

GEF-FUNDED ENABLING ACTIVITY PROJECT

GEF ID 10354

Review and Update of the National Implementation Plan for the Republic of Moldova under the Stockholm Convention on Persistent Organic Pollutants (POPs)

Project Operational Completion Report

Reporting period:

project start April 2021 project operational completion October 2023

Prepared for UN Environment Programme

SIGNATURES	
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Project Information Table

Project Title		Review and Update of the National Implementation Plan for the Republic of Moldova under the Stockholm Convention on Persistent Organic Pollutants (POPs)	
Duration months	<i>Planned</i>	24	
	<i>Extension(s)</i>	32	
Division(s) Implementing the project		UNEP, Economy Division, Chemicals and Health Branch, GEF Chemicals and Waste Unit	
Name of Co-implementing Agency		N/A	
Executing Agency(ies)		Masaryk University/ RECETOX	
Names of Other Project Partners		Moldovan Ministry of Agriculture, Regional Development and Environment (MARDE)/Ministry of Environment (MoE)	
Project Type		Enabling Activity	
Project Scope		National Implementation Plan	
Region		Central and Eastern Europe	
Countries		Moldova (Republic of)	
Programme of Work		UNEP Sub-Programme 5 (Chemical and Pollution Action)	
GEF Focal Area(s)		Chemicals and Waste	
UNSDCF / UNDAF linkages		The project fosters cooperation between a broad range of stakeholders. It follows the guiding principles of an integrated and multi-dimensional programming approach, leaving no one behind, a human rights-based approach, gender equality and women's empowerment, and sustainability. The project is based on results-focused programming, capacity development, and coherent policy support.	
Link to relevant SDG target(s) and SDG indicator(s)		3.9, 5c, 6.3, 12.4	
GEF financing amount		\$ 250,000.00	
Co-financing amount		\$ 32,000.00	
Date of CEO Endorsement		09/06/2020	
Start of Implementation		22/04/2021	
Date of first disbursement		26/04/2021	
Total disbursement as of 30 October 2023		\$ 211,375.00	
Total expenditure as of 30 October 2023		\$ 219,676.96 reported by EA in its final report - TBC	
Expected Mid-Term Review Date		NA	
Completion Date	<i>Planned</i>	31/05/2022	
	<i>Revised</i>	31/10/2023	

Expected Terminal Evaluation Date	31/12/2023
Expected Financial Closure Date	TBC

Name of previous phase/preceding project	N/A
Anticipated future phase/future related project	N/A

Geo-referenced Maps

N/A

Abbreviations and Technical Terms

Abbreviation	Definition
BRS	Basel Rotterdam Stockholm
EA	Executing Agency
GEF	Global Environment Facility
IA	Implementing Agency
MARDE	Moldovan Ministry of Agriculture, Regional Development and Environment
MoE	Ministry of Environment of Moldova
M&E	Monitoring and Evaluation
MEA	Multilateral Environmental Agreements
MTS	Medium Term Strategy
NIP	National Implementation Plan
NGO	Non-governmental Organisation
PCA	Project Cooperation Agreement
PoW	Programme of Work
RECETOX	Masaryk University-RECETOX
SAICM	Strategic Approach to International Chemicals Management
SDG	Sustainable Development Goals
ToC	Theory of Change
UN	United Nations
UNEP	United Nations Environment Programme

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1. Project Description and Implementation Arrangements

Article 7 of the Stockholm Convention stipulates that each party to the Stockholm Convention should implement a duly developed plan to fulfil its obligations under the Convention. The objective of the project was to review, update and submit the National Implementation Plan (NIP) of Moldova to the Conference of the Parties of the Stockholm Convention (COP). The NIP update addressed particularly the issues associated with the newly listed POPs PFOS, HBCD, HCB, PCP, PCN, SCCP and deca-BDE. It also aimed at strengthening stakeholder ability to manage these POPs with newly developed technical skills, expertise, awareness, and data and support public participation as well as linking sustainable development and sound management of chemicals including POPs and establishing permanent national coordinating mechanism for continuous improvement of legal and institutional structures of Moldova.

The project was implemented by UNEP, in the capacity of Implementing Agency (IA), with RECETOX at Masaryk University (Czech Republic) serving as the Executing Agency (EA) responsible for project management per the formal endorsement letter of 15.07.2020 by the Ministry of Agriculture, Regional Development and Environment of the Republic of Moldova (MARDE).

The following Distribution of roles and responsibilities between Ministry of Agriculture, Regional Development and Environment of the Republic of Moldova (MARDE), Masaryk University-RECETOX, and United Nations Environment Programme (UNEP) was adopted:

- MARDE was responsible for facilitation and oversight of the project delivery in meeting project objectives and outcomes, chairing the project steering committee, providing national policy support, as well as providing communications support between national governmental agencies.
- RECETOX was selected and tasked by MARDE to provide technical support to reach the project objectives, manage project funds on a day-to-day basis, report quarterly on project expenditures, develop the final audit report and have responsibility on the proper use of the GEF grant.

Fulfilling its mandate, RECETOX contracted Pro Mediu Environmental Experts Association, a non-profit organization based in Moldova, as a local partner with proven experience in technical assistance projects on chemicals and waste management as well as established communications with MARDE to assist in carrying out project activities.

Upon the Moldovan Governmental Decision nr. 145 dated 25 August 2021 MARDE was succeeded by the Ministry of Environment (MoE) with no changes at the project operational level and supervision.

The implementation process saw robust collaboration between MoE and RECETOX, including its local partner Pro Mediu. They worked in a constructive manner with all national stakeholders to ensure successful execution of the project.

The project implementation arrangement was established and proved to be effective and efficient. It included the Project Steering Committee comprised of MARDE (later MoE), RECETOX, international experts, and national stakeholders. A visual representation of the arrangement can be found on Figure 1 below.

The project significantly contributed to further improving the national institutional capacity on sound management of chemicals and waste in Moldova based on the outcomes of the Special Programme project -

In light of the COVID-19 pandemic, in 2021 meetings and trainings were largely carried out in the online and, where possible, hybrid format. As soon as restrictions were lifted, most events regained the face-to-face modality with an available hybrid option.

