



2017

Project Implementation Review (PIR)



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Resilient nations.*

Promoting climate-resilient development and e

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A. Basic Data

Project Information	
UNDP PIMS ID	5166
GEF ID	5177
Title	Promoting climate-resilient development and enhanced adaptive capacity to withstand disaster risks in Angolan' s Cuvelai River Basin
Country(ies)	Angola, Angola
UNDP-GEF Technical Team	Climate Change Adaptation
Project Implementing Partner	Government
Joint Agencies	
Project Type	Full Size

Project Description
<p>This project specifically focuses on support for NAPA priorities 7 (Create an early warning system for flooding and storms) and 13 (Climate monitoring and data management system). These two NAPA priorities are intricately linked (and have therefore been bundled together for the purpose of this project) since establishment of a comprehensive famine and flood early warning systems (FFEWS) is one key component of a more broad-based climate monitoring and data management system, which also includes climate information dissemination and capacity-building.</p>

Project Contacts	
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GEF Operational Focal Point	Ms. Kamia de Carvalho (kamia_c@hotmail.com)
Project Implementing Partner	Mr. Giza Martins (gizagm@gmail.com)
Other Partners	

B. Overall Ratings

Overall DO Rating	Unsatisfactory
Overall IP Rating	Unsatisfactory
Overall Risk Rating	Substantial

C. Development Progress

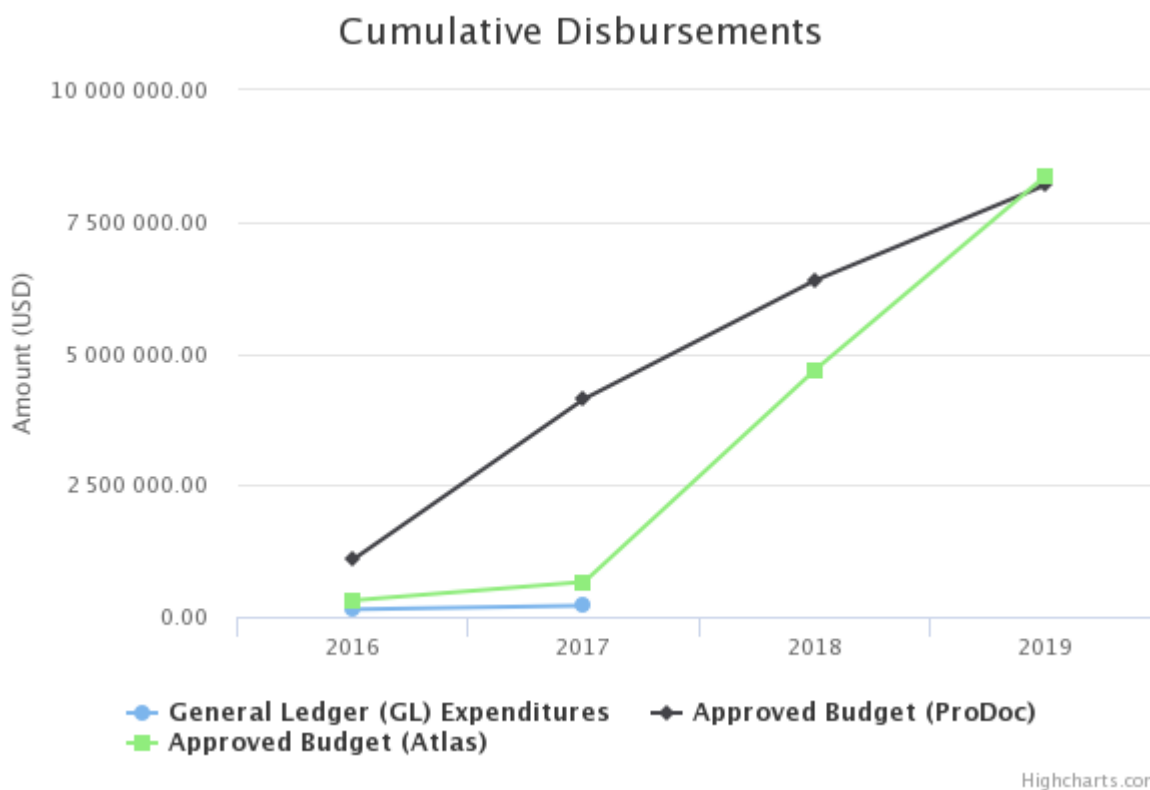
Objective or Outcome	Description				
Objective:	To reduce the climate-related vulnerabilities facing the inhabitants of Angola's Cuvelai River Basin through targeted investments and capacity building.				
	Description of Indicator	Baseline Level	Target level at end of project	Level at 30 June 2016	Cumulative progress since project start
	Percentage change in vulnerability of local community to climate risks.	The vulnerability of the site is high. The baseline will be determined at project onset during the inception phase.	At mid-term 35% increase of VRA score; at end-of-project 70% of VRA score.		Since field activities have not started yet, there is no change in vulnerability at the site level.
The progress of the objective can be described as:		Off track			
Outcome 1:	Enhanced capacity of national and local hydro-meteorological services, civil authorities and environmental institutions to monitor extreme weather and climate change in the Cuvelai Basin.				
	Description of Indicator	Baseline Level	Target level at end of project	Level at 30 June 2016	Cumulative progress since project start
	1.1A Flood Forecasting & EWS that is useful to communities developed and forecasts disseminated to target communities in Province of Cunene.	1.1Currently no Flood Forecasting & EWS established in Province of Cunene.	1.1By the end of the project a Flood Forecasting & EWS is developed and forecasts are being disseminated to target communities in Province of Cunene.		The Ministry of Water and Energy of Angola, via the Institute for Hydrological Resources (INRH), has contracted an EWS for the Cuvelai basin through a public tender in 2015. The Portuguese-Angolan company ConsulProjecto won the bid and started implementation in 2015

