

2019

Project Implementation Review (PIR)

**Congo Micro-hydroelectricity**

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# Basic Data

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| **Project Information** | |
| UNDP PIMS ID | 4685 |
| GEF ID | 5424 |
| Title | Small Hydropower-based Mini-grids for Rural Electrification in Congo-Brazzaville |
| Country(ies) | Congo, Congo |
| UNDP-GEF Technical Team | Energy, Infrastructure, Transport and Technology |
| Project Implementing Partner | Government |
| Joint Agencies | *(not set or not applicable)* |
| Project Type | Medium Size |

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| **Project Description** |
| The proposed UNDP-GEF project will be complementary to the baseline initiatives as it addresses barriers that are specifically related to the investment in decentralized micro and small hydropower plants, which are not covered under the baseline |

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| **Project Contacts** | |
| UNDP-GEF Regional Technical Adviser | Mr. Saliou Toure (saliou.toure@undp.org) |
| Programme Associate | Ms. Lela Fikrou (lela.fikrou@undp.org) |
| Project Manager | Mr. Lumière Jean Felix Issang (jean-felix.issang@undp.org) |
| CO Focal Point | Mr. Joseph Ikoubou (joseph.ikoubou@undp.org)  Mr. Lumiere Jean Felix Issang (jean-felix.issang@undp.org) |
| GEF Operational Focal Point | Mr. Maurice Niangou (cetiniangou@gmail.com) |
| Project Implementing Partner | Mr. Lambert NGOUBOU (lamngoub@yahoo.fr) |
| Other Partners | *(not set or not applicable)* |

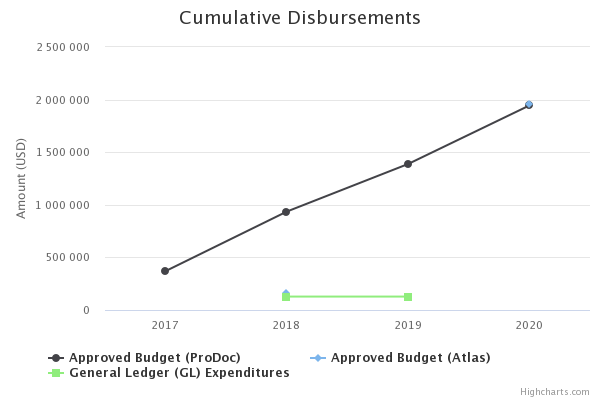
# Overall Ratings

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| Overall DO Rating | Moderately Unsatisfactory |
| Overall IP Rating | Unsatisfactory |
| Overall Risk Rating | Substantial |

