

# Closure Stage Quality Assurance Report

**Form Status: Approved**

<b>Overall Rating:</b>	Needs Improvement
<b>Decision:</b>	
<b>Portfolio/Project Number:</b>	00080521
<b>Portfolio/Project Title:</b>	EU STAR-Ammunition Surplus Reduction
<b>Portfolio/Project Date:</b>	2017-06-01 / 2020-04-30

**Strategic**

**Quality Rating: Exemplary**

1. Did the project pro-actively identified changes to the external environment and incorporated them into the project strategy?

- 3: *The project team identified relevant changes in the external environment that may present new opportunities or threats to the project's ability to achieve its objectives, assumptions were tested to determine if the project's strategy was valid. There is some evidence that the project board considered the implications, and documented the changes needed to the project in response. (all must be true)*
- 2: The project team identified relevant changes in the external environment that may present new opportunities or threats to the project's ability to achieve its objectives. There is some evidence that the project board discussed this, but relevant changes did not fully integrate in the project. (both must be true)
- 1: The project team considered relevant changes in the external environment since implementation began, but there is no evidence that the project team considered these changes to the project as a result.

**Evidence:**

There is evidence that during the implementation of the Project, the team was actively involved in assessments of new opportunities to adjust its implementation strategy to achieve project results. This is particularly visible in the fact that the Project was actively involved in coordination and annual disposal plan, prepared and provided by the Ministry of Defense in order to achieve maximum potential of the project resources, continually improving technologies and dynamics of the ammunition disposal in the country. Given the Project's unspent funds and the real needs identified in cooperation with partners, the EU STAR Project Team proposed to the Project Board on 4 October 2019, to equip the Training and Doctrine Command center in Travnik – TRADOC with the necessary IT equipment and furniture. This support was aimed to ensure the ability of the training cell to sustain training in transferred know-how on ammunition disposal and stockpile management that was delivered within the Component 2 of EU STAR. In addition, understanding the needs of the Ministry of Defense and Armed Forces of Bosnia and Herzegovina, the Project has undertaken integration and roll-out of the EU STAR ammunition storage site risk assessment methodology at all storage sites of the Ministry of Defense/Armed Forces of Bosnia and Herzegovina which will have a long-term positive effect on coordination and cooperation between local governments and the Ministry on a joint endeavor to increase the safety and security of active locations and local communities in particular.

List of Uploaded Documents			
#	File Name	Modified By	Modified On
1	EUSTARAddendumNo1-3Aug2017_6043_301 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/EUSTARAddendumNo1-3Aug2017_6043_301.pdf)	amra.zorlak@undp.org	10/8/2020 2:56:00 PM
2	EUSTARAnnexIIIBudgetfortheActionAdd120jun2017_6043_301 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/EUSTARAnnexIIIBudgetfortheActionAdd120jun2017_6043_301.pdf)	amra.zorlak@undp.org	10/8/2020 2:57:00 PM
3	EUSTARMinutesof7Projectboardmeeting4Oct2019_6043_301 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/EUSTARMinutesof7Projectboardmeeting4Oct2019_6043_301.pdf)	amra.zorlak@undp.org	10/8/2020 3:00:00 PM

2. Was the project aligned with the thematic focus of the Strategic Plan?

- 3: The project responded to at least one of the development settings as specified in the Strategic Plan (SP) and adopted at least one Signature Solution .The project’s RRF included all the relevant SP output indicators. (all must be true)
- 2: *The project responded to at least one of the developments settings1 as specified in the Strategic Plan. The project’s RRF included at least one SP output indicator, if relevant. (both must be true)*
- 1: While the project may have responded to a partner’s identified need, this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.

**Evidence:**

The Project is aligned with and contributes to the UN DP SP Outcome 3. Strengthen resilience to shocks and crisis; Output 3.2.2 National and local systems e nabled to ensure the restoration of justice institution s, redress mechanisms and community security. The re is one relevant IRRF Indicator to which the Projec t contributes directly: 3.2.2.1. National and local syst ems have been restored or adopted following crises - Community-oriented security services and oversigh t mechanisms.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
No documents available.			

**Relevant****Quality Rating: Highly Satisfactory**

3. Were the project's targeted groups systematically identified and engaged, with a priority focus on the discriminated and marginalized, to ensure the project remained relevant for them?

