

Partnership Transparency Fund Citizen Against Corruption Project

Project Completion Assessment (PCA) by External Evaluator

A. Key Project Data	
1. Name of the CSO	: Consumer Unity & Trust Society
2. Project Title	: Contributing towards Corruption Free and Transparent Service Delivery in Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) through Civic Engagement in Jaipur and Tonk Districts of Rajasthan, India
3. Project Location	: Jaipur and Tonk
4. Grant Amount (in USD)	: USD 25,000
5. Period of Implementation	: From: 01 April 2012 To: 31 March 2013
6. PTF Project Advisor	: Mr. Vinay Bhargava
7. PAC Author	: PRIA
8. Date of PCA	: 12 June 2013
B. Overview	
Key problem addressed by Phase 1 and 2 projects:	
<p>The main problem addressed by CUTS during various phases are mentioned below:</p> <ul style="list-style-type: none"> • Low awareness level among community and service providers about the Right to Information Act, 2005, Citizens Charters, Lokayukta Act and Anti-corruption Act and low usages of these Acts. • Lack of advocacy with the concerned departments and government to take awareness generation programmes and on the other side poor performance of the implementers of all the above mentioned Acts in absence of community monitoring. • High level of bribery/corruption experienced by the community from service providers of the targeted schemes of Panchayati Raj and Rural Development Department (PRRD). • Lack of empowered network of the proactive community members in the rural areas who can do advocacy at multiple levels and play the role of ‘watchdog’ and handholding for victims of corruption. • Lack of corruption related data for the concerned districts and blocks. • A significant number of communities are still excluded from the benefits of the MGNREGS. • The job card holders are not getting the stipulated entitlements meant for them, like guaranteed days of employment, wages, allowances and facilities at the worksites. • Participation of the job card holders and local community is less in the decision making processes of the MGREGS. 	
Combined objectives of the Phase 1 and 2 projects:	
<p>The main objectives of the these phases are as below:</p> <ul style="list-style-type: none"> • Generating awareness and encouraging the common citizens to apply RTI Act, as a tool to address corrupt practices in the governance institutions. • Empowering the civil society organisations (CSOs) and the vulnerable sections at the grassroots in curbing the corrupt practices by improving functioning of the existing accountability mechanisms 	

and legal measures.

- Advocating with the policy makers for making specific tools like The RTI Act, The Citizen Charters and The Lokayukta (Ombudsmen) Act effective for ensuring good governance and accountability in order to address the deep rooted corruption in the state.
- Inclusion of the targeted and identified eligible entitlement holders of selected blocks of Jaipur and Tonk districts in MGNREGS.
- The targeted and identified entitlement holders of selected blocks of Jaipur and Tonk districts are getting all the stipulated entitlements in MGNREGS – guaranteed days of employment, wages, allowances and facilities at the worksites.
- Effective participation of the targeted and identified entitlement holders at all stages of MGNREGS – identification, planning, monitoring and evaluation – in the selected 6 blocks of the Jaipur and Tonk districts.

Approaches and strategies used to achieve combined objectives:

In order to address the key problems and to achieve the objectives, the organisation has had a holistic approach. Some of the strategies opted for are as follows:

- An informal watchdog groups namely Consortium of Groups Combating Corruption (CGCC) were formed involving CSOs, common citizens etc. and empowered to perform multiple roles like, filing of RTI applications, hand holding and playing ‘watchdog’ role in curbing corruptions in PRRD schemes, in the identified districts.
- During the various phases, peer learning workshops for project team members were organised to know the technical aspects of the projects and developing technical tools for better management and capturing the results and data from fields.
- A number of workshops were organised in which the participating CGCCs shared their field stories and other relevant experiences with the fellow CGCCs, so that they can learn from each other’s experiences for achieving the objectives.
- A number of interface meetings were organised at block and gram panchayat levels to discuss the issues, problems and lacuna in service delivery. Here both the service recipients and service providers came together and tried to find out a mutually acceptable and feasible solution. Few advocacy meetings were organised at the state level and participation of policy makers and media was ensured.
- Outdoor media was another effective way that was used during the various phases of this project to bring awareness. IEC materials like, posters, pamphlets, newsletters and wall writings were used during this process. Almost in all the community meetings and interface meetings this specific component of awareness generation regarding all the entitlements of the scheme and service delivery process was kept and delivered so that the level of awareness can be raised.
- A framework for replication of RTI Toolkit was published in which entire project-related experiences, tools, methodology, community participation model, success stories and best practices were incorporated so that similar intervention can be replicated elsewhere as well.