# Development Progress

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| **Description** | | | | | | |
| **Objective**  **Pour stimuler les investissements dans les mini-réseaux alimentés par des petites et micro centrales hydroélectriques en vue de l’électrification rurale au Congo-Brazzaville** | | | | | | |
| **Description of Indicator** | **Baseline Level** | **Midterm target level** | **End of project target level** | **Level at 30 June 2018** | **Cumulative progress since project start** |
| Investissements dans les PCH mobilisées par rapport à l’année de référence 2014    Quantité d’émissions de CO2 réduit grâce aux investissements facilitées par le projet (pour la production d’électricité rurale par rapport au scénario de référence)    Quantité de MWh produits par le projet    Nombre de villages/personnes dans les zones rurales qui ont accès à de meilleurs services d’électricité | 0 USD/an (2014)      2014 : Le scénario de référence présume que toutes les nouvelles demandes d’électricité seront satisfaites par les générateurs diesel. | *(not set or not applicable)* | D’ici à la fin du projet – année 4 (fin de projet) : un total de 17 500 000 dollars américains investis par le secteur privé, le gouvernement et des organisations d’aide multilatérales  Fin du projet : 275,414 tCO2      Fin de projet : 350,400 MWh (17,520 MWh/and sur une durée de vie de 20 ans)    Fin de projet : 21 sites, 10 000 foyers, 45 000 personnes ayant accès à de meilleurs services d’électricité | Not applicable at this stage of the project. | No investment mobilized because the project is still in the research stages for site development costs.    The amount of emissions reduced will only be measured once the turbines are operational.    Number of MWh produced once turbines are operational    The exact number of beneficiaries will be evaluated at the end of the project.  Likewise, the project is carrying out feasibility studies to evaluate installation costs. |
| **The progress of the objective can be described as:** | | **On track** | | | | |
| **Outcome 1**  **Des politiques et des cadres institutionnels favorables en vue de la construction de mini-réseaux de PCH** | | | | | | |
| **Description of Indicator** | **Baseline Level** | **Midterm target level** | **End of project target level** | **Level at 30 June 2018** | **Cumulative progress since project start** |
| Rédaction et soumission de politiques et de réglementations propres aux PCH  Nombre de nouvelles politiques et réglementations en vue de l’électrification rurale et de la construction de PCH liées aux aspects suivants :  1. Politiques relatives à l’électrification rurale  2. Concessions pour la création de PCH  3. Exploitation des ressources (eau) en vue de la production d’électricité  4. Conditions et obligations concernant les opérations de micro-réseaux (hors réseau)  5. Méthode de fixation des tarifs pour les réseaux ruraux indépendants fonctionnant à partir des énergies renouvelables  6. Outil de hiérarchisation pour la sélection des sites  Renforcement des capacités pour les agences gouvernementales concernées dans le cadre réglementaire créé en vue de l’électrification rurale | 0 politique et réglementations spécifiques pour les PCH  1. Absence de politique concernant l’électrification rurale  2. Absence de loi spécifique relative à la création de PCH  3. Une loi relative à l’utilisation de l’eau et des terres publique/privée existe  4. Loi relative à l’électricité : des micro-réseaux sont envisagés  5. Il n’y a pas de tarifs spécifiques pour les micro-réseaux ruraux  6. Il n’y a pas de procédure de sélection ou de hiérarchisation des communautés devant avoir accès à l’électricité  Le personnel des organismes nationaux devra être formé au nouveau cadre politique et réglementaire qui sera élaboré | *(not set or not applicable)* | 0 politique et réglementations spécifiques pour les PCH  1. Absence de politique concernant l’électrification rurale  2. Absence de loi spécifique relative à la création de PCH  3. Une loi relative à l’utilisation de l’eau et des terres publique/privée existe  4. Loi relative à l’électricité : des micro-réseaux sont envisagés  5. Il n’y a pas de tarifs spécifiques pour les micro-réseaux ruraux  6. Il n’y a pas de procédure de sélection ou de hiérarchisation des communautés devant avoir accès à l’électricité  Le personnel des organismes nationaux devra être formé au nouveau cadre politique et réglementaire qui sera élaboré | Target in progress  0 not applicable  1 Policy already developed  2 not applicable  3 existence of a national spatial planning scheme  4 existence of a code of electricity  5 not applicable  6 not applicable. | The country has an Electricity Code that liberalizes the sector.    There is a strategy and action plan for developing micro-hydropower in rural settings.    The various laws on SHPs are not yet available due to delays in securing funds.    The tariffs will be defined based on the installation costs for each site.    Seventeen sites eligible for development have been identified across the country. These sites were chosen during government visits and not according to any duly approved selection criteria.    Training has yet to take place since these frameworks are not yet available. |
| **The progress of the objective can be described as:** | | **On track** | | | | |
| **Outcome 2**  **Viabilité financière des mini-réseaux alimentés par des PCH assurée** | | | | | | |
| **Description of Indicator** | **Baseline Level** | **Midterm target level** | **End of project target level** | **Level at 30 June 2018** | **Cumulative progress since project start** |
| Des mécanismes de financement pour les mini-réseaux des PCH ont été mis en place  Somme d’argent obtenue grâce à des mécanismes de financement | Aucun mécanisme de financement viable pour les PCH | *(not set or not applicable)* | Au moins un mécanisme de financement viable permettant d’appuyer un investissement d’un million de dollars américains | not applicable. | No formal mechanism has been established. However, during project formulation, formal meetings were held with the African Development Bank (AfDB) and the Central African States Development Bank (CASDB) to secure funding for developing the selected sites.    Idem |
| **The progress of the objective can be described as:** | | **On track** | | | | |
| **Outcome 3**  **Au moins un mécanisme de financement viable permettant d’appuyer un investissement d’un million de dollars américains** | | | | | | |
| **Description of Indicator** | **Baseline Level** | **Midterm target level** | **End of project target level** | **Level at 30 June 2018** | **Cumulative progress since project start** |
| Nombre de manuels officiels traitant des technologies PCH    Ateliers sur les PCH et micro-réseaux et ruraux, renforcement des capacités pour les constructeurs de PCH    Nombre d’entreprises présélectionnées | Non-existant    Non-existant      Non-existant | *(not set or not applicable)* | 1 Manuel    Au moins un atelier par PCH pilote organisé et un atelier portant sur les modèles d’opération et de gestion    Au moins, 4 entreprises locales présélectionnées et participant aux appels d’offres pour les projets pilotes des PCH | Target in progress  Not applicable for the manual  a workshop organized on the validation of the implementation report in a site  a selection company and one being selected. | A comprehensive study has been carried out on the development of a site at Zanaga, comprising pre-project feasibility studies, tender documents and complete tenders.    The project has not yet reached the capacity-building phase for constructors.    Local companies have not responded to the calls for tenders due to lack of capacity; only one replied and was selected in partnership with a company from the Democratic Republic of the Congo (DRC). |
| **The progress of the objective can be described as:** | | **On track** | | | | |
| **Outcome 4**  **Confiance améliorée dans la viabilité technique et financière de l’électrification rurale alimentée par des PCH** | | | | | | |
| **Description of Indicator** | **Baseline Level** | **Midterm target level** | **End of project target level** | **Level at 30 June 2018** | **Cumulative progress since project start** |
| Nombre de projets de PCH installés, mis en service, et avec des modèles opérationnels établis en place selon le cadre élaboré    Capacités totales intallées | 0 projets de PCH installés | *(not set or not applicable)* | 21 projets de PCH (avec des capacités différentes – pico, micro, mini, petits)        6 MW installés | not applicable. | No SHPs installed, the project is in the research stage. |
| **The progress of the objective can be described as:** | | **On track** | | | | |
| **Outcome 5**  **Sensibilisation accrue au potentiel des PCH et au climat d’investissements** | | | | | | |
| **Description of Indicator** | **Baseline Level** | **Midterm target level** | **End of project target level** | **Level at 30 June 2018** | **Cumulative progress since project start** |
| Mise en place d’un centre d’échanges sur les PCH (Plateforme de facilitation) | Non existant | *(not set or not applicable)* | 1 mis en œuvre | not applicable. | A subregional network of country offices involving national entities has been established. |
| Mise en œuvre d’une campagne de relations publiques et de promotion des investissements | Non existant | *(not set or not applicable)* | 1 mis en œuvre | not applicable. | Not applicable at this stage. |
| **The progress of the objective can be described as:** | | **On track** | | | | |