					but implementation soon stopped because of lack of funds at the Ministry and has not resumed. Since the beginning of the project, INRH has argued that the Cuvelai project should support this already contracted project rather than developing a separate, parallel one and the project team has agreed. However, this required some updating of the proposal to accommodate new technology and price changes. A revised proposal has been submitted by ConsulProjecto and is currently under review by an external expert hired by the project. Based on the expert's recommendations, the project will either be contracted as is or further revisions be requested from ConsulProjecto.
The progress of the objective can be described as:		On track			
Outcome 2:	Increased resilience of smallholder farmer communities in the Basin to climate-induced risks and variabilities				
	Description of Indicator	Baseline Level	Target level at end of project	Level at 30 June 2016	Cumulative progress since project start
	2.1 Percentage change in gender disaggregated household income in the 7 targeted comunas as a result of project intervention via perception based	2.1 N/A at present – project will undertake a gender disaggregated VRA at project onset.	2.1 At mid-term 25% gender disaggregated increase of VRA score; By the end of the project 50% gender disaggregated increase		No change over baseline since field activities have not started.

	survey (VRA)		of VRA score		
	2.2. No. of household in targeted comunas engaged in climate resilient farming methods and livelihoods	2.2 Few households have access to resilient livelihood assets and methods (Score=2)	2.2 Score improved to 4: By the end of the project, at least 50% of targeted households have engaged in climate resilient farming methods and livelihoods introduced/strengthened in the project.		No change over baseline since field activities have not started.
The progress of the objective can be described as:		Off track			
Outcome 3:	Local institutional capacities for coordinated, climate-resilient planning strengthened & Capacity for effective community-based climate change adaptation (including traditional knowledge practices) improved at local level				
	Description of Indicator	Baseline Level	Target level at end of project	Level at 30 June 2016	Cumulative progress since project start
	3.1 CC-Environmental Information System of Angola (CC-ENISA) is established, risk assessed and vulnerability maps developed for the Cunene Province and the Cuvelai in particular.	3.1 Climate Change risks have not been modelled Angola and no vulnerability maps have been developed so far for Cunene Province and the Cuvelai in particular.	3.1 By the end of the project CC-ENISA has been running Risk modelling and Vulnerability maps for the Cunene Province and the Cuvelai in particular have been developed.		The detailed proposal for the development of the CC-ENISA is still in preparation by CETAC, the responsible institute of the Ministry of the Environment. Very detailed vulnerability maps for the Cuvelai basin have been prepared by an earlier, USAID funded project with the Civil Protection Agency and are available. The challenge is to integrate them into a wider information system (the CC-ENISA) where they can be used together with information from other sectors such as agriculture and infrastructure

