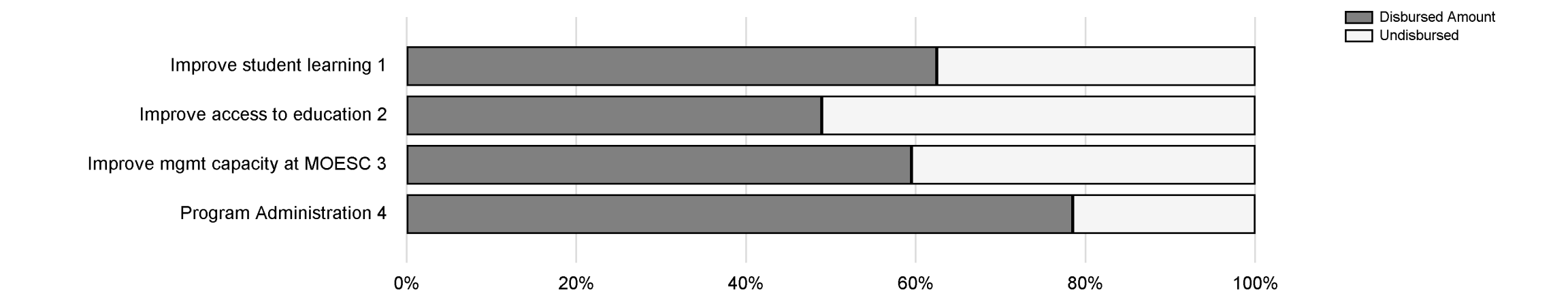


PMR Public Report

|                      |                                  |  |          |
|----------------------|----------------------------------|--|----------|
| Operation Number     | SU-L1038                         | Chief of Operations Validation Date    | 10/03/22 |
| Year- PMR Cycle      | First period Jan-Jun 2022        | Division Chief Validation Date         |          |
| Last Update          | 09/30/22                         | Country Representative Validation Date |          |
| PMR Validation Stage | Validated by Chief of Operations |  |          |

|  |  |   |   |
|--|--|---|---|
| Basic Data                               |  |   |   |
| Operation Profile                        |  |   |   |
| Operation Name                           | Second Basic Education Improvement Program (2nd BEIP) Phase II | Loan Number   | 3603/OC-SU  |
| Executing Agency                         | MINISTRY OF EDUCATION SCIENCE AND CULTURE                      | Sector/Subsector  | EDUCATION-PRIMARY EDUCATION                                       |
| Team Leader                              | HOBBS, CYNTHIA MARIE   | Overall Stage   | Disbursing (From eligibility until all the Operations are closed) |
| Operation Type                           | Loan Operation   | Country   | Suriname  |
| Lending Instrument                       | Investment Loan  | Convergence related Operation(s)                          |   |
| Borrower                                 | REPUBLIC OF SURINAME   |   |   |
| Environmental and Social Safeguards      |  |   |   |
| Impacts Category                         | B  | Was/Were the objective(s) of this operation reformulated? | NO  |
| Safeguard Performance Rating             |  | Date of approval  |   |
| Safeguard Performance Rating - Rationale |  |   |   |

|   |                       |             |                   |                        |                     |                        |                      |             |                    |
|---|-----------------------|-------------|-------------------|------------------------|---------------------|------------------------|----------------------|-------------|--------------------|
| Financial Data  |                       |             |                   |                        |                     |                        |                      |             |                    |
|   | Total Cost and Source |             |                   |                        |                     | Available Funds (US\$) |                      |             |                    |
| Operations  | Original IDB          | Current IDB | Local Counterpart | Co-Financing / Country | Total Original Cost | Current IDB            | Disb. Amount to Date | % Disbursed | Undisbursed Amount |
| SU-L1038  | 20,000,000            | 20,000,000  | 0                 | 0                      | 20,000,000          | 20,000,000             | 13,890,531.83        | 69.45%      | 6,109,468.17       |
| Aggregated  | 20,000,000            | 20,000,000  | 0                 | 0                      | 20,000,000          | 20,000,000             | 13,890,531.83        | 69.45%      | 6,109,468.17       |
| Expense Categories by Loan Contract (cumulative values) |                       |             |                   |                        |                     |                        |                      |             |                    |



