

# GEF-FUNDED ENABLING ACTIVITY PROJECT

GEF ID 9734

*Develop the National Implementation Plan (NIP) for the Stockholm Convention on Persistent Organic Pollutants (POPs) for the Kingdom of Bahrain*


## Project Operational Completion Report

Reporting period:

project start May 2017 – project operational completion October 2022

Prepared for UN Environment Programme

UNEP Regional Office for West Asia

SIGNATURES	
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## Project Information Table

Project Title	Develop the National Implementation Plan (NIP) for the Stockholm Convention on Persistent Organic Pollutants (POPs) for the Kingdom of Bahrain	
Duration months	<i>Planned</i>	24
	<i>Extension(s)</i>	65
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)	UNEP Regional Office for West Asia, ROWA	
Names of Other Project Partners	Supreme Council for Environment (SCE), Kingdom of Bahrain, and University of Bahrain (UoB)	
Project Type	Enabling Activity	
Project Scope	National Implementation Plan	
Region	West Asia	
Countries	Bahrain	
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	\$ 260,000.00	
Co-financing amount	\$ -	
Date of CEO Endorsement	01/02/2017	
Start of Implementation	16/05/2017	
Date of first disbursement	18/05/2017	
Total disbursement as of 30 April 2023	\$ 132,174.03	
Total expenditure as of 30 April 2023	\$ 192,174.03	
Expected Mid-Term Review Date	NA	
Completion Date	<i>Planned</i>	31/10/2019
	<i>Revised</i>	31/10/2022
Expected Terminal Evaluation Date	31/07/2023	

Expected Financial Closure Date	31/10/2022
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Name of previous phase/preceding project	<i>N/A</i>
Anticipated future phase/future related project	<i>N/A</i>

## 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
ICA	Internal Cooperation Agreement
IGO	Intergovernmental Organisation
M&E	Monitoring and Evaluation
MEA	Multilateral Environmental Agreements
MgoS	Major Groups and Other Stakeholder
MTS	Medium Term Strategy
NIP	National Implementation Plan
NCM	National Coordination Mechanism
NGO	Non-governmental Organisation
PoW	Programme of Work
ROWA	UNEP Regional office for West Asia
SAICM	Strategic Approach to International Chemicals Management
SCE	Supreme Council for Environment (), Kingdom of Bahrain
SDG	Sustainable Development Goals
SSFA	Small Scale Funding Agreement
ToC	Theory of Change
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNEP	United Nations Environment Programme
UoB	University of Bahrain

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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 develop the National Implementation Plan (NIP) for the Stockholm Convention on Persistent Organic Pollutants (POPs) in Bahrain through a consultative process involving all the stakeholders. Through this the project was to contribute to the efforts of Bahrain in implementing the Stockholm Convention and consequently protect human health and the environment from the risks posed by the unsound use, management and release of POPs.

The project was implemented by UNEP, in the capacity of Implementing Agency (IA), with its Regional Office for West Asia (ROWA) serving as the Executing Agency (EA) responsible for project management.

Initially, EA was planning to have a Small-Scale Funding Agreement (SSFA) with the Supreme Council for Environment, Kingdom of Bahrain (SCE), but this was changed because of complicated procedures to transfer funds to this governmental body and expected delays in recruiting national consultants through the SCE.

After further considerations and internal consultations, the EA entered into a SSFA with the University of Bahrain (UoB) to carry out daily project activities. Additionally, international consultants were engaged to provide technical support to several topical project working groups.

The implementation process saw robust collaboration between EA, SCE, and UoB. They worked in a constructive manner with all national agencies and stakeholders to ensure successful execution of the project.

The project implementation arrangement was established and proved to be effective and efficient. It included the Steering committee comprised from SCE and UNEP ROWA as EA, international experts, a faculty team from UOB, and national stakeholders from both the public and private sectors. A visual representation of the arrangement can be found in Figure 1 below.

In light of the COVID-19 pandemic, all meetings and trainings were carried out in the online format.

The project implementation agreement and related modalities were revised a total of three times:

1. With the ICA Amendment No.1 in October 2019, the project was extended to the 30th of June 2021 due to changes in the National Focal Point.
2. The ICA Amendment No.2 in December 2020 extended the project to the 31st of December 2021 due to the COVID-19 pandemic.
3. The new Internal cooperation agreement (ICA) was signed in June 2022 to carry out remaining project activities postponed due to the COVID-19 pandemic and finalize the project until October 2022.

