

2019 Project Implementation Review (PIR)



Empowered lives. Resilient nations.

## Prod. Lands. in Peruvian Amazon

Basic Data	2
Overall Ratings	3
Development Progress	4
Implementation Progress	21
Critical Risk Management	23
Adjustments	24
Ratings and Overall Assessments	25
Gender	32
Social and Environmental Standards	
Communicating Impact	
Partnerships	
Annex - Ratings Definitions	

## A. Basic Data

Project Information	
UNDP PIMS ID	5629
GEF ID	9387
Title	Sustainable Productive Landscapes in the Peruvian Amazon (Amazonia Programme submitted by WB)
Country(ies)	Peru, Peru
UNDP-GEF Technical Team	Ecosystems and Biodiversity
Project Implementing Partner	Government
Joint Agencies	(not set or not applicable)
Project Type	Full Size

## **Project Description**

Generation of multiple global environmental benefits through the application of an integrated approach to the management of Amazonian landscapes

Project Contacts
------------------

UNDP-GEF Regional Technical Adviser	Mr. Lyes Ferroukhi (lyes.ferroukhi@undp.org)
Programme Associate	Ms. Maria Lukina-Lebedeva (maria.lukina- lebedeva@undp.org)
Project Manager	Ms. Diana Rivera (diana.rivera@undp.org)
CO Focal Point	Mr. James Leslie (james.leslie@undp.org)
GEF Operational Focal Point	Ms. Martha Cuba Villafuerte (mcuba@minam.gob.pe)
Project Implementing Partner	Ms. Viviana Zaldivar Chauca (vzaldivar@minam.gob.pe)
Other Partners	(not set or not applicable)

# B. Overall Ratings

Overall DO Rating	Moderately Unsatisfactory
Overall IP Rating	Moderately Unsatisfactory
Overall Risk Rating	Moderate

# C. Development Progress

Descrip	otion
---------	-------

## Objective

### Generar múltiples beneficios ambientales globales mediante la aplicación de un enfoque integral para el manejo del paisaje amazónico

Description of Indicator	Baseline Level	Midterm target level	End of project target level	Level at 30 June 2018	Cumulative progress since project start
Área total de paisajes con mejores marcos de planificación y gobernanza	La ZEE se ha desarrollado a nivel intermedio (pendiente de aprobación) en todo el paisaje (2,17 millones de ha) Huánuco y Ucayali cuentan con ZEE aprobado y concluido. Ninguna zona ha tenido ni ordenamiento territorial ni microzonificación (para más información véase el Prodoc).	40% del área de los paisajes enfocados (0,9 millones de ha)	<ul> <li>80% del área de los paisajes enfocados (1,8 millones de ha) tiene gestión, planificación e instrumentos de gobernanza que incorporan criterios de conservación y uso sostenible de la biodiversidad:</li> <li>ZEE, gestión de territorio.</li> <li>Microzonificació n y zonificación forestal en áreas selccionadas</li> <li>Planes de desarrollo regional y local</li> <li>Mecanismos y capacidades de</li> </ul>	applicable)	Planning and governance process in Ucayali is being supported by the Project providing technical assistance to incorporate environmental issues and in the environmental indicators building, at least 1,135,507 ha in Ucayali will have instruments and improved planning frameworks through the inclusion of environmental and sustainability issues and indicators through Regional Development Plan. At the same time, the project is supporting a forest zoning process in Puerto Inca province (1,021,341 ha) which defines the alternatives for the use of forest resources and wild fauna and which are applied on a mandatory basis. The project will promote a participative process. At community level the Project is supporting the planning process of Native Communities, with Indigenous Organizations which have been totally involved and engaged.
			monitoreo y gobernanza		In the last years environmental policies and strategies have been promoted by government at national and subnational levels to achieve goals aimed to reduce

					GHG emissions.
					Policy makers put in the national agenda sustainability, territorial approach, biodiversity conservation and deforestation issues.
					The Project aims to facilitate and support to global environmental benefits leaded by national and subnational governments. In spite of this progress exists a gap to implement governance framework at local levels. The Project aims to support with a "bottom up" approach build with local actors facilitating interaction and articulation.
agropecuarios en los paisajes enfocados gestionados a favor de la biodiversidad, la gestión sostenible de la tierra y los servicios ecosistémicos (incluye una reducción de las emisiones de carbono)	disponibles: 191 agricultores (1,9% del total) tenían	200 ha en pilotos 2.500 ha en otras zonas	500 ha mediante apoyo en pilotos 10.000 ha en otras zonas de los paisajes enfocados gracias a sensibilización y desarrollo de capacidades, fortalecimiento de sistemas técnicos de apoyo, mejor acceso a incentivos del mercados y financieros, y mejor apoyo del sector privado a los productores	(not set or not applicable)	The Project has proposed a development model to promote an integrate management of the territory and the implementation of sustainable production activities. In this framework and in order to implement agricultural activities, Cores of Development (NDD, by its Spanish acronym), are defined under territorial approach as spaces where synergies are established between local producers (indigenous and non- indigenous) and local support institution. In these NDD, sustainable production activities will be implemented, and it will define the impact of changes and improvements in sustainable management landscape with the collaboration of platform stakeholders, involved in this NDD. (Annex 1).
					Advocacy work and a process of confidence-building and co-operation were undertaken to gain

					commitment of policy makers and executives on values of sustainable production and the need for intensifying forest conservation and reduce deforestation.
					Meetings with regional authorities have been conducted to identify the main value chains prioritized, analyzing results of value chains diagnosis, that could be used during project implementation.
					Aditionally, new partnerships with actors that have development objectives similar to those of the project in the territory of the project intervention, are being evaluated in order to coordinate efforts and thus increase the impact of the project.
Reducción de la tasa de pérdida de cobertura forestal en la zona enfocada, por tipo de bosque	cultivos anuales, cacao, palma y pastos, mediados 2017 a mediados 2023:	de bosques a cultivos anuales, cacao, palma y pastos: Tipo de bosque ha	bosques a cultivos anuales, cacao, palma y pastos, mediados 2017 a mediados 2023: Tipo de bosque ha	(not set or not applicable)	0 No progress yet. Work planned to be undertaken during the second and third year as result of the implemented activities.
		10.000	Primario 22.592 Con tala 19.627		
		2.000	Secundario 6.179 Total 48.398		