The project cooperation agreement and related modalities were revised a total of two times, excluding the initial project implementation modality outlined in the project at the CEO endorsement:

1. Amendment no.1 to the PCA of February 2021 purposed to change the Appendix 7A (EA banking details).
2. Amendment no.1 to the PCA of February 2023 purposed to extend the project implementation period at no additional cost due to the initial project start delay as well as the Moldovan government decision to include the NIP update document as part of the National Sound Management of Chemicals Programme framework where its political endorsement was planned for March 2023. (new PCA expiry date: 31/12/2023)

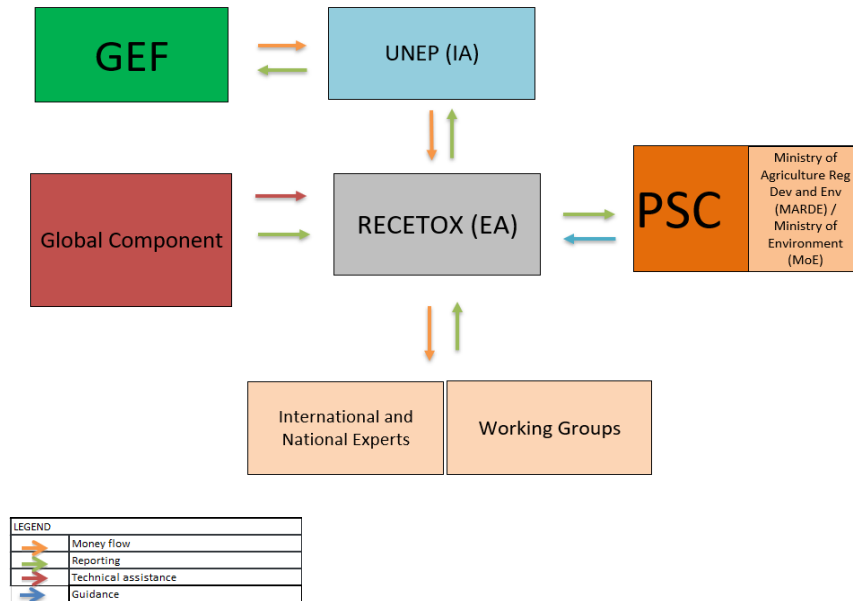


Figure 1. Project implementation arrangement outline

2. Executing Agency Performance and Capacity

The **overall management capacity** of the EA regarding the enabling activity the project was **highly satisfactory**. Despite national institutional circumstances (changes at the Ministry level) as well as the COVID-19 pandemic implications, the EA managed to ensure effective project implementation with minimal delays by figuring out , ensuring involvement of key stakeholders were deeply involved in the project, despite initial delays and COVID-19 restrictions, as well as the project reports and communication materials were complete and of high quality.

Although the EA requested one no-cost extension, the overall efficiency was also assessed at **highly satisfactory** as the delay was fully attributed to the COVID-related obstacles and changes in the initial project institutional arrangements timely stepping in of the RECETOX in its role of the EA ensured successful project implementation with reasonable and fully justified time deviation.

The resulting Project Management Capacity assessment of the EA is outlined in Figure 2 below.



Figure 2. Executing Agency Project Management Capacity Radar Chart

Annex 8 contains details on the rating methodology.

3. Summary of Results Achieved

Table 1: Achievement of Outcome(s)

Project objective and Outcomes	Description of indicator	Baseline level	Mid-term target	End-of-project target	End of Project Progress Rating
Objective Facilitate the implementation of the Stockholm Convention in the Republic of Moldova through the review, updating and submission of the National Implementation Plan (NIP) to the Conference of the Parties of the Stockholm Convention (COP).	Completion of Outcomes	N/A	N/A	NIP updated, validated, and endorsed	Highly Satisfactory
Component 1: <i>Global Technical Support for NIP revision and updating</i>	Capacity building and technical assistance provided to revise and update NIP	N/A	N/A	Assistance provided to support NIP development	Highly Satisfactory
Component 2: <i>NIP updating, endorsement and submission to the Stockholm Convention Secretariat</i>	Updated and endorsed NIP covering all 28 POPs submitted to the Stockholm Convention Secretariat	Original NIP	N/A	NIP updated, and validated available of the SC website	Highly Satisfactory
Component 2: <i>Monitoring and evaluation</i>	N/A	N/A	All reports due to date submitted	All reports submitted, M&E implemented in a timely manner	Satisfactory

Table 2: Delivery of Output(s)

Outputs	Expected completion date	End of Project Implementation status (%)	Comments if variance. Describe any problems in delivering outputs	End of Project Progress Rating
Output 1.1 Project quality, sustainability and cost effectiveness are strengthened				
Activity 1.1.1. Quality check of the final NIP by a team of independent consultants	March 2022	100%		Highly Satisfactory
Activity 1.1.2. Geovisualisation of NIP inventories	March 2022	100%		Satisfactory
Activity 1.1.3. Regional trainings and tools developed based on identified country needs in partnership with the Basel and Stockholm Convention Regional Centres and the SC-Secretariat	January 2022	100%		Highly Satisfactory
Output 2.1. Coordination mechanism in place with stakeholders aware of the risks of new POPs				
Activity 2.1. Re-establish the project coordination mechanism, form and contract working groups	October 2020	100%		Highly Satisfactory
Output 2.2. New POPs inventories developed and the initial POPs updated and validated by relevant stakeholders				
Activity 2.2.1. Raise awareness of stakeholders and public on new POPs risks and policy implications	December 2020	100%		Highly Satisfactory
Activity 2.2.2. Update Inventories of initial 12 POPs and validate updated inventories by stakeholders	December 2021	100%		Highly Satisfactory
Activity 2.2.3. Conduct new POPs inventories and validate by stakeholders	December 2021	100%		Satisfactory
Output 2.3. National capacities for new POPs management identified and priorities for new POPs risk reduction are set				
Activity 2.3.1. Assess national regulatory and policy framework and institutional capacities to manage new POPs	January 2021	100%		Satisfactory
Activity 2.3.2. Complete prioritization of new POPs risk reduction options based on criteria, cost and benefit and inventory results	March 2022	100%		Highly Satisfactory
Output 2.4. Updated NIP endorsed and submitted to the SC Conference of Parties				
Activity 2.4.1: Draft, updated and reviewed NIP	June 2022	100%		Highly Satisfactory
Output 3.1. Periodic monitoring reports				
				Satisfactory

4. Implementation Challenges and Adaptive Management

Table 3. Challenges and related actions

Challenge Encountered	Action Taken
<p><u>COVID-19 Pandemic:</u></p> <p>Due to the COVID-19 pandemic, travel was restricted, face-to-face trainings and stakeholder communication were stopped or largely limited.</p>	<p>Swift transition to online communication tools accomplished; Consultations, outreach and trainings activities adapted to and carried out online or in a hybrid more, whenever possible; Restriction measures monitored and on-site activities planned/adapted accordingly; No-cost extension requested and utilized accordingly.</p>
<p><u>Changes in the institutional set up:</u></p> <p>Per the ProDoc as endorsed by GEF CEO, Environmental Pollution Prevention Office (EPPO) of the Ministry of Agriculture, Regional Development and Environment of the Republic of Moldova (MARDE) was to be the EA of the project. Due to the complexity of the NIP updated and related activities the Ministry requested UNEP to inquire RECETOX for assistance.</p> <p>During the project implementation, MARDE got restructured into the Ministry of Environment (MoE) that introduced uncertainties regarding project activities and the final political endorsement of the updated NIP.</p>	<p>Throughout the project implementation, the EA in cooperation with its local partner Pro Mediu worked closely with the Ministry staff responsible for the chemicals and waste work, provided on-the-spot technical and policy advice on related issues, remained attentive to the changing circumstances and reconfirmed commitments of the MoE with newly appointed officials. The EA made the decision to request for an extension of the project to accommodate political and administrative considerations of the MoE that led to the final endorsement of the updated NIP and its submission to the Stockholm Convention Secretariat in June 2023.</p>

