

GEF-FUNDED ENABLING ACTIVITY PROJECT

9644

Development of Minamata Initial Assessment and Updating of National Action Plan for Artisanal and Small Scale Gold Mining in Kyrgyzstan

Project Operational Completion Report

Reporting period: January 2018 – June 2021

Prepared for UN Environment Programme

And the *State Agency on Environmental Protection under the Government of Kyrgyz Republic (SAEPF)*

SIGNATURES	
Name of Project Manager (Executing Agency): State Agency on Environmental Protection under the Government of Kyrgyz Republic (SAEPF)	Signature  Date: January /18/2023__
Name of Task Manager: UNEP	Signature Date: ____/____/20__
Copied to the Following:	
Name of Fund Management Officer:	Date of Copy Sent: ____/____/20__
Name of Portfolio Manager:	Date of Copy Sent: ____/____/20__
Name of Head of Branch (or head of unit accountable within UNEP for the project):	Date of Copy Sent: ____/____/20__

Project Information Table

Project Title		Development of Minamata Initial Assessment and Updating of National Action Plan for Artisanal and Small Scale Gold Mining in Kyrgyzstan	
Duration months	<i>Planned</i>	24	
	<i>Extension(s)</i>	42	
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)		State Agency on Environmental Protection under the Government of Kyrgyz Republic (SAEPF)	
Names of Other Project Partners			
Project Type		Enabling Activity	
Project Scope		Initial Assessment Report & Action Plan	
Region		Central Asia	
Countries		Kyrgyzstan	
Programme of Work		5a, 5b, 5c	
GEF Focal Area(s)		Chemicals and Waste	
UNSDCF / UNDAF linkages		The project fosters cooperation between governments and 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, 1.2, 8.3, 8.4, 5c, 6.3, 12.4,	
GEF financing amount		\$ 700,000	
Co-financing amount		\$ -	
Date of CEO Endorsement		July 2016	
Start of Implementation		January 2018	
Date of first disbursement		March 2017	
Total disbursement as of 30 June 2022		\$ 630,000	
Total expenditure as of 30 June 2022		\$ 630,000	
Expected Mid-Term Review Date		N/A	
Completion Date	<i>Planned</i>	December 2019	
	<i>Revised</i>	June 2021	
Expected Terminal Evaluation Date		September 2022	
Expected Financial Closure Date		December 2022	
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
IGO	Intergovernmental Organisation
M&E	Monitoring and Evaluation
MEA	Multilateral Environmental Agreements
MgoS	Major Groups and Other Stakeholder
MIA	Minamata Initial Assessment
MTS	Medium Term Strategy
NAP	National Action Plan
NCM	National Coordination Mechanism
NGO	Non-governmental Organisation
PCA	Project Cooperation Agreement
PoW	Programme of Work
S-SC	South-South Cooperation Policy
SAEPF	State Agency on Environmental Protection under the Government of Kyrgyz Republic
SAICM	Strategic Approach to International Chemicals Management
SDG	Sustainable Development Goals
ToC	Theory of Change
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNEP	United Nations Environment Programme
UNITAR	United Nations Institute for Training and Research

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1. Project Description and Implementation Arrangements

The project objective was the ratification, and early implementation of the Minamata Convention, contributing to the protection of human health and the environment from the risks posed by the anthropogenic sources of mercury. Under Article 20 Paragraph 1 of the Minamata Convention, a Minamata Initial Assessment (MIA) is conducted as a precursor to the implementation of the Minamata Convention. The project provides country-specific baseline information on mercury sources and national capacities to implement the Convention in a report that national stakeholders validate. Under Article 7, Section 3, Subsection (a) and (b), parties to the convention are required to submit a National Action Plan (NAP) as outlined in Annex C of the Minamata Convention and reviewed under the mechanism described in Article 21. The NAP outlines the national objectives, actions and strategies to transition to mercury-free artisanal and small-scale gold mining.

The project was executed by the State Agency on Environmental Protection (SAEPF) under the Government of Kyrgyz Republic (EA) and implemented by UNEP. The Implementing Agency (IA) was responsible for the overall project supervision and overseeing the project's progress. This was set out to be performed through the monitoring and evaluation of project activities and progress reports. Additionally, UNEP provided the Executing agency with technical and administrative support. The Executing Agency (EA) managed the day-to-day aspects of the project and its activities. It established managerial and technical teams to execute the project. It acquired necessary equipment, monitored the project, and organized independent audits to guarantee the proper use of funds. The EA provided the IA with administrative, progress and financial reports. The National Expert-Coordination Committee operated as the National Coordination Mechanism (NCM). The committee included national stakeholders, evaluated and adjusted the project where necessary. The NCM took decisions on the project in line with the project objectives, and was implemented by the EA.

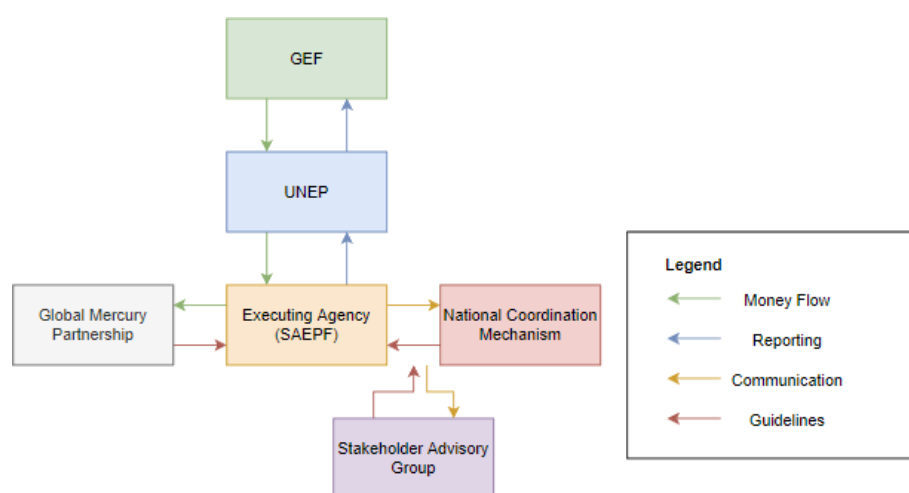


Figure 1. Agreed Project Implementation Structure

The project implementation arrangements were revised in PCA Amendment No.1 in October 2020. In the same PCA amendment, the project was also extended from the 30th of June 2021 to the 31st of December 2021 due to the COVID-19 pandemic.

2. Executing Agency Performance and Capacity

The Executing Agency's management capacity executing the enabling activity was satisfactory overall. The EA excelled in Scope Management where all project objectives, deliverables and constraints were kept to the project document. For a project of this scale, the EA's management capacity was satisfactory in the following areas: integration management, quality management, resource management, communications management, procurement management and stakeholder engagement. Areas for continuous development are: schedule and risk management to work around external risks to the project, and cost management to ensure that project expenditure reports are accurate and consistent.

The EA's efficiency was also satisfactory. The project had one justified no-cost extension, and the project operated within existing roles, mechanisms and institutions in an efficient and effective manner. The project activities were sequenced appropriately in order to deliver project objectives.



Figure 2. Executing Agency Project Management Capacity Radar Chart

Please refer to Annex 8 for further details.