Overall conclusion covering Phase 1 and 2 projects:

The overall target of CUTS in the three consecutive phases was to reduce corruption in the state of Rajasthan. To achieve this target the organisation tried to popularise RTI Act as a tool in the first phase and promoted awareness among communities on three government schemes – Mahatma Gandhi

National Rural Employment Guarantee Scheme (MGNREGS), Swarnjayanti Gram Swarojgar Yojana (SGSY) and Indira Aawas Yojana (IAY) in the second phase. The third phase was specifically focused on Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) in which inclusion of excluded families was one of the main focuses.

These governmental schemes have been criticised by a number of researchers and scholars due to the high level of corruption in the implementation process. Corruption remains one of the most formidable impediments in the success of many governmental schemes. A vigilant civil society with an aware community can curb a majority of corrupt practices.

In recent times, the RTI has emerged as weapon against corruption. It is important to remember that awareness is a holistic phenomenon. A person who is made aware about one scheme or his/her rights in that scheme will obviously enquire about other schemes and his/her rights. This means that even the target might be awareness generation about one scheme, it has a multiplier effect.

Therefore the effort made by CUTS along with PTF is highly significant.

C. Approach and Phase 2 Project Design

Overall rating on the relevance and design of the project (as per scoring guidelines)	CSO Score [^] 4	IEE Score [#] 4
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Please provide a brief narrative for each following question:

1. Were the objectives appropriate to the problem being addressed?

The objectives formulated by CUTS in order to address the identified problems are highly satisfactory. Since the organisation was working on similar issues during the last two phases as well, they had acquired knowledge about a number of problems which were not clearly visible earlier. Consequently, using the 'long experience' as a tool, CUTS was able to build objectives based on those problems in all possible ways within given time and resources.

2. Were the components realistic and likely to achieve the objectives?

During the study it was observed that the set of proposed outputs were quite realistic in order to achieve the objectives. The objectives and outcomes of this phase were formulated on the basis of lessons learnt in the earlier two phases. All the activities include community members, CGCC and other stakeholders. There were community meetings, interfaces, awareness camps, helpline centres for ensuring the full entitlements to the intended beneficiaries.

For example, it was found during the baseline survey that there were a few communities (nomads) that were unable to take the benefit of MGNREGS as they do not had any identity proofs. CUTS targeted these groups during third phase with a number of outputs such as preparing list of eligible excluded families, demand for job cards were made for this group and a number of families are under the process of getting the job cards in the six blocks etc.

3. Were there clear and measurable indicators to track project achievements?

The efforts put by CUTS in order to verify the project achievements are highly satisfactory. The organisation has done proper monitoring and evaluation of the project.

A project management team was responsible for the day to day implementation of the project activities and also for monitoring and evaluations of the same. A brief documentation was done after each visit/event/gathering. A project implementation review was done on monthly basis. A number of tools had been used for the monitoring and evaluation of the project such as:

- Log Frame Matrix
- Stakeholder Evaluation
- Internal Monitoring and Evaluation
- External Evaluation
- Power analysis of key actor

The logical framework analysis document has provided a very detailed understanding on how this project will be carried out and what are the crucial factors that will be taken into consideration. In order to produce the expected outcomes, each of the objectives was verified separately using various verification techniques. Some of the means that had been used under the project includes:

- Base line surveys: A base line survey was done at the beginning of the project and end-line survey was conducted at the end of the project. The comparison of both reports helped to measure the changes/impact of the project.
- Monitoring reports: A proper documentation have been done in the form of regular visits reports, monthly reports, quarterly reports and annual reports.
- End project reports: A detailed end project report was prepared that provides comprehensive understanding about the whole project.
- Government reports

At the end, a self-evaluation and external evaluation of the project has also been done.

4. Were project risks clearly identified and kept within manageable limits?

The identification of risks can be done in known places and it depends primarily on prior experiences about similar projects. CUTS certainly had an advantage at this point. The risk and assumptions identified by CUTS comes from the continuous and long experience that it had during the previous two phases (phase 1 – 2007 to 2008 and phase 2 – 2009 to 2010). Their risk repository improved as they gained more and varied experience during these years of interventions.