5. Project Costs and Financing

Table 4: Project Total Funding¹ and Expenditures

Funding by source (Life of project)	Planned funding	Secured funding	Expended
<i>All figures as USD</i>			
GEF Grant	250,000	250,000	219,676.96
<i>Sub-total: Project Funding</i>	250,000	250,000	219,676.96
Staffing (Total throughout the project)	Planned posts	Filled posts	
<i>All figures as Full Time Equivalents</i>			
GEF grant-funded staff post costs			
Co-finance funded staff post costs			

¹ "Enabling Activities: The Guidance has been clarified to confirm that co-financing is not required for EAs, that PPGs are not available for EAs, and that M&E budgets are not required as these costs do not apply to EAs. " pg.33, GUIDELINES ON THE PROJECT AND PROGRAM CYCLE POLICY (GEF/C.59/Inf.03) July 2020

Table 5: Expenditure by Component, Outcome or Output (depending on financial system capabilities)

Component/sub-component/output All figures as USD	Estimated cost at design	Actual Expenditure*	Expenditure ratio (actual/planned)
Component 1 / Outcome 1	12,500	12,500	1
Component 2 / Outcome 2	195,000	195,000	1
Monitoring and Evaluation	20,000	20,000	1
Project Management	22,500	22,500	1

* The project expenditures reporting outline adopted at the time of project development and execution did not account for actual expenditures per Component.

6. Stakeholder Engagement and Capacity Development

During the project implementation period, there were several stakeholder groups represented and actively engaged in the NIP update, related trainings, and capacity development. These include various Government agencies (27%), Private sector (17%), Academia (12%), National and International Expert Community (22%), Non-governmental organizations (12%), and Media (10%). Figure 3 below shows the overall composition of the stakeholder groups.

Capacity building activities were developed and implemented as planned. A series of workshops covering key topics under the NIP update agenda was held in 2021-2022 with attendance of more than 150 participants. At the national level, the MoE established 6 thematically structured working groups on: **legislation and policy aspects, POPs substances, POPs containing waste, monitoring, research, information and communication**, composed of the representatives of various focal ministries, agencies, research institutions, private sector representatives and civil society.

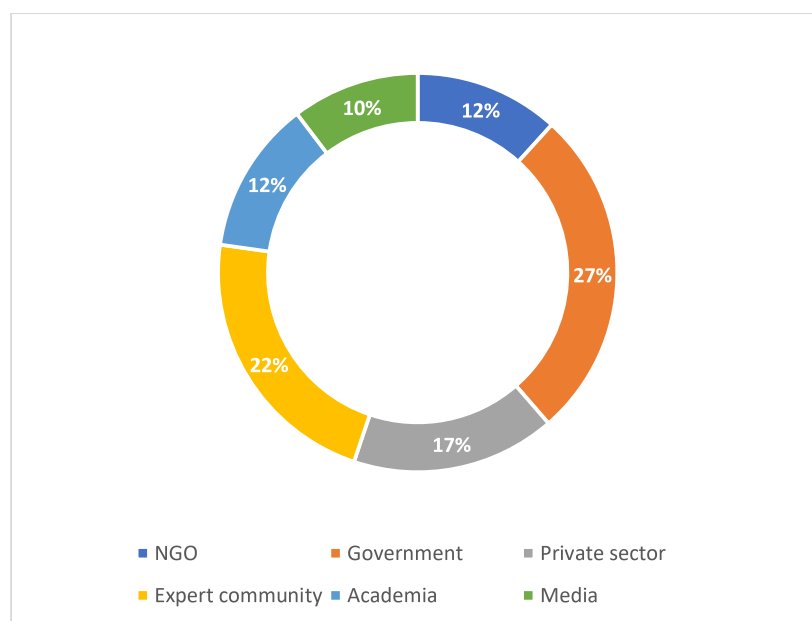


Figure 3. Stakeholder composition overview

7. Awareness Raising Activities

The inception, expert and information workshops, field and study visits, stakeholder events and meetings were held throughout the project implementation period to build and strengthen national capacity as well as raise awareness of stakeholders on the NIP and related issues.

In 2021, due to the COVID-19 pandemic, most of the events were held in the hybrid format. In 2022 onwards, all events were mainly held face-to-face with a hybrid option.

In May 2023 during the BRS COPs in Geneva, a side event was jointly organized by the Stockholm Convention Regional Centre in the Czech Republic, the Czech Republic, Slovakia, Republic of Moldova, and Ukraine as a part of the PCB fair. It covered the Lessons learned from managing PCB, new issues and available tools to increase human protection. The project team shared experience from the NIP update and the challenges faced by Moldova regarding the PCB management and disposal as well as shared good experience from project trainings undertaken. The event was attended by 50 participants.

8. Sustainability and the Scaling Up of Positive Results

Sustainability of procedures developed and implemented as well as expertise built in state agencies is ensured by functioning of the permanent chemicals management committee established as a part of the National Programme on sound management of chemicals for 2023-2030.

9. Incorporation of Human Rights and Gender Equality (GEF Portal Question)

The Human Rights dimension was addressed through the successful project implementation as it contributed to the awareness and capacity of Moldova to manage POPs and provide access to POPs-safe environment in the country.

Gender aspects and gender dimension were incorporated in the implementation of the project. The project team was rather gender balanced and encouraged the participation of women in the various teams to contribute to the updating of the NIP and the overall execution of the project. The project aimed at mainstreaming gender equality throughout the project cycle to contribute and strengthen the sound management of chemicals.

10. Environmental, Social and Economic Safeguards (GEF Portal Question)

There were no negative environmental, social, and economic impacts identified in the Safeguards Plan of the project at CEO Approval. Additionally, there were no significant environmental impacts of the project identified during the Operational Completion Report.

11. Knowledge Management (GEF Portal Question)

The EA implemented the knowledge management activities successfully, supported by Pro Mediu and the MoE as project partners. Public access to the NIP is ensured by the Stockholm Convention Secretariat. The ownership of data and knowledge produced by the project was endorsed by the Ministry of Environment of Moldova. Highly qualified national and international experts and consultants were engaged by the project to carry on lessons learned and good practice into and out of the project. The adopted outreach strategy supported the knowledge management and dissemination fully and effectively.