3. Summary of Results Achieved (Tables)

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 <i>Minamata Initial Assessment and National Action Plan for the ASGM sector developed and endorsed by the national government and key stakeholders facilitating the ratification and early implementation of the Minamata Convention in Indonesia.</i>	Completion of Outcomes	N/A	N/A	MIA & NAP Complete and Validated	Satisfactory
Outcome 1: <i>Global technical support for NAP development</i>	Trainings conducted	Capacity Pre-Assessment (Pre-training)	N/A	Capacity Assessment (Post training)	Highly Satisfactory
Outcome 2: <i>Minamata Initial Assessment (MIA) and National Action Plan (NAP) development</i>	Draft MIA & NAP Complete	N/A	N/A	Draft MIA & NAP	Highly Satisfactory
Outcome 3: <i>MIA validation and NAP endorsement and submission to the Minamata Secretariat</i>	Draft Validated	N/A	N/A	Report of Validation Meeting	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: <i>Training and guidance provided to relevant national stakeholders in Indonesia to develop a MIA and develop and implement a NAP as per Annex C of the Minamata Convention.</i>				
Activity 1.1.1: <i>Development of a roster of experts and collection of tools and methodologies for MIA and NAP development;</i>	May 2018	100		Highly Satisfactory
Activity 1.1.2: <i>Capacity building trainings and assistance with baseline inventories;</i>	Dec 2019	100		Highly Satisfactory
Activity 1.1.3: <i>Knowledge management and information exchange through the Global Mercury Partnership website and/or Partners websites and tools;</i>	Dec 2019	100		Highly Satisfactory
Activity 1.1.4: <i>Final national workshop to identify lessons learned and opportunities for future cooperation in the NAP implementation. A gender session will be included in the workshop agenda.</i>	Dec 2019	100		Satisfactory
Output 2.1: <i>Identified and strengthened national coordination mechanism and stakeholder advisory group that will guide the project implementation</i>				
Activity 2.1.1: <i>Organize a National Inception Workshop to raise awareness and to define the scope and objective of the MIA and NAP processes, including:</i> a) <i>Develop ToR for the National Coordination Mechanism and Stakeholder Advisory Group;</i> b) <i>Develop a strategy for awareness raising aimed at national stakeholders throughout the project;</i> c) <i>Identify key stakeholders and assign roles.</i>	Feb 2018	100		Highly Satisfactory
Activity 2.1.2: <i>Conduct a national assessment on existing sources of information (studies), compile and make them available.</i>	Apr 2018	100		Highly Satisfactory
Output 2.2: <i>National institutional and regulatory framework and national capacities on mercury management assessed.</i>				

Outputs	Expected completion date	End of Project Implementation status (%)	Comments if variance. Describe any problems in delivering outputs	End of Project Progress Rating
Activity 2.2.1: Assess key national stakeholders, their roles in mercury management and institutional interest and capacities;	May 2018	100		Highly Satisfactory
Activity 2.2.2: Analyse the regulatory framework, identify gaps and assess the regulatory reforms needed for the ratification and early implementation of the Minamata Convention in Indonesia.	May 2018	100		Satisfactory
Output 2.3: National inventories of mercury sources and releases and strategy for the identification of mercury contaminated sites developed.				
Activity 2.3.1: Develop a qualitative and quantitative inventory of all mercury sources, emissions and releases;	Dec 2018	100		Highly Satisfactory
Activity 2.3.2: Develop a national strategy to identify and assess mercury-contaminated sites;	Mar 2019	100		Highly Satisfactory
Output 2.4: Challenges, needs and opportunities to implement the Minamata Convention assessed and recommendations to ratify and implement the Minamata Convention developed				
Activity 2.4.1: Conduct a national and sectoral assessment on challenges and opportunities to implement the Convention in key priority sectors;	Aug 2019	100		Highly Satisfactory
Activity 2.4.2: Develop a report on recommendations to ratify and implement the Minamata Convention on Mercury.	Aug 2019	100		Highly Satisfactory
Output 2.5: Draft NAP developed as per Annex C of the Minamata Convention.				
Activity 2.5.1: Development of the national overview of the ASGM sector according to the NAP guidance by local teams;	Mar 2019	100		Highly Satisfactory
Activity 2.5.2: Organize national workshops to develop the draft NAP and a roadmap for NAP endorsement and submission to the Minamata Secretariat.	Apr 2019	100		Highly Satisfactory
Output 3.1: Technical support provided to the participating countries to facilitate the MIA validation and NAP endorsement and submission to the Minamata Secretariat.				

Outputs	Expected completion date	End of Project Implementation status (%)	Comments if variance. Describe any problems in delivering outputs	End of Project Progress Rating
<i>Activity 3.1.1: Draft and validate MIA Report;</i>	Oct 2019	100		Highly Satisfactory
<i>Activity 3.1.2: Design and conduct national workshops targeting vulnerable groups and miners to complete the final NAPs and to expose the formulated NAPs on ASGM to public consultation and endorsement;</i>	Dec 2019	100		Highly Satisfactory
<i>Activity 3.1.3: Design and conduct national workshops targeting appropriate national decision makers that are decisive to NAP endorsement and official submission to the Minamata Secretariat;</i>	Dec 2019	100		Satisfactory
<i>Activity 3.1.4: Develop a national MIA and NAP awareness raising and dissemination and outreach strategy.</i>	Dec 2019	100		Satisfactory

Please refer to Annex 7 for further details on GEF ratings.

4. Implementation Challenges and Adaptive Management

The Executing Agency encountered a range of challenges and implemented adaptive management strategies to manage these challenges. The following table details the challenges encountered and the actions taken.

Table 3: Challenges Encountered and Action Taken

Challenge Encountered	Action Taken
<p>Government and Stakeholder turnover</p> <p>There were stages in the project where work was underway with one group of staff from the government or stakeholder and, due to changes in staff, the project lost some institutional memory around the project.</p>	Processes that required these stakeholders were restarted.
<p>COVID-19 Pandemic</p> <p>Due to the lockdowns of the covid-19 pandemic, travel was restricted causing project blockages in order to complete field visits.</p>	Resumed activities once government restrictions were loosened.

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	700,000	700,000	630,000
<i>Sub-total: Project Funding</i>	700,000	700,000	630,000
Staffing (Total throughout the project)	Planned posts	Filled posts	
<i>All figures as Full Time Equivalents</i>			
GEF grant-funded staff post cots	44,280	44,280	
Co-finance funded staff post costs	-	-	

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

Component/sub-component/output	Estimated cost at design	Actual Expenditure	Expenditure ratio (actual/planned)
<i>All figures as USD</i>			
Component 1 / Outcome 1	12,602	12,602	1.00
Component 2 / Outcome 2	511,962	511,962	1.00
Component 3 / Outcome 3	31,800	31,800	1.00

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

PMC	63,636	63,636	1.00
M&E	10,000	10,000	1.00

6. Stakeholder Engagement and Capacity Development

The national stakeholders identified for this project had a moderate amount of representation from the UN Major Groups. The identified stakeholders were predominantly made of local authorities making up 38% of the stakeholders, with one-quarter of the stakeholders in the business and industry, 10% Scientific & Technological Community and Workers & Trade Unions, and 5% Indigenous people, NGOs, education and academia, and other (landowners). The stakeholder list was not gender disaggregated, hence the category for women is undefined, however during the interviews it was revealed that there was a good balance of gender on the project.

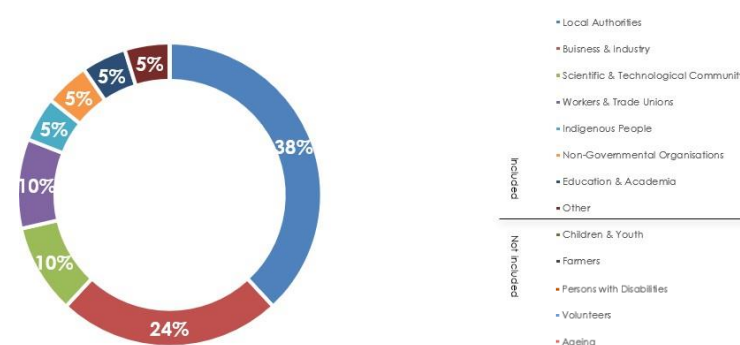


Figure 3. Distribution of stakeholders by UN Major Group categories of project in percentage

Regarding gender, data on stakeholders is aggregated rather than disaggregated. The project design included gender, age and poverty considerations.