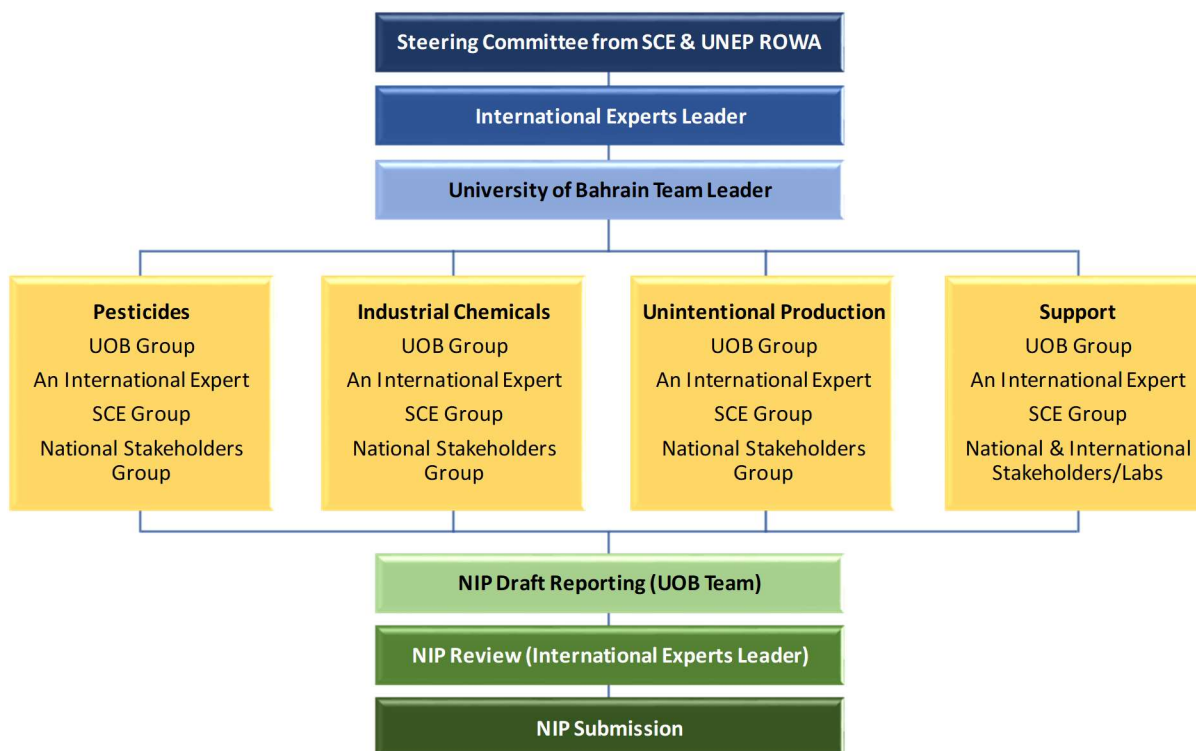


Figure 1. Project implementation arrangement outline

## 2. Executing Agency Performance and Capacity

The **overall management capacity** of the EA regarding the enabling activity – the project – was **satisfactory**. The Communication Management and Stakeholder Engagement dimensions of the EA performance were **highly satisfactory**, as all 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.

The following dimensions of the EA project management capacity were assessed as **satisfactory**: integration management, scope management, cost management, quality management, resource management, and procurement management. Areas for continuous development include schedule and risk management to reduce delays in delivering project outputs and improve overall risk assessment and mitigation techniques.

The **overall efficiency** of the EA was **moderately satisfactory** due to the project's three justified no-cost extensions. The EA made all possible efforts to ensure the overall efficiency, yet national institutional circumstances as well as the COVID-19 pandemic inevitably affected the original timeline of the project. Such aspects should be considered as a lesson learned for the future project initiatives in the region. Otherwise, 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.

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
<b>Objective</b> Develop the National Implementation Plan (NIP) in order to comply with article 7 under the Stockholm Convention	Completion of Outcomes	N/A	N/A	NIP complete and validated	Satisfactory
<b>Component 1:</b> <i>Support to share information and evaluate NIPs worldwide</i>	Capacity building and technical assistance provided to countries to develop NIP	N/A	N/A	Assistance provided to support NIP development	Satisfactory
<b>Component 2:</b> <i>NIP development, endorsement and submission to the Stockholm Convention Secretariat</i>	NIP developed, endorsed, and submitted to the Stockholm Convention Secretariat	N/A	N/A	NIP complete and validated	Satisfactory

**Table 2: Delivery of Output(s)**

<b>Outputs</b>	<b>Expected completion date</b>	<b>End of Project Implementation status (%)</b>	<b>Comments if variance. Describe any problems in delivering outputs</b>	<b>End of Project Progress Rating</b>
<b>Output 1.1 Strengthen the national coordination mechanism for NIP development and future implementation</b>				
Activity 1.1.1 Conduct national inception workshop to identify key stakeholders and agree on their roles; agree on project work plan and budget; development of a monitoring and evaluation plan and an awareness raising strategy to be implemented throughout the project	Mar 2020	100%		Satisfactory
Activity 1.1.2 Develop initial assessment of institutional needs and strengths	Mar 2020	100%		Satisfactory
<b>Output 1.2 Comprehensive information on the current POPs management institutions and regulatory framework, POPs life cycle in the country and their impacts to human health and the environment compiled and made publicly available</b>				
Activity 1.2.1 Develop a comprehensive overview of national infrastructure and regulatory framework to manage POPs and prepare report	Jun 2020	100%		Highly Satisfactory
Activity 1.2.2 Develop inventories covering 12 POPs	Dec 2020	100%		Highly Satisfactory
Activity 1.2.3 Develop an overview of POPs impacts to human health and the environment and prepare report	Mar 2021	100%		Highly Satisfactory
<b>Output 1.3 Draft NIP developed based on identified national priorities</b>				
Activity 1.3.1 Action Plans for all POPs developed and validated by all stakeholders	Jun 2021	100%		Satisfactory
Activity 1.3.2 NIP available to all stakeholders	Sep 2021	100%	NIP validated by UNEP in May 2022	Satisfactory
<b>Output 1.4 NIP endorsement and submission to the Stockholm Convention Secretariat</b>				
Activity 1.4.1 Develop and implement NIP outreach strategy report in consultation with key national stakeholders	Sep 2021	100%	NIP launched in Aug 2022	Satisfactory

#### 4. Implementation Challenges and Adaptive Management (Table 3)

Table 3. Challenges and related actions

Challenge Encountered	Action Taken
<p><b>Changes in the institutional set up to implement the project:</b> The Supreme Council for Environment, Kingdom of Bahrain (SCE) was initially planned to play the role of the key operational project partner. However, it became evident that complicated procedures related to funds transfer and consultant recruitment adversely affected the project execution.</p>	<p>The EA entered into an agreement with the University of Bahrain (UoB) to carry out daily project activities supporting both the EA and SCE. Additionally, international consultants were engaged to provide technical support to several topical project working groups.</p>
<p><b>COVID-19 Pandemic:</b> Due to the COVID-19 pandemic, travel was restricted, face-to-face trainings and stakeholder communication were stopped</p>	<ul style="list-style-type: none"> <li>✓ Swift transition to online communication tools accomplished;</li> <li>✓ Consultations, outreach and trainings activities adapted to and carried out online;</li> <li>✓ Restriction measures monitored and on-site activities planned/adapted accordingly (information gathering, inventory development, NIP launch postponed and carried out face-to-face);</li> <li>✓ No-cost extensions requested and utilized accordingly.</li> </ul>