12. Lessons Learned (GEF Portal Question – Main Findings)

1. Good and stable collaboration and communication with policy makers and the office of the National Focal Point ensures effective and collaborative spirit (frequent calls/consultations, strategy discussions - brief, but efficient).
2. Identification of a proper local partner with good working relations with the focal agencies/bodies of the Government is key to seamless project implementation (Pro Mediu,

- non-profit organization working with Ministry of Environment, experienced in technical assistance projects, and involved in waste management issues).
3. Effective and sincere involvement, ownership of project outcomes and sustainable outreach can be ensured by a hybrid online and face-to-face approach to communication and collaboration, as the COVID-19 restrictions reinforced the value of direct communication and collaboration.
 4. Addressing changes in inspection personnel in a timely manner saves resources and ensures good results of field visits and hands on trainings to further update the inventories on PCB (MoldElectrica company and other major PCB holders in the country). Trainings in all rayons (districts/regions) on PCB, including on how to report into the national electronic systems allowed widest coverage of key stakeholders with more than 145 people trained (including repeated participation) in 2021 during the inventory review and update.
 5. Using synergies and context, including building on the project inventories/action plans and strengthening sound management of wastes on WEEE (Special Programme Project) adds value and deepens understanding on the outstanding issues.
 6. Quarterly reports containing brief lists of expected activities in the coming quarter help better planning and progress tracking both for the EA and IA.

13. Recommendations

1. Use the momentum and capacity raised to further develop and ensure sustainability of the waste management in the country.
2. Apply the project implementation arrangement, including RECETOX and Pro Mediu, in other countries of the region as an effective and up-to-date instrument.
3. from one country in the region to another building on previous lessons learned and experience.
4. Ensure continuous engagement of the broad range of stakeholders in future projects.
5. Invest in maintaining the national expert network and institutional memory to avoid gaps in communication during government agency restructuring/changing of management and leadership.
6. Promote future project inception events as communication and experience exchange opportunities, where experienced stakeholders are be invited and deliver previous lessons learned.
7. Continue applying hybrid type of communication and outreach activities to ensure broad participation of stakeholders and cost effectiveness and maintain direct face-to-face relations between people in the country and beyond.

Annexes

Annex 1	Logical Framework
Annex 2	Stakeholder Engagement Plan
Annex 3	Planned Multi-Year Budget (Listing the activities per component outcome and comparing the planned versus executed budget life of project)
Annex 4	Risk Management Log (Compiled from annual PIRs)
Annex 5	Final Financial Statement (audited financial report, where appropriate, signed by the FMO)
Annex 6	Inventory of Non- Expendable Equipment
Annex 7	Definition of Ratings
Annex 8	PMBOK adapted for OCR using GEF Ratings

Annex 1 Logical Framework

APPENDIX A. LOGICAL FRAMEWORK			
Project Outcome	Outcome Indicators (with baseline and targets)	Means of verification	PoW Expected Accomplishment
Stakeholders in the Republic of Moldova are able to manage the additional POPs with newly developed technical skills, expertise, awareness and data	Baseline: None Target: Implementation of activities identified in the NIP leading to improved POPs management	National Report to the SC submitted via the reporting system	A under the UN Environment biennial Programme of Work (PoW) 2018-2019 "Policies and legal, institutional and fiscal strategies and mechanisms for sound chemicals management developed or implemented in countries within the framework of relevant multilateral environmental agreements and the Strategic Approach to International Chemicals Management (SAICM)";
Project Outputs	Indicators (with baseline and targets)	Means of verification	PoW Output Reference Number
Coordination mechanism in place with stakeholders aware of the risks of new POPs	Baseline: PSC of original NIP Target: PSC re-established and having participated together with key national stakeholders in training sessions about newly listed POPs	Capacity building and awareness raising workshop report and list of participants	PoW 524.21
New POPs inventories developed and the initial POPs updated and validated by relevant stakeholders	Baseline: inventories available for 12 initial POPs and 11 newly listed POPs Target: inventories for 12 initial POPs and 11 newly listed POPs revised and inventories developed for the remaining 5 new POPs	POPs Inventories	PoW 524.21
National capacities for new POPs management identified and priorities for new POPs risk reduction are set	Baseline: original Action Plan does not include newly listed POPs Target: Action Plan is revised and updated including the 28 POPs currently listed in the Convention	Action Plans	PoW 524.21
Updated NIP endorsed and submitted to the SC Conference of Parties	Baseline: original NIP Target: Revised NIP covering all the 28 POPs submitted to the SC	Final NIP uploaded in the SC website	PoW 524.21
Periodic monitoring reports	Baseline: N/A Target: M&E implemented in a timely basis according to the project M&E Plan	Quarterly progress and financial reports Terminal report Final audit Terminal evaluation	5

Annex 2 **Stakeholder Engagement Plan**

N/A

Annex 4 **Risk Management Log** (*Compiled from annual PIRs*)
N/A

Annex 5 **Final Financial Statement** (audited financial report, where appropriate, signed by the FMO)

Annex 7 **Definition of Ratings**

All ratings on this report are based on the GEF Project and Program Cycle Policy document and used where applicable. Throughout this Operational Completion Report, it is a 6-point Likert scale ranging from Highly Unsatisfactory to Highly Satisfactory reviewing compliance with the original or revised implementation plans for the project. Below are descriptions of the ratings of the report:

Implementation Ratings:

Highly Satisfactory (HS): Implementation of **all** components is in substantial compliance with the

Satisfactory (S): Implementation of **most** components is in substantial compliance with the original/formally revised plan except for only a few that are subject to remedial action.

Moderately Satisfactory (MS): Implementation of **some** components is in substantial compliance with the original/formally revised plan with some components requiring remedial action.

Moderately Unsatisfactory (MU): Implementation of **some** components is **not** in substantial compliance with the original/formally revised plan with most components requiring remedial action.

Unsatisfactory (U): Implementation of **most** components is **not** in substantial compliance with the original/formally revised plan.

Highly Unsatisfactory (HU): Implementation of **none** of the components is in substantial compliance with the original/formally revised plan.

Outcome/Objective Ratings:

Highly Satisfactory (HS): Project is expected to achieve or exceed **all** its major objectives, and yield substantial global environmental benefits, without major shortcomings. The project can be

Satisfactory (S): Project is expected to achieve **most** of its major objectives, and yield satisfactory global environmental benefits, with only minor shortcomings.

Moderately Satisfactory (MS): Project is expected to achieve **most** of its major relevant objectives, but with either significant shortcomings or modest overall relevance. The project is expected not to achieve **some** of its major objectives or yield some of the expected global environment benefits.