Under outcome 1, training and workshops were adequate to enable the NCM and key stakeholders to conduct MIA/NAP activities, key stakeholders were included in the training & workshops. From interview feedback, training and workshops increased country capacity.

7. Awareness Raising Activities

Awareness-raising activities were undertaken during the project to increase awareness of the impacts of ASGM and mercury. There was a range of communication activities across a variety of mediums, covering news articles, television segments and websites. It was highlighted in the interviews that further awareness-raising activities would have benefited the project and influenced change in the country towards ratification of the Minamata Convention.

8. Sustainability and the Scaling Up of Positive Results

Regarding the institutional and financial sustainability of the positive impacts of the MIANAP, focus of international relations and development in the Central Asia region has been placed on peace and security, drawing attention away from environmental affairs. There is a

relatively low likelihood that environmental affairs will be a priority in the short to medium term to scale up the work of the project. Additionally, Kyrgyzstan will need to ratify the Minamata Convention in order to scale up the positive results of the MIANAP project.

Regarding capacity measures, the EA has the capacity to continue with projects similar in size and scope of this MIANAP but will require some capacity around risk management and financial reporting to have the capabilities of larger scale projects.

9. Incorporation of Human Rights and Gender Equality

Regarding Human Rights incorporation, the project created a positive step toward providing access to clean environments by taking positive steps toward a mercury-safe environment in the country. Additionally, a chapter of the MIA report was dedicated to understanding the impacts of ASGM and mercury on vulnerable groups and gender.

On the gender equality front, the project was quite progressive in having a good gender balance on the project team.

Strategies to address both human rights and gender equality have been adequately included in the National Action Plan.

10. Environmental, Social and Economic Safeguards

Environmentally, there were no negative environmental impacts were 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.

Social and economically, two social and economic impacts were identified in the Safeguards Plan at CEO Approval. The project incorporates measures to allow affected stakeholders' information and consultation. Over the course of the project stakeholder collaboration and consultation were frequent and hence information was provided to affected stakeholders.

Secondly, the project affected the state of the targeted country's institutional context. National regulatory systems for mercury management and ASGM was revised. This is the intended impact of the project, therefore safeguard measures against this are not applicable.

11. Knowledge Management

Technical expertise and tools to facilitate the development of the MIA and NAP was developed through the framework of the UNEP Global Mercury Partnership, and made available to the EA.

Project knowledge management was handled successfully by the EA and consultants. Project knowledge was successfully transferred to new government officers and staff upon transition. Public access to the MIA and NAP will be managed by the Minamata Convention Secretariat. Additionally, consultants who have worked on similar enabling activities in the same region were engaged by this project to carry on lessons learned and good practice into and out of this project. Understanding the external context of the country (political revolutions and a pandemic), it was evident that adaptive management actions were implemented during the project execution phase.

12. Lessons Learned

1. The project's approach to awareness raising via broadcasting on national television covered a wide range of audiences, with varying understandings of mercury and managing mercury-containing wastes. However, a broad but untargeted approach has a limited impact, and was not self-sustaining.
2. Stability of the project staff was helpful in sustaining institutional memory as government officials and staff changed. Over the course of the project, as staff changed in partnering organisations and government, institutional memory was lost. Project time was lost to bring new staff up to speed on the project and the issues surrounding mercury.
3. Inclusion of consultants with experience in similar Enabling Activities in the region greatly supported the project. A consultant was used for multiple MIAs and NAPs in the region, and was a valuable asset to all the projects in the region due to their in-depth local knowledge, and reduced some barriers in project implementation such as language and cultural barriers.

13. Recommendations

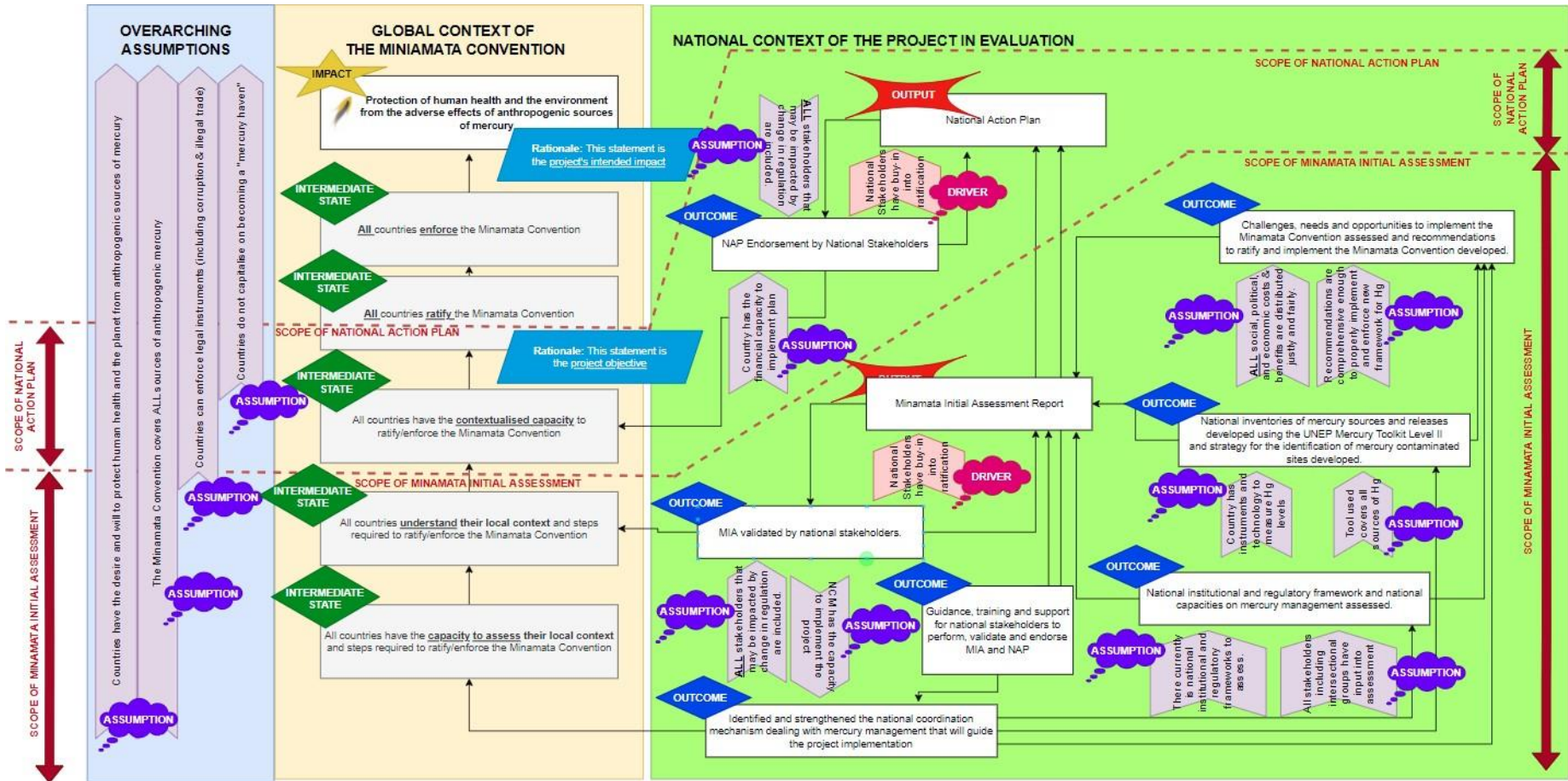
Recommendation	Persons	Timeframe
1. Implement the NAP and ratify the Minamata Convention.	<i>Project Country</i>	As soon as possible
2. While raising the baseline understanding of mercury's negative health impacts is helpful, it may not be the most impactful way to bring about systemic change. A more strategic approach is recommended. Identify high-impact target audiences for awareness raising, and tailor communication to the audience according to their understanding and needs. Develop a sustainable program to continue awareness-raising efforts post-project, such as peer-to-peer learning programs.	<i>EA</i>	For next awareness raising campaign
3. Continue to engage consultants who speak the local language, with regional knowledge, and have experience in Enabling Activities implemented by UNEP and GEF. Develop a roster of good consultants and consulting agencies.	<i>EA and IA</i>	For next project in the region
4. Continue to include a broad range of stakeholders with varying opinions and perspectives in future projects. Keep a list or roster of participants to engage into the future.	<i>EA and IA</i>	For next project in the region that require the same or similar stakeholders