Please note that inactive indicators and outputs are not displayed; totals in the actual cost table may not match the sum of the cost of the outputs displayed, due to the cost of inactive outputs.

| RESULTS MATRIX                 |
|--------------------------------|
| General Development Objectives |

| RESULTS MATRIX   |  |               |    |               |                 |          |               |   |       |       |      |      |      |      |          |
|--|--|---------------|----|---------------|-----------------|----------|---------------|---|-------|-------|------|------|------|------|----------|
| Specific Development Objectives  |  |               |    |               |                 |          |               |   |       |       |      |      |      |      |          |
| Specific Development Objectives Nbr. 0: Increase learning outcomes of all primary school students and improve the internal efficiency of the education system. |  |               |    |               |                 |          |               |   |       |       |      |      |      |      |          |
| Observation:   |  |               |    |               |                 |          |               |   |       |       |      |      |      |      |          |
|  | Indicator  |               |    |               | Unit of Measure | Baseline | Baseline Year |   | 2016  | 2017  | 2018 | 2019 | 2020 | 2021 | EOP 2023 |
| 0.0  | Percentage of students with satisfactory results in Math at the exam taken at end of primary education (exam at grade 8)     |               |    |               | Percentage      | 25       | 2014          | P | -     | -     | -    | -    | 40   | -    | 40       |
|  |  |               |    |               |                 |          |               | A | 26.76 | 25.36 | -    | -    | -    | -    | -        |
| Details  |  |               |    |               |                 |          |               |   |       |       |      |      |      |      |          |
| Means of Verification:   |  |               |    |               |                 |          |               |   |       |       |      |      |      |      |          |
| Observations:  |  |               |    |               |                 |          |               |   |       |       |      |      |      |      |          |
| Evaluation Methodology: -  |  |               |    |               |                 |          |               |   |       |       |      |      |      |      |          |
| Pro-Gender   | No   | Pro-Ethnicity | No | CRF indicator |                 |          |               |   |       |       |      |      |      |      |          |
|  |  |               |    |               |                 |          |               |   |       |       |      |      |      |      |          |
|  | Indicator  |               |    |               | Unit of Measure | Baseline | Baseline Year |   | 2016  | 2017  | 2018 | 2019 | 2020 | 2021 | EOP 2023 |
| 0.1  | Percentage of students with satisfactory results in Language at the exam taken at end of primary education (exam at grade 8) |               |    |               | Percentage      | 62       | 2014          | P | -     | -     | -    | -    | 70   | -    | 70       |
|  |  |               |    |               |                 |          |               | A | 59.31 | 59.29 | -    | -    | -    | -    | -        |
| Details  |  |               |    |               |                 |          |               |   |       |       |      |      |      |      |          |
| Means of Verification:   |  |               |    |               |                 |          |               |   |       |       |      |      |      |      |          |
| Observations:  |  |               |    |               |                 |          |               |   |       |       |      |      |      |      |          |
| Evaluation Methodology: -  |  |               |    |               |                 |          |               |   |       |       |      |      |      |      |          |
| Pro-Gender   | No   | Pro-Ethnicity | No | CRF indicator |                 |          |               |   |       |       |      |      |      |      |          |
|  |  |               |    |               |                 |          |               |   |       |       |      |      |      |      |          |
|  | Indicator  |               |    |               | Unit of Measure | Baseline | Baseline Year |   | 2016  | 2017  | 2018 | 2019 | 2020 | 2021 | EOP 2023 |
| 0.2  | Percentage of students countrywide that complete primary education on time (to grade 8)                                      |               |    |               | Percentage      | 34       | 2014          | P | -     | -     | -    | -    | 50   | -    | 50       |
|  |  |               |    |               |                 |          |               | A | 36.5  | 28.94 | -    | -    | -    | -    | -        |
| Details  |  |               |    |               |                 |          |               |   |       |       |      |      |      |      |          |
| Means of Verification:   |  |               |    |               |                 |          |               |   |       |       |      |      |      |      |          |
| Observations:  |  |               |    |               |                 |          |               |   |       |       |      |      |      |      |          |
| Evaluation Methodology: -  |  |               |    |               |                 |          |               |   |       |       |      |      |      |      |          |
| Pro-Gender   | No   | Pro-Ethnicity | No | CRF indicator |                 |          |               |   |       |       |      |      |      |      |          |
|  |  |               |    |               |                 |          |               |   |       |       |      |      |      |      |          |
|  | Indicator  |               |    |               | Unit of Measure | Baseline | Baseline Year |   | 2016  | 2017  | 2018 | 2019 | 2020 | 2021 | EOP 2023 |
| 0.4  | Percentage of students in Brokopondo that complete primary education on time (to grade 8)                                    |               |    |               | Percentage      | 16       | 2014          | P | -     | -     | -    | -    | 30   | -    | 30       |
|  |  |               |    |               |                 |          |               | A | 12.2  | 12.71 | -    | -    | -    | -    | -        |
| Details  |  |               |    |               |                 |          |               |   |       |       |      |      |      |      |          |
| Means of Verification:   |  |               |    |               |                 |          |               |   |       |       |      |      |      |      |          |
| Observations:  |  |               |    |               |                 |          |               |   |       |       |      |      |      |      |          |
| Evaluation Methodology: -  |  |               |    |               |                 |          |               |   |       |       |      |      |      |      |          |
| Pro-Gender   | No   | Pro-Ethnicity | No | CRF indicator |                 |          |               |   |       |       |      |      |      |      |          |
|  |  |               |    |               |                 |          |               |   |       |       |      |      |      |      |          |