#### 5. Project Costs and Financing

Table 4: Project Total Funding<sup>1</sup> and Expenditures

Funding by source (Life of project)	Planned funding	Secured funding	Expended
<i>All figures as USD</i>			
GEF Grant	260,000	260,000	192,174.03
<i>Sub-total: Project Funding</i>	260,000	260,000	192,174.03
Staffing (Total throughout the project)	Planned posts	Filled posts	-
<i>All figures as Full Time Equivalentents</i>			
GEF grant-funded staff post costs	-	-	-
Co-finance funded staff post costs	-	-	-
<i>The EA provided 15% of P4 staff time of Mr Iyngararasan Mylvakanam, Programme Officer, to manage and guide project execution as in-kind co-finance. In addition, 10% of the time of G6 (Ms. Omayya Atiyani) was provided to support the administration and financial aspects of the project.</i>			

<sup>1</sup> "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)**

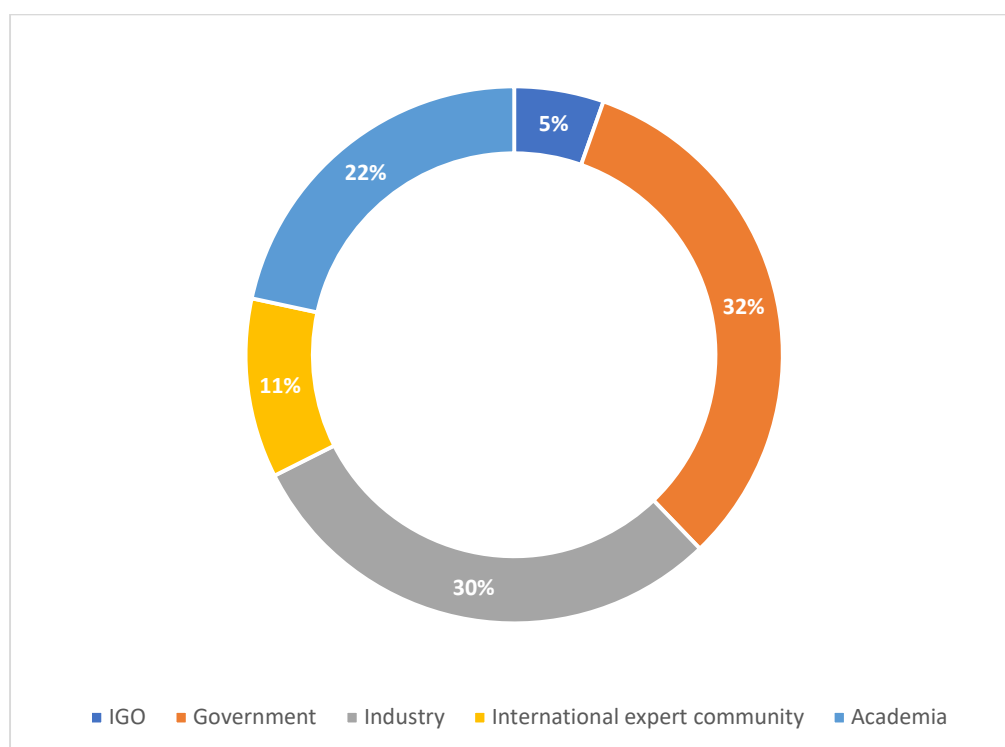
Component/sub-component/output All figures as USD	Estimated cost at design	Actual Expenditure*	Expenditure ratio (actual/planned)
Component 1 / Outcome 1	16,900	16,900	1
Component 2 / Outcome 2	204,284	204,284	1
Monitoring and Evaluation	16,000	16,000	1
Project Management	22,816	22,816	1

\* 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 development, including various Government agencies (32%), industrial sector (30%), academia (22%), international expert community (11%), and intergovernmental organizations (5%). 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 development agenda was held. A set of working groups, namely Pesticides Group, Polychlorinated Biphenyl (PCBs) Group, Unintentional Persistent Organic Pollutants (POPs) Group, Bahrain NIP Team Meeting, NIP Drafting Team Meeting were operating to coordinate and ensure the effective work and delivery of the project outputs.



**Figure 3. Stakeholder composition overview**

## 7. Awareness Raising Activities

The inception and expert and information workshops were held to build and strengthen capacity national capacity as well as raise awareness of stakeholders on the NIP and related issues. Due to the COVID-19 pandemic, most of the events were held in the online format.

The High-Level Launching of the National Implementation Plan (NIP) for the Stockholm Convention on Persistent Organic Pollutants (POPs) took place on 23 August 2022 in Manama, Kingdom of Bahrain. It brought together over 70 participants from Government agencies, industrial sector, academia, international expert community, and intergovernmental organizations. A NIP leaflet along with the NIP report was published and made publicly available. Along with that, The NIP outreach strategy was developed and has been in implementation since March 2020, informing interested and concerned groups on the NIP development and outcomes.

## **8. Sustainability and the Scaling Up of Positive Results**

The EA has strengthened the capacity of the national government to continue with work under the NIP, including future NIP updates and other relevant activities. The established NIP development arrangement, with SCE and UoB as key partners in collaboration with ROWA, can be effectively utilized both in the Kingdom of Bahrain and the region as a whole.

There is a relatively high likelihood that chemicals management will be a priority in the short to medium term to scale up the work of the project. It can be safely assumed that certain POPs outside of the 12 initial group are being considered for ratification and consequent regulation by the Government of Bahrain.

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

The Human Rights dimension was address through the successful project implementation as it contributed to the awareness and capacity of the Kingdom of Bahrain 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 development 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 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.

Four social and economic impacts were identified in the Safeguards Plan at CEO Approval.

The project was implemented with full respect of cultural aspects in Bahrain; thus, the first impact was addressed.

Secondly, the project incorporated measures to allow wide stakeholder information and consultation. Over the course of the project stakeholder collaboration and consultation were ensured and the information was disseminated as appropriate.

Thirdly, the project affected the state of the targeted country's institutional context. National regulatory systems for POPs management were revised and updated. This was the intended impact of the project.

Lastly, close supervision of the expenditures, budgeting considerations and amendments were performed by the EA and IA as measures to avoid corruption.