Annexes

Annex 1 Logical Framework and Theory of Change diagram

Project Outcome: Minamata Initial Assessment and National Action Plan for the ASGM sector developed and endorsed by the national government and key stakeholders facilitating the ratification and early implementation of the Minamata Convention in Kyrgyzstan.			
Project Objective: Ratification and early implementation of the Minamata Convention contributes to the protection of human health and the environment from the risks posed by unintentional and intentional emissions and releases, unsound use and management of mercury in Kyrgyzstan.			
Project Components	Project Outputs	(in \$)	
		GEF Project Financing	Confirmed Co-financing ²
1. Global technical support for MIA and NAP development	1.1 Training and guidance provided to relevant national stakeholders in Kyrgyzstan to develop a MIA and develop and implement a NAP as per Annex C of the Minamata Convention	61,800	
2. Minamata Initial Assessment (MIA) and National Action Plan (NAP) development	2.1 Identified and strengthened national coordination mechanisms and stakeholder advisory groups that will guide the project implementation 2.2 National institutional and regulatory framework and national capacities on mercury management assessed 2.3 National inventories of mercury sources and releases and strategy for the identification of mercury contaminated sites developed 2.4 Challenges, needs and opportunities to implement the Minamata Convention assessed and recommendations to ratify and implement the Minamata Convention developed 2.5 Draft NAP developed as per Annex C of the Minamata Convention	523,364	0
3. MIA validation and NAP endorsement and submission to the Minamata Secretariat	3.1 Technical support provided to participating countries to facilitate the MIA validation and NAP endorsement and submission to the Minamata Secretariat.	31,200	
Subtotal		616,364	0
Project Management Cost ³		63,636	0
Monitoring and Evaluation		20,000	0
Total Project Cost		700,000	0

* List the \$ by project components. Please attach a detailed project budget table that supports all the project components in this table.



Annex 2 **Stakeholder Engagement Plan**
N/A

Annex 3 Planned Multi-Year Budget

UNMOJA CODES	UNEP BUDGET LINE/OBJECT OF EXPENDITURE	Original Budget		Variance Rev0 from Rev 1 (\$)	Variance Rev0 from Rev 1 (%)	Justification	Rev 1	Rev 1 Budget			Project Management	Monitoring and Evaluation	Balance for EA as of 12/31/2020
		Rev 0	Expenditure as of 12/31/2020					Component 1	Component 2	Component 3			
		US\$	US\$	US\$	US\$		US\$	US\$	US\$	US\$	US\$	US\$	US\$
10	PROJECT PERSONNEL COMPONENT												
	1100 Project Personnel												
1101	1101 Project coordinator	20,280.00	20,280.00	0.00	0%		20,280.00					20,280.00	0.00
1101	1102 Project assistant	24,000.00	24,000.00	0.00	0%		24,000.00					24,000.00	0.00
	1100 Sub-Total	44,280.00	44,280.00	0.00	0%		44,280.00	0.00	0.00	0.00	44,280.00	0.00	0.00
	1200 Consultants w/inv												
1101	1201 Keynote consultant for inventory training and development of review	430,000.00	339,200.00	-1,000.00	0%		431,200.00			11,200.00			431,200.00
1101	1202 Key consultant for inventory training and development of review	30,000.00	28,700.00	-1,280.00	-4%		28,700.00			28,700.00			28,700.00
	1200 Sub-Total	460,000.00	367,900.00	-1,280.00			460,000.00	0.00	438,700.00	11,200.00	0.00	0.00	460,000.00
	1300 Administrative Support												
1101	1301 Project financial officer	19,320.00	19,320.00	0.00	0%		19,320.00				19,320.00		0.00
1101	1302 Travel on official business (above staff)	0.00	0.00	0.00	0%		0.00						0.00
1101	1303 Travel Project coordinator/project staff	30,244.00	5,903.00	0.00	0%		30,244.00		25,264.00	5,000.00			25,264.00
	1300 Sub-Total	49,564.00	25,223.00	0.00			49,564.00	0.00	25,264.00	5,000.00	19,320.00	0.00	25,264.00
	1999 Component Total	543,864.00	430,803.00	0.00			543,864.00	0.00	463,964.00	16,200.00	63,600.00	0.00	463,964.00
20	SUB CONTRACT COMPONENT												
	2100 Sub-contracts (UN Organizations)												
2201	2101 For cooperation/contract manager by UNEP	0.00	0.00	0.00			0.00						0.00
	2199 Sub-Total	0.00	0.00	0.00			0.00	0.00	0.00	0.00	0.00	0.00	0.00
	2300 Sub-contracts (SFA, FCA, non UN)												
2401	2301 Sub-contract for database reimplementation in LAD PDR	0.00	0.00	0.00			0.00						0.00
	2399 Sub-Total	0.00	0.00	0.00			0.00	0.00	0.00	0.00	0.00	0.00	0.00
	2999 Component Total	0.00	0.00	0.00			0.00	0.00	0.00	0.00	0.00	0.00	0.00
30	TRAINING COMPONENT												
	3200 Group training (HSG trip, WS, etc.)												
3302 and 3303	3201 Training on national inventory development	30,000.00	20,698.00	-9,302.00	-31%		20,698.00			30,000.00			20,698.00
	3299 Sub-Total	20,000.00	20,698.00	698.00	3%		20,698.00	0.00	20,698.00	0.00	0.00	0.00	20,698.00
3302 and 3303	3300 Meetings/conferences	0.00	0.00	0.00			0.00						0.00
3302 and 3303	3301 National project inception workshop	10,000.00	10,802.00	802.00	8%		10,802.00						10,802.00
3302 and 3303	3302 Final national lessons learned workshop	0.00	0.00	0.00			0.00						0.00
3302 and 3303	3303 National Coordination Committee meetings	2,100.00	1,214.00	-886.00	-42%	Budget revision raised to compensate slight over-expenditures on some lines	1,298.00		1,298.00				84.00
	3304 Validation workshops	8,000.00	0.00	-8,000.00	-100%		7,302.00			7,302.00			7,302.00
	3399 Sub-Total	30,100.00	32,714.00	2,614.00	9%		39,102.00	10,000.00	1,298.00	7,302.00	0.00	0.00	39,102.00
	3999 Component Total	40,100.00	32,714.00	-7,386.00	-18%		40,100.00	10,000.00	21,998.00	7,302.00	0.00	0.00	21,998.00
40	EQUIPMENT AND PRESENT COMPONENT												
	4100 Expendable equipment (under 1,500 \$)												
4261	4101 Operational costs	3,036.00	0.00	-3,036.00	-100%	Budget revision raised to compensate slight over-expenditures on some lines	1,836.00	500.00	800.00	500.00	36.00		1,836.00
	4199 Sub-Total	3,036.00	0.00	-3,036.00	-100%		1,836.00	500.00	800.00	500.00	36.00	0.00	1,836.00
	4200 Non-expendable equipment												
4261	4201 Computer, fax, photocopier, projector	6,000.00	5,960.00	-40.00	-1%		5,980.00	300.00	5,480.00				5,980.00
4261	4202 Software	3,000.00	4,220.00	1,220.00	41%	Budget revision raised to compensate slight over-expenditures on some lines	4,220.00	500.00	3,720.00				4,220.00
	4299 Sub-Total	9,000.00	10,200.00	1,200.00	13%		10,200.00	1,000.00	9,200.00	0.00	0.00	0.00	10,200.00
	4999 Component Total	12,036.00	10,200.00	-1,836.00	-15%		12,036.00	1,500.00	10,000.00	500.00	36.00	0.00	12,036.00
50	INTELLIGENCE COMPONENT												
	5100 Reporting costs (publications, maps, NI)												
5101	5101 Summary reports, visualization and diffusion of results	16,000.00	0.00	-16,000.00	-100%		16,000.00		11,000.00	5,000.00			16,000.00
5101	5102 Preparation of final report	5,000.00	0.00	-5,000.00	-100%		4,957.00		3,000.00	1,957.00			4,957.00
	5100 Sub-Total	21,000.00	0.00	-21,000.00	-100%		20,957.00	0.00	14,000.00	6,957.00	0.00	0.00	20,957.00
	5200 Notify communications, postage												
5101	5201 Communications (postage, bank transfers, etc)	3,000.00	3,012.00	12.00	0%		3,043.00	300.00	2,000.00	743.00			3,043.00
	5200 Sub-Total	3,000.00	3,012.00	12.00	0%		3,043.00	300.00	2,000.00	743.00	0.00	0.00	3,043.00
5501	5500 Evaluation												
5501	5501 Independent Terminal Evaluation (250,000 managed by UNEP)	10,000.00	7,283.00	-2,717.00	-27%		10,000.00						10,000.00
5101	5502 Independent financial audit	20,000.00	2,282.00	-17,718.00	-89%		20,000.00	0.00	0.00	0.00	0.00	10,000.00	20,000.00
	5500 Sub-Total	30,000.00	9,565.00	-20,435.00	-68%		30,000.00	0.00	0.00	0.00	0.00	10,000.00	20,000.00
	5999 Component Total	40,000.00	10,277.00	-29,723.00	-74%		40,000.00	300.00	19,000.00	7,400.00	0.00	10,000.00	20,000.00
TOTAL		630,000.00	480,014.00	-150,000.00	-24%		630,000.00	12,500.00	511,964.00	31,000.00	63,600.00	10,000.00	480,014.00