- 3: Systematic and structured feedback was collected over the project duration from a representative sample of beneficiaries, with a priority focus on the discriminated and marginalized, as part of the project's monitoring system. Representatives from the targeted groups were active members of the project's governance mechanism (i.e., the project board or equivalent) and there is credible evidence that their feedback informs project decision making. (all must be true)**
- 2: Targeted groups were engaged in implementation and monitoring, with a priority focus on the discriminated and marginalized. Beneficiary feedback, which may be anecdotal, was collected regularly to ensure the project addressed local priorities. This information was used to inform project decision making. (all must be true to select this option)
- 1: Some beneficiary feedback may have been collected, but this information did not inform project decision making. This option should also be selected if no beneficiary feedback was collected
- Not Applicable

**Evidence:**

Inclusion of local communities in the Risk Assessment Methodology for Ammunition Storage Sites (uploaded as evidence) was enabled under the EU STAR for the first time. It represented a completely new contributing element within overall stockpile ammunition management. This assessment evaluates the potential risks faced by local communities situated in the vicinity of an ammunition storage site in relation to the occurrence of an uncontrolled explosion at the storage site. Through the gathering of accurate data, this methodology enabled a better understanding of the potential risks to local communities located close to ammunition storage sites. Representatives of the Ministry of Defense/Armed Forces of Bosnia and Herzegovina were integral part of the Project Board throughout the entire project duration, providing systematic and structured feedback to the project monitoring system. In addition, the Ministry of Foreign Trade and Economic Relationships of Bosnia and Herzegovina and the Ministry of Security of Bosnia and Herzegovina, through their delegated representatives in the Project Board were firmly embedded into the project decision making process thus assuring that voices of the sensitive and marginalized have been properly represented.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	<a href="https://intranet.undp.org/apps/ProjectQA/QAFormsDocuments/Metodologijazaprocjenurizika_6043_303.pdf">Metodologijazaprocjenurizika_6043_303 (https://intranet.undp.org/apps/ProjectQA/QAFormsDocuments/Metodologijazaprocjenurizika_6043_303.pdf)</a>	amra.zorlak@undp.org	10/8/2020 4:53:00 PM

4. Did the project generate knowledge, and lessons learned (i.e., what has worked and what has not) and has this knowledge informed management decisions to ensure the continued relevance of the project towards its stated objectives, the quality of its outputs and the management of risk?

- 3: Knowledge and lessons learned from internal or external sources (gained, for example, from Peer Assists, After Action Reviews or Lessons Learned Workshops) backed by credible evidence from evaluation, corporate policies/strategies, analysis and monitoring were discussed in project board meetings and reflected in the minutes. There is clear evidence that changes were made to the project to ensure its continued relevance. (both must be true)
- 2: *Knowledge and lessons learned backed by relatively limited evidence, drawn mainly from within the project, were considered by the project team. There is some evidence that changes were made to the project as a result to ensure its continued relevance. (both must be true)*
- 1: There is limited or no evidence that knowledge and lessons learned were collected by the project team. There is little or no evidence that this informed project decision making.

**Evidence:**

The Project captured lessons learned and knowledge through the Final Evaluation Report, Project Progress Reports, Final Project Report and Risk Assessment of Ammunition Storage Sites Against Local Communities. Transfer of Know-how conducted in the last six-months of the Project enabled integration of all of the Project delivered technology, knowledge and lessons learned into the structure of the armed forces of Bosnia and Herzegovina.

### List of Uploaded Documents

#	File Name	Modified By	Modified On
1	ENG-EU-STAR-Evaluation-Report-finalapproved_6043_304 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ENG-EU-STAR-Evaluation-Report-finalapproved_6043_304.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ENG-EU-STAR-Evaluation-Report-finalapproved_6043_304.docx</a> )	amra.zorlak@undp.org	10/8/2020 4:54:00 PM
2	EUSTARAnnualprogressnarrativereport_6043_304 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/EUSTARAnnualprogressnarrativereport_6043_304.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/EUSTARAnnualprogressnarrativereport_6043_304.pdf</a> )	amra.zorlak@undp.org	10/8/2020 4:55:00 PM
3	EUSTARFinalnarrativereport_6043_304 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/EUSTARFinalnarrativereport_6043_304.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/EUSTARFinalnarrativereport_6043_304.pdf</a> )	amra.zorlak@undp.org	10/8/2020 4:57:00 PM
4	Knowhowtrainingreport_6043_304 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Knowhowtrainingreport_6043_304.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Knowhowtrainingreport_6043_304.pdf</a> )	amra.zorlak@undp.org	10/8/2020 4:58:00 PM
5	Metodologijazaprocjenurizika_6043_304 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Metodologijazaprocjenurizika_6043_304.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Metodologijazaprocjenurizika_6043_304.pdf</a> )	amra.zorlak@undp.org	10/8/2020 4:59:00 PM