| Indicator                 |   | Unit of Measure |        | Baseline      | Baseline Year   | 2016 | 2017 | 2018 | 2019 | 2020   | 2021   | EOP 2023 |        |
|---------------------------|---|-----------------|--------|---------------|---|------|------|------|------|--------|--------|----------|--------|
| 0.5                       | Strategy for reform of secondary education adopted by the MOESC | Document        | 0      | 2015          | P   | -    | -    | 1    | -    | -      | -      | 1        |        |
|                           |   |                 |        |               | A   | -    | -    | -    | -    | -      | -      | -        |        |
| Details                   |   |                 |        |               |   |      |      |      |      |        |        |          |        |
| Means of Verification:    |   |                 |        |               |   |      |      |      |      |        |        |          |        |
| Observations:             |   |                 |        |               |   |      |      |      |      |        |        |          |        |
| Evaluation Methodology: - |   |                 |        |               |   |      |      |      |      |        |        |          |        |
| Pro-Gender                | No  | Pro-Ethnicity   | No     | CRF indicator |   |      |      |      |      |        |        |          |        |
|                           |   |                 |        |               |   |      |      |      |      |        |        |          |        |
| Indicator                 |   | Unit of Measure |        | Baseline      | Baseline Year   | 2016 | 2017 | 2018 | 2019 | 2020   | 2021   | EOP 2023 |        |
| 0.6                       | Yearly statistics reports published by MOESC                    | Document        | 0      | 2015          | P   | -    | -    | 1    | -    | -      | -      | 1        |        |
|                           |   |                 |        |               | A   | -    | -    | -    | -    | -      | -      | -        |        |
| Details                   |   |                 |        |               |   |      |      |      |      |        |        |          |        |
| Means of Verification:    |   |                 |        |               |   |      |      |      |      |        |        |          |        |
| Observations:             |   |                 |        |               |   |      |      |      |      |        |        |          |        |
| Evaluation Methodology: - |   |                 |        |               |   |      |      |      |      |        |        |          |        |
| Pro-Gender                | No  | Pro-Ethnicity   | No     | CRF indicator |   |      |      |      |      |        |        |          |        |
|                           |   |                 |        |               |   |      |      |      |      |        |        |          |        |
| Indicator                 |   | Unit of Measure |        | Baseline      | Baseline Year   | 2016 | 2017 | 2018 | 2019 | 2020   | 2021   | EOP 2023 |        |
| 0.7                       | Number of students benefitted                                   | # of students   | 0      | 2015          | P   | -    | -    | -    | -    | 87,875 | -      | 87,875   |        |
|                           |   |                 |        |               | A   | -    | -    | -    | -    | -      | -      | -        |        |
| Details                   |   |                 |        |               |   |      |      |      |      |        |        |          |        |
| Means of Verification:    |   |                 |        |               |   |      |      |      |      |        |        |          |        |
| Observations:             |   |                 |        |               |   |      |      |      |      |        |        |          |        |
| Evaluation Methodology: - |   |                 |        |               |   |      |      |      |      |        |        |          |        |
| Pro-Gender                | No  | Pro-Ethnicity   | No     | CRF indicator | 2.1 Students benefitted by education projects (#) (C) |      |      |      |      |        |        |          |        |
|                           |   |                 |        |               |   |      |      |      |      |        |        |          |        |
| Disaggregation            |   |                 | Male   |               |   | P    | -    | -    | -    | -      | 47,453 | -        | 47,453 |
|                           |   |                 |        |               | A   | -    | -    | -    | -    | -      | -      | -        | -      |
|                           |   |                 | Female |               |   | P    | -    | -    | -    | -      | 40,423 | -        | 40,423 |
|                           |   |                 |        |               | A   | -    | -    | -    | -    | -      | -      | -        | -      |