				[	
enfocada como resultado	58.687.336 tCO2eq netas	Emisiones netas evitadas gracias al proyecto: 7.000.000 tCO2eq	Emisiones netas evitadas gracias al proyecto: 15.796.553 tCO2 (en función de EX-ACT)	(not set or not applicable)	0 No progress yet. Work planned to be undertaken soon. Project team will monitor the progress about land use change, crop production, grassland livestock that data will be analyzed with EX Ante Carbon Balance Tool looking for estimate balance per GHG emissions. Sustainable production activities will provide information to account GHG emissions reduction.
(por género y etnicidad) que obtienen beneficios netos de medios de vida gracias a la aplicación de	el número de agricultores o productores es aprox. 16.100 (2012) y el número de pobladores indígenas es 5.000	- 2.000 pequeños productores - 300 miembros de comunidades indígenas	Mayores niveles de beneficios de medios de vida gracias a la aplicación de prácticas que contribuyen a la sostenibilidad ambiental y la estabilidad del paisaje, en: - 6.000 pequeños productores - 700 miembros de comunidades indígenas		0 Livelihoods benefits will be quantified when sustainable productive practices initiate. A specific baseline will be elaborated according to the proposed Monitoring and Evaluation Plan, when the direct beneficiaries are selected. This indicator will be built with variables divided in six dimensions: social, environmental, physical, financial, gender, and organization level. The information will be merge with geospatial information to generate information about results of different model implementation and its benefits.
The progress of the obj Outcome 1	ective can be described as:	On track			
Componente 1:					
mejor planificación de p	oolíticas y gobernanza para red	ucir la deforestación	n y mejorar la sostenibili	dad de la produ	icción

Description of Indicator	Baseline Level	-		Level at 30 June 2018	Cumulative progress since project start
6. Número de instrumentos de gestión del territorio desarrollados y alineados que incluyen el enfoque de sostenibilidad del paisaje, resiliencia e inclusividad	Zonificación a nivel intermedio completada No hay zonificación forestal No hay microzonificación hasta la fecha 10 planes de vida indígenas Los planes de desarrollo regional, social y sectorial mencionan el tema ambiental, pero no establecen de manera específica un enfoque integral para la gestión de paisajes productivos	<ul> <li>7 planes de desarrollo local que abarcan a toda la zona del proyecto.</li> <li>2 planes de desarrollo sectorial</li> <li>65.000 ha con.microzonificación</li> <li>8 planes de vida indígenas adicionales</li> </ul>	<ul> <li>2 planes de desarrollo regional</li> <li>10 planes de desarrollo local que abarcan a toda la zona del proyecto</li> <li>2 planes de desarrollo sectorial</li> <li>100.000 ha con microzonificación con enfoque en las localidades priorizadas</li> <li>12 planes de vida indígenas adicionales</li> </ul>	applicable)	<ul> <li>In Ucayali Region, the Regional Plan will have a scope until 2030, the Project is supporting in this process to Ucayali Regional Government to ensure that this instrument include environmental technical content outlined by MINAM that result in detailed instructions.</li> <li>To contribute in the Territorial Ordering at local level, the Project has coordinated with SERFOR and Regional Government of Huánuco to support the Forest Zoning in Puerto Inca in Huánuco Region, this process will establish the methodological framework for the delimitation of forest lands and allocation of ZI categories.</li> <li>Regarding to the preparation of the Live Plans with Native Communities, a participatory process with Indigenous Organizations has been conducted aimed at identifying the Native Communities which the Project will support the live plans elaboration. This process initiated with the analysis of threats in by the Communities and based on GIS Information (Kernel MAP, deforestation density in Native Communities, and overlapping rights), and the second criteria is based in diagnostic of 28 Native Communities, using an instrument to collect data which has been validated with National Forest Program (PNCB by its acronyms in Spanish) of MINAM and Indigenous Organizations.</li> </ul>

				A first field visit has been made during May - June in 18 Communities. In this visits were involved 2 national Indigenous Organizations (AIDESEP and CONAP), and 10 Regional Indigenous Organizations (ORAU, ARPI-SC, CONAP Regional, UNAY, FECONAYA, FENACU, FECONAPIA, FENACOCA, FECONAU, FECONASHCRA). Delegates of each Indigenous Organization have participated in data collection. Results of this process in this moment are been analyzed (Annex 2).
7. Grado de implementación de planes de acción sectoriales formulados por plataformas multiparticipativas (sector público y privado)	2 planes de acción sectoriales logran al menos 25% de las metas de sostenibilidad ambiental	2 planes de acción sectoriales logran al menos 50% de las metas de sostenibilidad ambiental	(not set or not applicable)	In process 1. Coffee National Action Plan As part of UNDP's co-finance, the Coffee National Action Plan – Coffee NAP (Annex 3) was formally presented on October 2018 by the government, this national process is promoted by the Ministry of Agriculture and Irrigation (MINAGRI) as part of commitments in the Joint Declaration Intended's framework between Peru and Norway. The project team is working to define how sustainability environmental goals could be implemented with the projects support. The project is supporting to achieve goals of the Plan's Strategic Objective 3, which aims to facilitate access to quality financial services, competitive and innovative for the development of coffee with the NAMA of Coffee it is expected to benefit to 10,000 coffee producers with a financial mechanism. https://www.gob.pe/institucion/minagri/noticias/20065-