					development. The details of the CC-ENISA are still under discussion within the MINAMB.
	3.2 Number of National or Provincial relevant plans and/or policy documents that integrate climate change flood and drought risks	3.2 Currently, no plans and policies that explicitly integrate climate change flood and drought risks are in place.	3.2 By the end of the project CC flood and drought risk/vulnerability are integrated into at least one National and one Provincial disaster preparedness and management Plans.		The project has supported the development of a new National Climate Change Strategy that was completed in July 2017. Disaster preparedness plans have been prepared at national and provincial (Cunene) levels by other projects, but still need to extend to the municipal and comunal levels. The project has held a workshop with the Civil Protection of Cunene Province in July 2017 and decided that Civil Protection will present a detailed proposal and workplan for extending the disaster preparedness plans to the communal level for a number of pilot communities in the Cuvelai basin. The project is still awaiting this proposal and workplan.
The progress of the objective can be described as:		Off track			

D. Implementation Progress



Cumulative GL delivery against total approved amount (in prodoc):	2.58%
Cumulative GL delivery against expected delivery as of this year:	5.11%
Cumulative disbursement as of 30 June (note: amount to be updated in late August):	211,238.52

Key Financing Amounts	
PPG Amount	150,000
GEF Grant Amount	8200000
Co-financing	46,473,004

Key Project Dates	
PIF Approval Date	Mar 7, 2013
CEO Endorsement Date	Dec 11, 2014
Project Document Signature Date (project start date):	Feb 11, 2016

Date of Inception Workshop	Sep 16, 2016
Expected Date of Mid-term Review	Feb 11, 2018
Actual Date of Mid-term Review	(not set or not applicable)
Expected Date of Terminal Evaluation	Feb 11, 2020
Original Planned Closing Date	Feb 11, 2020
Revised Planned Closing Date	(not set or not applicable)

Dates of Project Steering Committee/Board Meetings during reporting period (30 June 2016 to 1 July 2017)
2017-07-25

E. Critical Risk Management

Current Types of Critical Risks	Critical risk management measures undertaken this reporting period
Operational	Unclear procedures and delegation of authority within the IP delay or prevent signing of contracts and MoUs to expend project funds to partners identified in the PRODOC and/or through consultations by the project team on agreed activities.

F. Adjustments

Comments on delays in key project milestones

<p>Project Manager: please provide comments on delays this reporting period in achieving any of the following key project milestones: inception workshop, mid-term review, terminal evaluation and/or project closure.</p>
<p>The inception workshop was delayed by difficulties of finding a suitable date for the Minister and was finally implemented without the Minister's presence. The first SC meeting was held on 25 July 2017.</p>
<p>Country Office: please provide comments on delays this reporting period in achieving any of the following key project milestones: inception workshop, mid-term review, terminal evaluation and/or project closure.</p>
<p>Even before the project team was hired, the CO had a very difficult and lengthy task of moving the project to initiation which involved numerous rounds of scheduling and rescheduling the inception workshop until agreement could be reached within the IP to conduct the inception workshop as a technical meeting without high-level political presence (i.e. Minister, UN RC). The inception workshop was then held and was followed soon after by a more political event involving the Minister of Environment and the Governor of Cunene Province, with attendance of the UN RC, in Cuenene. This general model of separating technical and political events that has first been successful in the Cuvelai project was subsequently also adopted for other GEF projects of the CO. The mid-term evaluation is planned for the beginning of 2018 and preparations will begin in the second half of 2017.</p>
<p>UNDP-GEF Technical Adviser: please provide comments on delays this reporting period in achieving any of the following key project milestones: inception workshop, mid-term review, terminal evaluation and/or project closure.</p>
<p>The project inception has been delayed. the workshop has been held in September 2016 despite a signature of the project document in February 2016 and an approval of the project by he GEF in January 2015. Delays have been caused by the difficulties of the government to schedule an inception workshop which were eventually overcome by holding the workshop without high-level political presence.</p>