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

State Agency for Environmental Protection and Forestry under the Government of the Kyrgyz Republic
 Center for State Regulation in the Sphere of Environmental Protection and Ecological Safety
 Project P1-33GFL-001243 "Development of Minamata Initial Assessment and Updating of National Action Plan for Artisanal and Small Scale Gold Mining in Kyrgyzstan"

Statement of Sources and Uses of Funds

For the period from 1 January 2018 to 30 June 2021
 (figures in tables are in US dollars)

Line item	Project total budget		Factually incurred			Total unused balance
	2018	2019	2020	30.06.2021	Total	
Balance at the beginning of the reporting period						
Receipts						
	372 500	150 000	107 500	-	0	630 000
Component – Personnel						
1101 Project Manager	-	15 856	4 424	-	-	20 280
1102 Project Assistant	11 838	12 000	162	-	-	24 000
Consultants						
1201 National	89 000	252 982	79 316	-	-	421 298
1202 International	8 600	17 120	2 982	-	-	28 702
Administrative support						
1301 Technical Assistant	-	19 320	-	-	-	19 320
Business trips						
1601 Project staff	5 503	-	24 761	-	-	30 264
1999 Subtotal Personnel	114 941	317 278	111 645	-	-	543 864
Component – Subcontract						
2101 UNDP program (subcontract)	-	-	-	-	-	-
2999 Subtotal Subcontract	-	-	-	-	-	-
Component – Group trainings						
3201 Mercury-related training	20 572	126	-	-	-	20 698
<i>Meetings/Conferences</i>						
3301 Seminar on the beginning of the implementation of the national project	10 802	-	-	-	-	10 802

The notes on pages 9-16 are an integral part of this report

**State Agency for Environmental Protection and Forestry under the Government of the Kyrgyz Republic
Center for State Regulation in the Sphere of Environmental Protection and Ecological Safety
Project P1-33GFL-001243 "Development of Minamata Initial Assessment and Updating of National Action Plan for Artisanal and Small Scale Gold Mining in
Kyrgyzstan"**

Statement of Sources and Uses of Funds

For the period from 1 January 2018 to 30 June 2021
(figures in tables are in US dollars)

3303	Coordination group meetings	1 298	-	-	1 298	-	1 298	-
3304	Certification seminars	7 302	-	-	7 302	-	7 302	-
3999	Subtotal Group trainings	40 100	31 374	126	8 600	-	40 100	-
	Component-equipment and premises							
4101	Operating expenses	1 836	70	34	1 732	-	1 836	-
4201	Computer, fax, copy equipment	5 980	-	5 980	-	-	5 980	-
4202	Software	4 220	-	4 220	-	-	4 220	-
4999	Subtotal Equipment and premises	12 036	70	10 234	1 732	-	12 036	-
	Component-Miscellaneous							
5201	Summary reports, visualization and dissemination of results	16 000	-	-	16 000	-	16 000	-
5202	Finalizing the report	4 957	-	-	4 957	-	4 957	-
5301	Communication expenses (postage, bank commission)	3 043	1 237	1 573	233	-	3 043	-
5501	Interim and final assessments	-	-	-	-	-	-	-
5502	Financial audit	10 000	-	-	1 000	-	7 283	-
5999	Subtotal Miscellaneous	34 000	1 237	1 573	31 190	-	34 000	-
	Total	630 000	147 622	329 211	153 167	0	630 000	-
	FX rate difference							
			0	0	0	0	0	0
	Balance at the end of the reporting period		224 878	45 667	0	0	0	0



B. Zhandakova
B. Zhandakova
Project Manager

The notes on pages 9-16 are an integral part of this report

Annex 6 Inventory of Non- Expendable Equipment

INVENTORY OF NON-EXPENDABLE EQUIPMENT PURCHASED
 Project title: Development of Minamata Initial Assessment and Updating of National Action Plan for Artisanal and Small Scale Gold Mining in Kyrgyzstan Appendix 6A