5. Was the project sufficiently at scale, or is there potential to scale up in the future, to meaningfully contribute to development change?

- 3: *There was credible evidence that the project reached sufficient number of beneficiaries (either directly through significant coverage of target groups, or indirectly, through policy change) to meaningfully contribute to development change.*
- 2: While the project was not considered at scale, there are explicit plans in place to scale up the project in the future (e.g. by extending its coverage or using project results to advocate for policy change).
- 1: The project was not at scale, and there are no plans to scale up the project in the future.

**Evidence:**

The results achieved through the Project will be sustained through complementary interventions implemented by UNDP Project Assistance to Ammunition Disposal in Bosnia and Herzegovina. Project significantly contributed to long term sustainable development change both for the Ministry of Defense/Armed Forces of Bosnia and Herzegovina, by supporting the Master Plan Phase 1 – (emergency stockpile reduction) thus, providing preconditions for implementation of a sustainable stockpile mechanism in Bosnia and Herzegovina through reduced stockpile to a manageable quantity for the Armed Forces and disposal of most hazardous and/or obsolete components. Additionally, through ammunition reduction the overall risk for the local communities was considerably reduced, providing for new development opportunities within local communities now relieved of risk of unplanned explosions.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
No documents available.			

**Principled****Quality Rating: Needs Improvement**

6. Were the project's measures (through outputs, activities, indicators) to address gender inequalities and empower women relevant and produced the intended effect? If not, evidence-based adjustments and changes were made.



- 3: The project team gathered data and evidence through project monitoring on the relevance of the measures to address gender inequalities and empower women. Analysis of data and evidence were used to inform adjustments and changes, as appropriate. (both must be true)
- 2: The project team had some data and evidence on the relevance of the measures to address gender inequalities and empower women. There is evidence that at least some adjustments were made, as appropriate. (both must be true)*
- 1: The project team had limited or no evidence on the relevance of measures to address gender inequalities and empowering women. No evidence of adjustments and/or changes made. This option should also be selected if the project has no measures to address gender inequalities and empower women relevant to the project results and activities.

**Evidence:**

According to the Final Project Evaluation, due to the nature of the intervention and the established social standards within the Armed Forces of Bosnia and Herzegovina, gender was not addressed sufficiently; however, the project did provide the same opportunities for both men and women to participate in the implementation. For example, of the eighteen participants of the training given at the Technical Workshop for the Maintenance of Ammunition in Doboj only one was a female officer. Having in mind that the project was intended to reduce the risk of uncontrolled explosion of ammunition at Armed Forces of Bosnia and Herzegovina storage sites and thereby increase the safety and security of local communities in the vicinity of these sites, it was of utmost importance that the project was of benefit for all women and men.

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#	File Name	Modified By	Modified On
No documents available.			

7. Were social and environmental impacts and risks successfully managed and monitored?

- 3: Social and environmental risks were tracked in the risk log. Appropriate assessments conducted where required (i.e., Environmental and Social Impact Assessment (ESIA) for High risk projects and some level of social and environmental assessment for Moderate risk projects as identified through SESP). Relevant management plan(s) developed for identified risks through consultative process and implemented, resourced, and monitored. Risks effectively managed or mitigated. If there is a substantive change to the project or change in context that affects risk levels, the SESP was updated to reflect these changes. (all must be true)
- 2: *Social and environmental risks were tracked in the risk log. Appropriate assessments conducted where required (i.e., Environmental and Social Impact Assessment (ESIA) for High risk projects and some level of social and environmental assessment for Moderate risk projects as identified through SESP). Relevant management plan(s) developed, implemented and monitored for identified risks. OR project was categorized as Low risk through the SESP.*
- 1: Social and environmental risks were tracked in the risk log. For projects categorized as High or Moderate Risk, there was no evidence that social and environmental assessments completed and/or management plans or measures development, implemented or monitored. There are substantive changes to the project or changes in the context but SESP was not updated. (any may be true)

