and the IPR provided qualitative evidence that Progressio is an 'effective and respectful bridge-builder' that engages constructively with a range of actors including civil society. Although externally verifiable evidence is not provided, the IPR notes that Progressio is seen as a highly respected thinker and actor in faith and development, which is an increased area of emphasis for DFID. It would have been useful to provide more comprehensive evidence of Progressio's experience and best practices from working with different types of civil society organisations, particularly faith groups, that can be taken up by others.

Learning Rating = Medium	*Learning to improve organisational capacity* Rating = Poor
	Evidence is provided in narrative to suggest that Progressio is placing an increased emphasis on learning, yet many efforts are in the early stages and the integration of learning into interventions and organisational practices cannot be fully assessed. The assessment would benefit from additional evidence of the systems and integrated approach/procedures in place to capture and scale this knowledge. The IPR notes that 'Progressio shows many signs of wishing to boost external learning and sharing and promoting lessons internally' (IPR, p. 25) yet there is little evidence of how learning has affected programming or the process for learning capturing/uptake at the organisational level (since structure is a collection of DWs). Specifically, future reporting should detail institutional mechanisms in place for reflective learning and adapting specific lessons as they emerge. Progressio has a demonstrated commitment to improving M&E systems, and having the tools adopted by local partners, yet the vision for how this will translate into improved programming could be more explicitly defined as it is unclear how learning at the local level permeates throughout the organisation.
	Learning to improve contextual knowledge Rating = Medium The IPR identifies the sharing of expertise and lessons as an integral feature of Progressio's work at the country level (IPR, p. 25). Based on interviews, the IPR concluded that the diverse expertise of the DWs and sharing of their knowledge resulted in a 'cross-pollination' for country-level interventions (i.e. learning from 'strategically roaming' DWs and promotion of participatory municipal budgeting approaches), specifically in the Dominican Republic and Haiti. While grantee shows some evidence of contextual learning, a clear vision and rationale for contextual learning, as well as future plans and priorities in this area, is not provided in sufficient detail to fully assess the systematic nature of this learning and whether the learning has translated into significantly improved results throughout all Progressio interventions. The recently launched independent Keystone Survey is cited as a potential source for learning yet it would be useful to include information about the scope and reliability of the survey.
	Learning to share with others Rating = Poor Both the APR and IPR focus on participation in DFID working groups (i.e. through the Empowerment and Accountability Learning Group), yet at this stage it is difficult to judge the extent to which specific results have improved as a result of the grantee's participation. The IPR cites dissemination of learning and growing institutional commitment in this area, but the quality of learning cannot be fully assessed based on the evidence provided (IPR, p.12).

	A commitment to promoting learning and sharing good practices is captured in output 5. The IPR recognises the funding challenges of a small organisation but notes that 'Progressio should do more to promote the lessons of its rich programme experience' (IPR, p.49). While Progressio suggests in the APR there is learning between development workers, the quality of learning and sharing of best practices cannot be fully assessed based on the information provided. The learning, to the extent it can be analysed based on the examples provided, seems specific to particular countries and little evidence is provided of how the learning has been generalised for the sector more broadly. The IPR cites the need to improve the communication strategy yet does not provide evidence of the systems currently in place beyond reference to case studies.
Innovation Rating = Poor	*Incremental Innovation* Rating = Medium The IPR provides a few examples of the grantee's efforts to innovate through new knowledge and effective tools (26). Reporting on innovation focuses primarily on Progressio's core mission of a demand-led skill exchange for capacity building which is cited as an area that has resulted in new solutions and some tangible benefits. In particular, the IPR noted the "catalytic effect" of the diploma programme on municipal laws, rights, and responsibilities of citizens in the Dominican Republic which is now recognized in educational materials among universities and is being replicated for use in border areas of Haiti. Progressio cites several other areas of innovation including gender mainstreaming efforts and the linkage between the faith and development communities. However, these potential innovations could be more robustly evidenced since their degree of innovation as well as their broader dissemination cannot be fully assessed based on the information provided.
	Radical innovation Rating = Poor Despite strong approaches in gender and faith and development, the limited evidence provided does not clearly demonstrate new knowledge that has broken ground for the sector and been disseminated more broadly. The IPR team further concluded that a communication strategy is needed to more clearly articulate results.
Partnership approach Rating = Medium	A partner-led approach is described in the APR as a core component of Progressio' work with CSOs and DFID notes the strength of Progressio' commitment to collaboration with a range of partners at grassroots, intermediary, and policy levels. The IPR notes that this positive perception of partnership is 'emphatically validated' by IPR field research and interviews (IPR, p. 38). Progressio's approach to partnership is repeatedly cited in APR and IPR as being held in high regard for effectiveness due to their participatory methods (IPR, p. 38). APR and IPR cite 'catalytic' role with partners which is intent on building their capacity and following their agendas. However, the specific evidence of Progressio's role in this process could more clearly identified and communicated. Partnership structure involves local partners directly in initial design of demand-driven process, yet the implications for sustainability could be much more explicit.