# Implementation Progress



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| Cumulative GL delivery against total approved amount (in prodoc): | 6.56% |
| Cumulative GL delivery against expected delivery as of this year: | 9.19% |
| Cumulative disbursement as of 30 June (note: amount to be updated in late August): | 127,578 |

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| **Key Financing Amounts** | |
| PPG Amount | 65,000 |
| GEF Grant Amount | 1,944,133 |
| Co-financing | 10,250,000 |

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| **Key Project Dates** | |
| PIF Approval Date | Aug 21, 2013 |
| CEO Endorsement Date | Jan 13, 2016 |
| Project Document Signature Date (project start date): | May 16, 2017 |
| Date of Inception Workshop | Sep 15, 2017 |
| Expected Date of Mid-term Review | *(not set or not applicable)* |
| Actual Date of Mid-term Review | *(not set or not applicable)* |
| Expected Date of Terminal Evaluation | May 31, 2021 |
| Original Planned Closing Date | Dec 31, 2021 |
| Revised Planned Closing Date | *(not set or not applicable)* |

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| **Dates of Project Steering Committee/Board Meetings during reporting period (30 June 2018 to 1 July 2019)** |
| 2019-06-28 |
| 2019-04-18 |
| 2019-05-28 |

# Critical Risk Management

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| Current Types of Critical Risks | Critical risk management measures undertaken this reporting period |
| Financial | Prospects for mobilizing funds during the project set-up are not encouraging at present; the country is overly indebted and has just secured a loan with the International Monetary Fund (IMF) to enable it to resume negotiations with international financial institutions for all its development programmes. |

# Adjustments

**Comments on delays in key project milestones**

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| **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. If there are no delays please indicate not applicable.** |
| The delay is related to the technical difficulties the research firm has experienced on the ground, in particular regarding the collection of satellite data, which are very important for the technological set-up of infrastructure in the forested area where the initial research site is. |

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| **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. If there are no delays please indicate not applicable.** |
| The delay is related to difficulties in selecting a research firm. The call for tenders has been republished several times owing to a lack of proposals that meet the technical and financial eligibility criteria. |

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| **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. If there are no delays please indicate not applicable.** |
| The project has encountered a number of delays. For instance, the delay in validating the reports is due to the technical difficulties experienced by the Design Office in the field, particularly in the collection of satellite data that are very important for the technological development of infrastructures because of the forest cover that shelters the study site.    As a result the project was not succesful in mobilising private sector involvement in the development of the Micro-hydro sites. |