G. Ratings and Overall Assessments

Role	2017 Development Objective Progress Rating	2017 Implementation Progress Rating
Project Manager/Coordinator	Moderately Unsatisfactory	<i>- IP Rating provided by UNDP-GEF Technical Adviser and UNDP Country Office only -</i>
Overall Assessment	<p>The project has been evaluated as "moderately unsatisfactory" because by the time of reporting, and despite detailed and very participatory planning of project activities, no field activities have been implemented although the first contracts have been signed in August 2017. The reason for not classifying it as "unsatisfactory" is that, if barriers could be addressed immediately, the intended outcomes could still be achieved by the end of the project. Delays have initially been caused by the difficulties of scheduling an inception workshop which were eventually overcome by implementing the workshop without high-level political presence. The main source of delays has been the lack of delegation of authority within the IP for the signing of contracts to implement agreed activities and expend project funds on the budgeted activities and implementation partners identified in the PRODOC or through a participatory process by the project team. Additional delays may now result from the elections due August 2017 and possible subsequent changes within the IP and other Government entities involved in the project. Overcoming this barrier to project implementation which results from the lack of signature authority within the IP is the most important task for putting the project on track for implementation. This must be achieved very soon for the project to still have the chance to implement a number of activities prior to the mid-term review due early 2018. During the past year, the project's approach to accelerate project implementation has been to engage at various levels with the IP, including the Minister of Environment (via the RC). The need to implement the project quickly has also been stressed during a meeting of the PTA with the Minister during the Marrakech COP, and a visit of the PTA to Angola to meet again with the Minister and stress once more the need to implement budgeted activities has been planned but not taken place yet because of difficulties of scheduling. A joint meeting with the Minister during the visit of the RTA to Angola in June had also been attempted but not been possible because of conflicting agendas. These efforts to engage with the IP at high level will continue. At the same time, the project team will continue to develop detailed workplans and budgets for the identified "clusters" of activities (groups of activities identified in the PRODOC that should be implemented together by the same institution or consortium of institutions) in the same participatory manner thereby building up a pipeline of activities that are ready for implementation as soon as the administrative issues have been resolved.</p>	
Role	2017 Development Objective Progress Rating	2017 Implementation Progress Rating
UNDP Country Office Programme Officer	Moderately Unsatisfactory	Unsatisfactory
Overall Assessment	<p>As pointed out by the project manager/coordinator, the project has suffered major delays initially through the difficulties of scheduling the inception workshop, followed by the hiring of the full project management team, and now</p>	

	<p>most importantly the difficulty of contracting agreed activities as per the PRODOC and budget. As a consequence, the project's financial delivery is still extremely low. A pipeline of detailed workplans and budgets for clusters of activities has been developed together with local partner organizations (many of those government entities from various ministries including provincial government) that could be contracted as soon as the procedural questions (delegation of authority) within the IP have been sorted out. If this happens soon, the project could still launch a number of activities in the field and also expend significant funds within the calendar year 2017, and could be brought on track for achieving its key outcomes by the end of the project. For this reason, the project is still classified here as "moderately unsatisfactory" rather than "unsatisfactory" (which would imply that the outcomes can no longer be achieved by end of project). Crucial for the future development of the project will be that the necessary changes within the IP can be made soon, so that the project still has some time to show impact by the time of the Mid-term review. Somewhat hidden under the low financial delivery of the project is the fact that during the past 6-9 months, the project team has engaged in a highly participatory process of engaging with a large number of project partners from several ministries and both at central and provincial levels. The project has also engaged in cross-border exchange with counterparts from Namibia through a very successful and productive exchange visit. These achievements are obscured by the fact that the contracting of the agreed activities has not yet been possible. This barrier needs to be overcome.</p>	
Role	2017 Development Objective Progress Rating	2017 Implementation Progress Rating
GEF Operational Focal point		- IP Rating provided by UNDP-GEF Technical Adviser and UNDP Country Office only -
Overall Assessment		
Role	2017 Development Objective Progress Rating	2017 Implementation Progress Rating
Project Implementing Partner		- IP Rating provided by UNDP-GEF Technical Adviser and UNDP Country Office only -
Overall Assessment		
Role	2017 Development Objective Progress Rating	2017 Implementation Progress Rating
Other Partners		- IP Rating provided by UNDP-GEF Technical Adviser and UNDP Country Office only -
Overall Assessment		
Role	2017 Development Objective Progress Rating	2017 Implementation Progress Rating