Component Nbr. 1 Improve student learning

|      |  |                 |       | PHYSICAL PROGRESS |          | FINANCIAL PROGRESS |              |
|------|--|-----------------|-------|-------------------|----------|--------------------|--------------|
|      | Output   | Unit of Measure |       | 2022              | EOP 2023 | 2022               | EOP 2023     |
| 1.01 | Curriculum for Grade 7 developed in all subject areas along with textbooks and teachers guides                               | Curriculum      | P     | -                 | 1        | -                  | 1,750,000    |
|      |  |                 | P (a) | -                 | 1        | -                  | 2,322,269.87 |
|      |  |                 | A     | -                 | 1        | -                  | 2,322,269.87 |
| 1.02 | Curriculum for Grade 8 developed in all subject areas along with textbooks and teachers guides                               | Curriculum      | P     | -                 | 1        | -                  | 1,750,000    |
|      |  |                 | P (a) | -                 | 1        | -                  | 1,688,853.8  |
|      |  |                 | A     | -                 | 1        | -                  | 1,688,853.8  |
| 1.03 | Content for reading books and teachers guides developed for grades from 4 to 8   | Document        | P     | -                 | 5        | -                  | 500,000      |
|      |  |                 | P (a) | -                 | 5        | 57,578             | 147,411.47   |
|      |  |                 | A     | -                 | 5        | 44,292.21          | 134,125.68   |
| 1.04 | Strategy for improving learning assessment completed   | Document        | P     | -                 | 1        | -                  | 500,000      |
|      |  |                 | P (a) | 1                 | 1        | 60,000             | 60,000       |
|      |  |                 | A     | -                 | -        | 12,000             | 12,000       |
| 1.05 | Department in charge of examinations with capacity strengthened to implement learning assessment aligned with new curriculum | Department      | P     | -                 | 1        | -                  | 750,000      |
|      |  |                 | P (a) | 1                 | 1        | 155,126            | 255,066.55   |
|      |  |                 | A     | -                 | -        | 56,544.04          | 156,484.59   |
| 1.06 | Strategy for lower secondary reform completed  | Document        | P     | -                 | 1        | -                  | 600,000      |
|      |  |                 | P (a) | 1                 | 1        | 40,000             | 65,000       |
|      |  |                 | A     | -                 | -        | 8,025              | 33,025       |
| 1.07 | Assessment on gender roles portrayed in learning and teaching materials and in teacher training carried out                  | Document        | P     | -                 | 1        | -                  | 50,000       |
|      |  |                 | P (a) | -                 | 1        | -                  | 35,000       |
|      |  |                 | A     | -                 | 1        | -                  | 35,000       |
| 1.08 | Curriculum situation analysis and seamless assessment conducted  | Document        | P     | -                 | 1        | -                  | 50,000       |
|      |  |                 | P (a) | -                 | 1        | -                  | 49,170       |
|      |  |                 | A     | -                 | 1        | -                  | 49,170       |
| 1.09 | Curriculum for grades 1-6 adjusted according to seamless assessment along with textbooks and teacher guides                  | Curriculum      | P     | -                 | 1        | -                  | 950,000      |
|      |  |                 | P (a) | -                 | 1        | -                  | 1,100,000    |
|      |  |                 | A     | -                 | 1        | -                  | 1,100,000    |