	minagri-presenta-plan-nacional-de-accion-del-cafe-
	en-beneficio-de-233-mil-familias-dedicadas-a-este-
	<u>cultivo</u>
	http://www.cooperacionsuizaenperu.org.pe/seco-
	notas-de-prensa/71-seco-noticias/4141-
	13%20octubre%202018
	2. National Action Plan of Cacao design process is
	initiating.
	initiating.
	During 2018, European Union made public a
	regulation about cadmium concentration in Cacao,
	which affected the sector in Peru. The problem led to
	the fact that the Agriculture authorities were
	concentrated focused on analyzing different the
	actions to afront it during first semester of 2019.
	Just at the beginning of 2019, the Cacao National
	Action Plan has been replayed. In this framework the
	project has a role as facilitator in the National
	Technical Round table of Agricultural and productive
	chain of cocoa and chocolate.
	In June, an extraordinary meeting has been
	conducted which aims to drive the National Action
	Plan of Cocoa and Chocolate, this process is
	facilitated by MINAGRI and it is presided by Peruvian
	Association of Cocoa Producers (APPCACAO) and
	the Peruvian Chamber of Coffee and Cocoa - Cocoa
	Sector (CPCC), facilitated by the Project and IICA.
	The Project supported the process to strengthen the
	negotiation and multiactor dialogue capacities of the
	members that make up the National and
	momorio macmano ap no National ana

		Decentralized Cacao and Chocolate Technical Roundtables, as well as the "Grupo Impulsor" of the formulation process of the National Cocoa and Chocolate Development Plan (PNDCC), the first minute was signed in June 2019 to initiate this process officially (Annex 4).
		This process, according with the Coffee Plan experience, could take 12 months to have a National Policy approved and elaborate with fully participation and collecting contributions of producers, private sector, indigenous people and including gender approach in the process.
		3 National Action Plan of Palm Oil The last years in Peru it was recognized the needed to have a National Plan for Oil Palm. For this is that Peruvian government has prepared proposals, but unfortunately these have not been finally approved by the government, mainly due to the weak participation of actors, including indigenous people who have put social resistance to the National Plan proposal Thus, the Project has identified challenges for this sector and looks up to generate trust and appropriation with a participative and multi actor process.
		Initially, technical meetings are being developed to prepare the Roadmap for the national interpretation process of the Roundtable on Sustainable Palm Oil RSPO standards with National Board of Palm Oil of Peru JUNPALMA.

				Additionally, to enhance the capacities of the partners for the implementation of sectorial plans, the project supported their participation in the Global Commodities Conference which has brought together political representatives, producers, local communities, private sector, development professionals and conservationists, this learning experience in multiactor dialogue has allowed to discuss and interchange learing around the problem and threats that affect borders of agriculture and deforestation in the most important ecosystems and landscapes in the world and innovative solutions to face this global problem. President of Peru participated in the Conference was relevant to reinforce the efforts to promote commitments to reduce deforestation between different actors in the country.
8. Nivel de participación directa de diferentes grupos de actores (incluso mujeres e indígenas) en estructuras participativas a nivel regional y local donde se decide la gestión sostenible, integral e inclusiva de los paisajes	•	Meta por definir al inicio del proyecto	(not set or not applicable)	0 In the framework of participative and multi actor processes as the National Action Plans, the project is working to reinforce the participation of actors in planning and governance processes in which indigenous people and women have representation. For example: in the Cacao and Chocolate Roundtable Plan framework, the project has advocated participation of Indigenous Organizations. In the same line in the Plan Palm Oil process, with lessons learned from previous processes, the project will propitiate fully participation of Indigenous People Organizations. Likewise, the project promotes the equal participation of variety of actors in the building process of Regional

					Development Plans.
9. Múltiples actores tienen mejores capacidades para la gestión sostenible de paisajes	Las capacidades institucionales son débiles Las CAR/CAM no están activas o no cumplen su función Las capacidades específicas de cada institución se evaluarán al inicio del proyecto	40 actores están en	Al menos 60 actores públicos y privados a nivel nacional, regional y local tienen mejores capacidades para la gestión sostenible de paisajes, entre estos ministerios, gobiernos regionales y locales de la cuenca amazónica, autoridades de recursos naturales, CAR, CAM, comunidades nativas, organizaciones de productores, entidades de apoyo técnico e instituciones académicas. Las capacidades enfocadas en cada institución se especificarán y se definirán las medidas mediante una tarjeta de calificación que se elaborará el inicio del proyecto.	(not set or not applicable)	<ul> <li>0</li> <li>The project is identifying the capacities for sustainable landscape management which should be reinforced to apply sustainable production, landscape approach and practice to reduce deforestation in their different levels communal, local, regional and national, coordinated with National Direction of Strategic Natural Resources.</li> <li>The process of formulation of the Regional Development Plan of Ucayali will be carried out with the support and fully participation of the Regional Environmental Commission (CAR, by its acronyms in Spanish).</li> <li>The Project is preparing the support for implementation of the course of Planning for Development with academy participation in Ucayali region.</li> <li>It is been coordinate with MINAGRI the strategies to address environmental sustainability in the agricultural sector.</li> <li>The project is supporting efforts of MINAM to define the characteristics of the monitoring plan for the identified environmental priorities (sustainable productive chains) within the framework of the Climate Change and Forest Nacional Strategy.</li> </ul>
<ol> <li>Implementación de procesos transparentes para la aprobación del cambio de uso del suelo en</li> </ol>	no incluye proceso de	El TUPA de Ucayali y Huánuco incluye proceso de aprobación del cambio de uso del	Minam, Minagri, Serfor, ARRFS, ATTFFS tienen herramientas, procedimientos y capacidad para aplicar adecuadamente		0 No progress yet. Work planned to be undertaken in the next months. SERFOR previewed land use change guidelines to