Description (Non-expendable equipment)	Serial No.	Date of Purchase	Original Price (US\$)	Purchased/ Imported from (Name of Country)	Present Condition	Location	Remarks/ Recommendation for disposal	I/H.No
Computer MB AFOX IH110-MA LGA1151 H110,2xDDR4 2133,1xPCI-Ex16,1xPCIEx1,USB3.0,SATA3,mATX,VGA,HD MILAN ATX WSC-6825 BLACK USB+AUDIO PANEL Power Unit DELUX DLP-30D 420W CE, 20+4PIN, 3*big 4PIN, 1*small 4PIN, 2*SATA, P4, 1*12CM fan CPU LGA1151 Intel Celeron Dual Core G3900 2.8Ghz CPU cooler DEEPCOOL THETA-15 PWM DDR4 4GB PC-19200 (2400MHz) TEAM ELITE	HCLMTF160552	17.07.2019	260	China	working	Bishkek	depreciation was calculated	GEF ID-9644-001/2019
Computer MB AFOX IH110-MA LGA1151 H110,2xDDR4 2133,1xPCI-Ex16,1xPCIEx1,USB3.0,SATA3,mATX,VGA,HD MILAN ATX WSC-6825 BLACK USB+AUDIO PANEL Power Unit DELUX DLP-30D 420W CE, 20+4PIN, 3*big 4PIN, 1*small 4PIN, 2*SATA, P4, 1*12CM fan CPU LGA1151 Intel Celeron Dual Core G3900 2.8Ghz CPU cooler DEEPCOOL THETA-15 PWM DDR4 4GB PC-19200 (2400MHz) TEAM ELITE	HCLMTF159602	17.07.2019	260	China	working	Bishkek	depreciation was calculated	GEF ID-9644-002/2019
Computer MB AFOX IH110-MA LGA1151 H110,2xDDR4 2133,1xPCI-Ex16,1xPCIEx1,USB3.0,SATA3,mATX,VGA,HD MILAN ATX WSC-6825 BLACK USB+AUDIO PANEL Power Unit DELUX DLP-30D 420W CE, 20+4PIN, 3*big 4PIN, 1*small 4PIN, 2*SATA, P4, 1*12CM fan CPU LGA1151 Intel Celeron Dual Core G3900 2.8Ghz CPU cooler DEEPCOOL THETA-15 PWM	JCLMTF101937	17.07.2019	260	China	working	Bishkek	depreciation was calculated	GEF ID-9644-003/2019
Computer MB AFOX IH110-MA LGA1151 H110,2xDDR4 2133,1xPCI-Ex16,1xPCIEx1,USB3.0,SATA3,mATX,VGA,HD MILAN ATX WSC-6825 BLACK USB+AUDIO PANEL Power Unit DELUX DLP-30D 420W CE, 20+4PIN, 3*big 4PIN, 1*small 4PIN, 2*SATA, P4, 1*12CM fan CPU LGA1151 Intel Celeron Dual Core G3900 2.8Ghz CPU cooler DEEPCOOL THETA-15 PWM DDR4 4GB PC-19200 (2400MHz) TEAM ELITE A4TECH KR-9276 (KR-92+OP-760) KEYBOARD+MOUSE SET USB ASUS 21.5" VP228DE LED 5ms/50000000:1/90/65/1920x1080 FullHD	HCLMTF160566	17.07.2019	260	China	working	Bishkek	depreciation was calculated	GEF ID-9644-004/2019
Computer MB AFOX IH110-MA LGA1151 H110,2xDDR4 2133,1xPCI-Ex16,1xPCIEx1,USB3.0,SATA3,mATX,VGA,HD MILAN ATX WSC-6825 BLACK USB+AUDIO PANEL Power Unit DELUX DLP-30D 420W CE, 20+4PIN, 3*big 4PIN, 1*small 4PIN, 2*SATA, P4, 1*12CM fan CPU LGA1151 Intel Celeron Dual Core G3900 2.8Ghz CPU cooler DEEPCOOL THETA-15 PWM DDR4 4GB PC-19200 (2400MHz) TEAM ELITE	JCLMTF101067	17.07.2019	260	China	working	Bishkek	depreciation was calculated	GEF ID-9644-005/2019
Computer MB AFOX IH110-MA LGA1151 H110,2xDDR4 2133,1xPCI-Ex16,1xPCIEx1,USB3.0,SATA3,mATX,VGA,HD MILAN ATX WSC-6825 BLACK USB+AUDIO PANEL Power Unit DELUX DLP-30D 420W CE, 20+4PIN, 3*big 4PIN, 1*small 4PIN, 2*SATA, P4, 1*12CM fan CPU LGA1151 Intel Celeron Dual Core G3900 2.8Ghz CPU cooler DEEPCOOL THETA-15 PWM DDR4 4GB PC-19200 (2400MHz) TEAM ELITE	HCLMTF160670	17.07.2019	260	China	working	Bishkek	depreciation was calculated	GEF ID-9644-006/2019
Leptop Lenovo Ideapad 330-15IGM Black Intel Dual Core N4000		17.07.2019	388,1	China	working	Bishkek	depreciation was calculated	GEF ID-9644-007/2019

Inventory Equipment list Appendix 6A

Inventory Equipment	list Appendix 6A
Leptop HP Probook 450 G5 Intel Core i5-8250U (4ядра/8потоков, up to 3.4Ghz), 8GB DDR4, 1TB + 256GB SSD, Nvidia Geforce GT 130MX 2GB, 15.6" LED HD, WIFI, BT, HD WebCam.	17.07.2019 855 China working Bishkek depreciation was calculated GEF ID-9644-008/2019
МФУ Canon i-SENSYS MF421dw (A4, 1Gb, 38 стр/мин, лазерное МФУ, DADF, двусторонняя печать, USB 2.0, сетевой, WIFI)	2BW23293 17.07.2019 525 China working Bishkek depreciation was calculated GEF ID-9644-009/2019
MFU Canon i-SENSYS MF421dw (A4, 1Gb, 38	2BW20209 17.07.2019 525 China working Bishkek depreciation was calculated GEF ID-9644-0010/2019
MFU Canon i-SENSYS MF421dw (A4, 1Gb, 38	2BW23296 17.07.2019 525 China working Bishkek depreciation was calculated GEF ID-9644-0011/2019
MFU Epson L566 (Printer-copier-scanner-fax, A4, 33, 15ppm (Black, Color), 5760x1440 dpi, 69sec. photo, 64-255g. m2, 1200x2400 scanner, LCD, ADF, Wi-Fi, LAN, USB)	VJY004713 17.07.2019 463,5 China working Bishkek depreciation was calculated GEF ID-9644-0012/2019
HUB SWITCH, DAHUA DH-PFS3008- 8GT 8- port 10, 100, 1000Mbps Metal (36 мес)	17.07.2019 27 China working Bishkek depreciation was calculated
Server ProLiant DL160 Gen8, Intel Xeon E5-2620 2.00GHz (x2), 32 GB RAM, 3 HDDx600 GB SAS	17.07.2019 1120 China working Bishkek depreciation was calculated GEF ID-9644-0013/2019
Cartridge MFU Double cartridge 052H	17.07.2019 34 China working Bishkek depreciation was calculated
External hard drive Seagate Expansion Portable 4TB External Hard Drive Desktop HDD – USB 3.0	17.07.2019 244,7 China working Bishkek depreciation was calculated
LAPTOP MOUSE A4TECH OP-760 OPTICAL MOUSE USB	17.07.2019 4,7 China working Bishkek depreciation was calculated
A4TECH OP-760 OPTICAL MOUSE USB BLACK	17.07.2019 4,7 China working Bishkek depreciation was calculated
LAPTOP MOUSE A4TECH OP-760 OPTICAL MOUSE USB BLACK	17.07.2019 4,7 China working Bishkek depreciation was calculated
Mikrotik Router	RB750Gr3 (Hex) 13.10.2020 134 China working Bishkek depreciation was calculated