## **11. Knowledge Management (GEF Portal Question)**

The EA implemented the knowledge management activities successfully, supported by the SCE and the UoB as project partners. Public access to the NIP will be ensured by the Stockholm Convention Secretariat. The ownership of data and knowledge produced by the project was confirmed and appreciated by the Government of the Kingdom of Bahrain. Highly qualified national and international experts and consultants who worked on similar enabling activities in the region 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. The COVID-19 pandemic pushed for the online communication in project implementation. It allowed broader stakeholder participation at lower cost and higher time efficiency. The use of online collaborative tools (ShareFolder) ensured more transparent and effective information and idea exchange and stimulated better involvement of interested individuals.
2. 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.
3. Collaborative UNEP ROWA – University of Bahrain execution of the project proved to be a highly effective and efficient arrangement mechanism when coordinated with and approved by the focal national governmental agency – SCE.
4. Regular communication mechanism with simple monitoring and evaluation techniques applied substantially improves the progress tracking and delivery of the project outputs.
5. The NIP development requires at least three years to be fully and successfully completed.
6. Clear and practical NIP provides the Government with a perspective that can be readily applied and thus allows smoother national POPs-related policy mechanisms development.

## **13. Recommendations**

1. Utilize and further develop national capacity of the EA built during the project in future initiatives in the country.
2. Apply the project implementation arrangement, including the SCE and UoB in collaboration with the UNEP ROWA, in other countries of the region as an effective and up-to-date instrument.
3. Share expertise identified and built in the region. Sending the country's experts and expertise 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, including the industry, and academia, 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 invited and deliver previous lessons learned.

7. Exercise hybrid type of communication and outreach activities to ensure broad participation of stakeholders, ensure cost effectiveness and maintain direct face-to-face relations between people in the region 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

### A. PROJECT FRAMEWORK<sup>†</sup>

Project Objective: Develop the National Implementation Plan (NIP) in order to comply with article 7 under the Stockholm Convention			
Project Component	Project Outputs	(in \$)	
		GEF Project Financing	Confirmed Co financing <sup>‡</sup>
1. Support to share information and evaluate NIPs worldwide	1.1 Capacity building and technical assistance provided to countries to develop NIPs while building sustainable foundations for its future <u>implementation</u> ; 1.2 Knowledge management services provided.	16,900	0
2. NIP development, endorsement and submission to the Stockholm Convention Secretariat	2.1 Technical guidance and support provided to strengthen the national coordination mechanism for NIP development and future <u>implementation</u> ; 2.2 Comprehensive information on the current POPs management institutions and regulatory framework, POPs life cycle in the country and their impacts to human health and the <u>environment compiled</u> and made publicly available; 2.3 Draft NIP developed based on identified national <u>priorities</u> ; 2.4 Technical support provided to facilitate the NIP endorsement and submission to the Stockholm Convention Secretariat.	203,464	0

<sup>†</sup> Project ID number will be assigned by GEFSEC and to be entered by Agency in subsequent document submission.

<sup>‡</sup> Co-financing for enabling activity is encouraged but not required.

3. Monitoring and evaluation	3.1 Status of project implementation and probity of use of funds accessed on a regular basis and communicated to the GEF. 3.2 Independent terminal evaluation developed and made publicly available.	16,000	
Subtotal		236,364	0
Project Management Cost <sup>†</sup>		23,636	0
<b>Total Project Cost</b>		<b>260,000</b>	<b>0</b>

<sup>†</sup> 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** (Listing the activities per component outcome and comparing the planned versus executed budget – life of project)