función de la zonificación	plenamente concientes del proceso y sus competencias, lo cual genera deforestación ilegal, especialmente en zonas extensas	suelo.	proceso de aprobación del cambio de uso del suelo, lo cual permite reducir el riesgo de cambio ilegal (o aprobado de manera errónea)		be included in the 2019 project activities. However, that guidelines have already been initiated by SERFOR, at this stage gaps in the guidelines to be supported by the Project.
11. % de cambios de uso del suelo no autorizados detectados con sistemas de monitoreo que tienen una efectiva respuesta institucional	Infracciones forestales entre 2010 y 2016: Ucayali (197); Huánuco (330) Fuente: http://www.serfor.gob.pe/centro- de-informacion/registros- nacionales/registro-nacional-de- infractores Por definir al inicio del proyecto por parte de Serfor, Osinfor y gobiernos regionales	10% de incremento con respecto al porcentaje de base	30% de incremento con respecto al porcentaje de base	(not set or not applicable)	0 No progress yet. Work planned to be undertaken in the next months.
	de la zona enfocada tienen proyectos de inversión de cadenas productivas por un valor de USD 49 millones, de los cuales USD 33 millones aún deben ser ejecutados	En la Amazonía en general: USD 100 millones comprometidos USD 4 millones desembolsados	En la Amazonía en general: USD 200 millones comprometidos USD 12 millones desembolsados	(not set or not applicable)	To increase public finance to support sustainable landscape management, the project has coordinated with Ucayali Regional Government to identify strategic initiatives of public sector that could be reinforced with environmental issues to ensure quality of investments. Regional Government of Ucayali had prepared a public investment project (PIP, by Spanish acronyms) "Improvement of support services for the sustainable use of biodiversity in restingas ecosystems and Fundo de Federico Basadre Highway km 15 at 195 of

The progress of the chi	ective can be described as:	On track			This milestone has been achieved, and the project is coordinating to prepare required studies and analysis to prepare the definitive technical file for the Project. This public Project has an approximately investment cost of 50 millons USD. The project is providing support to consolidate the contribution of the TSA instrument to ongoing MINAM and MINAGRI processes. In this framework it is expected to start a first value of ecosystem services within decision making, to help make the business case for sustainable policy and investment choices.
Outcome 2	ective can be described as:	Ontrack			
Componente 2: Mecanismos financieros	s e incentivos del mercado pro	mueven prácticas pro	oductivas sostenibles		
-			oductivas sostenibles End of project target level	Level at 30 June 2018	Cumulative progress since project start

Page 15 of 39

terceras partes		partes (ej. organico, Rainforest Alliance, UTZ, paisajes)	national and regional levels. Private sector companies, government, indigenous organization, NGO's, producers and international cooperation have participated in this partnership and are discussing about efforts to promote commodities production free of deforestation. It has been promoted a participatory process to collect the contributions of all participants from different sectors who have prepared a Road Map to promote the process (Annex 5). This process will be institutionally consolidated until August 2019 and the subnational articulation and dialogue will be conducted during the last months of 2019. shorturl.at/qFGW3 The Project in coordination with MINAM have been defining the design of financing schemes for value chains which will be initiate to support the reduction of deforestation in prioritized vulnerable areas, as a strategy to achieve competitiveness and integration. Results will be input for the National Competitiveness Plan promoted by Peruvian Government.
14. Número de planes de negocios viables para actividades económicas sostenibles formulados e	Planes de negocios viables implementados para al menos 3 actividades	3	0 No progress yet. Work planned to be undertaken in the next months. It requires to identify the Development Cores to initiate so that based on the activities developed in those cores the priorities can

implementados			que benefician a hombres y mujeres		be established.
crédito, incentivos y seguros, por número de agricultores y zona de cobertura,	proyecto, pero no hay transferencias directas condicionadas)	en conjunto; número de agricultores y desglose por género por determinar al	USD 40 millones en la Amazonía peruana en conjunto; número de agricultores y desglose por género por determinar al inicio del proyecto	(not set or not applicable)	0 Technical assistance during Phase I (Initial Phase of Project Formulation), has been provided by the Project, this NAMA will promote access to financing for producers within the framework of the NAMA Coffee, proposed by the Peruvian State (with technical assistance from UNDP, ICRAF and the French Agency for Development). At the end of June, the mid-term report will be submitted to the NAMA. It should be noted that this experience will allow obtain other sources and means for leveraging resources in the cocoa sector to be sought. It is expected to achieve approximately 50 million USD (include NAMA financing and French Development Agency) in credits for coffee producers in the Peruvian Amazon through NAMA Coffee. Currently, coordination has been initiated between Peruvian Federation of Savings and Credit Municipal Savings Banks in order to prepare a first proposal for the identification and design of green credit mechanisms (incorporating gender issues). This proposal will be discussed with the National Direction of Environmental Finance.
The progress of the obje	ective can be described as:	On track	1	1	1

## Outcome 3

### Componente 3:

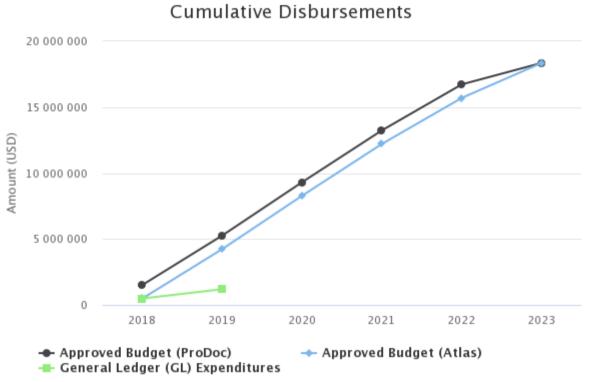
Capacidad técnica instalada para rehabilitar y sostener los servicios ecosistémicos en los paisajes priorizados