# Ratings and Overall Assessments

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| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **Project Manager/Coordinator** | Moderately Unsatisfactory | *- IP Rating provided by UNDP-GEF Technical Adviser and UNDP Country Office only -* |
| Overall Assessment | The project is in its infancy, with activities mainly focused on feasibility studies. The various members of the Steering Committee are passionate about seeing the populations of the target areas feel a sense of relief at being supplied a product that was previously considered unrealistic. | |
| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **UNDP Country Office Programme Officer** | Moderately Satisfactory | Moderately Unsatisfactory |
| Overall Assessment | The project was delayed in starting this year due to the weakness of the implementing party. The AWP has been signed and implementation for this year just started. The project is about to advertise the terms of reference to conduct the feasibility studies for micro-dams. | |
| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **GEF Operational Focal point** | *(not set or not applicable)* | *- IP Rating provided by UNDP-GEF Technical Adviser and UNDP Country Office only -* |
| Overall Assessment | *(not set or not applicable)* | |
| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **Project Implementing Partner** | *(not set or not applicable)* | *- IP Rating provided by UNDP-GEF Technical Adviser and UNDP Country Office only -* |
| Overall Assessment | *(not set or not applicable)* | |
| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **Other Partners** | *(not set or not applicable)* | *- IP Rating provided by UNDP-GEF Technical Adviser and UNDP Country Office only -* |
| Overall Assessment | *(not set or not applicable)* | |
| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **UNDP-GEF Technical Adviser** | Moderately Unsatisfactory | Unsatisfactory |
| Overall Assessment | The priority objective of the project is to contribute to the Congolese Government's objective of increasing the rate of rural electrification (the 2006 policy objective was to increase from 5% to 50% by 2015, but this target has not been met) and to avoid greenhouse gas emissions by creating an enabling environment for the construction of small hydroelectric power plants (PCH).    To achieve this objective, the project is expected to carry out several activities that will produce specific outputs. The work is to be be organized around four interrelated components: (i) Policies and instruments to minimize the risks associated with the construction of PCH and mini-grids based on renewable energy sources; (ii) Technology supply chain; (iii) Construction of mini-hydro power plants; and (iv) Public relations and investment promotion.    While the country's hydrographic network is good, the national policy of recent years has focused on the development of electricity from thermal sources. This has considereably hampered the project's objectives and the previous year’s annual workplan has not been fully implemented.    The overall assessment of the project is moderately unsatisfactory as of today not real expected result has been achieved within the four components. However the project was able to achieve the following:  o A directory of sites at the national level is in the hands of the rural electrification agency.  o A strategy for the development of micro-hydropower and the definition of an action plan are in progress.  o Procurement of 12 feasibility studies is being prepared (planned)    The implmentation progress rating is unsatisfactory as with Cumulative GL delivery against total approved amount (in prodoc) of 6.56% and Cumulative GL delivery against expected delivery as of this year of 9.19% and a Cumulative disbursement as of 30 June (USD) of 127,578 the project managerial performance remains well below expectations. It should also be noted that the project is encoutering difficulties in mobilizing funding, particularly from the government and the private sector    Recommendation for next steps:  It is thus probably preferable to resize the project to carry out fewer studies, but to achieve some achievements. In addition, further information on the regulatory and policy framework is needed, as well as on the development and project management model.    A regional workshop on Micro-hydro development was organised by the UNDP regional office for Africa in Goma from 2 to 5 July 2009 and was attended by the project manager for the GEF Micro-hydro project. Internal technical assistance will be provided to UNDP staff in Brazaville to reorient the project activities and achive the expected results. | |

# 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.  The Project Manager and/or Project Gender Officer should complete this section with support from the UNDP Country Office.

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| **Gender Analysis and Action Plan:** *not available* |
| **Please review the project's Gender Analysis and Action Plan. If the document is not attached or an updated Gender Analysis and/or Gender Action Plan is available please upload the document below or send to the Regional Programme Associate to upload in PIMS+. Please note that all projects approved since 1 July 2014 are required to carry out a gender analysis and all projects approved since 1 July 2018 are required to have a gender analysis and action plan.** |
| *(not set or not applicable)* |

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| **Please indicate in which results areas the project is contributing to gender equality (you may select more than one results area, or select not applicable):** |
| Contributing to closing gender gaps in access to and control over resources: No |
| Improving the participation and decision-making of women in natural resource governance: No |
| Targeting socio-economic benefits and services for women: No |
| Not applicable: Yes |

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| **Atlas Gender Marker Rating** |
| **GEN1:** some contribution to gender equality |