		Original	Revision 1	Revision 2				2022		Rev 3								
		Total	Total Rev 1	Rev 2	Component 1	Component 2	Component 3	Project Management	Expenditure	Balance	Needed	Rev 3	Justification	Variation	Component 1	Component 2	Component 3	Project Management
		US\$	US\$	US\$	Support to share information and evaluate NIPs worldwide	NIP development, endorsement and submission to the Stockholm Convention	Monitoring and Evaluation	US\$	US\$						Support to share information and evaluate NIPs worldwide	NIP development, endorsement and submission to the Stockholm Convention	Monitoring and Evaluation	US\$
<b>10</b>	<b>PROJECT PERSONNEL COMPONENT</b>																	
	<b>1161 Project Personnel</b>																	
	1161 National Project coordinator	0	0	0														
	1161 Technical Project Officer (ROWA)	43,680	43,385	43,385		29,705		13,680	29,898	13,487	13,000	43,385	Reporting		29,705		13,680	
	1161 Sub-Total	43,680	43,385	43,385	0	29,705	0	13,680	29,898	13,487	13,000	43,385		0	29,705	0	13,680	
	<b>1161 Consultants w/m</b>																	
	1161 National Consultants	0	63,600	0														
	1161 International Consultants	20,000	72,036	50,572		50,572			40,968	9,604	50,572				50,572			
	1161 Sub-Total	20,000	135,636	50,572	0	50,572	0	0	40,968	9,604	0	50,572		0	50,572	0	0	
	<b>1161 Administrative support</b>																	
	1161 Support staff	0	0	0				0	0	0	0	0		0	0	0	0	0
	1161 Sub-total	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
	<b>1561 Travel on official business</b>																	
	1561 Travel (ROWA)	15,000	12,000	12,000		12,000				12,000	14,000	14,000	2,000		14,000			
	1561 Sub-Total	15,000	12,000	12,000	0	12,000	0	0	0	12,000	14,000	14,000		0	14,000	0	0	
	<b>1999 Component Total</b>	<b>78,680</b>	<b>191,021</b>	<b>105,957</b>	<b>0</b>	<b>92,277</b>	<b>0</b>	<b>13,680</b>	<b>70,867</b>	<b>35,090</b>	<b>27,000</b>	<b>107,957</b>		<b>0</b>	<b>94,277</b>	<b>0</b>	<b>13,680</b>	
<b>20</b>	<b>SUB-CONTRACT COMPONENT</b>																	
	<b>2261 Sub-contracts (UN organizations)</b>																	
	2261 Subcontract UNEP Chemicals (16,900 managed)																	
	2261 Sub-Total																	
	2261 Sub-contracts (SSFA, PCA, non-UN)																	
	2261 Subcontract for national implementation in	136,361	0	100,000		100,000			100,000	0	17,000	117,000	Language	17,000	117,000			
	2261 Sub-Total	136,361	0	100,000	0	100,000	0	0	100,000	0	17,000	117,000		0	117,000	0	0	
	<b>2999 Component Total</b>	<b>136,361</b>	<b>0</b>	<b>100,000</b>	<b>0</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>0</b>	<b>17,000</b>	<b>117,000</b>		<b>0</b>	<b>117,000</b>	<b>0</b>	<b>0</b>	
<b>30</b>	<b>TRAINING COMPONENT</b>																	
	<b>3302 and 3 Group training (field trips, WS, etc.)</b>																	
	3302 and 3 National Workshop on POPs inventory	0	0	0														
	3302 and 3 Training workshop on POPs priority	4,000	13,000	6,064		6,064			6,064	6,064	0	0	-6,064		0			
	3302 and 3 Sub-Total	4,000	13,000	6,064	0	6,064	0	0	6,064	6,064	0	0		0	0	0	0	
	<b>3302 and 3 Meetings/conferences</b>																	
	3302 and 3 Inception workshop	0	8,000	0														
	3302 and 3 Outputs validation workshops	0	0	0		0			0	0					0			
	3302 and 3 Final workshop for NIP endorsement	0	5,000	5,000		5,000			5,000	5,000	6,000	6,000	Venue	1,000	6,000			
	3302 and 3 National Coordination Meetings	0	0	0							0	0			0			
	3302 and 3 Sub-Total	0	13,000	5,000	0	5,000	0	0	5,000	5,000	6,000	6,000		0	6,000	0	0	
	<b>3999 Component Total</b>	<b>4,000</b>	<b>26,000</b>	<b>11,064</b>	<b>0</b>	<b>11,064</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,064</b>	<b>6,000</b>	<b>6,000</b>		<b>0</b>	<b>6,000</b>	<b>0</b>	<b>0</b>	
<b>40</b>	<b>4261 Expendable equipment</b>																	
	4261 Operating costs	0	3,079	3,079		79		3,000	416	2,663		416						416
	4261 vehicle maintenance	0	0	0								0						0
	4261 Sub-total	0	3,079	3,079	0	79	0	3,000	416	2,663	0	416		0	0	0	0	416
	<b>4261 Non-expendable equipment</b>																	
	4261 Computer, fax, photocopier, projector	0	0	0					368	-368		368	368					368
	4261 Software	0	0	0								0						0
	4261 Sub-total	0	0	0	0	0	0	0	368	-368	0	368		0	0	0	0	368
	<b>4999 Component Total</b>	<b>0</b>	<b>3,079</b>	<b>3,079</b>	<b>0</b>	<b>79</b>	<b>0</b>	<b>3,000</b>	<b>784</b>	<b>2,295</b>	<b>0</b>	<b>784</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>784</b>
<b>50</b>	<b>MISCELLANEOUS COMPONENT</b>																	
	<b>5161 Reporting costs (publications, maps, NL)</b>																	
	5161 Translation	4,000	10,000	10,000		10,000				10,000		0						0
	5161 Finalization of report and dissemination strategy	4,059	3,000	3,000		3,000				3,000	1,359	3,000			1,359			
	5161 Sub-Total	8,059	13,000	13,000	0	13,000	0	0	0	13,000	0	1,359		0	1,359	0	0	
	<b>5161 Project closing and evaluation</b>																	
	5161 Terminal Evaluation (\$10,000 managed by UNEP)																	
	5161 Final audit	6,000	0	0								0						0
	5161 Sub-Total	6,000	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
	<b>5999 Component Total</b>	<b>14,059</b>	<b>13,000</b>	<b>13,000</b>	<b>0</b>	<b>13,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,000</b>	<b>0</b>	<b>1,359</b>		<b>0</b>	<b>1,359</b>	<b>0</b>	<b>0</b>	
	<b>TOTAL</b>	<b>233,100</b>	<b>233,100</b>	<b>233,100</b>	<b>0</b>	<b>216,420</b>	<b>0</b>	<b>16,680</b>	<b>171,651</b>	<b>61,449</b>	<b>50,000</b>	<b>233,100</b>		<b>0</b>	<b>218,636</b>	<b>0</b>	<b>14,464</b>	

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 6      **Inventory of Non- Expendable Equipment**  
N/A

## 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
<p>EA <b>does not</b> satisfy <b>any</b> 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 <b>(including extensions)</b> b) <b>most</b> deliverables outlined in the project document were fully delivered and of <b>satisfactory</b> quality c) the project was completed within the agreed budget and <b>did</b> have costed extensions.</p> <p>2. <b>Few</b> of the following aspects of the project were managed <b>to satisfactory requirements or above:</b> 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 <b>a few</b> 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 <b>(including extensions)</b> b) <b>most</b> deliverables outlined in the project document were fully delivered and of <b>satisfactory</b> quality c) the project was completed within the agreed budget and <b>did</b> have costed extensions.</p> <p>2. <b>Few</b> of the following aspects of the project were managed <b>to satisfactory requirements or above:</b> 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 <b>some</b> 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 <b>(including extensions)</b> b) <b>most</b> deliverables outlined in the project document were fully delivered and of <b>satisfactory</b> quality c) the project was completed within the agreed budget and <b>did not</b> have costed extensions.</p> <p>2. <b>Some</b> of the following aspects of the project were managed <b>to satisfactory requirements or above:</b> 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 <b>most</b> 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 <b>(including extensions)</b> b) <b>most</b> deliverables outlined in the project document were fully delivered and of <b>satisfactory</b> quality c) the project was completed within budget and <b>did not</b> have costed extensions.</p> <p>2. <b>Most</b> of the following aspects of the project were managed <b>to satisfactory requirements or above:</b> 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 <b>all</b> criteria for section 1. a)-c) and section 2. a)-i).</p> <p>1. The project was: a) completed in the original timeframe <b>without extensions and delays</b> b) <b>all</b> deliverables outlined in the project document were fully delivered and of <b>satisfactory</b> quality c) the project was completed within budget and <b>did not</b> have costed extensions.</p> <p>2. <b>A majority</b> of the following aspects of the project were managed <b>at satisfactory requirements or above:</b> 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 <b>all</b> criteria for section 1. a)-c) and section 2. a)-i).</p> <p>1. The project was: a) completed in the original timeframe <b>without extensions and delays</b> b) <b>all</b> deliverables outlined in the project document were fully delivered and of <b>excellent</b> quality c) the project was completed within budget and <b>did not</b> have costed extensions.</p> <p>2. <b>All</b> the following aspects areas of the project were managed <b>above satisfactory requirements:</b> 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>