M&E Rating = Medium	Evidence is provided in APR and IPR that Progressio is taking steps to refine and integrate their tools to better quantify their impact on capacity building and advocacy. The IPR concludes that the Regular Impact and Capacity Assessment (RICA) M&E system, as well as the use of the Keystone perception survey data, have 'the makings of quite a robust system' (IPR, p.38). However, the scope and overall reliability of the Keystone system is not fully addressed. The IPR indicates the progress of the RICA M&E system yet currently there is insufficient evidence to fully assess how the information is being used by the organisation in its programming (as well as level of understanding/adoption of the M&E system by its partners). The data underlying the M&E system in not addressed in great detail in the reporting.
Efficiency (15% weighting)	
Cost effectiveness Rating = Medium	Progressio provides a breakdown that demonstrates an understanding of the main cost drivers, yet DFID questions what is happening to these costs over the medium term. IPR notes that work in fragile and conflict affected states can artificially inflate costs due to unpredictable nature and inflated prices but how these costs are monitored and risks are mitigated could be more explicitly defined (IPR, p. 32). The external evaluations mentioned in the APR allegedly support the claim that Progressio delivers VfM. The IPR notes that 'the organisation does not have the economies of scale enjoyed by larger agencies and also provides a more intense service' (IPR, p.32). Progressio examines how to optimally use resources (i.e. short-term DW placements, participating in consortia, leveraging) but the quantitative evidence cited could be more fully supported in order to accurately score this criteria. Outputs are quantified based on Keystone survey so it is unclear how costs are specifically captured or how the efficiency is assessed. Evidence of effectiveness cited is that partners would rather take Progressio inputs over money, however this is not fully evidence based (IPR, p. 33).
Results (50% weighting)	
Performance against the logframe Rating = High	Overall DFID noted that assessment of outputs was very brief and could have been clarified by narrative and examples to better support the figures. The IPR noted the great steps taken to quantify impact, however raises a question whether impact and outcome level indicators realistically measure Progressio's distinct contribution. The IPR states results for output 1 and 3 have been largely achieved; output 2 has not been achieved. DFID confirms this by stating that 'Many of the milestones have been met or slightly exceeded which demonstrates good progress. However, we would like you to revise these targets' in order to see an assessment of the extent to which targets are going to be changed and how.
Improving lives Rating = Medium	Progressio is able to show some verifiable examples of capacity building work in the Dominican Republic, Haiti, Somaliland, and Timor Leste which have impacted the lives of the poor and marginalised (IPR, p. 18). In particular, Progressio applied training and awareness tools in the Dominican Republic to promote citizens' involvement in municipal planning decisions. While there is a plausible chain of contribution, and recognising the difficulty in quantifying given the indirect nature of Progressio's capacity building efforts,