**Evidence:**

There is evidence that the project has taken an extra measure to operate in an environmentally safe manner, while dealing with ammunition disposal and using the least environment damage approach and ability to have recycling process of scrap integrated within the operation. As evidenced through project documentation, the results achieved in ammunition stock pile reduction were crucial to communities and inhabitants residing nearby the twelve ammunition storage sites. This helped alleviate the potential risk of unplanned explosions and the damage caused to communities in terms of their socioeconomic development and living and environmental conditions. Whilst striving to achieve the identified development goals, the project aimed to foster a safer environment and consequently provide the foundation for the further realization of the social and economic rights of the target groups as well as the wider population.

<b>List of Uploaded Documents</b>			
#	File Name	Modified By	Modified On
1	EUSTARAmmunitionprocessingmachineoverhaulupgradeFeasibilitystudy_6043_307 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAForms/Documents/EUSTARAmmunitionprocessingmachineoverhaulupgradeFeasibilitystudy_6043_307.pdf">https://intranet.undp.org/apps/ProjectQA/QAForms/Documents/EUSTARAmmunitionprocessingmachineoverhaulupgradeFeasibilitystudy_6043_307.pdf</a> )	amra.zorlak@undp.org	10/8/2020 5:04:00 PM

8. Were grievance mechanisms available to project-affected people and were grievances (if any) addressed to ensure any perceived harm was effectively mitigated?

- 3: Project-affected people actively informed of UNDP's Corporate Accountability Mechanism (SRM/SECU) and how to access it. If the project was categorized as High or Moderate Risk through the SESP, a project -level grievance mechanism was in place and project affected people informed. If grievances were received, they were effectively addressed in accordance with SRM Guidance. (all must be true)
- 2: Project-affected people informed of UNDP's Corporate Accountability Mechanism and how to access it. If the project was categorized as High Risk through the SESP, a project -level grievance mechanism was in place and project affected people informed. If grievances were received, they were responded to but faced challenges in arriving at a resolution.
- 1: *Project-affected people was not informed of UNDP's Corporate Accountability Mechanism. If grievances were received, they were not responded to. (any may be true)*

**Evidence:**

There were no grievances reported and the Project did not use its or UNDP Corporate Accountability Mechanism.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
No documents available.			

**Management & Monitoring**

**Quality Rating: Satisfactory**

9. Was the project's M&E Plan adequately implemented?

- 3: The project had a comprehensive and costed M&E plan. Baselines, targets and milestones were fully populated. Progress data against indicators in the project's RRF was reported regularly using credible data sources and collected according to the frequency stated in the Plan, including sex disaggregated data as relevant. Any evaluations conducted, if relevant, fully meet decentralized evaluation standards, including gender UNEG standards. Lessons learned, included during evaluations and/or After-Action Reviews, were used to take corrective actions when necessary. (all must be true)
- 2: *The project costed M&E Plan, and most baselines and targets were populated. Progress data against indicators in the project's RRF was collected on a regular basis, although there was may be some slippage in following the frequency stated in the Plan and data sources was not always reliable. Any evaluations conducted, if relevant, met most decentralized evaluation standards. Lessons learned were captured but were used to take corrective actions. (all must be true)*
- 1: The project had M&E Plan, but costs were not clearly planned and budgeted for, or were unrealistic. Progress data was not regularly collected against the indicators in the project's RRF. Evaluations did not meet decentralized evaluation standards. Lessons learned were rarely captured and used. Select this option also if the project did not have an M&E plan.

**Evidence:**

The project implemented regular monitoring activities. Final Project Evaluation was completed in March 2020.