A very comprehensive list of risks has been discussed in the project proposal. It includes risks related to scope, schedule and effort, assumptions, dependencies, people related risks etc. However, what measures had been opted in order to deal with those risks were not mentioned in any of the available documents.

D. Phase 2 Project Implementation

<i>Overall rating on the efficiency and effectiveness of this project (as per scoring guidelines)</i>	CSO Score 3	IEE Score 4
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Please provide a brief narrative for each following question:

1. Was the project carried out as planned? If not, were these changes explained and justified?

The review of documents show that all the activities were performed as per plan mentioned in the proposal, no major adjustments were required to be made. The overall goal of the project was “selected 4 blocks of Jaipur and 2 blocks of Tonk districts in Rajasthan have corruption-free implementation of

Mahatma Gandhi National Rural Employment Scheme (MGNRES)” and to achieve this goal the project formulated four objectives (see section C.2).

The various reports reviewed (research proposal, monthly reports, quarterly reports, self-evaluation reports, media clippings) along with field visits confirmed that the undertaken assignment was completed as per the plan.

Some of the major highlights are mentioned below:

- Project supported the excluded eligible families under MGNREGS (details are provided under section D.2) in order to prepare their documents and avail the opportunity.
- These targeted families received their stipulated entitlements.
- Citizen participation and better governance was encouraged with the help of community meetings, interfaces, awareness camps, helpline centres for ensuring the full entitlements to the intended beneficiaries etc.

The Project end report prepared by CUTS shows that around 20, 000 entitlement holders participated in the project activities at GP level and 6,500 people participated in the planning and other meetings related to the MGNREGS at GP level. It was made possible because of the efforts of local CGCCs in the concerned areas. Total 128 community activists, proactive citizens and CGCCs worked together as watchdog of the scheme which shows the mass mobilisation of local communities in the targeted areas.

2. Did the project achieve the intended outputs and objectives?

The project has achieved the intended outputs to a greater extent. Some of the specific achievements that came up due to a number of activities carried out during phase 3 can be identified as below:

- The level of awareness about entitlements under MGNREGS has increased significantly. Almost all the people in selected blocks were completely aware of the MGNREGS and its facilities. Such as availability of Form No.6, application for getting jobs, work within 15 days, unemployment allowance, 100 days of employment, full payment for complete work, wages within 15 days, availability of work within 5 KMs of distance, travel allowance, worksite facilities etc. An overwhelming majority of participants are aware of RTI Act, 2005 and on an average one RTI is filed every month.
- The demand for job has also increased. It came out during the study that 37 per cent applications were done orally, 59 per cent applications came by filling Form No. 6 and 4 per cent were given work as per the list.
- It was found that the service providers (Sarpanch, Gram Sachiv and Gram Rojgar Sahayak) were confident in making the work available within 15 days of their enrolment.
- A number of communities who were excluded earlier such as Luhar, Nat, Bagaria, Sansi, Bhand, Kanjar, Kalbeliya, Mogya etc. also started getting benefits of MGNREGS. Therefore, many of them are settling down in their respective villages.

3. If there were any unexpected events that impacted the project, how were these managed? Were there any ‘red flags’ that should have been heeded?

Besides a long list of the positive results, few critical issues came up during the study. For example, even after involvement of the community at mass level and participation of elected public representatives, attitude of the block officials and authorities were not very encouraging.

Further, a majority of the service providers at GP, block, district and state level alleged that the entitlement holders did not complete the given task under MGNREGS. According to the service providers the entitlement holders were demanding wages without doing work. As per the investigation conducted on this issue, it was observed that a number of beneficiaries did not complete their given task and created pressure on the mates (mates are worksite in-charge who allot work, do measurements, prepare reports etc.) to mention full task in muster rolls. In some cases, it was found that these people use machines for doing work which is not permitted.

In another case, community attacked state monitoring team which went to check the progress at worksites. The incident took place when the team started listing absent people and advised the present entitlement holders to complete the task honestly. Such sorts of hard realities give enough courage to the service providers to fight back during the advocacy meetings and defend themselves.

Such realities put slight burden upon the project team and discouraged them to fight for such non-performing and corrupt entitlement holders in some of the areas.

4. Were finances well managed? Were funds spent for the purposes intended? Were administrative costs and overheads kept within reasonable limits?