	this could be more explicitly defined to capture Progressio's distinct contribution in capacity building as opposed to that of their partners. At this stage, it is difficult to fully assess whether the results are sustainable.
Changes in civil society Rating = Medium	The full impact of local advocacy, which the IPR concludes is plausible but not possible to definitively verify and attribute, cannot be fully assessed due to the indirect nature of Progressio's involvement. However, on the basis of qualitative evidence, the IPR claims that 'both internal and external stakeholders confirmed that Progressio has gone a long way advocating for civil society' (APR, p. 12). An example includes the advocacy efforts as part of the Rio+20 submit but how civil society has been involved directly could be more strongly evidenced (IPR, p. 19). Despite some verifiable examples of changes in civil society, these results could be more robustly supported. Output 3, which assesses Progressio's reach with civil society organisations, suggests an impact. However, the quality of the reach needs to be detailed across different types of interventions since we cannot accurately assess the impact on the lives of the poor and marginalised based solely on the number of people reached.
Additionality	
Additionality Rating = Medium	There is a fair description of additionality of PPA to their organisation and work, with the unrestricted nature of PPA funding as a key basis from which several benefits arise. Progressio argues in the APR the primary benefit is the flexibility afforded by PPA and 'ability to respond to needs as they emerge' including their ability to respond to partner requests more quickly (APR, p. 17). According to the IPR, many of Progressio's programmes would not exist at their current scale without PPA funding (IPR, p.34). An explanation of why PPA money is different to other funding has been given, especially with regard to leveraging funding from other donors as a means of improving efficiency (APR, p.16). Progressio claim that the 'the impact of successful advocacy and policy change work can be very wide, affecting far more people than a project intervention can hope to achieve – 600,000 more' and 'with less than 40% of Progressio's income in 2012/13, the PPA gave impetus to and enabled Progressio to reach over 3 million people in 6 countries' needs to be supported by evidence to support link between spending of PPA money and impact on beneficiaries.
VfM Rating = Medium	VfM policy focuses on procurement capacity and effectiveness. The IPR notes that VfM is solid overall and features 'effective systems and procedures to promote value for money in daily practice' (IPR, p. 50). The IPR mentions that the fragile and conflict affected states where Progressio works can 'artificially inflate cost due to unpredictable nature and inflated prices', yet Progressio believes this is where they can make the most impact and would rather stay working there than a country where they could extract greater cost value but less impact. The IPR notes that the matching contribution Progressio receives from the leveraging of DFID funding is needed for projects to be implemented without having to scale back.

INDEPENDENT PROGRESS REVIEW

Overall Comments

Overall, the IPR report offers a coherent research design and an appropriate description of the data collection methods to achieve the aims of the study. With the PPA funding is still in early stages, the review team 'approacched the exercise as a review rather than as a definitive evaluation or impact assessment' (IPR, p.i). The finidings are generally credible and well structured as part of the mixed-method approach which features some degree of triangulation (in the absence of quantitatively-verifiable evidence). In terms of auditability, the research process could have been more fully supported in the annexes to confirm the cited scources this element remains unclear.

Independent progress review commentary

Design	
How defensible is the research design?	The research design is sufficient. The evaluation's methodology is designed to meet the aims of the review as detailed by evaluation questions (IPR, p.7). The review design draws on contribution analysis on the grounds that quantitative and causal analysis is less likely to be fully feasible at this interim stage of the grant period (IPR, p. 7). Therefore, contribution analysis is used as a methodology for assessing the relationship between what the grant-holder said they will achieve (outcomes) and the strategies they adopt (inputs, processes). A review applies a mix of document review, quantitative analysis (as available) along with "semi-structured interviews with Progressio staff, non Progressio staff, and primary and secondary beneficiaries (IPR, p. 7). Limitations of research design not explicitly discussed in evaluation methodology and noted that "there were no significant research problems encountered" (IPR, p. 8). The review notes that 'given the lack of adequate time and resources for the IPR, it was not possible for the evaluators to review comprehensively the likely/actual effects of Progressio's in-country capacity-building programs and international advocacy across its whole portfolio' (IPR, p. 17). Focus on an examination of six of 11 countries in which Progressio works globally is used as a representative sample.
How well was the data collected and managed?	The collection and management of the data is sufficient. Data collection is framed through a theory of change approach to determine a set of hypothesis and questions. Procedures are not explicitly identified for the review's data collection process. Similarly, the quality assurance mechanisms that are citied as through a 'range of roles' are not clearly identified (IPR, p.8). The review is quality assured by a senior consultant that leads the IPR team (IPR, p.8). Data management is not explicitly discussed in terms of specific procedures but the IPR cites approaches to 'maintain close consultative communications with the grant holder, ensuring open dialogue relating to matters of process orientation and quality' (IPR, p. 8). The main problem with fieldwork is cited as 'difficulties in tracing with absolute precision, given the ongoing challenge of aligning all project paperwork with the realities on the ground, the exact baselines and indicators for project progress' (IPR, 41).
Analysis	
How well has the approach to and formulation of the analysis been conveyed?	The approach to and formulation of analysis is sufficiently well conveyed. The analysis employs a mixed-methods approach, including document review and quantitative data analysis when available. Quantitative data is complemented by semi-structured interviews with Progressio staff, non staff, and primary and secondary beneficiaries (IPR, p.7). Analysis proceeds from a review of the results framework and the application of this process is briefly outlined (IPR, p.8).