Description of Indicator	Baseline Level	Midterm target level	End of project target level	Level at 30 June 2018	Cumulative progress since project start
16. Número de actores que aprenden sobre prácticas de gestión sostenible y sus beneficios gracias a los pilotos		(incluso experiencias desarrolladas por mujeres) para 500	Demostración de experiencias piloto (incluso experiencias desarrolladas por mujeres) para 1.500 actores con potencial de replicarlas y/o difundirlas		<ul> <li>A proposal of Development Model to promote an integrate management of the territory and the implementation of sustainable production activities has been prepared which considers technical, social and environmental issues to promote sustainable development through "cores". The model mentioned above was presented to Steering Committee where was defined that this should be presented and discussed with the Technical Committee including identified zones and "cores", so during the next weeks, the Technical Committee will be convened to analyze the proposal and receive their contributions (Annex 6).</li> <li>To have information about actors in Ucayali and Huánuco Regions a first actor analysis is been initiated, this included the relationship between them and their interest, conflicts and key information about their dynamics related to sustainable production, forest deforestation and biodiversity.</li> <li>Collection and analysis of geospatial information of different layers has been carried out in order to use them as input to determine the areas with ecological connectivity criteria, potential for forest recovery and location of the main economic fronts.</li> </ul>

17. Número de agricultores (hombres y mujeres) en la zona enfocada que reciben apoyo técnico y financiero para la aplicación de prácticas de gestión sostenible y que aplican planes de desarrollo empresarial y organizativo necesarios para que estas prácticas sean viables y sostenibles	<ul> <li>Hay 16.120 agricultores en la zona enfocada</li> <li>2.488 agricultores hombres (18,9% del total) y 531 mujeres (18% de las mujeres que se dedican a la agricultura) recibieron capacitación técnica o asesoría comercial</li> <li>1.961 agricultores recibieron financiamiento</li> </ul>	asistencia técnica (1.640 hombres y 360 mujeres) para la aplicación de prácticas de gestión sostenible - 1.000 agricultores reciben ayuda financiera para la aplicación de prácticas de gestión sostenible - 5.000 agricultores	aplicación de prácticas de gestión sostenible - 3.000 agricultores reciben ayuda financiera para la aplicación de prácticas	(not set or not applicable)	0 Information has been gathered on the technical assistance provided in the scope of the project. Visits have been made to associations of producers of palm, cocoa with the purpose of analyzing information on the technical assistance received, the agricultural practices applied in the plot and the business models. Likewise, meetings have been held with strategic actors such as Alianza Cacao, Junpalma, Colpa de Loros, Refinca, among others
18. Número de agricultores (de aquellos que reciben apoyo técnico), por zona y género, que tienen un aumento en su nivel de productividad por hectárea gracias a la aplicación de las prácticas de gestión sostenible promovidas por el proyecto	productos agrícolas es bajo debido a tecnología e inversión inadecuadas	productores apoyados (hombres y mujeres) aplican prácticas sostenibles	25% de los productores apoyados (hombres y mujeres) aumentan su productividad en al menos 20% (en cuanto a productividad o rentabilidad)	(not set or not applicable)	0 Visits have been made to associations of producers of palm and cocoa with the purpose of analyzing information on the technical assistance received, the agricultural practices applied in the plot and the business models. Likewise, meetings have been held with strategic actors such as Alianza Cacao, Junpalma, Colpa de Loros, Refinca, among others.

19. Área de paisajes degradados sujeta a restauración y/o conservación con el fin de rehabilitar los servicios ecosistémicos con criterios de sostenibilidad	Conservación:	ha	Rehabilitación: 4.000 ha Conservación: aumento de 4.000 ha	(not set or not applicable)	No progress yet. Work planned to be undertaken in the next months. The progress will be seen from the selection of Cores, and agreements are signed.
instituciones que reciben publicaciones y productos de comunicación que buscan mejorar el conocimiento y las prácticas de gestión sostenible del paisaje amazónico		40 instituciones	100 instituciones	(not set or not applicable)	First meetings to interchange information has been developed between project partners and international experts to share practices, lessons learned and methodologies in the Good Growth Conference. A first version of a Development Communication Plan has been prepared (Annex. 6) that include information of a first field visit in Ucayali. In January, a first exercise to review the results chain was developed with the Open Standards for the Practice of Conservation. A monitoring and evaluation plan has been finalized (Annex 7.), which include guides, tools and instruments to monitor the project. A monitoring system first version which includes indicator definitions and technical sheets. Information in Ucayali has been collected in a first field visit.
The progress of the obj	ective can be described as:	On track			

# D. Implementation Progress



Highcharts.com

Cumulative GL delivery against total approved amount (in prodoc):	6.52%
Cumulative GL delivery against expected delivery as of this year:	22.68%
Cumulative disbursement as of 30 June (note: amount to be updated in late August):	1,195,833

Key Financing Amounts		
PPG Amount	231,055	
GEF Grant Amount	18,346,927	
Co-financing	129,000,000	

Key Project Dates	
PIF Approval Date	Oct 21, 2015
CEO Endorsement Date	Aug 25, 2017
Project Document Signature Date (project start date):	Mar 20, 2018
Date of Inception Workshop	Nov 27, 2018
Expected Date of Mid-term Review	Mar 20, 2021