The documents reviewed and discussion made with project team members show that there did not emerge any specific challenge. All the activities planned under the project were completed as per schedule and utilised the proposed budget. However, it was mentioned by team members that due to high exchange rates they got some extra money. Therefore they used it in making one documentary film illustrating the whole intervention, which was not a part of the planned activities.

It was observed that the grant given to CUTS for achieving the desired goals was utilised optimally. The results or changes in the field clearly speak about the worth of interventions. However, there is always a scope of betterment. The organisation has learnt a lot from its networking partners which can be further utilised. On the other side, the community has understood now that awareness and demand are the two key factors to get their stipulated entitlements.

E. Combined Outcomes, Impact and Sustainability of Phase 1 and 2 projects

<i>Overall rating on the outcome and impact of this project (as per scoring guidelines)</i>	CSO Score 4	IEE Score 4
<i>Overall rating on the sustainability of the project (as per scoring guidelines)</i>	CSO Score 4	IEE Score 4

Please provide a brief narrative for each following question:

1. What did the projects accomplish? What were the immediate outcomes of the projects?

The project confirms around 45,000-48,000 job cards coming from 17,000 households belonging to 325 villages of 65 GPs. Around 900 excluded households were identified and 726 households were included in the MGNREGS by issuing them new job cards. Remaining 274 excluded households are under the process of getting new ration cards after which they would be eligible to apply for a job card. Some of the immediate outcomes of the projects are as below:

- *Demands for 100 days of employment:*

It was for the first time when a total of 1100 job card holders filled in Form No. 6 and demanded for work. Out of which around 950 job card holders got work within 15 days of demand and rest 150 people got job after 20 to 25 days or so. Earlier in absence of the awareness most job card holders were asking jobs orally.

- *Full entitlements paid to the job card holders – full wage rate, payments on time and worksite facilities, etc.*

Full wages: During the intervention it was advocated to make the group of workers as per their choice. In the case of Phagi block, Block Development Officer (BDO) instructed to all the concerned GPs for forming the groups for one year as per choices of entitlement holders. As a result 6 per cent entitlement holders got their full wages against of the 0.6 at baseline.

Wage payments: Initially the wage payments were used to get delayed by 42 days or in a few cases up to 5-6 months. This problem was also targeted and after a continuous efforts (MGNREGS helpline, through state authorities and filing around 10 RTI applications asking causes of delay and responsible person for the delay) around Rs. 24 lakhs wage amount were successfully released (*Cases of Kazipura, Jorpura, Dhandholi Gram Panchayats*).

- *Number/proportion of citizens participated at different stages in MGNREGS – suggestions made and accepted by authorities*

During the project period 65 GPs were covered and Gram Sabhas were conducted in each GP. It has been estimated that around 6500 job card holders had taken part in the MGNREGS related discussions during the Gram Sabhas taken place during the project period. In these Gram Sabhas most of the suggestions were related to the works to be undertaken under MGNREGS in different villages. According to the feedback of CGCCs, in each Gram Sabha at least two suggestions were accepted which were proposed by the MGNREGS entitlements holders. These are the same people who were mobilised under the project. However the organisation does not have the information about how many suggestions were accepted so far (*Case of Dhandholi and Madhorajpura GPs*).

- *The victims of corruption are using RTI as a tool against paying bribes for getting the stipulated entitlements under MGNREGS*

A total of 41 RTI applications were filed by job card holders under the project. Out of which 20 RTI applications were related to the issues of corruption. On the basis of information gathered through RTI applications, it was found that in two corruption cases around Rs. 47,200 has been recovered from the Gram Panchayat officials, bogus entitlement holders, mates and Gram Rojgar Sahayaks. This amount was further deposited to government account (*Case of Reshma wife of Shankar Yadav –recovery of Rs 26400 and Sajan Gurjar case in which recovery of Rs. 20,800 was done*).

Around 10 RTI applications were filed on the issues of delayed payments and less wage rate and in all the 10 cases wage payments were made immediately just after receiving the applications.

Around 5 RTI applications were filed seeking information related to total number of complaints lodged

at GP level. As a result of these applications, all the pending complaints were disposed quickly. (Case of Dabich and Dholi GPs). The remaining RTI applications were related to the information of Gram Sabhas, Social Audit and participation of entitlement holders in these meetings.