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| **Please describe any experiences or linkages (direct or indirect) between project activities and gender-based violence (GBV). This information is for UNDP use only and will not be shared with GEF Secretariat.** |
| NA |

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| **Please specify results achieved this reporting period that focus on increasing gender equality and the empowerment of women.**    **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.** |
| NA |

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| **Please describe how work to advance gender equality and women's empowerment enhanced the project's environmental and/or resilience outcomes.** |
| NA |

# Social and Environmental Standards

**Social and Environmental Standards (Safeguards)**

The Project Manager and/or the project’s Safeguards Officer should complete this section of the PIR with support from the UNDP Country Office. The UNDP-GEF RTA should review to ensure it is complete and accurate.

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| **1) Have any new social and/or environmental risks been identified during project implementation?** |
| No |

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| **If any new social and/or environmental risks have been identified during project implementation please describe the new risk(s) and the response to it.** |
| NA |

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| **2) Have any existing social and/or environmental risks been escalated during the reporting period? For example, when a low risk increased to moderate, or a moderate risk increased to high.** |
| No |

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| **If any existing social and/or environmental risks have been escalated during implementation please describe the change(s) and the response to it.** |
| NA |

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| **SESP:** [PIMS 4685 Congo BR SHP Mini-Grids SESP 27022015.docx](https://undpgefpims.org/attachments/4685/213490/1668737/1669035/PIMS%204685%20Congo%20BR%20SHP%20Mini-Grids%20SESP%2027022015.docx)  **Environmental and Social Management Plan/Framework:** *not available* |
| **For reference, please find below the project's safeguards screening (Social and Environmental Screening Procedure (SESP) or the old ESSP tool); management plans (if any); and its SESP categorization above. Please note that the SESP categorization might have been corrected during a centralized review.** |
| *(not set or not applicable)* |

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| **3) Have any required social and environmental assessments and/or management plans been prepared in the reporting period? For example, an updated Stakeholder Engagement Plan, Environmental and Social Impact Assessment (ESIA) or Indigenous Peoples Plan.** |
| Yes |

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| **If yes, please upload the document(s) above. If no, please explain when the required documents will be prepared.** |
| The issue was addressed in the detailed project feasibility study document in the tender documents. |

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| **4) Has the project received complaints related to social and/or environmental impacts (actual or potential )?** |
| No |

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| **If yes, please describe the complaint(s) or grievance(s) in detail including the status, significance, who was involved and what action was taken.** |
| NA |

# Communicating Impact

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| **Tell us the story of the project focusing on how the project has helped to improve people’s lives.**  **(This text will be used for UNDP corporate communications, the UNDP-GEF website, and/or other internal and external knowledge and learning efforts.)** |
| NA |

**Knowledge Management, Project Links and Social Media**

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| --- |
| **Please describe knowledge activities / products as outlined in knowledge management approved at CEO Endorsement /Approval.**    **Please also include: project's website, project page on the UNDP website, blogs, photos stories (e.g. Exposure), 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 lirbary' button in the top right of the PIR.** |
| NA. |

# Partnerships

**Partnerships & Stakeholder Engagment**

Please select yes or no whether the project is working with any of the following partners. Please also provide an update on stakeholder engagement. This information is used by the GEF and UNDP for reporting and is therefore very important!  All sections must be completed by the Project Manager and reviewed by the CO and RTA.

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| **Does the project work with any Civil Society Organisations and/or NGOs?** |
| Yes |

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| **Does the project work with any Indigenous Peoples?** |
| No |

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| **Does the project work with the Private Sector?** |
| Yes |

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| **Does the project work with the GEF Small Grants Programme?** |
| No |

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| **Does the project work with UN Volunteers?** |
| No |

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| **Did the project support South-South Cooperation and/or Triangular Cooperation efforts in the reporting year?** |
| Yes |

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| **Request for MSP Approval:** [PIMS 4685 Congo BR SHP Mini-Grids CEO ER revised 25072015.docx](https://undpgefpims.org/attachments/4685/213490/1668736/1669032/PIMS%204685%20Congo%20BR%20SHP%20Mini-Grids%20CEO%20ER%20revised%2025072015.docx) |
| **Provide an update on progress, challenges and outcomes related to stakeholder engagement based on the description of the Stakeholder Engagement Plan as documented at CEO endorsement/approval (see document below). If any surveys have been conducted please upload all survey documents to the PIR file library.** |
| As the project is still in its infancy, it would be premature to assess the participation or involvement of the various stakeholders identified. |

# 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.