<b>List of Uploaded Documents</b>			
#	File Name	Modified By	Modified On
1	Consolidated_Mid_Year_2020_COMonitoringTool__6043_309 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Consolidated_Mid_Year_2020_COMonitoringTool__6043_309.xlsm">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Consolidated_Mid_Year_2020_COMonitoringTool__6043_309.xlsm</a> )	amra.zorlak@undp.org	10/12/2020 7:22:00 PM

10. Was the project's governance mechanism (i.e., the project board or equivalent) function as intended?

- 3: The project's governance mechanism operated well, and was a model for other projects. It met in the agreed frequency stated in the project document and the minutes of the meetings were all on file. There was regular (at least annual) progress reporting to the project board or equivalent on results, risks and opportunities. It is clear that the project board explicitly reviewed and used evidence, including progress data, knowledge, lessons and evaluations, as the basis for informing management decisions (e.g., change in strategy, approach, work plan.) (all must be true to select this option)
- 2: *The project's governance mechanism met in the agreed frequency and minutes of the meeting are on file. A project progress report was submitted to the project board or equivalent at least once per year, covering results, risks and opportunities. (both must be true to select this option)*
- 1: The project's governance mechanism did not meet in the frequency stated in the project document over the past year and/or the project board or equivalent was not functioning as a decision-making body for the project as intended.

**Evidence:**

The Project held regular Project Board meetings and all minutes are on file:

First Project Board Meeting held on 5 July 2017;  
 Second Project Board meeting held on 8 November 2017;  
 Third Project Board meeting held on 22 February 2018;  
 Fourth Project Board meeting held on 15 May 2018;  
 Fifth Project Board meeting held on 02 Oct 2018;  
 Sixth Project Board meeting held on 20 Mar 2019;  
 Seventh Project Board meeting held on 4 Oct 2019.

Examples of Project Board meeting minutes are uploaded as evidence.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	<a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/EUSTAR_Minutesof6PBmeeting20March2019ENG_6043_310.pdf">EUSTARMinutesof6PBmeeting20March2019ENG_6043_310</a> (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/EUSTAR_Minutesof6PBmeeting20March2019ENG_6043_310.pdf)	amra.zorlak@undp.org	10/12/2020 7:26:00 PM
2	<a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/EUSTAR_Minutesof7Projectboardmeeting4Oct2019_6043_310.pdf">EUSTARMinutesof7Projectboardmeeting4Oct2019_6043_310</a> (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/EUSTAR_Minutesof7Projectboardmeeting4Oct2019_6043_310.pdf)	amra.zorlak@undp.org	10/12/2020 7:27:00 PM

11. Were risks to the project adequately monitored and managed?

- 3: The project monitored risks every quarter and consulted with the key stakeholders, security advisors, to identify continuing and emerging risks to assess if the main assumptions remained valid. There is clear evidence that relevant management plans and mitigating measures were fully implemented to address each key project risk and were updated to reflect the latest risk assessment. (all must be true)
- 2: *The project monitored risks every year, as evidenced by an updated risk log. Some updates were made to management plans and mitigation measures.*
- 1: The risk log was not updated as required. There was may be some evidence that the project monitored risks that may affected the project's achievement of results, but there is no explicit evidence that management actions were taken to mitigate risks.

**Evidence:**

Risks are regularly monitored through Atlas.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
No documents available.			

**Efficient**

**Quality Rating: Highly Satisfactory**

12. Adequate resources were mobilized to achieve intended results. If not, management decisions were taken to adjust expected results in the project's results framework.

- Yes
- No

**Evidence:**

The funding was secured as envisaged to achieve in tended results.

1st instalment received on 29 May 17 in the amount of 1,675,000.40 and 2nd instalment was received on 23 October in the amount 181,324,215.91.

**List of Uploaded Documents**

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No documents available.			

13. Were project inputs procured and delivered on time to efficiently contribute to results?

- 3: The project had a procurement plan and kept it updated. The project quarterly reviewed operational bottlenecks to procuring inputs in a timely manner and addressed them through appropriate management actions. (all must be true)
- 2: *The project had updated procurement plan. The project annually reviewed operational bottlenecks to procuring inputs in a timely manner and addressed them through appropriate management actions. (all must be true)*
- 1: The project did not have an updated procurement plan. The project team may or may not have reviewed operational bottlenecks to procuring inputs regularly, however management actions were not taken to address them.

**Evidence:**

The updated Procurement plan for 2019 is uploaded. Given the balance of the Project's unspent funds, the EU STAR Project Team proposed to the Project Board on 4 October 2019, to equip the Training and Doctrine Command center in Travnik – TRADOC with the necessary IT equipment and furniture.