A sustainable enabling environment has been created by the project. There are 8 citizen's groups with a total of 120 community members, 15 social audit members and 8 CGCCs which are working within the community. Around 20 more community volunteers joined at the end of the project.

In order to reform the service delivery process in MGNREGS, a number of policy advocacies with the government took place at different levels. For example 86 interface meetings with GP officials, 12 meetings with Block officials, 8 meetings with district level officials and 6 meetings with state level officials were done under the project. During the meetings mostly MGNREGS issues were discussed and ground realities were shared with the officials. For most of the problems, service providers responded positively and taken some action as well.

The available reports and field visits show that a continuous effort was made under the project to encourage public participation of the entitlement holders on various issues and gave a positive result.

2. Are these outcomes likely to be sustained in the longer term? Why or why not?

Most of the outcomes mentioned under section E.1 are sustainable. During the project period, efforts were made to build knowledge related to:

- The service delivery processes and participatory processes in decision making at GP level.
- Transparency and accountability mechanisms built in the MGNREGA etc.
- Use of the RTI and other pro-people acts, peer learning experiences etc.

Besides the knowledge generation and capacity building, 120 community groups were formed. The members of these groups are entitlement holders who joined in the programme activities, service providers of the MGNREGS especially at GP level etc. Now when project is over, these 8 CGCCs having a group of 15 community proactive people especially youths are playing key role in the sustainability. This group of youths is in touch with the CGCCs on day to day basis and getting new knowledge and inspiration and further disseminating among the community regularly. The CGCCs are working in the field on several issues. Presently two MGNREGS information and facilitation centres are running and these centres are playing a key role in sustainability of the created knowledge and awareness.

However, there are some basic critical issues, which came up during the study which also need to be considered. It was observed that public participation of the entitlement holders in the identification, planning and monitoring is very poor because of several reasons: lack of information about the Gram Sabhas, poor consideration of the suggestions given to the people by GPs, lack of trust among entitlement holders for service providers etc.

As far as community monitoring of the MGNREGS works is concerned, it is also very poor despite the provisions of social audit. It is a general trend that hardly local community people bother to oversee the ongoing works.

It was found that in order to combat the above problem CGCCs are organising monthly meetings in villages, interface between community and service providers etc. These activities seemed helpful to

some extent.

3. What long term impact do you see from the Phase 1 and 2 projects on achieving the overall goal of reducing corruption?

According to the baseline report, when the project started, the rate of corruption was around 23 per cent which came down to 15 per cent at end line survey. The beneficiaries have acknowledged that due to the project intervention the complaint redressal mechanism at GP and at block level have improved. Therefore, now it takes lesser time to resolve these complaints.

Also the bribe related incidences have been reduced due to awareness about RTI, state helpline of registering complaints related to poor service delivery and corruption etc. As per the baseline results, earlier the average bribe paid by a beneficiary was Rs. 123 for getting their entitlements and wages on time while the amount came down to Rs. 96. However a new trend has emerged of bribing to the mates for getting work done by a machine or getting wages without working at worksites.

The incident of recovery of Rs. 47, 200 from the corrupt officials in two different GPs have given strong message to the fellow service providers of the adjoining GPs and blocks of the project areas and discouraged for not siphoning off the money.

All these incidences show that the project has successfully served the purpose of making people more aware of their rights and fight for it.

4. What lessons can be learned from the implementation of Phase 1 and 2 projects? What worked well or should be avoided in future? Should this series of projects or elements of it be replicated?

Some of the important lessons that emerge from the various phases are as below:

- It was found during the study that in some of the GPs, the sanctioned works under MGNREGS are disputed due to one reason or other (e.g. encroachment of the public lands where works are sanctioned). This happens because GP officials hardly visit the targeted worksites before the allocation of the worksite. This issue was raised on the advocacy meeting as well and taken up by the state authority for action. Because of the disputes the work usually gets on hold until a solution comes. Such process needs continuous follow up and community support.
- It was noticed that entitlement holders themselves use machines to complete the given task which is a serious violation of the act. Importantly, service providers were not found involved in such practices at any level.
- The practice of not completing the given tasks has increased significantly in recent times and resulting in to negligible assets creation on the ground. With a realisation of the problem and on the appeal of the service providers, the project team along with the community activists and CGCCs raised this issue in the community meetings to make the community understand that work has to be completed manually so that village level assets can be created. The entitlement holders have taken this matter seriously and in some of the villages, a number of entitlement holders are making effort to complete the tasks regularly and do good work without using machines.
- There are some champions within the system who supports the civic societies more against corruption so mapping such champions is crucial during the intervention.
- Media is a critical ally in the war against corruption at any level. Involving media proved beneficial

for this project.