Actual Date of Mid-term Review	(not set or not applicable)
Expected Date of Terminal Evaluation	Dec 20, 2023
Original Planned Closing Date	Mar 20, 2024
Revised Planned Closing Date	(not set or not applicable)

Dates of Project Steering Committee/Board Meetings during reporting period (30 June 2018 to 1 July 2019)	
2018-10-26	
2019-03-01	
2019-06-17	

# E. Critical Risk Management

Current Types of Critical Risks Critica	I risk management measures undertaken this reporting period
---	---

## F. Adjustments

#### Comments on delays in key project milestones

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 inception workshop was carried on November 2018, with some delay considering the Document Project's signature day (march 2018). In july 2018 At national level, the President of Peru changed and this affected decisions about project starting including the designation of National Direction. In the last months of 2018 took place the electoral process of regional and local authorities who were preparing their functions delegation delegation with an impact to initiate coordination at subnational level. Finally, the Steering Committee defined to conduct the Workshop in October with the outgoing authorities, because they had participated in the project design looking to ensure the appropriation and have their information before change government authorities. The Project made efforts so that the new elected authorities also participate in the workshop.

The Inception workshop was developed to ensure participation of different actor. Thus, it was carried out in Huánuco, Pucallpa (two moments, one of them a specific workshop with Indigenous People) and Lima. Near of 220 people participated including (national government, local and regional governments, private sector, producers, indigenous organizations, NGOs, financial institutions and civil society).

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 project was delayed in the realization of the inception workshop since the signing of the prodoc.

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 received the CEO endorsement in August 2017 and first disbursement only happened in June 2018. The inception workshop happened in November 2018 and the project workplan was only approved by the government in March 2019. This is quite a slow start and the project is already accumulating considerable delays.

# G. Ratings and Overall Assessments

Role	2019 Development Objective Progress Rating	2019 Implementation Progress Rating
Project Manager/Coordinator	Moderately Satisfactory	- IP Rating provided by UNDP-GEF Technical Adviser and UNDP Country Office only -
Overall Assessment	and facilitate national, regional and log government efforts to avoid deforesta	are based on generate reliability, Ind stakeholders. The project will support
	oriented to consolidate the Project Te MINAM to prepare the implementation relationships have been strengthening	g with national and subnational gies and actions to achieve results and
	complement planning processes at th guidelines. A methodological route is UNICEF-PPS-CEPLAN to update the has been initiated with SERFOR and Management to contribute to the proc	vided by the PPS Project is coordinated to e regional level based on national being organized with MINAM-GOREU- PDRC Ucayali. Likewise, coordination the National Directione of Land
	National Coffee, Cocoa and Palm Sec	y processes within the framework of the ctor Plans. MINAGRI has the leadership to ucial to develop it with a methodology that participation of actors with special
	the National and Regional Organization in the Project landscapes. To start the gathering strategy with the geospatial elaborated, which, added, and will be	ople, coordination have been done in with ons that represent the Native Communities a work with these, the information characteristics that will be input has been used to define the Native Communities oped, which will be developed with the
	to join efforts to the initiatives / progra	ultural sector, based on the information
	The Project is propelling with MINAGE commitments of public and private act production of deforestation-free comm commitments made by the Peruvian C Intention.	tors that contribute to the sustainable
	Likewise, the Project joins the nationa	I efforts to have financial mechanisms for

	greenhouse gas emissions, which will end, support is being provided for the c	on and practices contribute to reducing be financed by the NAMA facility. To this design of the Proposal that will be 0. With the design of this mechanism, it
	out to promote incentives to the produc	e development of value chains free of vill be an input to the Peruvian ikewise, coordination has been carried cer for the development of sustainable Retribution for Ecosystem Services that
		ant information on the dynamics, nent plan. A compilation and analysis of dentify possible areas where the various eats, deforestation rates, production
	Likewise, it is planned to conduct a cor information, contributes to the definition	nectivity analysis that, together with the n of intervention strategies.
		minary version of the Communication for adequate communication management haracteristics of the actors involved in
	Finally, in relation to the monitoring and and Evaluation Plan has been prepared GEF, MINAM and UNDP, remaining fo System. Likewise, it has coordinated w Unit to review the guidelines in relation applied to the GEF 6 Projects.	d, based on the requirements of the r review together with the Monitoring ith the ASL Program and the UNDP GEF
Role	2019 Development Objective Progress Rating	2019 Implementation Progress Rating
UNDP Country Office Programme Officer	Moderately Satisfactory	Moderately Satisfactory
Overall Assessment	capacities of local regional and local au assistance to include environmental iss instruments with an integrated and con recognizes the complexity of local liveli scale deforestation in order to help red productive landscapes in the Peruvian	nprehensive territorial approach that hoods and the drivers of landscape- uce deforestation and recover forests in amazon and intensify sustainable as started supporting native communities

	communities) to reproduce or upsa communities are able to implement	
	sustainable landscape managemer ecosystem services and sustainabl	to promote public investment for more nt, including biodiversity conservation, e agricultural models (Outcome 2), the government of Ucayali to identify strategic with environment issues.
	defining the design of financing sch to support the reduction of deforest	nistry of Ministry of Environment have been nemes for value chains which will be initiate ration in prioritized vulnerable areas, as a s and integration. Results will be input for the moted by Peruvian Government.
	Coordination with financial institution to identify green credit mechanisms	ons was held to assess alternatives in order s.
	In Outcome 3 (Installed technical ca ecosystem services in prioritized la been made for this outcome given	ndscapes), further progress has not yet
	The stakeholder engagement prom to its progress.	oted by the project is contributing positively
	Finally, the project does nor preser	at any critical risk during the reporting period.
		tage of the project, the implementing o far justifies that it is on track to achieve its
Role	2019 Development Objective	2019 Implementation Progress
	Progress Rating	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	Moderately Satisfactory	- IP Rating provided by UNDP-GEF Technical Adviser and UNDP Country Office only -