<b>List of Uploaded Documents</b>			
#	File Name	Modified By	Modified On
1	EUSTAR2019PROMPT_6043_313.xml ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/EUSTAR2019PROMPT_6043_313.xml">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/EUSTAR2019PROMPT_6043_313.xml</a> )	amra.zorlak@undp.org	10/8/2020 6:27:00 PM

14. Was there regular monitoring and recording of cost efficiencies, taking into account the expected quality of results?

- 3: *There is evidence that the project regularly reviewed costs against relevant comparators (e.g., other projects or country offices) or industry benchmarks to ensure the project maximized results delivered with given resources. The project actively coordinated with other relevant ongoing projects and initiatives (UNDP or other) to ensure complementarity and sought efficiencies wherever possible (e.g. joint activities.) (both must be true)*
- 2: The project monitored its own costs and gave anecdotal examples of cost efficiencies (e.g., spending less to get the same result,) but there was no systematic analysis of costs and no link to the expected quality of results delivered. The project coordinated activities with other projects to achieve cost efficiency gains.
- 1: There is little or no evidence that the project monitored its own costs and considered ways to save money beyond following standard procurement rules.

**Evidence:**

EU STAR project disposed of 2,683 tonnes of ammunition in two years whilst retaining the value for money' ratio of USD 782,46 per tonne of disposed ammunition. This can be attributed mainly to the updated planning methods, improved dexterity and the updated structural and workflow arrangement at TROM D oboj that enabled the EU STAR project to increase its output whilst maintaining safety as the top priority. Additionally, wider engagement of civilian facilities increased the overall capacity significantly and enabled the achievement of such good results.

**List of Uploaded Documents**

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No documents available.			

**Effective**

**Quality Rating: Satisfactory**

15. Was the project on track and delivered its expected outputs?

- Yes
- No

**Evidence:**

Final Project Report and Final Project evaluation are uploaded under Q4.



**List of Uploaded Documents**

#	File Name	Modified By	Modified On
No documents available.			

16. Were there regular reviews of the work plan to ensure that the project was on track to achieve the desired results, and to inform course corrections if needed?

- 3: Quarterly progress data informed regular reviews of the project work plan to ensure that the activities implemented were most likely to achieve the desired results. There is evidence that data and lessons learned (including from evaluations /or After-Action Reviews) were used to inform course corrections, as needed. Any necessary budget revisions were made. (both must be true)
- 2: *There was at least one review of the work plan per year with a view to assessing if project activities were on track to achieving the desired development results (i.e., outputs.) There may or may not be evidence that data or lessons learned were used to inform the review(s). Any necessary budget revisions have been made.*
- 1: While the project team may have reviewed the work plan at least once over the past year to ensure outputs were delivered on time, no link was made to the delivery of desired development results. Select this option also if no review of the work plan by management took place.

**Evidence:**

Project Work Plans are updated on annual bases.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	2019AnnualworkplanAWP_6043_316 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/2019AnnualworkplanAWP_6043_316.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/2019AnnualworkplanAWP_6043_316.pdf</a> )	amra.zorlak@undp.org	10/8/2020 6:43:00 PM

17. Were the targeted groups systematically identified and engaged, prioritizing the marginalized and excluded, to ensure results were achieved as expected?

- 3: The project targeted specific groups and/or geographic areas, identified by using credible data sources on their capacity needs, deprivation and/or exclusion from development opportunities relevant to the project’s area of work. There is clear evidence that the targeted groups were reached as intended. The project engaged regularly with targeted groups over the past year to assess whether they benefited as expected and adjustments were made if necessary, to refine targeting. (all must be true)
- 2: *The project targeted specific groups and/or geographic areas, based on some evidence of their capacity needs, deprivation and/or exclusion from development opportunities relevant to the project’s area of work. Some evidence is provided to confirm that project beneficiaries are members of the targeted groups. There was some engagement with beneficiaries in the past year to assess whether they were benefiting as expected. (all must be true)*
- 1: The project did not report on specific targeted groups. There is no evidence to confirm that project beneficiaries are populations have capacity needs or are deprived and/or excluded from development opportunities relevant to the project area of work. There is some engagement with beneficiaries to assess whether they benefited as expected, but it was limited or did not occurred in the past year.
- Not Applicable

**Evidence:**

Endorsement communication and thank you letters from beneficiary institutions, as well as findings from the independent evaluation confirm that project beneficiaries were involved in the project.