Moderately Unsatisfactory (MU): Project is expected to achieve its major objectives with major shortcomings or is expected to achieve only **some** of its major global environmental objectives.

Unsatisfactory (U): Project is expected **not** to achieve **most** of its major objectives or to yield any satisfactory global environmental benefits.

Highly Unsatisfactory (HU): The project has failed to achieve, and is not expected to achieve, **any** of its major objectives with no worthwhile benefits.

Annex 8 PMBOK adapted for OCR using GEF Ratings

1. Project Integration Management Project integration management is a way of making various interdependent processes work together towards the project objective.				
Highly Unsatisfactory	Unsatisfactory	Moderately Unsatisfactory	Moderately Satisfactory	Satisfactory
<p>EA does not satisfy any criteria for section 1. a)-c) and section 2. a)-i).</p> <p>1. The project was: a) completed in the agreed timeframe of the project (including extensions) b) most deliverables outlined in the project document were fully delivered and of satisfactory quality c) the project was completed within the agreed budget and did have costed extensions.</p> <p>2. Few of the following aspects of the project were managed to satisfactory requirements or above: a) Scope Management b) Time management c) Cost management d) Quality management e) Human resource management f) Communications management g) Risk management h) Procurement management i) Stakeholder management</p>	<p>EA satisfies a few criteria for section 1. a)-c) and section 2. a)-i).</p> <p>1. The project was: a) completed in the agreed timeframe of the project (including extensions) b) most deliverables outlined in the project document were fully delivered and of satisfactory quality c) the project was completed within the agreed budget and did have costed extensions.</p> <p>2. Some of the following aspects of the project were managed to satisfactory requirements or above: a) Scope Management b) Time management c) Cost management d) Quality management e) Human resource management f) Communications management g) Risk management h) Procurement management i) Stakeholder management</p>	<p>EA satisfies most criteria for section 1. a)-c) and section 2. a)-i).</p> <p>1. The project was: a) completed in the agreed timeframe of the project (including extensions) b) most deliverables outlined in the project document were fully delivered and of satisfactory quality c) the project was completed within budget and did not have costed extensions.</p> <p>2. Most of the following aspects of the project were managed to satisfactory requirements or above: a) Scope Management b) Time management c) Cost management d) Quality management e) Human resource management f) Communications management g) Risk management h) Procurement management i) Stakeholder management</p>	<p>EA satisfies all criteria for section 1. a)-c) and section 2. a)-i).</p> <p>1. The project was: a) completed in the original timeframe without extensions and delays b) all deliverables outlined in the project document were fully delivered and of excellent quality c) the project was completed within budget and did not have costed extensions.</p> <p>2. All the following aspects areas of the project were managed above satisfactory requirements: a) Scope Management b) Time management c) Cost management d) Quality management e) Human resource management f) Communications management g) Risk management h) Procurement management i) Stakeholder management</p>	<p>EA satisfies all criteria for section 1. a)-c) and section 2. a)-i).</p> <p>1. The project was: a) completed in the original timeframe without extensions and delays b) all deliverables outlined in the project document were fully delivered and of excellent quality c) the project was completed within budget and did not have costed extensions.</p> <p>2. All the following aspects areas of the project were managed above satisfactory requirements: a) Scope Management b) Time management c) Cost management d) Quality management e) Human resource management f) Communications management g) Risk management h) Procurement management i) Stakeholder management</p>

2. Project Scope Management				
The project scope relates to the work of the project and includes the requirements, costs, timeframe, and quality of work that is done by the project. This is detailed in the Project Document.				
Highly Unsatisfactory	Unsatisfactory	Moderately Unsatisfactory	Moderately Satisfactory	Satisfactory
<p>EA satisfies a few criteria for section 1. a)-d).</p> <p>1. The Executing Agency met the requirements of the project document and a project of this size by controlling the a few the following areas: a) the work of the project b) the delivery and quality of the deliverables of the project c) the timeframe of the project d) cost of the project</p> <p>2. Changes to the scope lead to cost extensions and many delays to the project.</p>	<p>EA satisfies a few criteria for section 1. a)-d).</p> <p>1. The Executing Agency met the requirements of the project document and a project of this size by controlling the a few the following areas: a) the work of the project b) the delivery and quality of the deliverables of the project c) the timeframe of the project d) cost of the project</p> <p>2. Changes to the scope lead to cost extensions and some delays to the project.</p>	<p>EA satisfies some criteria for section 1. a)-d).</p> <p>1. The Executing Agency met the requirements of the project document and a project of this size by controlling the some the following areas: a) the work of the project b) the delivery and quality of the deliverables of the project c) the timeframe of the project d) cost of the project</p> <p>2. Changes to the scope lead to no-cost extensions and some delays to the project.</p>	<p>EA satisfies all criteria for section 1. a)-d) and section 2.</p> <p>1. The Executing Agency met the requirements of the project document and a project of this size by controlling the all the following areas: a) the work of the project b) the delivery and quality of the deliverables of the project c) the timeframe of the project d) cost of the project</p> <p>2. Changes to the scope was regularly approved by the Implementing Agency in a timely manner.</p>	<p>EA satisfies all criteria for section 1. a)-d) and section 2.</p> <p>1. The Executing Agency exceeded the requirements of the project document and a project of this size by controlling the all the following areas: a) the work of the project b) the delivery and quality of the deliverables of the project c) the timeframe of the project d) cost of the project</p> <p>2. Changes to the scope was regularly approved by the Implementing Agency in a timely manner.</p>

3. Project Schedule/Time Management				
The project time management relates to scheduling the work of the project and delivering project deliverables				
Highly Unsatisfactory	Unsatisfactory	Moderately Unsatisfactory	Moderately Satisfactory	Satisfactory
EA satisfies the criteria for section 1. And does not meet the criteria for section 2. a)-c). 1. Delivered a few project deliverables on time or incomplete activities and deliverables at the time of project closure. 2.The Executing Agency met some the temporal requirements of a project of this size by: a) tasks and activities of a project were sequenced in order most appropriate for the project b) dependencies between tasks were noted and managed accordingly c) resources (such as financial or human resources) were provided in a timely manner to perform tasks and activities	EA satisfies a few criteria for sections 1. and 2. a)-c). 1. Delivered a few project deliverables on time or incomplete activities and deliverables at the time of project closure. 2.The Executing Agency met some the temporal requirements of a project of this size by: a) tasks and activities of a project were sequenced in order most appropriate for the project b) dependencies between tasks were noted and managed accordingly c) resources (such as financial or human resources) were provided in a timely manner to perform tasks and activities	EA satisfies some criteria for sections 1., 2. a)-c) and section 3. 1. Delivered a few project deliverables on time or before the due date. 2.The Executing Agency met some the temporal requirements of a project of this size by: a) tasks and activities of a project were sequenced in order most appropriate for the project b) dependencies between tasks were noted and managed accordingly c) resources (such as financial or human resources) were provided in a timely manner to perform tasks and activities	EA satisfies all criteria for sections 1., 2. a)-c) and section 3. 1. Delivered most project deliverables on time or before the due date. 2.The Executing Agency met all the temporal requirements of a project of this size by: a) tasks and activities of a project were sequenced in order most appropriate for the project b) dependencies between tasks were noted and managed accordingly c) resources (such as financial or human resources) were provided in a timely manner to perform tasks and activities 3. Appropriate adaptive management strategies were put in place to keep the project running on schedule.	EA satisfies all criteria for sections 1., 2. and section 3. 1. Delivered all project deliverables on time or before the due date without delays. 2.The Executing Agency exceeded the satisfactory temporal requirements of a project of this size. 3. Appropriate adaptive management strategies were put in place to keep the project running on schedule.