<b>2. Project Scope Management</b> 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.					
<b>Highly Unsatisfactory</b>	<b>Unsatisfactory</b>	<b>Moderately Unsatisfactory</b>	<b>Moderately Satisfactory</b>	<b>Satisfactory</b>	<b>Highly Satisfactory</b>
EA satisfies a <b>few</b> criteria for section 1. a)-d).  1. The Executing Agency <b>met</b> the requirements of the project document and a project of this size by controlling the <b>a few</b> 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  2. Changes to the scope <b>lead to cost extensions and many delays</b> to the project.	EA satisfies a <b>few</b> criteria for section 1. a)-d).  1. The Executing Agency <b>met</b> the requirements of the project document and a project of this size by controlling the <b>a few</b> 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  2. Changes to the scope <b>lead to cost extensions and some delays</b> to the project.	EA satisfies <b>some</b> criteria for section 1. a)-d).  1. The Executing Agency <b>met</b> the requirements of the project document and a project of this size by controlling the <b>some</b> 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  2. Changes to the scope <b>lead to no-cost extensions and some delays</b> to the project.	EA satisfies <b>most</b> criteria for section 1. a)-d) and section 2.  1. The Executing Agency <b>met</b> the requirements of the project document and a project of this size by controlling the <b>most</b> 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  2. Changes to the scope was regularly approved by the Implementing Agency in a timely manner.	EA satisfies <b>all</b> criteria for section 1. a)-d) and section 2.  1. The Executing Agency <b>met</b> the requirements of the project document and a project of this size by controlling the <b>all</b> 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  2. Changes to the scope was regularly approved by the Implementing Agency in a timely manner.	EA satisfies <b>all</b> criteria for section 1. a)-d) and section 2.  1. The Executing Agency <b>exceeded</b> the requirements of the project document and a project of this size by controlling the <b>all</b> 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  2. Changes to the scope was regularly approved by the Implementing Agency in a timely manner.



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 <b>satisfies</b> the criteria for section 1. And <b>does not meet the criteria</b> for section 2. a)-c).</p> <p>1. Delivered a <b>few</b> project deliverables <b>on time</b> or before the due date, <b>with many incomplete activities and deliverables</b> at the time of project closure.</p> <p>2.The Executing Agency <b>met some</b> 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</p>	<p>EA satisfies a <b>few</b> criteria for sections 1. and 2. a)-c).</p> <p>1. Delivered a <b>few</b> project deliverables <b>on time</b> or before the due date, <b>with incomplete activities and deliverables</b> at the time of project closure.</p> <p>2.The Executing Agency <b>met some</b> 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</p>	<p>EA satisfies <b>some</b> criteria for sections 1., 2. a)-c) and section 3.</p> <p>1. Delivered a <b>few</b> project deliverables <b>on time</b> or before the due date.</p> <p>2.The Executing Agency <b>met some</b> 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</p>	<p>EA satisfies <b>all</b> criteria for sections 1., 2. a)-c) and section 3.</p> <p>1. Delivered <b>most</b> project deliverables <b>on time</b> or before the due date.</p> <p>2.The Executing Agency <b>met all</b> 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</p> <p>3. Appropriate adaptive management strategies were put in place to keep the project running on schedule.</p>	<p>EA satisfies <b>all</b> criteria for sections 1., 2. a)-c) and section 3.</p> <p>1. Delivered <b>most</b> project deliverables <b>on time</b> or before the due date.</p> <p>2.The Executing Agency <b>met all</b> 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</p> <p>3. Appropriate adaptive management strategies were put in place to keep the project running on schedule.</p>	<p>EA satisfies <b>all</b> criteria for sections 1., 2. and section 3.</p> <p>1. Delivered <b>all</b> project deliverables <b>on time</b> or before the due date without delays.</p> <p>2.The Executing Agency <b>exceeded</b> 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 <b>most</b> of the criteria for sections 2. a)-c).</p> <p>1. Project was significantly <b>over budget</b>.</p> <p>2. The Executing Agency <b>met</b> the cost requirements of a project of this size by ensuring:</p> <p>a) <b>some</b> costs of the project were adequately budgeted for</p> <p>b) <b>some</b> project expenditures were monitored, tracked and documented thoroughly</p> <p>c) <b>some</b> 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 <b>most</b> of the criteria for sections 2. a)-c).</p> <p>1. Delivered <b>most of the</b> project deliverables <b>on budget</b> with <b>significant</b> loss of quality or delays. Or the project required <b>costed extensions</b>.</p> <p>2. The Executing Agency <b>met</b> the cost requirements of a project of this size by ensuring:</p> <p>a) <b>some</b> costs of the project were adequately budgeted for</p> <p>b) <b>some</b> project expenditures were monitored, tracked and documented thoroughly</p> <p>c) <b>some</b> 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 <b>most</b> of the criteria for sections 2. a)-c).</p> <p>1. Delivered <b>most of the</b> project deliverables <b>on budget</b> with <b>some</b> loss of quality or delays.</p> <p>2. The Executing Agency <b>met</b> the cost requirements of a project of this size by ensuring:</p> <p>a) <b>most</b> costs of the project were adequately budgeted for</p> <p>b) <b>most</b> project expenditures were monitored, tracked and documented thoroughly</p> <p>c) <b>most</b> 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 <b>most</b> of the criteria for sections 2. a)-d).</p> <p>1. Delivered <b>most of the</b> project deliverables <b>on budget</b> without loss of quality or delays.</p> <p>2. The Executing Agency <b>met</b> the cost requirements of a project of this size by ensuring:</p> <p>a) <b>all</b> costs of the project were adequately budgeted for</p> <p>b) <b>all</b> project expenditures were monitored, tracked and documented thoroughly</p> <p>c) <b>all</b> 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 the project running on budget.</p>	<p>EA satisfies <b>all</b> criteria for sections 1., 2. a)-d) 3, and 4.</p> <p>1. Delivered <b>all</b> project deliverables <b>on budget</b> <u>without loss of quality or delays</u>.</p> <p>2. The Executing Agency <b>met</b> the cost requirements of a project of this size by ensuring:</p> <p>a) <b>all</b> costs of the project were adequately budgeted for</p> <p>b) <b>all</b> project expenditures were monitored, tracked and documented thoroughly</p> <p>c) <b>all</b> 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 the project running on budget.</p> <p>4. Where appropriate, the EA managed the project in a global reserve currency to</p>	<p>EA satisfies <b>all</b> criteria for sections 1, 2, 3 and 4.</p> <p>1. Delivered <b>all</b> project deliverables <b>on budget</b> <u>without loss of quality or delays</u>.</p> <p>2. The Executing Agency <b>exceeded</b> 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>