<b>List of Uploaded Documents</b>			
#	File Name	Modified By	Modified On
1	LetterformtheMinisterofDefenceBiH_6043_317 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/LetterformtheMinisterofDefenceBiH_6043_317.pdf)	amra.zorlak@undp.org	10/8/2020 6:48:00 PM
2	ReOfficialclosureoftheEUSTARprojectOficijelnizavršetakprojektaEUSTARAE_6043_317 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ReOfficialclosureoftheEUSTARprojectOficijelnizavršetakprojektaEUSTARAE_6043_317.msg)	amra.zorlak@undp.org	10/8/2020 6:49:00 PM

**Sustainability & National Ownership**

**Quality Rating: Satisfactory**

18. Were stakeholders and national partners fully engaged in the decision-making, implementation and monitoring of the project?

- 3: Only national systems (i.e., procurement, monitoring, evaluation, etc.) were used to fully implement and monitor the project. All relevant stakeholders and partners were fully and actively engaged in the process, playing a lead role in project decision-making, implementation and monitoring. (both must be true)
- 2: *National systems (i.e., procurement, monitoring, evaluation, etc.) were used to implement and monitor the project (such as country office support or project systems) were also used, if necessary. All relevant stakeholders and partners were actively engaged in the process, playing an active role in project decision-making, implementation and monitoring. (both must be true)*
- 1: There was relatively limited or no engagement with national stakeholders and partners in the decision-making, implementation and/or monitoring of the project.
- Not Applicable

**Evidence:**

Direct Implementation Modality is applied. There is evidence that the project had active partners' role to the governance mechanism and other project functions (planning, implementation, monitoring and verification,

**List of Uploaded Documents**

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No documents available.			

19. Were there regular monitoring of changes in capacities and performance of institutions and systems relevant to the project, as needed, and were the implementation [arrangements](#)<sup>8</sup> adjusted according to changes in partner capacities?

- 3: Changes in capacities and performance of national institutions and systems were assessed/monitored using clear indicators, rigorous methods of data collection and credible data sources including relevant HACT assurance activities. Implementation arrangements were formally reviewed and adjusted, if needed, in agreement with partners according to changes in partner capacities. (all must be true)
- 2: Aspects of changes in capacities and performance of relevant national institutions and systems were monitored by the project using indicators and reasonably credible data sources including relevant HACT assurance activities. Some adjustment was made to implementation arrangements if needed to reflect changes in partner capacities. (all must be true)
- 1: Some aspects of changes in capacities and performance of relevant national institutions and systems may have been monitored by the project, however changes to implementation arrangements have not been considered. Also select this option if changes in capacities and performance of relevant national institutions and systems have not been monitored by the project.
- Not Applicable*

**Evidence:**

Given the nature of the Project, there was no need for specific capacity assessments of national institutions. The implementation modality remained direct.

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20. Were the transition and phase-out arrangements reviewed and adjusted according to progress (including financial commitment and capacity).

- 3: The project's governance mechanism regularly reviewed the project's sustainability plan, including arrangements for transition and phase-out, to ensure the project remained on track in meeting the requirements set out by the plan. The plan was implemented as planned by the end of the project, taking into account any adjustments made during implementation. (both must be true)
- 2: *There was a review of the project's sustainability plan, including arrangements for transition and phase-out, to ensure the project remained on track in meeting the requirements set out by the plan.*
- 1: The project may have had a sustainability plan but there was no review of this strategy after it was developed. Also select this option if the project did not have a sustainability strategy.

**Evidence:**

Since the Project was part of a wider intervention of the Ammunition Weapons and Explosives Master Plan of Bosnia and Herzegovina, sustainability of the Project results is to be ensured at least in two ways: i) transfer of know-how and technology by the Project was aligned and fine tuned towards the end of the Project in order to address most recent demands and requests set out by the Armed forces and Ministry of Defense of Bosnia and Herzegovina, as per their future plans in stockpile management; ii) Complementary interventions within the Master Plan (installation of full size laboratory for ammunition inspection) will enable regular annual inspection and testing of ammunition samples. That will ensure proper stockpile management that has been made possible due to the smaller volume of ammunition as a result of the Project EU STAR endeavors in ammunition's reduction.

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**QA Summary/Final Project Board Comments**

The Project was implemented in line with UNDP programme quality standards.