Overall Assessment	2018 – June 2019), financial execut 1.178 million USD , and considering up , it has not been possible to prog in the project document. However, i institutional agreements and engag and regional level, civil society, priv intervention areas. Additionally, the "Productive Sustainable Landscape level of coordination both within MIN Financial execution, responds to Pr	e startup of a Project so complex as es in Peruvian Amazon", has meant high NAM as other government partners. roject team recruitment and consolidation, hing processes as well the inception
	technical execution to have substar goal, considering that institutional a plan has been approved by Steering	of implementation, it is to accelerate ntive progress towards expected results and irrangements have finished and the work g Committee. Also, UNDP as implementing ove times in selection and procurement opel the Project implementation.
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)	
1		
Role	2019 Development Objective Progress Rating	2019 Implementation Progress Rating
Role UNDP-GEF Technical Adviser		
	Progress Rating           Moderately Unsatisfactory           This project is part of the GEF-6 Surpogram involving three agencies a Peru, Colombia and Brazil). It will compare projects that are part of this countries in the Amazon basin. This component on productive integral laturn complement the components of protected and productive landscape these components will allow the act SLA program, which is to protect bid	Rating         Unsatisfactory         Istainable Landscapes in the Amazon (SLA)         and three countries (UNDP, WWF, WB in         oordinate and be complemented by other         aprogram in Peru and neighbouring         s project will contribute specifically to the         andscapes of the SLA program, which will in         on integral protected areas, policies for         es and coordination and learning. Together,         hievement of the general objective of the

The project includes 3 components: 1) Improved policies and tools for planning and governance to reduce deforestation and intensify sustainable production. 2) Financial mechanisms and market incentives promote sustainable productive practices and 3) installed technical capacity to recover and maintain ecosystem services in prioritized landscapes. These components will generate GEBs in GEF focal areas of biodiversity, land degradation neutrality, sustainable forest management and climate change. The work will be carried out together with governments at national, regional and local levels, diverse private sector actors and producers at different scales to reduce the deforestation rate for agricultural lands. To achieve this an adequate location of productive activities in the landscape should be guaranteed, environmental governance will be supported and producers will have access to trainings and incentives that allow them to develop sustainable production systems (with particular focus on oil palm and cocoa). Gender is also an important aspect and women will benefit in a fair way in trainings for their effective participation in decision making related to resource use and in livelihood support, benefit sharing based on an analysis of gender gaps and the collection and use of their local knowledge.

Therefore, the project will generate GEBs by applying an integrated approach to the management of Amazonian landscapes. The integrated approach intents to increase the area under better planning and governance, promote sustainable land use and improved ecosystem services while reducing deforestation and sustainable income diversification for local populations.

This is a large project with GEF funds for a total USD 18,346,927 and cofinance is expected at USD 129 million. The project is led by the Ministry of Environment (MINAM) through its General Directorate of Environmental Economy and Financing and participation of other departments and the office of the GEF focal point. Other key institutional participants include SERFOR (the National Forest Service), DEVIDA (the National Commission for Development and Life without Drugs), the General Directorate of Agriculture and the General Directorate of Agrarian Policy at the Ministry of Agriculture, provincial and local governments and others.

This is the first PIR for this project, which is rated as moderately unsatisfactory given slow progress of the component and slow delivery also affecting the ability to generate impacts. The project received the CEO endorsement in August 2017 and first disbursement only happened in June 2018. The inception workshop happened in November 2018 and the project workplan was only approved by the government in March 2019. This is quite a slow start and the project is already accumulating considerable delays. Since March, execution has focused on articulating actions on how components interrelate and complement each other; as well as working with the Ministry of Environment (MINAM) to establish connections. A positive development is that MINAM has already come to see the project as supporting the national climate change strategy given its actions on mitigation. The main challenge is to kickstart work in the field and identifying what will be done and where.

Component 1 is focused on planning and governance tools to reduce deforestation and improve sustainability of production. The main progress so far in this component has been the engagement with national authorities to jump start project activities. The main challenge has been coordinating with indigenous organizations on the preparation of Live Plans and Cores of Development for agricultural activity implementation (as it is time consuming). The project team has also started the process for the cacao and the coffee certification platforms. The project has conducted a multi actor dialogue process, promoting cooperation between actors involved in sustainable production of cocoa, palm oil, coffee and started a coordination with the National Board of Palm Oil of Peru (JUNPALMA). While engagement and coordination are good first steps, the RTA points out that this project really needs to speed up on implementation beyond general engagement. The next PIR should report back on substantial systemic progress.

Component 2 focuses on financial mechanisms and market incentives to promote sustainable production practices. Dialogues have started with the NAMA coffee (proposed by the Peruvian government) which intends to leverage funds also from the French Development Agency in credits for coffee producers. Technical assistance would be provided by UNDP, ICRAF and the French Agency for Development. Up to USD 50 million are expected to be raised (including NAMA financing and French Development Agency). The RTA thinks this is a promising path and looks forward to developments in the next reporting period. Also of note, the project team should keep in mind that financial mechanisms take time to be developed and negotiated. Therefore, the RTA highly recommends to continue focus on this component throughout the next reporting period. Strategic and concrete progress in line with the PRODOC should also be reported on in the next PIR.

Component 3 focuses on technical capacity to rehabilitate and maintain ecosystem services in prioritized landscapes (including 4000 ha rehabilitated and an additional 4000 ha in conservation). The project team has prepared the proposal for training preparation.