4. Project Cost Management				
Project cost management relates to effective cost estimation and budgeting, monitoring and control measures, and cost-effectiveness.				
Highly Unsatisfactory	Unsatisfactory	Moderately Unsatisfactory	Moderately Satisfactory	Satisfactory
EA satisfies the criteria for sections 1, and satisfies most of the criteria for sections 2. a)-c). 1. Project was significantly over budget . 2. The Executing Agency met the cost requirements of a project of this size by ensuring: a) some costs of the project were adequately budgeted for b) some project expenditures were monitored, tracked and documented thoroughly c) some project task and activity costs (labour, materials, equipment, etc.) were adequately financed and value for money.	EA satisfies the criteria for sections 1, and satisfies most of the criteria for sections 2. a)-c). 1. Delivered most of the project deliverables on budget with significant loss of quality or delays. Or the project required costed extensions . 2. The Executing Agency met the cost requirements of a project of this size by ensuring: a) some costs of the project were adequately budgeted for b) some project expenditures were monitored, tracked and documented thoroughly c) some project task and activity costs (labour, materials, equipment, etc.) were adequately financed and value for money.	EA satisfies the criteria for sections 1, and satisfies most of the criteria for sections 2. a)-c). 1. Delivered most of the project deliverables on budget with some loss of quality or delays. 2. The Executing Agency met the cost requirements of a project of this size by ensuring: a) most costs of the project were adequately budgeted for b) most project expenditures were monitored, tracked and documented thoroughly c) most project task and activity costs (labour, materials, equipment, etc.) were adequately financed and value for money.	EA satisfies the criteria for sections 1., 2. a)-d) 3, and 4. 1. Delivered all project deliverables on budget without <u>loss of quality or delays</u> . 2. The Executing Agency met the cost requirements of a project of this size by ensuring: a) all costs of the project were adequately budgeted for b) all project expenditures were monitored, tracked and documented thoroughly c) all project task and activity costs (labour, materials, equipment, etc.) were adequately financed and value for money. d) the EA was cost-effective, and the project was value for money. 3. Appropriate adaptive management strategies were put in place to keep the project running on budget. 4. Where appropriate, the EA managed the project in a global reserve currency to	EA satisfies all criteria for sections 1, 2, 3 and 4. 1. Delivered all project deliverables on budget without <u>loss of quality or delays</u> . 2. The Executing Agency exceeded the satisfactory cost requirements of a project of this size. 3. Appropriate adaptive management strategies were put in place to keep the project running on budget. 4. Where appropriate, the EA managed the project in a global reserve currency to minimise currency-related risks.

					minimise currency-related risks.	
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5. Project Quality Management				
Project quality management relates to the quality control and assurance of the project deliverables, activities and tasks. This is also determined by the project document and project scope.				
Highly Unsatisfactory	Unsatisfactory	Moderately Unsatisfactory	Moderately Satisfactory	Satisfactory
<p>EA satisfies any of the following criteria:</p> <p>1. A few project deliverables, tasks and activities were delivered at required quality standards <u>with one or more no-cost extensions.</u></p> <p>OR</p> <p>The project deliverables, tasks and activities were delivered did not meet the minimum quality requirements.</p>	<p>EA satisfies the criteria for section 1.</p> <p>1. A few project deliverables, tasks and activities were delivered at required quality standards <u>at no extra cost or delay.</u></p> <p>OR</p> <p>Some project deliverables, tasks and activities were delivered at required quality standards <u>with one or more no-cost extensions.</u></p>	<p>EA satisfies the criteria for sections 1 and 2.</p> <p>1. Most project deliverables, tasks and activities were delivered at required quality standards <u>at no extra cost or delay.</u></p> <p>OR</p> <p>All project deliverables, tasks and activities were delivered at required quality standards <u>with one or more no-cost extensions.</u></p> <p>2. Appropriate quality assurance processes were put in place to ensure the project delivered high-quality deliverables.</p>	<p>EA satisfies all criteria for sections 1 and 2.</p> <p>1. All project deliverables, tasks and activities were delivered above satisfactory or required quality standards <u>at no extra cost or delay.</u></p> <p>2. Appropriate quality assurance processes were put in place to ensure the project delivered high-quality deliverables.</p>	<p>Highly Satisfactory</p> <p>EA satisfies all criteria for sections 1, and 2.</p> <p>1. All project deliverables, tasks and activities were delivered above satisfactory or required quality standards <u>at no extra cost or delay.</u></p> <p>2. Appropriate quality assurance processes were put in place to ensure the project delivered high-quality deliverables.</p>

6. Project Human Resource Management				
Project human resource management is about having the right people in the right places at the right times to fulfil the project's objectives.				
Highly Unsatisfactory	Unsatisfactory	Moderately Unsatisfactory	Moderately Satisfactory	Satisfactory
EA satisfies criteria for sections 1, 2. a) d), and, where appropriate, 3. 1. The project was not adequately staffed. objectives, the project staff were rarely : a) brought on to the project in a timely manner b) delegated tasks appropriate to their personnel type and expertise c) geographically located to achieve the project objectives d) clear about their roles, responsibilities and reporting lines on the project (as per the position description) 3. Appropriate handover was undertaken to ensure project personnel changes caused significant delays and increased the cost of the project.	EA satisfies criteria for sections 1, 2. a) d), and, where appropriate, 3. 1. The project was not adequately staffed. objectives, the project staff were sometimes : a) brought on to the project in a timely manner b) delegated tasks appropriate to their personnel type and expertise c) geographically located to achieve the project objectives d) clear about their roles, responsibilities and reporting lines on the project (as per the position description) 3. Appropriate handover was undertaken to ensure project personnel changes caused delays and/or increased the cost of the project.	EA satisfies criteria for sections 1, 2. a) d), and, where appropriate, 3. 1. The project was not adequately staffed. objectives, the project staff were usually : a) brought on to the project in a timely manner b) delegated tasks appropriate to their personnel type and expertise c) geographically located to achieve the project objectives d) clear about their roles, responsibilities and reporting lines on the project (as per the position description) 3. Appropriate handover was undertaken to ensure project personnel changes had some impact on the project.	EA satisfies all criteria for sections 1, 2. a) d), and, where appropriate, 3. 1. The project was adequately staffed. objectives, the project staff were always : a) brought on to the project in a timely manner b) delegated tasks appropriate to their personnel type and expertise c) geographically located to achieve the project objectives d) clear about their roles, responsibilities and reporting lines on the project (as per the position description) 3. Appropriate handover was undertaken to ensure project personnel changes had a minimal impact on the project.	EA satisfies all criteria for sections 1, 2, and, where appropriate, 3. 1. the project was adequately staffed (and was neither overstaffed nor understaffed) 2. Project staff hired by the EA exceeded the satisfactory requirements of the project. 3. Staff transitions and turnovers were seamless and had no impact on the project