| 1.10 | Number of teachers and school leaders trained and receiving coaching in the use of new curriculum                            | Teachers (#)    | P     | -                 | 7,550    | -                  | 1,110,000    |
|      |  |                 | P (a) | 1,980             | 6,338    | 292,013            | 914,292.98   |
|      |  |                 | A     | 360               | 4,718    | 91,025.58          | 713,305.56   |
| 1.11 | Number of trainers and school leaders trained and receiving coaching BE STREAMING methodology                                | Teachers (#)    | P     | -                 | 2,000    | -                  | 500,000      |
|      |  |                 | P (a) | -                 | 1,141    | -                  | 659,250      |
|      |  |                 | A     | -                 | 1,141    | -                  | 659,250      |
| 1.12 | Number of textbooks, teaching guides printed or purchased  | Books           | P     | -                 | 362,400  | -                  | 2,850,000    |
|      |  |                 | P (a) | 298,800           | 298,800  | 2,103,363.1        | 2,224,377.6  |
|      |  |                 | A     | -                 | -        | 926.85             | 121,941.35   |
| 1.13 | Number of textbooks, teaching guides distributed   | Books           | P     | -                 | -        | -                  | -            |
|      |  |                 | P (a) | -                 | 30,750   | -                  | 126,193.7    |
|      |  |                 | A     | -                 | 30,750   | -                  | 126,193.7    |
| 1.14 | Number of BE STREAMING kits of didactic materials purchased and distributed  | Kits            | P     | -                 | 350      | -                  | 350,000      |
|      |  |                 | P (a) | -                 | 350      | -                  | 295,302      |
|      |  |                 | A     | -                 | 350      | -                  | 295,302      |

Component Nbr. 2 Improve access to education in the interior and improve facilities at MOESC

|      |  |                 |       | PHYSICAL PROGRESS |          | FINANCIAL PROGRESS |              |
|------|--|-----------------|-------|-------------------|----------|--------------------|--------------|
|      | Output   | Unit of Measure |       | 2022              | EOP 2023 | 2022               | EOP 2023     |
| 2.01 | Census of school infrastructure carried out                                | Document        | P     | -                 | 1        | -                  | 500,000      |
|      |  |                 | P (a) | -                 | 1        | -                  | 438,344.86   |
|      |  |                 | A     | -                 | 1        | -                  | 438,344.86   |
| 2.02 | Number of schools remodeled and/or expanded in the interior                | Schools         | P     | -                 | 7        | -                  | 3,500,000    |
|      |  |                 | P (a) | 7                 | 7        | 2,768,755          | 3,188,258.88 |
|      |  |                 | A     | -                 | -        | 403,371.22         | 822,875.1    |
| 2.03 | CENASU built   | Building        | P     | -                 | 1        | -                  | 1,000,000    |
|      |  |                 | P (a) | -                 | 1        | -                  | 1,684,750.59 |
|      |  |                 | A     | -                 | 1        | -                  | 1,684,750.59 |
| 2.04 | Number of schools in the interior remodeled to upgrade sanitary facilities | Schools         | P     | -                 | -        | -                  | -            |
|      |  |                 | P (a) | 90                | 110      | 1,036,838          | 1,074,384.08 |
|      |  |                 | A     | -                 | 20       | 142,818.77         | 180,364.85   |
| 2.05 | CENASU furnished and operational   | Building        | P     | -                 | -        | -                  | -            |
|      |  |                 | P (a) | -                 | 1        | 297,956            | 653,001.88   |
|      |  |                 | A     | -                 | 1        | 265,884.73         | 620,930.61   |