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

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 <b>not</b> adequately staffed.</p> <p>2. To achieve the project's objectives, the project staff were <b>rarely</b>:</p> <p>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)</p> <p>3. Appropriate handover was undertaken to ensure project personnel changes <b>caused significant delays and increased the cost</b> of the project.</p>	<p>EA satisfies criteria for sections 1, 2. a) – d), and, where appropriate, 3.</p> <p>1. The project was <b>not</b> adequately staffed.</p> <p>2. To achieve the project's objectives, the project staff were <b>sometimes</b>:</p> <p>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)</p> <p>3. Appropriate handover was undertaken to ensure project personnel changes <b>caused delays and/or increased the cost</b> of the project.</p>	<p>EA satisfies criteria for sections 1, 2. a) – d), and, where appropriate, 3.</p> <p>1. The project was <b>not</b> adequately staffed.</p> <p>2. To achieve the project's objectives, the project staff were <b>usually</b>:</p> <p>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)</p> <p>3. Appropriate handover was undertaken to ensure project personnel changes had <b>some impact</b> on the project.</p>	<p>EA satisfies criteria for sections 1, 2. a) – d), and, where appropriate, 3.</p> <p>1. The project was <b>adequately</b> staffed.</p> <p>2. To achieve the project's objectives, the project staff were <b>mostly</b>:</p> <p>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)</p> <p>3. Appropriate handover was undertaken to ensure project personnel changes had a <b>slight impact</b> on the project.</p>	<p>EA satisfies <b>all</b> criteria for sections 1, 2. a) – d), and, where appropriate, 3.</p> <p>1. The project was <b>adequately</b> staffed.</p> <p>2. To achieve the project's objectives, the project staff were <b>always</b>:</p> <p>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)</p> <p>3. Appropriate handover was undertaken to ensure project personnel changes had a <b>minimal impact</b> on the project.</p>	<p>EA satisfies <b>all</b> criteria for sections 1, 2, and, where appropriate, 3.</p> <p>1. the project was <b>adequately</b> staffed (and was <u>neither overstaffed nor understaffed</u>)</p> <p>2. Project staff hired by the EA <b>exceeded</b> the satisfactory requirements of the project.</p> <p>3. Staff transitions and turnovers were <b>seamless</b> and had no impact on the project</p>

<b>7. Project Communications Management</b>					
Project communications management informs the team and stakeholders on every aspect of the project.					
<b>Highly Unsatisfactory</b>	<b>Unsatisfactory</b>	<b>Moderately Unsatisfactory</b>	<b>Moderately Satisfactory</b>	<b>Satisfactory</b>	<b>Highly Satisfactory</b>
EA satisfies <b>no</b> criteria for sections 1.a) – c), 2. a) – c), and 3. a) – c).	EA satisfies <b>a few</b> criteria for sections 1.a) – c), 2. a) – c), and 3. a) – c).	EA satisfies <b>some</b> criteria for sections 1.a) – c), 2. a) – c), and 3. a) – c).	EA satisfies <b>most</b> criteria for sections 1.a) – c), 2. a) – c), and 3. a) – c).	EA satisfies <b>all</b> criteria for sections 1.a) – c), 2. a) – c), and 3. a) – c).	EA satisfies <b>all</b> criteria for sections 1, 2, and, where appropriate, 3.
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	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	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	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	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	1. Communication between the EA and IA was above satisfactory requirements.  2. EA reports were above satisfactory requirements.  3. Communication between the EA and other project partners were above satisfactory requirements.
2. Project reporting: a) was complete (all expenditure and progress reports submitted) b) was submitted on time c) was sufficiently detailed	2. Project reporting: a) was complete (all expenditure and progress reports submitted) b) was submitted on time c) was sufficiently detailed	2. Project reporting: a) was complete (all expenditure and progress reports submitted) b) was submitted on time c) was sufficiently detailed	2. Project reporting: a) was complete (all expenditure and progress reports submitted) b) was submitted on time c) was sufficiently detailed	2. Project reporting: a) was complete (all expenditure and progress reports submitted) b) was submitted on time c) was sufficiently detailed	
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	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	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	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	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	