7. Project Communications Management Project communications management informs the team and stakeholders on every aspect of the project.				
Highly Unsatisfactory	Unsatisfactory	Moderately Unsatisfactory	Moderately Satisfactory	Satisfactory
EA satisfies no criteria for sections 1.a) <input type="checkbox"/> c), 2. a) <input type="checkbox"/> c), and 3. a) <input type="checkbox"/> c).	EA satisfies a few criteria for sections 1.a) <input type="checkbox"/> c), 2. a) <input type="checkbox"/> c), and 3. a) <input type="checkbox"/> c).	EA satisfies some criteria for sections 1.a) <input type="checkbox"/> c), 2. a) <input type="checkbox"/> c), and 3. a) <input type="checkbox"/> c).	EA satisfies most criteria for sections 1.a) <input type="checkbox"/> c), 2. a) <input type="checkbox"/> c), and 3. a) <input type="checkbox"/> c).	EA satisfies all criteria for sections 1.a) <input type="checkbox"/> c), 2. a) <input type="checkbox"/> c), and 3. a) <input type="checkbox"/> c).
<p>1. Communication between the IA and EA: a) included project updates that were regular and frequent b) added value to the project c) was timely and assisted the project implementation</p> <p>2. Project reporting: a) was complete (all expenditure and progress reports submitted) b) was submitted on time c) was sufficiently detailed</p> <p>3. The communication between the EA and other parties involved (other teams in the EA (finance) or consultants of the project) in the project: a) included project updates that were regular and frequent b) added value to the project c) was timely and assisted the project implementation</p>	<p>1. Communication between the IA and EA: a) included project updates that were regular and frequent b) added value to the project c) was timely and assisted the project implementation</p> <p>2. Project reporting: a) was complete (all expenditure and progress reports submitted) b) was submitted on time c) was sufficiently detailed</p> <p>3. The communication between the EA and other parties involved (other teams in the EA (finance) or consultants of the project) in the project: a) included project updates that were regular and frequent b) added value to the project c) was timely and assisted the project implementation</p>	<p>1. Communication between the IA and EA: a) included project updates that were regular and frequent b) added value to the project c) was timely and assisted the project implementation</p> <p>2. Project reporting: a) was complete (all expenditure and progress reports submitted) b) was submitted on time c) was sufficiently detailed</p> <p>3. The communication between the EA and other parties involved (other teams in the EA (finance) or consultants of the project) in the project: a) included project updates that were regular and frequent b) added value to the project c) was timely and assisted the project implementation</p>	<p>1. Communication between the IA and EA: a) included project updates that were regular and frequent b) added value to the project c) was timely and assisted the project implementation</p> <p>2. Project reporting: a) was complete (all expenditure and progress reports submitted) b) was submitted on time c) was sufficiently detailed</p> <p>3. The communication between the EA and other parties involved (other teams in the EA (finance) or consultants of the project) in the project: a) included project updates that were regular and frequent b) added value to the project c) was timely and assisted the project implementation</p>	<p>1. Communication between the EA and IA was above satisfactory requirements.</p> <p>2. EA reports were above satisfactory requirements.</p> <p>3. Communication between the EA and other project partners were above satisfactory requirements.</p>

8. Project Risk Management Project risk management identifies, categorises, and prioritises risks by likelihood and impact, and endeavours to control project risks.				
Highly Unsatisfactory	Unsatisfactory	Moderately Unsatisfactory	Moderately Satisfactory	Satisfactory
EA satisfies the criteria for sections 1. and 2. a) <input type="checkbox"/> b).	EA satisfies the criteria for sections 1. and 2. a) <input type="checkbox"/> b).	EA satisfies the criteria for sections 1. and 2. a) <input type="checkbox"/> b).	EA satisfies all criteria for sections 1. and 2. a) <input type="checkbox"/> b).	EA satisfies all criteria for sections 1. and 2. a) <input type="checkbox"/> b).
<p>1. Risks had a significant <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> schedule, outputs, tasks, activities and deliverables, and/or their quality.</p> <p>2. Project risks were: a) not identified, categorised, and prioritised by likelihood and impact (or equivalent) b) not controlled by implementing risk reduction or preventative measures</p>	<p>1. Risks had a significant <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> schedule, outputs, tasks, activities and deliverables, and/or their quality.</p> <p>2. Project risks were: a) somewhat identified, categorised, and prioritised by likelihood and impact (or equivalent) b) somewhat controlled by implementing risk reduction or preventative measures</p>	<p>1. Risks had a moderate <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> schedule, outputs, tasks, activities and deliverables, and/or their quality.</p> <p>2. Project risks were: a) mostly identified, categorised, and prioritised by likelihood and impact (or equivalent) b) reasonably controlled by implementing risk reduction or preventative measures</p>	<p>1. Risks had a minor impact <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> outputs, tasks, activities and deliverables, and/or their quality.</p> <p>2. Project risks were: a) mostly identified, categorised, and prioritised by likelihood and impact (or equivalent) b) reasonably controlled by implementing risk reduction or preventative measures</p>	<p>1. Risks did not impact the <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> tasks, activities and deliverables, and their quality.</p> <p>2. Project risks were: a) all identified, categorised, and prioritised by likelihood and impact (or equivalent) b) all controlled by implementing risk reduction or preventative measures</p>