Given provincial elections in 2018, there has been a change in authorities in the country, which has required new engagement. The positive aspect is that they came in together with the start of the project and will therefore be there for a while. In Ucayali the engagement has been smoother, as the government has a sustainability agenda. In Guanaco there were more challenges in terms of identifying entry points, but in August they started actively participating in the project. Therefore, the RTA concludes that not much progress has been made to kick start concrete activities on the ground. It is important that the project quickly defined and moves ahead with key alliances and local partners to be able to show progress towards the area to be rehabilitated in the next quarter.

In terms of M&E, there is ongoing work to determine methods and tools to calculate emissions and carbon balance which are indicators of the project. It is also important to note that illegal activities were not taken into consideration in the Prodoc preparation (e.g. cocaine production) and some action measures will need to be defined to tackle these issues. Currently a mapping of these activities is underway.

In terms of implementation, the project is way behind, having executed only 22% of funds for this year. It is therefore rated as Unsatisfactory. Generally, this can be explained due to the 3 months' delay in starting and a high amount to execute this year (\$3.7m). This is a very large project (over 17 million) to be executed in the usual 5 years, therefore this project cannot afford to have

significant delays on the onset. Any further delays in the implementation will be very hard to offset later as execution will have to be even higher than planned. This is the first year of the project and execution is slow, so it is unsurprising that the cumulative project execution as of June 30th was at 6.5%. This needs to be improved significantly and the RTA recommends assessing measures to be implemented as further delays at this point will have significant implications for the entire implementation period. Particular attention should be put on the design of the 2020 workplan accompanied by a strong procurement plan that need to be developed before the end of the year. Multiple scattered contracting procedures should be avoided and when possible procedures should be lumped together for more efficiency. Also the project needs to step up its engagement with the private sector now and report back on a strong partnership strategy in the next PIR. This should be developed before the end of this year and reflected through concrete activities in the 2020 workplan. Finally, this project will have to identify clear synergies with the GEF-7 FOLUR initiative currently under development and report back on this in the next PIR. This new GEF-7 project was designed to complement and to geographically expand existing GEF investments in a Peru to address deforestation related to commodities in the Amazon. The upcoming reporting period will be key to determine whether this project is on track. It will require that both the UNDP CO and MINAM step up oversight and implementation support to make sure that this very strategic initiative improves both on delivery and on the progress under each component.

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

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.

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: Yes

Improving the participation and decision-making of women in natural resource governance: Yes

Targeting socio-economic benefits and services for women: Yes

Not applicable: No

Atlas Gender Marker Rating

GEN2: gender equality as significant objective

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.

(not set or not applicable)

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.

(not set or not applicable)

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

Gender approach is incorporated in the Project's chain results. The implementation is been conducted enring the gender mainstreaming. For example, the first diagnostic of Native Communities in the Live Plans preparation framework, has been prepared with gender focus. The stakeholder analysis includes gender approach and Will collect specific information about women and men roles in the landscape.

## I. 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.

1) Have any new social and/or environmental risks been identified during project implementation?

No

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.

(not set or not applicable)

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

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

(not set or not applicable)

SESP: PIMS 5629 Peru Amazon Prodoc Annexes F-SESP.docx

Environmental and Social Management Plan/Framework: <u>PIMS 5629 Peru Amazon Prodoc</u> Annex G-ESMP.docx

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)

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.

No

If yes, please upload the document(s) above. If no, please explain when the required documents will be prepared.

(not set or not applicable)

4) Has the project received complaints related to social and/or environmental impacts (actual or potential )?

No

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

(not set or not applicable)

## J. Communicating Impact

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.)

(not set or not applicable)

### Knowledge Management, Project Links and Social Media

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.

Inception Worshops, November 2018

https://www.gacetaucayalina.com/2018/11/realizan-taller-de-paisajes-productivos-sostenibles-de-laamazonia-peruana.html

Preparation of Strategy for Indigenous People

https://www.facebook.com/organizacionorau.orau/videos/vb.1258800648/10213859680747043/?type =2&video\_source=user\_video\_tab

Multiactor dialog process

http://www.pe.undp.org/content/peru/es/home/presscenter/articles/2019/una-alianza-entre-gobiernoy-empresas-por-una-agricultura-libre-.html

https://www.gob.pe/institucion/minagri/noticias/25762-coalicion-publica-privada-impulsara-accionespara-reducir-la-deforestacion-en-la-amazonia

https://twitter.com/PNUDperu/status/1098683374246465536

Cacao and Chocolate National Action Plan

https://twitter.com/PNUDperu/status/1138581454215139329

Coffee National Action Plan

https://drive.google.com/file/d/1iEZKTPrU9skYSMh1Rfsyk7gz60wH8Or7/view?usp=sharing

https://www.gob.pe/institucion/minagri/noticias/20065-minagri-presenta-plan-nacional-de-accion-del-

cafe-en-beneficio-de-233-mil-familias-dedicadas-a-este-cultivo

https://www.andina.pe/agencia/noticia-plan-nacional-accion-del-cafe-beneficiara-a-223-mil-familias-728416.aspx

## K. 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.

#### Does the project work with any Civil Society Organisations and/or NGOs?

Yes

Does the project work with any Indigenous Peoples?

Yes

Does the project work with the Private Sector?

Yes

Does the project work with the GEF Small Grants Programme?

No

Does the project work with UN Volunteers?

No

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

No

**CEO Endorsement Request:** <u>PIMS 5629 Peru productive landscapes CEO Endorsement Request</u> <u>GEF6 format 13 July 2017.doc</u>

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.

The Stakeholder Engagement Plan has not changed. During the next months the Advisory Committee will be stablished according the Plan, which provide technical opinion around challenges, actions during project implementation.

Simultaneously, it has been initiated an Actors Analizys which will provide information about stakeholders's interest around deforestation and sustainble production. In the next months the schedule for this Plan will be updated.

## 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-ofproject 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.