UNDP-GEF Technical Adviser	Unsatisfactory	Unsatisfactory
Overall Assessment	<p>Although the project has officially started in February 2016 with the signature of the Project document by the Government and UNDP, the project inception has just been held in end September 2016. Delays have initially been caused by the difficulties of the government to schedule an inception workshop which were eventually overcome by holding the workshop without high-level political presence. Since then, the project implementation has not substantially progressed. The main causes of blockage are related to institutional organization and management issues within the main implementing Partner, namely the Ministry of Environment that didn't allow to clearly set the executing responsibilities among the senior officials of the Ministry. The cumulative delivery rate against the total project budget of 2.58% and the delivery rate of 5.11% for this 2017 year reveal that the project is off track with a very low implementation level. It is worth to mention however that the project team has undertaken some relevant actions that will be determinant for the project implementation. It is about the development of a project implementation plan to facilitate the appropriation and the implementation of the project by the main implementing partner (IP), notably the Ministry of Environment / Climate Change Directorate and the different national executing partners. In this framework, the different activities and outputs of each outcome have been reorganized in (currently) 9 clusters of activities (see annex 1), with more clusters still to be defined. Following the clustering of the activities, the executing partners responsible for the implementation of each cluster of activities have started to develop and submit proposals of activities to a review and approval committee made up of UNDP, the Ministry of Environment and national technical experts from the area of focus of the cluster. After the approval of the proposals, the IP will sign MoUs with the executing partners in charge of the execution of the respective cluster of activities and transfer the resources for the implementation of the activities. This will help to speed up the project activities implementation. However, the success of this management action of clustering the project activities and sharing the responsibility for their implementation with the key executing partners will depend on the rapidity with which the Ministry of Environment, as main IP, will sign MoUs with the executing partners. Indeed, there is a risk that the signature of these MoUs be further delayed if the management of the Ministry of environment changes following the new government that will be installed after the election of August 2017. In order to ensure a good project implementation progress that will allow the full achievement of the project results, the extended project team (Government, UNDP and the PMU) must immediately undertake adaptive management actions. These actions will include, the update of the analysis of the baseline situation and the project indicators and targets, the finalization of the project monitoring and evaluation plan, the advancing of the project partnerships with the key executing partners and the elaboration of a fast tract implementation plan.</p>	

H. Gender

Progress in Advancing Gender Equality and Women's Empowerment

This information is used in the UNDP-GEF Annual Performance Report, UNDP-GEF Annual Gender Report, reporting to the UNDP Gender Steering and Implementation Committee and for other internal and external communications and learning.

<p>Has a gender analysis been carried out this reporting period? Please note that all projects approved in GEF-6 (1 July 2014 through 30 June 2018) are required to carry out a gender analysis.</p>
<p>No</p>
<p>If a gender analysis was carried out what were the findings?</p>
<p>The project has not yet carried out a gender analysis but will do so when field activities in the basin have started, presumably in the first half of 2018.</p>
<p>Does this project specifically target woman or girls as direct beneficiaries?</p>
<p>No</p>
<p>Please specify results achieved this reporting period that focus on increasing gender equality and improving the empowerment of women.</p>
<p>Results reported can include site-level results working with local communities as well as work to integrate gender considerations into national policies, strategies and planning. Please explain how the results reported addressed the different needs of men or women, changed norms, values, and power structures, and/or contributed to transforming or challenging gender inequalities and discrimination.</p>
<p>No specific results addressing gender inequalities have been implemented.</p>