Total (as per Budget Line) 6 415,40

Inventory Equipment list Appendix 6A

Description (Items of attraction)	Date of Purchase	Original Price (US\$)	Purchased/ Imported from (Name of Country)	Present Condition	Location	Remarks/ Recommendation for disposal	ИИ.№
Armchair	10.07.2019	66.2	China	working	Bishkek	depreciation was calculated	GEF ID-9644-0019/2019
Armchair	10.07.2019	66.2	China	working	Bishkek	depreciation was calculated	GEF ID-9644-0020/2019
Armchair	10.07.2019	66.2	China	working	Bishkek	depreciation was calculated	GEF ID-9644-0021/2019
Armchair	10.07.2019	66.2	China	working	Bishkek	depreciation was calculated	GEF ID-9644-0022/2019
Armchair	10.07.2019	66.2	China	working	Bishkek	depreciation was calculated	GEF ID-9644-0023/2019
Armchair	10.07.2019	66.2	China	working	Bishkek	depreciation was calculated	GEF ID-9644-0024/2019
Armchair	10.07.2019	66.2	China	working	Bishkek	depreciation was calculated	GEF ID-9644-0025/2019
Armchair	10.07.2019	66.2	China	working	Bishkek	depreciation was calculated	GEF ID-9644-0026/2019
Glass cabinet	10.07.2019	231.4	China	working	Bishkek	depreciation was calculated	GEF ID-9644-0014/2019
Glass cabinet	10.07.2019	231.4	China	working	Bishkek	depreciation was calculated	GEF ID-9644-0015/2019
Glass cabinet	10.07.2019	231.4	China	working	Bishkek	depreciation was calculated	GEF ID-9644-0016/2019
Wardrobe cabinet	10.07.2019	121.31	China	working	Bishkek	depreciation was calculated	GEF ID-9644-0018/2019
Chairs (10 pcs.)	10.07.2019	143.29	China	working	Bishkek	depreciation was calculated	
Meeting table	10.07.2019	201.99	China	working	Bishkek	depreciation was calculated	GEF ID-9644-0017/2019
		Total	1 714,39				

The physical verification of the items was done by:

Name: Zhandaeva Aziza
(duly authorized official of UN Entity)

Signature: 

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 original/formally revised implementation plan for the project. The project can be presented as “good practice”.

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 presented as “good practice”.

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	Highly Satisfactory
EA does not satisfy any criteria for section 1. a)-c) and section 2. a)-i). 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. 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	EA satisfies a few criteria for section 1. a)-c) and section 2. a)-i). 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. 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	EA satisfies some criteria for section 1. a)-c) and section 2. a)-i). 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 not have costed extensions. 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	EA satisfies most criteria for section 1. a)-c) and section 2. a)-i). 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. 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	EA satisfies all criteria for section 1. a)-c) and section 2. a)-i). 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 satisfactory quality c) the project was completed within budget and did not have costed extensions. 2. A majority of the following aspects of the project were managed at satisfactory requirements or above : a) Scope Management b) Time management c) Cost management d) Quality management	EA satisfies all criteria for section 1. a)-c) and section 2. a)-i). 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. 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

e) Human resource management	e) Human resource management	d) Quality management	e) Human resource management	e) Human resource management	f) Communications management
f) Communications management	f) Communications management	e) Human resource management	f) Communications management	f) Communications management	g) Risk management
g) Risk management	g) Risk management	f) Communications management	g) Risk management	g) Risk management	h) Procurement management
h) Procurement management	h) Procurement management	g) Risk management	h) Procurement management	h) Procurement management	i) Stakeholder management
i) Stakeholder management	i) Stakeholder management	h) Procurement management	i) Stakeholder management	i) Stakeholder management	
		i) Stakeholder management			

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

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

			were put in place to keep the project running on budget.	the project running on budget. 4. Where appropriate, the EA managed the project in a global reserve currency to 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	Highly 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 section 1.</p> <p>1. Some project deliverables, tasks and activities were delivered at required quality standards <u>at no extra cost or delay</u>.</p> <p>OR</p> <p>Most project deliverables, tasks and activities were delivered at required quality standards <u>with one or more no-cost extensions</u>.</p>	<p>EA satisfies all 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 at 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>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	Highly Satisfactory
<p>EA satisfies criteria for sections 1, 2. a) – d), and, where appropriate, 3.</p> <p>1. The project was not adequately staffed.</p> <p>2. To achieve the project's objectives, the project staff were rarely:</p> <p>a) brought on to the project in a timely manner</p> <p>b) delegated tasks appropriate to their personnel type and expertise</p> <p>c) geographically located to achieve the project objectives</p> <p>d) clear about their roles, responsibilities and reporting lines on the project (as per the position description)</p> <p>3. Appropriate handover was undertaken to ensure project personnel changes caused significant delays and increased the cost of the project.</p>	<p>EA satisfies criteria for sections 1, 2. a) – d), and, where appropriate, 3.</p> <p>1. The project was not adequately staffed.</p> <p>2. To achieve the project's objectives, the project staff were sometimes:</p> <p>a) brought on to the project in a timely manner</p> <p>b) delegated tasks appropriate to their personnel type and expertise</p> <p>c) geographically located to achieve the project objectives</p> <p>d) clear about their roles, responsibilities and reporting lines on the project (as per the position description)</p> <p>3. Appropriate handover was undertaken to ensure project personnel changes caused delays and/or increased the cost of the project.</p>	<p>EA satisfies criteria for sections 1, 2. a) – d), and, where appropriate, 3.</p> <p>1. The project was not adequately staffed.</p> <p>2. To achieve the project's objectives, the project staff were usually:</p> <p>a) brought on to the project in a timely manner</p> <p>b) delegated tasks appropriate to their personnel type and expertise</p> <p>c) geographically located to achieve the project objectives</p> <p>d) clear about their roles, responsibilities and reporting lines on the project (as per the position description)</p> <p>3. Appropriate handover was undertaken to ensure project personnel changes had some impact on the project.</p>	<p>EA satisfies criteria for sections 1, 2. a) – d), and, where appropriate, 3.</p> <p>1. The project was adequately staffed.</p> <p>2. To achieve the project's objectives, the project staff were mostly:</p> <p>a) brought on to the project in a timely manner</p> <p>b) delegated tasks appropriate to their personnel type and expertise</p> <p>c) geographically located to achieve the project objectives</p> <p>d) clear about their roles, responsibilities and reporting lines on the project (as per the position description)</p> <p>3. Appropriate handover was undertaken to ensure project personnel changes had a slight impact on the project.</p>	<p>EA satisfies all criteria for sections 1, 2. a) – d), and, where appropriate, 3.</p> <p>1. The project was adequately staffed.</p> <p>2. To achieve the project's objectives, the project staff were always:</p> <p>a) brought on to the project in a timely manner</p> <p>b) delegated tasks appropriate to their personnel type and expertise</p> <p>c) geographically located to achieve the project objectives</p> <p>d) clear about their roles, responsibilities and reporting lines on the project (as per the position description)</p> <p>3. Appropriate handover was undertaken to ensure project personnel changes had a minimal impact on the project.</p>	<p>EA satisfies all criteria for sections 1, 2, and, where appropriate, 3.</p> <p>1. the project was adequately staffed (and was <u>neither overstaffed nor understaffed</u>)</p> <p>2. Project staff hired by the EA exceeded the satisfactory requirements of the project.</p> <p>3. Staff transitions and turnovers were seamless and had no impact on the project</p>