9. Project Procurement Management				
Project procurement management identifies the outside needs of the project, and how to obtain these goods and services for the project.				
Highly Unsatisfactory	Unsatisfactory	Moderately Unsatisfactory	Moderately Satisfactory	Satisfactory
EA satisfies all criteria for sections 1. and 2. a) <input type="checkbox"/> d).	EA satisfies all criteria for sections 1. and 2. a) <input type="checkbox"/> d).	EA satisfies all criteria for sections 1. and 2. a) <input type="checkbox"/> d).	EA satisfies all criteria for sections 1. and 2. a) <input type="checkbox"/> d).	EA satisfies all criteria for sections 1. and 2. a) <input type="checkbox"/> d).
<p>1. A few procurement needs of the project were identified and met.</p> <p>2. Procurement processes were:</p> <p>a) rarely completed with proper due diligence and compliant with ESE safeguards.</p> <p>b) rarely conducted in a timely manner, causing no delays to the project</p> <p>c) rarely appropriately monitored</p> <p>d) rarely appropriately closed once the work has been done to all <input type="checkbox"/></p>	<p>1. Some procurement needs of the project were identified and met.</p> <p>2. Procurement processes were:</p> <p>a) sometimes completed with proper due diligence and compliant with ESE safeguards.</p> <p>b) sometimes conducted in a timely manner, causing no delays to the project</p> <p>c) sometimes appropriately monitored</p> <p>d) sometimes appropriately closed once the work has been done to all <input type="checkbox"/></p>	<p>1. Most procurement needs of the project were identified and met.</p> <p>2. Procurement processes were:</p> <p>a) mostly completed with proper due diligence and compliant with ESE safeguards.</p> <p>b) mostly conducted in a timely manner, causing no delays to the project</p> <p>c) mostly appropriately monitored</p> <p>d) mostly appropriately closed once the work has been done to all <input type="checkbox"/></p>	<p>1. All procurement needs of the project were identified and met. And (where applicable) a detailed procurement plan was developed.</p> <p>2. Procurement processes exceeded the satisfactory requirements.</p>	<p>1. All procurement needs of the project were identified and met. And (where applicable) a detailed procurement plan was developed.</p> <p>2. Procurement processes exceeded the satisfactory requirements.</p>

10. Project Stakeholder Management (from UNEP Evaluations Office Evaluation Matrix)				
e in delivering project outputs and target users of project outputs and any other collaborating agents external to UNEP. The assessment will consider the quality and effectiveness of all forms of communication and consultation with stakeholders throughout the project life and the support given to maximise collaboration and coherence between various stakeholders, including sharing plans, pooling resources and exchanging learning and expertise. The inclusion and participation of all differentiated groups, including gender groups should be considered.				
Highly Unsatisfactory	Unsatisfactory	Moderately Unsatisfactory	Moderately Satisfactory	Highly Satisfactory
<i>Evidence suggests that:</i>				
<ul style="list-style-type: none"> Implementation began, and was undertaken, with no analysis of stakeholder groups (all those who are affected by or could affect this project). There have been limited, and ineffective, efforts made by Project Team to promote stakeholder ownership (of process or outcome) There was weak (ineffective, irregular and/or poorly timed) consultation and/or communication with stakeholder groups during the life of the project. Weak support was given to collaboration or collective action between stakeholder groups (e.g. sharing plans, pooling resources, exchanging learning and expertise) Linkages to poverty alleviation or impact on economic livelihoods have been poorly considered 	<ul style="list-style-type: none"> Implementation began, and was undertaken, with a weak analysis of stakeholder groups (all those who are affected by or could affect this project). There have been limited, and ineffective, efforts made by Project Team to promote stakeholder ownership (of process or outcome) There was moderate (occasionally effective but mostly irregular and/or poorly timed) consultation and/or communication with stakeholder groups during the life of the project. Moderate support was given to collaboration or collective action between stakeholder groups. (e.g. sharing plans, pooling resources, exchanging learning and expertise) Linkages to poverty alleviation or impact on economic livelihoods have 	<ul style="list-style-type: none"> Implementation began, and was undertaken, with a moderate analysis of stakeholder groups (all those who are affected by or could affect this project). There have been moderate efforts, with mixed effectiveness, made by Project Team to promote stakeholder ownership (of process or outcome) There was good (mostly effective but sometimes irregular and/or poorly timed) consultation and/or communication with stakeholder groups during the life of the project. Good support was given to collaboration or collective action between stakeholder groups (e.g. sharing plans, pooling resources, exchanging learning and expertise) Linkages to poverty alleviation or impact on economic livelihoods have 	<ul style="list-style-type: none"> Implementation began, and was undertaken, with a strong analysis of stakeholder groups (all those who are affected by or could affect this project). There have been strong efforts, with mixed effectiveness, made by Project Team to promote stakeholder ownership (of process or outcome) There was strong (always effective but sometimes irregular and/or poorly timed) consultation and/or communication with stakeholder groups during the life of the project. Strong support was given to collaboration or collective action between stakeholder groups (e.g. sharing plans, pooling resources, exchanging learning and expertise) Linkages to poverty alleviation or impact on economic livelihoods have 	<ul style="list-style-type: none"> Implementation began, and was undertaken, with an excellent analysis of stakeholder groups (all those who are affected by or could affect this project). There have been strong and fully effective efforts made by Project Team to promote stakeholder ownership (of process or outcome) There was excellent (always effective, regular and well-timed) consultation and/or communication with stakeholder groups during the life of the project. Excellent support was given to collaboration or collective action between stakeholder groups (e.g. sharing plans, pooling resources, exchanging learning and expertise) Linkages to poverty alleviation or impact on economic livelihoods have been considered and

<p>ownership (of process or outcome)</p> <ul style="list-style-type: none"> • Linkages to poverty alleviation or impact on economic livelihoods have not been considered or addressed in the project 	<p>and/or addressed in the project (e.g. some consideration given but clearly insufficient attempts to assess and mitigate negative effects on sustainability of livelihoods, equity of opportunities and the protection of human rights for populations directly or indirectly affected by the project, have been made)</p>	<p>been moderately considered and/or addressed in the project (e.g. some consideration given and partial or late attempts to assess and mitigate negative effects on sustainability of livelihoods, equity of opportunities and the protection of human rights for populations directly or indirectly affected by the project, have been made)</p>	<p>economic livelihoods have been considered and addressed in the project well (e.g. substantial consideration given and largely complete/timely attempts to assess and mitigate negative effects on sustainability of livelihoods, equity of opportunities and the protection of human rights for populations directly or indirectly affected by the project, have been made)</p>	<p>economic livelihoods have been considered and addressed in the project very well (e.g. substantial consideration given and all attempts are complete and well-timed) to assess and mitigate negative effects on sustainability of livelihoods, equity of opportunities and the protection of human rights for populations directly or indirectly affected by the project, have been made)</p>	<p>addressed in the project excellently (e.g. full consideration given and all attempts are complete and well-timed) to assess and mitigate negative effects on sustainability of livelihoods, equity of opportunities and the protection of human rights for populations directly or indirectly affected by the project, have been made)</p> <p>AND</p> <ul style="list-style-type: none"> • Positive effects on equity are demonstrated.
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