I. Communicating Impact

<p>Tell us the story of the project focusing on how the project has helped to improve people's lives.</p> <p>(This text will be used for UNDP corporate communications, the UNDP-GEF website, and/or other internal and external knowledge and learning efforts.)</p>
<p>It is too early for the project to have an impact on people's lives. The project is currently working on several components that have the potential to make a difference for the people living in the Cuvelai basin of Angola and neighboring Namibia, including the designing and contracting of an early warning system, support to an expanded agricultural extension network, improved access to water and sanitation, and the identification of more drought resistant germplasm of major crops in the area (millet, sorghum). However, the implementation of these components in the field has not yet started.</p>
<p>What is the most significant change that has resulted from the project this reporting period?</p> <p>(This text will be used for internal knowledge management in the respective technical team and region.)</p>
<p>The implementation of the project activities has been planned in a highly participatory manner involving numerous government and non-government stakeholders in Cunene province. A key meeting that significantly raised the profile of the project in the province and raised expectations with local stakeholders took place in Ondjiva, Cunene's capital, in December 2016 with the open discussion of project activities and budgets and the formation of implementation teams for activity clusters. Feedback received from local and national government officials to this event was highly positive. Unfortunately, difficulties in obtaining the formal approval (signature) to agreed activities and budgets from the IP have caused delay in the implementation in the agreements made during that workshop.</p>
<p>Describe how the project supported South-South Cooperation and Triangular Cooperation efforts in the reporting year.</p> <p>(This text will be used for internal knowledge management within the respective technical team and region.)</p>
<p>The project has also made a significant positive impact on transboundary collaboration with the Namibian counterparts during an exchange visit in April 2017 that was very well received on both sides of the frontier. During the visit, that was received by the Namibian Ministry of Agriculture, Water and Forests and had from the Angolan sides representatives of the Institutes of Hydrology and Meteorology, the Watershed Management Agency, and the Provincial Government, besides UNDP, very useful exchanges on the Namibian experiences with early warning equipment and systems were carried out and discussions on data exchange and broader collaboration were advanced.</p>

Project Links and Social Media

Please include: project's website, project page on the UNDP website, Adaptation Learning Mechanism (UNDP-ALM) platform, Facebook, Twitter, Flickr, YouTube, as well as hyperlinks to any media coverage of the project, for example, stories written by an outside source. Please upload any supporting files, including photos, videos, stories, and other documents using the

'file upload' button in the top right of the PIR.

Project web page

http://www.ao.undp.org/content/angola/en/home/operations/projects/environment_and_energy/promoting-climate-resilient-development-and-enhanced-adaptive-ca.html

Articles

<http://www.ao.undp.org/content/angola/en/home/presscenter/articles/2017/04/17/ambiente-troca-de-experiencias-entre-technicos-de-angola-da-namibia-e-pnud-gera-bons-resultados-na-bacia-do-cuvelai/>

<http://www.ao.undp.org/content/angola/en/home/presscenter/articles/2016/10/11/pnud-e-minist-rio-do-ambiente-lan-am-no-sul-do-pa-s-iniciativa-de-4-anos-na-bacia-de-cuvelai-para-adapta-o-aos-efeitos-das-mudan-as-clim-ticas/>

<http://www.ao.undp.org/content/angola/en/home/presscenter/articles/2016/09/29/minist-rio-do-ambiente-e-o-pnud-em-angola-trabalham-juntos-para-o-promover-do-desenvolvimento-da-resiliencia-ao-clima-e-refor-ar-as-capacidades-de-adapta-o-para-suportar-riscos-na-bacia-hidrogr-fica-do-rio-cuvelai/>

Local media

Angop

http://www.angop.ao/angola/pt_pt/noticias/ambiente/2016/11/49/Cunene-Workshop-aborda-questoes-sobre-Bacia-Hidrografica-Cuvelai,b725ee28-8c0f-4911-be67-d7b9d000ace4.html

http://www.angop.ao/angola/pt_pt/noticias/ambiente/2016/9/41/Cunene-Representante-das-Nacoes-Unidas-reafirma-mais-apoios-aos-projectos-climaticos,1aa10645-8f47-46ce-acec-7f8df25d1357.html

http://www.angop.ao/angola/pt_pt/noticias/sociedade/2016/9/41/Cunene-Analisada-adaptacao-alteracoes-climaticas-bacia-Cuvelai,b986bcbb-0d39-4e58-8962-a7debf3c1548.html

http://www.angop.ao/angola/pt_pt/noticias/ambiente/2016/1/6/Assinado-acordo-para-reducao-dos-

efeitos-das-alteracoes-climaticas-Cuvelai,e7a62f46-84e3-473d-b2b0-7b06f31eadbb.html

Jornal de Angola

http://jornaldeangola.sapo.ao/sociedade/saude_e_educacao/ministra_defende_melhor_gestao_da_bacia_do_cuvelai

J. Partnerships

Give the name of the partner(s), and describe the partnership, recent notable activities and any innovative aspects of the work. Please do not use any acronyms. (limit = 2000 characters).
 This information is used to get a better understanding of the work GEF-funded projects are doing with key partners, including the GEF Small Grants Programme, indigenous peoples, the private sector, and other partners. Please list the full names of the partners (no acronyms please) and summarize what they are doing to help the project achieve its objectives. The data may be used for reporting to GEF Secretariat, the UNDP-GEF Annual Performance Report, UNDP Corporate Communications, posted on the UNDP-GEF website, and for other internal and external knowledge and learning efforts. The RTA should view and edit/elaborate on the information entered here. All projects must complete this section. Please enter "N/A" in cells that are not applicable to your project.