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

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
EA satisfies <b>all</b> criteria for sections 1. and 2. a) – d).  1. <b>A few</b> procurement needs of the project were identified and met.  2. Procurement processes were: a) <b>rarely</b> completed with proper due diligence and compliant with ESE safeguards. b) <b>rarely</b> conducted in a timely manner, causing no delays to the project c) <b>rarely</b> appropriately monitored d) <b>rarely</b> appropriately closed once the work has been done to all stakeholders' satisfaction.	EA satisfies <b>all</b> criteria for sections 1. and 2. a) – d).  1. <b>Some</b> procurement needs of the project were identified and met.  2. Procurement processes were: a) <b>sometimes</b> completed with proper due diligence and compliant with ESE safeguards. b) <b>sometimes</b> conducted in a timely manner, causing no delays to the project c) <b>sometimes</b> appropriately monitored d) <b>sometimes</b> appropriately closed once the work has been done to all stakeholders' satisfaction.	EA satisfies <b>all</b> criteria for sections 1. and 2. a) – d).  1. <b>Most</b> procurement needs of the project were identified and met.  2. Procurement processes were: a) <b>usually</b> completed with proper due diligence and compliant with ESE safeguards. b) <b>usually</b> conducted in a timely manner, causing no delays to the project c) <b>usually</b> appropriately monitored d) <b>usually</b> appropriately closed once the work has been done to all stakeholders' satisfaction.	EA satisfies <b>all</b> criteria for sections 1. and 2. a) – d).  1. <b>Most</b> procurement needs of the project were identified and met.  2. Procurement processes were: a) <b>mostly</b> completed with proper due diligence and compliant with ESE safeguards. b) <b>mostly</b> conducted in a timely manner, causing no delays to the project c) <b>mostly</b> appropriately monitored d) <b>mostly</b> appropriately closed once the work has been done to all stakeholders' satisfaction.	EA satisfies <b>all</b> criteria for sections 1. and 2. a) – d).  1. <b>All</b> procurement needs of the project were identified and met. And (where applicable) a detailed procurement plan was developed.  2. Procurement processes were: a) <b>always</b> completed with proper due diligence and compliant with ESE safeguards. b) <b>always</b> conducted in a timely manner, causing no delays to the project c) <b>always</b> appropriately monitored d) <b>always</b> appropriately closed once the work has been done to all stakeholders' satisfaction.	EA satisfies <b>all</b> criteria for sections 1 and 2.  1. <b>All</b> procurement needs of the project were identified and met. And (where applicable) a detailed procurement plan was developed.  2. Procurement processes exceeded the satisfactory requirements.



**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.

<b>Highly Unsatisfactory</b>	<b>Unsatisfactory</b>	<b>Moderately Unsatisfactory</b>	<b>Moderately Satisfactory</b>	<b>Satisfactory</b>	<b>Highly Satisfactory</b>
<p><i>Evidence suggests that:</i></p> <ul style="list-style-type: none"> <li>•Implementation began, and was undertaken, with no analysis of stakeholder groups (all those who are affected by or could affect this project).</li> <li>•There was no consultation and/or communication with stakeholder groups during the life of the project.</li> <li>• No support was given to collaboration or collective action between stakeholder groups (e.g. sharing plans, pooling resources, exchanging learning and expertise)</li> <li>•There have been no efforts made by Project Team to promote stakeholder</li> </ul>	<p><i>Evidence suggests that:</i></p> <ul style="list-style-type: none"> <li>•Implementation began, and was undertaken, with a weak analysis of stakeholder groups (all those who are affected by or could affect this project).</li> <li>•There have been limited, and ineffective, efforts made by Project Team to promote stakeholder ownership (of process or outcome)</li> <li>•There was weak (ineffective, irregular and/or poorly timed) consultation and/or communication with stakeholder groups during the life of the project.</li> <li>•Weak support was given to collaboration or collective action between stakeholder groups (e.g. sharing plans, pooling resources, exchanging learning and expertise)</li> <li>•Linkages to poverty alleviation or impact on economic livelihoods have been poorly considered</li> </ul>	<p><i>Evidence suggests that:</i></p> <ul style="list-style-type: none"> <li>•Implementation began, and was undertaken, with a moderate analysis of stakeholder groups (all those who are affected by or could affect this project).</li> <li>•There have been limited, but effective, efforts made by Project Team to promote stakeholder ownership (of process or outcome)</li> <li>•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.</li> <li>•Moderate support was given to collaboration or collective action between stakeholder groups. (e.g. sharing plans, pooling resources, exchanging learning and expertise)</li> <li>•Linkages to poverty alleviation or impact on economic livelihoods have</li> </ul>	<p><i>Evidence suggests that:</i></p> <ul style="list-style-type: none"> <li>•Implementation began, and was undertaken, with a good analysis of stakeholder groups (all those who are affected by or could affect this project).</li> <li>•There have been moderate efforts, with mixed effectiveness, made by Project Team to promote stakeholder ownership (of process or outcome)</li> <li>•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.</li> <li>•Good support was given to collaboration or collective action between stakeholder groups (e.g. sharing plans, pooling resources, exchanging learning and expertise)</li> <li>•Linkages to poverty alleviation or impact on</li> </ul>	<p><i>Evidence suggests that:</i></p> <ul style="list-style-type: none"> <li>•Implementation began, and was undertaken, with a strong analysis of stakeholder groups (all those who are affected by or could affect this project).</li> <li>•There have been strong efforts, with mixed effectiveness, made by Project Team to promote stakeholder ownership (of process or outcome)</li> <li>•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.</li> <li>•Strong support was given to collaboration or collective action between stakeholder groups (e.g. sharing plans, pooling resources, exchanging learning and expertise)</li> <li>•Linkages to poverty alleviation or impact on</li> </ul>	<p><i>Evidence suggests that:</i></p> <ul style="list-style-type: none"> <li>•Implementation began, and was undertaken, with an excellent analysis of stakeholder groups (all those who are affected by or could affect this project).</li> <li>•There have been strong and fully effective efforts made by Project Team to promote stakeholder ownership (of process or outcome)</li> <li>•There was excellent (always effective, regular and well-timed) consultation and/or communication with stakeholder groups during the life of the project.</li> <li>•Excellent support was given to collaboration or collective action between stakeholder groups (e.g. sharing plans, pooling resources, exchanging learning and expertise)</li> <li>•Linkages to poverty alleviation or impact on economic livelihoods have been considered and</li> </ul>

<p>ownership (of process or outcome)</p> <ul style="list-style-type: none"> <li>• Linkages to poverty alleviation or impact on economic livelihoods have not been considered or addressed in the project</li> </ul>	<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><b>AND</b></p> <ul style="list-style-type: none"> <li>• Positive effects on equity are demonstrated.</li> </ul>
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