How clear are the links between data, interpretation and conclusions – i.e. how well can the route to any conclusions be seen?	The links between data, interpretation and conclusions are sufficiently clear. Analysis is based primarily on qualitative evidence from grantee reporting and interviews. These links are not explicitly described as part of the methodology but are implicitly demonstrated in the findings (IPR, p. 8). The document reviews and interviews relate to the broader effects of processes and potential impacts described in the review. Analysis appears objective and evidence is corroborated through multiple sources and triangulation (in the absence of quantitatively-verifiable evidence).

Neutrality	
How clear are the assumptions /theoretical perspectives /values that have shaped the form and output of the evaluation /evidence submitted?	The assumptions and theoretical perspectives that shape the review are clear. With the PPA in the early stages, the IPR team 'approached the exercise as a review rather than as a definitive evaluation or impact assessment' (IPR, p.i). IPR 'applies logic and coherence analysis to documentary and narrative interview accounts of the expected or asserted linkage between choice of interventions and expected effects' (IPR, p. 7). There is no explicit discussion of observer bias or survey error, however quality assurance process are briefly documented (IPR, p. 8). Bibliographical details on the research team members and materials are included as part of annex H.

Findings	
How credible are the findings?	The findings are sufficiently credible. Findings are supported by sufficient evidence and are based on qualitative materials. The conclusions are logical and coherent overall. The review examines 'each strand of Progressio's work programme underpinning its theory of change (i.e. capacity building and advocacy) in a range of country/regional settings and at the different levels at which the organisation pursues impact' (IPR, p. 20). However, in some cases, the source of the data could be more explicitly defined (i.e. list of distinctive features of Progressio's approach on page. 28). Findings in the report provide an independent perspective, yet are primarily based on review of grantee documents and interviews rather than new evidence gathered independently.
How well does the evaluation /evidence address its original aims and purpose?	The evaluation and evidence addresses the original aims and purpose of the review. However, with PPA funding in early stages, IPR team approached the exercise as a review rather than a definitive evaluation or impact assessment (IPR, p.i).The review's clear statement of aims and objectives includes: assessing the extent comments provided as part of the annual review have been acted on by Progressio; verifying and supplementing Progressio's reporting through the annual review, the changing lives case study and additionality report; independently evaluating the impact that DFID funding has on Progressio and its the VfM.
Scope for drawing wider inference – how well is this explained?	The scope for drawing wider inference is sufficiently well explained. Lessons learned are discussed in the review, however these are informed primarily by Progressio's experience in capacity building and advocacy (IPR, p. 43). The final sections in report on lessons learned and recommendations summarise findings into specific recommendations to Progressio on its interventions and organisational development. Areas of PPA-wide exploration for DFID include the relationship between capacity-building with partners and developmental change benefiting social groups. Other areas for inference include levels of advocacy and how they should be assessed in terms of the achievement of results, outcomes, and impact is (IPR, p. 45). Limitations on drawing wider inference on the beneficiary level is not explicitly discussed. Potential limitations on drawing wider inference is not explicitly discussed.

Auditability	
How adequately has the research process been documented?	The research process is adequately documented. A detailed list of evaluation questions is included as part of Annex C. Annex D includes list of individuals and organizations consulted (IPR, p. 69-72). While a bibliography is included in Annex F (IPR, p. 73), it is unclear whether this is an exhaustive list. Moreover, Annex E for data sources lists 'Progressio's data sources on targeted and direct beneficiaries' without including specific details (IPR, p. 73).

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	**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. **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).
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	**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 provides little evidence that it has used learning to improve key competencies 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.
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. *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.*
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	

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[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	**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. **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.
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	**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. **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.
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	**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. **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.
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	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. *NOTE: 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.*
Outstanding	

RESULTS (continued)

Changes in civil society	**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. **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.
Poor	The organisation is unable to provide valid evidence of changes in civil society.
Medium	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.
High	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.
Outstanding	

ADDITIONALITY

Additionality	**Definition:** What is being achieved by grantees that would not have been achieved without DFID funding? • *Direct inputs:* this includes the resources allocated to the delivery of activities, i.e. human resources, funding, materials etc • *Indirect inputs:* 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	