Civil Society Organisations/NGOs
The project has published a call for proposals for NGOs/CBOs for projects to improve the access to water for the population in the Cuvelai basin. The call is still open. Suitable projects will be contracted in the second half of 2017. Local NGOs may also be involved in several other project activities that are still under development.
Indigenous Peoples
n/a
Private Sector
n/a
GEF Small Grants Programme
n/a
Other Partners
n/a

K. Grievances

Environmental or Social Grievance

This section must be completed by the UNDP Country Office if a grievance related to the environmental or social impacts of this project was addressed this reporting period. It is very important that the questions are answered fully and in detail. If no environmental or social grievance was addressed this reporting period then please do not answer the following questions. If more than one grievance was addressed, please answer the following questions for the most significant grievance only and explain the other grievance(s) in the comment box below. The RTA should review and edit/elaborate on the information entered here. RTAs are not expected to answer these questions separately.

What environmental or social issue was the grievance related to?
How would you rate the significance of the grievance?
Please describe the on-going or resolved grievance noting who was involved, what action was taken to resolve the grievance, how much time it took, and what you learned from managing the grievance process (maximum 500 words). If more than one grievance was addressed this reporting period, please explain the other grievance (s) here.

L. Annex - Ratings Definitions

Development Objective Progress Ratings Definitions

(HS) Highly Satisfactory: Project is on track to exceed its end-of-project targets, and is likely to achieve transformational change by project closure. The project can be presented as 'outstanding practice'.

(S) Satisfactory: Project is on track to fully achieve its end-of-project targets by project closure. The project can be presented as 'good practice'.

(MS) Moderately Satisfactory: Project is on track to achieve its end-of-project targets by project closure with minor shortcomings only.

(MU) Moderately Unsatisfactory: Project is off track and is expected to partially achieve its end-of-project targets by project closure with significant shortcomings. Project results might be fully achieved by project closure if adaptive management is undertaken immediately.

(U) Unsatisfactory: Project is off track and is not expected to achieve its end-of-project targets by project closure. Project results might be partially achieved by project closure if major adaptive management is undertaken immediately.

(HU) Highly Unsatisfactory: Project is off track and is not expected to achieve its end-of-project targets without major restructuring.

Implementation Progress Ratings Definitions

(HS) Highly Satisfactory: Implementation is exceeding expectations. Cumulative financial delivery, timing of key implementation milestones, and risk management are fully on track. The project is managed extremely efficiently and effectively. The implementation of the project can be presented as 'outstanding practice'.

(S) Satisfactory: Implementation is proceeding as planned. Cumulative financial delivery, timing of key implementation milestones, and risk management are on track. The project is managed efficiently and effectively. The implementation of the project can be presented as 'good practice'.

(MS) Moderately Satisfactory: Implementation is proceeding as planned with minor deviations. Cumulative financial delivery and management of risks are mostly on track, with minor delays. The project is managed well.

(MU) Moderately Unsatisfactory: Implementation is not proceeding as planned and faces significant implementation issues. Implementation progress could be improved if adaptive management is undertaken immediately. Cumulative financial delivery, timing of key implementation milestones, and/or management of critical risks are significantly off track. The project is not fully or well supported.

(U) Unsatisfactory: Implementation is not proceeding as planned and faces major implementation issues and restructuring may be necessary. Cumulative financial delivery, timing of key implementation milestones, and/or management of critical risks are off track with major issues and/or concerns. The project is not fully or well supported.

(HU) Highly Unsatisfactory: Implementation is seriously under performing and major restructuring is required. Cumulative financial delivery, timing of key implementation milestones (e.g. start of

activities), and management of critical risks are severely off track with severe issues and/or concerns. The project is not effectively or efficiently supported.