Component Nbr. 3 Improve management capacity at the MOESC

|      |  |                     |       | PHYSICAL PROGRESS |          | FINANCIAL PROGRESS |            |
|------|--|---------------------|-------|-------------------|----------|--------------------|------------|
|      | Output   | Unit of Measure     |       | 2022              | EOP 2023 | 2022               | EOP 2023   |
| 3.01 | Social marketing campaigns carried out                         | Marketing campaigns | P     | -                 | 5        | -                  | 240,000    |
|      |  |                     | P (a) | 1                 | 8        | 95,000             | 220,901.51 |
|      |  |                     | A     | -                 | 6        | -                  | 125,901.51 |
| 3.02 | MOESC departments with staff trained and capacity strengthened | Departments         | P     | -                 | 8        | -                  | 510,000    |
|      |  |                     | P (a) | 1                 | 9        | 93,424             | 327,169.05 |
|      |  |                     | A     | -                 | 8        | 3,325.1            | 237,070.15 |
| 3.03 | MOESC departments equiped with ICT materials and/or furniture  | Departments         | P     | -                 | 9        | -                  | 790,000    |
|      |  |                     | P (a) | 1                 | 9        | 350,000            | 850,511.76 |
|      |  |                     | A     | -                 | 9        | -                  | 500,511.76 |

| Other Cost |                               |       |            |              |
|------------|-------------------------------|-------|------------|--------------|
|            | PMU Staff                     | P     |            | 1,080,000    |
|            |                               | P (a) | 206,803    | 1,297,116.27 |
|            |                               | A     | 57,944.13  | 1,148,257.4  |
|            | Mid-term and Final Evaluation | P     |            | 300,000      |
|            |                               | P (a) | 50,000     | 65,529       |
|            |                               | A     | 0          | 15,529       |
|            | Audit                         | P     |            | 70,000       |
|            |                               | P (a) | 58,257     | 119,139.3    |
|            |                               | A     | 12,368.61  | 73,250.91    |
|            | Contingencies                 | P     |            | 300,000      |
|            |                               | P (a) | 138,704.85 | 138,704.85   |
|            |                               | A     |            | 0            |
| Total Cost |                               |       |            |              |
|            | Total Cost                    | P     | 0          | 20,000,000   |

|  |            |       |              |               |
|--|------------|-------|--------------|---------------|
|  | Total Cost | P (a) | 7,803,817.95 | 20,000,000    |
|  |            | A     | 1,098,526.24 | 13,294,708.29 |



CHANGES TO THE MATRIX

| Section | Name                                   | Type of Change | Sub type  | Modified By | Entered in System |
|---------|--|----------------|---|-------------|-------------------|
| Output  | Social marketing campaigns carried out | Modify Output  | Modify Physical EOP P(a) value - caused by a change in the Physical P(a). | CYNTHIAH    | 9/26/2022         |

RISKS AND PLANNED RESPONSES

| Risk ID | Risk Status      |                     | Risk Taxonomy                      |
|---------|------------------|---------------------|------------------------------------|
| 3       | Active           |                     | Economic and Financial Environment |
|         |                  |                     |                                    |
|         | Response Actions |                     |                                    |
|         | 3.1              | Management Strategy | Status                             |
|         |                  | TRANSFER            | ACTIVE                             |
|         |                  |                     |                                    |
|         | 3.2              | Management Strategy | Status                             |
|         |                  | MITIGATE            | INACTIVE                           |
|         |                  |                     |                                    |
|         |                  |                     |                                    |