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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	Highly Satisfactory
<p>EA satisfies no criteria for sections 1.a) – c), 2. a) – c), and 3. a) – c).</p> <p>1. Communication between the IA and EA:</p> <p>a) included project updates that were regular and frequent</p> <p>b) added value to the project</p> <p>c) was timely and assisted the project implementation</p> <p>2. Project reporting:</p> <p>a) was complete (all expenditure and progress reports submitted)</p> <p>b) was submitted on time</p> <p>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:</p>	<p>EA satisfies a few criteria for sections 1.a) – c), 2. a) – c), and 3. a) – c).</p> <p>1. Communication between the IA and EA:</p> <p>a) included project updates that were regular and frequent</p> <p>b) added value to the project</p> <p>c) was timely and assisted the project implementation</p> <p>2. Project reporting:</p> <p>a) was complete (all expenditure and progress reports submitted)</p> <p>b) was submitted on time</p> <p>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:</p>	<p>EA satisfies some criteria for sections 1.a) – c), 2. a) – c), and 3. a) – c).</p> <p>1. Communication between the IA and EA:</p> <p>a) included project updates that were regular and frequent</p> <p>b) added value to the project</p> <p>c) was timely and assisted the project implementation</p> <p>2. Project reporting:</p> <p>a) was complete (all expenditure and progress reports submitted)</p> <p>b) was submitted on time</p> <p>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:</p>	<p>EA satisfies most criteria for sections 1.a) – c), 2. a) – c), and 3. a) – c).</p> <p>1. Communication between the IA and EA:</p> <p>a) included project updates that were regular and frequent</p> <p>b) added value to the project</p> <p>c) was timely and assisted the project implementation</p> <p>2. Project reporting:</p> <p>a) was complete (all expenditure and progress reports submitted)</p> <p>b) was submitted on time</p> <p>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:</p>	<p>EA satisfies all criteria for sections 1.a) – c), 2. a) – c), and 3. a) – c).</p> <p>1. Communication between the IA and EA:</p> <p>a) included project updates that were regular and frequent</p> <p>b) added value to the project</p> <p>c) was timely and assisted the project implementation</p> <p>2. Project reporting:</p> <p>a) was complete (all expenditure and progress reports submitted)</p> <p>b) was submitted on time</p> <p>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:</p>	<p>EA satisfies all criteria for sections 1, 2, and, where appropriate, 3.</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>

<p>a) included project updates that were regular and frequent</p> <p>b) added value to the project</p> <p>c) was timely and assisted the project implementation</p>	<p>a) included project updates that were regular and frequent</p> <p>b) added value to the project</p> <p>c) was timely and assisted the project implementation</p>	<p>a) included project updates that were regular and frequent</p> <p>b) added value to the project</p> <p>c) was timely and assisted the project implementation</p>	<p>a) included project updates that were regular and frequent</p> <p>b) added value to the project</p> <p>c) was timely and assisted the project implementation</p>	<p>a) included project updates that were regular and frequent</p> <p>b) added value to the project</p> <p>c) was timely and assisted the project implementation</p>	
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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	Highly Satisfactory
<p>EA satisfies the criteria for sections 1. and 2. a) – b).</p> <p>1. Risks had a significant impact on the project’s schedule, outputs, tasks, activities and deliverables, and/or their quality.</p> <p>2. Project risks were:</p> <p>a) not identified, categorised, and prioritised by likelihood and impact (or equivalent)</p> <p>b) not controlled by implementing risk reduction or preventative measures</p>	<p>EA satisfies the criteria for sections 1. and 2. a) – b).</p> <p>1. Risks had a significant impact on the project’s schedule, outputs, tasks, activities and deliverables, and/or their quality.</p> <p>2. Project risks were:</p> <p>a) somewhat identified, categorised, and prioritised by likelihood and impact (or equivalent)</p> <p>b) somewhat controlled by implementing risk reduction or preventative measures</p>	<p>EA satisfies the criteria for sections 1. and 2. a) – b).</p> <p>1. Risks had a moderate impact on the project’s schedule, outputs, tasks, activities and deliverables, and/or their quality.</p> <p>2. Project risks were:</p> <p>a) mostly identified, categorised, and prioritised by likelihood and impact (or equivalent)</p> <p>b) somewhat controlled by implementing risk reduction or preventative measures</p>	<p>EA satisfies all criteria for sections 1. and 2. a) – b).</p> <p>1. Risks had a moderate impact on the project’s schedule, outputs, tasks, activities and deliverables, and/or their quality.</p> <p>2. Project risks were:</p> <p>a) mostly identified, categorised, and prioritised by likelihood and impact (or equivalent)</p> <p>b) reasonably controlled by implementing risk reduction or preventative measures</p>	<p>EA satisfies all criteria for sections 1. and 2. a) – b).</p> <p>1. Risks had a minor impact on the project’s schedule, outputs, tasks, activities and deliverables, and/or their quality.</p> <p>2. Project risks were:</p> <p>a) mostly identified, categorised, and prioritised by likelihood and impact (or equivalent)</p> <p>b) reasonably controlled by implementing risk reduction or preventative measures</p>	<p>EA satisfies all criteria for sections 1. and 2. a) – b).</p> <p>1. Risks did not impact the project’s schedule, outputs, tasks, activities and deliverables, and their quality.</p> <p>2. Project risks were:</p> <p>a) all identified, categorised, and prioritised by likelihood and impact (or equivalent)</p> <p>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	Highly Satisfactory
<p>EA satisfies all criteria for sections 1. and 2. a) – d).</p> <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 stakeholders' satisfaction.</p>	<p>EA satisfies all criteria for sections 1. and 2. a) – d).</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 stakeholders' satisfaction.</p>	<p>EA satisfies all criteria for sections 1. and 2. a) – d).</p> <p>1. Most procurement needs of the project were identified and met.</p> <p>2. Procurement processes were:</p> <p>a) usually completed with proper due diligence and compliant with ESE safeguards.</p> <p>b) usually conducted in a timely manner, causing no delays to the project</p> <p>c) usually appropriately monitored</p> <p>d) usually appropriately closed once the work has been done to all stakeholders' satisfaction.</p>	<p>EA satisfies all criteria for sections 1. and 2. a) – d).</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 stakeholders' satisfaction.</p>	<p>EA satisfies all criteria for sections 1. and 2. a) – d).</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 were:</p> <p>a) always completed with proper due diligence and compliant with ESE safeguards.</p> <p>b) always conducted in a timely manner, causing no delays to the project</p> <p>c) always appropriately monitored</p> <p>d) always appropriately closed once the work has been done to all stakeholders' satisfaction.</p>	<p>EA satisfies all criteria for sections 1 and 2.</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)

Here the term 'stakeholder' should be considered in a broad sense, encompassing all project partners, duty bearers with a role 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	Satisfactory	Highly Satisfactory
<p><i>Evidence suggests that:</i></p> <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 was no consultation and/or communication with stakeholder groups during the life of the project. • No support was given to collaboration or collective action between stakeholder groups (e.g. sharing plans, pooling resources, exchanging learning and expertise) •There have been no efforts made by Project Team to 	<p><i>Evidence suggests that:</i></p> <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 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) 	<p><i>Evidence suggests that:</i></p> <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 limited, but effective, 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) 	<p><i>Evidence suggests that:</i></p> <ul style="list-style-type: none"> •Implementation began, and was undertaken, with a good 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 	<p><i>Evidence suggests that:</i></p> <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) 	<p><i>Evidence suggests that:</i></p> <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)

<p>promote stakeholder ownership (of process or outcome)</p> <p>•Linkages to poverty alleviation or impact on economic livelihoods have not been considered or addressed in the project</p>	<p>•Linkages to poverty alleviation or impact on economic livelihoods have been poorly considered 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>•Linkages to poverty alleviation or impact on economic livelihoods have 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>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>•Linkages to poverty alleviation or impact on 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>•Linkages to poverty alleviation or impact on economic livelihoods have been considered and 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> <p>• Positive effects on equity are demonstrated.</p>
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