- Peer learning brings vibrancy and widens the horizon of thinking, experiences and innovations.
- Community involvement at the project planning and implementation stage ensured ownership of the initiatives and created critical skills among them which help in the sustainability of the local people.

The learning mentioned above and the approach adopted to counter the allegations of the service providers that many of the entitlement holders in the community are corrupt and do not work, the campaign with works started which resulted positively. So wherever such issues are coming up, same approaches can be adopted.

[^]CSO score – score assigned by the CSO through self-assessment

[#]IEE score – score assigned by the independent external evaluator

Overall Score Calculation for Phase 1 and Phase 2 combined

Category	Value	Raw Score (from Evaluation)	Weighted Score
Independent External Evaluator			
Approach & Project Design ¹	15%	4	.15 x 4 = 0.60
Project Implementation ²	20%	4	.20 x 4 = 0.80
Outcomes, Impact & Sustainability ³	45%	4	.45 x 4 = 1.80
Replicability ⁴	20%	4	.20 x 4 = 0.80
Overall Score	100%	16	4.00
CSO Score			
Approach & Project Design	15%	4	.15 x 4 = 0.60
Project Implementation	20%	3	.20 x 3 = 0.60
Outcomes, Impact & Sustainability	45%	4	.45 x 4 = 1.80
Replicability	20%	4	.20 x 4 = 0.80
Overall Score	100%	15	3.80

[^]CSO score – score assigned by the CSO through self-assessment

[#]IEE score – score assigned by the independent external evaluator

Scoring Guidelines	
Approach and Project Design	
Rating	The Project...
1	targeted a relevant problem unsatisfactorily/ identified an applicable cause-and-effect design unsatisfactorily
2	targeted a relevant problem partially satisfactorily/ identified an applicable cause-and-effect design partially satisfactorily
3	targeted a relevant problem satisfactorily/ identified an applicable cause-and-effect design satisfactorily
4	targeted a relevant problem highly satisfactorily/ identified an applicable cause-and-effect design highly

¹ This could be average of ratings for Phase 1 and Phase 2

² This could be average of ratings of Phase 1 and 2

³ This should be rating for combined Phase 1 and 2

⁴ This should be for the combined Phase 1 and 2 program

	<i>satisfactorily</i>
5	<i>targeted a relevant problem exceptionally well/ identified an applicable cause-and-effect design exceptionally well</i>
Project Implementation	
Rating	The Project...
1	<i>was implemented unsatisfactorily regarding outputs created and/or cost-benefit-time considerations</i>
2	<i>was implemented partially satisfactorily regarding outputs created and/or cost-benefit-time considerations</i>
3	<i>was implemented satisfactorily regarding outputs created and/or cost-benefit-time considerations</i>
4	<i>was implemented highly satisfactorily regarding outputs created and/or cost-benefit-time considerations</i>
5	<i>was implemented exceptionally well regarding outputs created and/or cost-benefit-time considerations</i>
Outcomes and Impact	
Rating	The combination of Phase 1 and 2 projects ...
1	<i>had no discernible impact</i>
2	<i>had low impact with little prospect of sustainability</i>
3	<i>had moderate impact with some prospect of sustainability or had high short term impact but little prospect of sustainability</i>
4	<i>had a moderate impact with good prospects of sustainability or had major impact short term but may not be sustainable</i>
5	<i>had major impact which is likely to be sustained</i>
Sustainability	
Rating	The Project series (Phase 1 and 2)
1	<i>cannot or should not be replicated</i>
2	<i>has a few elements that may be replicated; lessons learned can be used in this particular country setting; is not recommended to be replicated</i>
3	<i>can be replicated, however important stakeholders, goals or processes will have to be aligned and reconsidered thoroughly</i>
4	<i>can be replicated; major goals, elements and stakeholders are in place and can be easily engaged in a similar project</i>
5	<i>can be replicated 1:1 in the same sector or a different sector making use of the same stakeholders</i>