| Risk ID | Risk Status      |                     | Risk Taxonomy             |
|---------|------------------|---------------------|---------------------------|
| 6       | Active           |                     | Institutional Environment |
|         |                  |                     |                           |
|         | Response Actions |                     |                           |
|         | 6.1              | Management Strategy | Status                    |
|         |                  | MITIGATE            | ACTIVE                    |
|         |                  |                     |                           |
|         | 6.2              | Management Strategy | Status                    |
|         |                  | MITIGATE            | COMPLETE                  |
|         |                  |                     |                           |
|         | 6.3              | Management Strategy | Status                    |
|         |                  | TRANSFER            | ACTIVE                    |
|         |                  |                     |                           |
|         |                  |                     |                           |

| Risk ID | Risk Status      |                     | Risk Taxonomy |
|---------|------------------|---------------------|---------------|
| 9       | Active           |                     | Systems       |
|         |                  |                     |               |
|         | Response Actions |                     |               |
|         | 9.1              | Management Strategy | Status        |
|         |                  | SHARE               | ACTIVE        |
|         |                  |                     |               |
|         | 9.2              | Management Strategy | Status        |
|         |                  | MITIGATE            | ACTIVE        |
|         |                  |                     |               |
|         |                  |                     |               |

| Risk ID | Risk Status      |                     | Risk Taxonomy   |
|---------|------------------|---------------------|-----------------|
| 12      | Active           |                     | Human Resources |
|         |                  |                     |                 |
|         | Response Actions |                     |                 |
|         | 12.1             | Management Strategy | Status          |
|         |                  | MITIGATE            | ACTIVE          |
|         |                  |                     |                 |
|         |                  |                     |                 |

| Risk ID | Risk Status      |                     | Risk Taxonomy             |          |  |
|---------|------------------|---------------------|---------------------------|----------|--|
| 15      | Inactive         |                     | Institutional Environment |          |  |
|         |                  |                     |                           |          |  |
|         | Response Actions |                     |                           |          |  |
|         | 15.1             | Management Strategy |                           | Status   |  |
|         |                  | MITIGATE            |                           | INACTIVE |  |
|         |                  |                     |                           |          |  |
|         | 15.2             | Management Strategy |                           | Status   |  |
|         |                  | MITIGATE            |                           | INACTIVE |  |
|         |                  |                     |                           |          |  |
|         | 15.3             | Management Strategy |                           | Status   |  |
|         |                  | MITIGATE            |                           | INACTIVE |  |
|         |                  |                     |                           |          |  |
|         | 15.4             | Management Strategy |                           | Status   |  |
|         |                  | MITIGATE            |                           | INACTIVE |  |
|         |                  |                     |                           |          |  |
|         |                  |                     |                           |          |  |

| Risk ID | Risk Status      |                     | Risk Taxonomy         |          |  |
|---------|------------------|---------------------|-----------------------|----------|--|
| 18      | Inactive         |                     | Political Environment |          |  |
|         |                  |                     |                       |          |  |
|         | Response Actions |                     |                       |          |  |
|         | 18.1             | Management Strategy |                       | Status   |  |
|         |                  | MITIGATE            |                       | COMPLETE |  |
|         |                  |                     |                       |          |  |
|         | 18.2             | Management Strategy |                       | Status   |  |
|         |                  | MITIGATE            |                       | COMPLETE |  |
|         |                  |                     |                       |          |  |
|         |                  |                     |                       |          |  |

| Risk ID | Risk Status      |                     | Risk Taxonomy                      |
|---------|------------------|---------------------|------------------------------------|
| 21      | Active           |                     | Economic and Financial Environment |
|         |                  |                     |                                    |
|         | Response Actions |                     |                                    |
|         | 21.1             | Management Strategy | Status                             |
|         |                  | MITIGATE            | ACTIVE                             |
|         |                  |                     |                                    |
|         |                  |                     |                                    |

IMPLEMENTATION STATUS AND LEARNING

| Lesson Learned - Categories   |
|---|
| Cost and Budgetary Aspects  |
| Acquisitions and Procurement - Bidding Stage                        |
| Acquisitions and Procurement - Provider Performance and Supervision |