

Closure Stage Quality Assurance Report

Form Status: Approved

Overall Rating:	Satisfactory
Decision:	
Portfolio/Project Number:	00080525
Portfolio/Project Title:	Revitalizing Local Communities
Portfolio/Project Date:	2014-07-01 / 2020-04-30

Strategic

Quality Rating: Satisfactory

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:

In order to enable finalization of Project activities, no -cost extension was approved for the period October 2019 to February 2020. Following the needs in the area of the Project work, identified through the implementation of the Phase I of the Project and as recommended by the Final Project Evaluation of the Project Phase I (<https://erc.undp.org/evaluation/evaluations/detail/7878>), the new Project phase has been designed and approved in March 2020.

List of Uploaded Documents

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No documents available.			

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 contributed to the SP 2017-2021, Outcome 2. Accelerate structural transformations for sustainable development. It reported against at least one RRF indicator: 1.2.1. Capacities at national and sub-national levels strengthened to promote inclusive local economic development and deliver basic services including HIV and related services.

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No documents available.			

Relevant

Quality Rating: **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:

There is strong evidence that project target groups are being systematically engaged into project activities through citizen's forums and other forms of citizen's engagement, the total of 64,336 people were involved in different community actions and activities from which the Project learned and understood the community needs. Project organized 602 citizens' forums with 17,146 citizens – 12,002 men (70%) and 5,143 women (30%) out of which at least 1,371 persons from the socially excluded groups.

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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 knowledge and lessons learned through regular monitoring as well as progress project reports; publications and the Final Project Evaluation: <https://erc.undp.org/evaluation/evaluations/detail/7878>; <https://www.mjesnazajednica.ba/multimedia>.

List of Uploaded Documents			
#	File Name	Modified By	Modified On
1	MZPhase1finalnarrativereport_draft_6080_304 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/MZPhase1finalnarrativereport_draft_6080_304.docx)	amra.zorlak@undp.org	10/13/2020 11:48:00 AM

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:

There is credible evidence that the project reached the sufficient number of beneficiaries targeted for the first implementation phase. By the end of the Project in March 2020, it has reached nearly 700,000 citizens (that is twice higher than originally envisaged 350,000), benefitting from improved access to and quality of infrastructure and services through implemented MZ and CSO projects in 136 MZ. The results achieved through the Phase I of the Project will be attained through the Phase II of the Project, approved in April 2020.

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No documents available.			

Principled

Quality Rating: Satisfactory

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:

The Project is guided with a gender mainstreaming strategy, which informs all gender equality work and provides the framework for utilizing gender equality principles to empower women and strengthen communities. Through opportunities and spaces provided by the MZ project, numerous women across the country have become community pillars, initiators of civic engagement initiatives and fundraisers for various municipal and local community projects.

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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:

Project is monitoring the social and environmental risks as part of overall project risk monitoring.

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No documents available.			

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:

The Project is not categorized as the High or Moderate Risk in the SESP. However, the project team and CO staff always inform all project partners and beneficiaries on what they can expect from the UNDP and the project as well as about the tools that are at their disposal in case of any dispute or dissatisfaction. UNDP General rules and conditions are integral part of all individual and contracts for professional services/works or goods, entered into between the project and third parties. So far, the project had not received any complaints. nor had to deal with grievances.

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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:

Because of its scope and complexity, the Project developed a strong monitoring framework and complex tools to document results and to demonstrate its achievements. Project's monitoring and evaluation complies with the corporate standards and requirements established by UNDP as part of the programme and project management set-up. It is guided by management decisions that are in line with the requirements of the Swiss Agency for Development Cooperation and the Government of Sweden. The main tools used for monitoring the Project are the Logical Framework, the detailed Gender Monitoring Plan that is based on specific indicator, the Cost-Effectiveness Plan and indicators and the regular surveys of local government and mjesne zajednice stakeholders. The Final Project Evaluation was completed in 2019.

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No documents available.			

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:

Minutes from the Project Board meetings are all on file. The minutes of the last Project Board are uploaded as evidence.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	0511201914thProjectBoardmeetingminutesPBENG_6080_310 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/0511201914thProjectBoardmeetingminutesPBENG_6080_310.docx)	amra.zorlak@undp.org	10/13/2020 1:04:00 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 may be some evidence that the project monitored risks that may affect the project's achievement of results, but there is no explicit evidence that management actions were taken to mitigate risks.

Evidence:

Based on initial risk analysis, the Project Risk Log was activated in the Atlas and risks monitored and updated on annual bases.

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No documents available.			

Efficient

Quality Rating: 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:

Adequate resources were mobilized already at the initial stage of the project. Extensions of the project did not require additional funds,

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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 Project did not undertake any procurement in 2020. Last available procurement plan is the one from 2019.

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#	File Name	Modified By	Modified On
1	CopyofProcurement-Plan--MZ-2019final_6080_313 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/CopyofProcurement-Plan--MZ-2019final_6080_313.xlsx)	amra.zorlak@undp.org	10/13/2020 1:12:00 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:

The Project promotes cost-effectiveness by seeking to achieve economy of scale by combining, where possible, financial resources with other on-going interventions in target localities. Moreover, working at the MZ level the project managed to attract significant amount of voluntary contributions and additionally mobilised resources for local initiatives, which will also contributed to a positive cost-benefit project ratio. The selection of consultants and service providers is always based on open and transparent procurement/recruitment processes, guided by the need to ensure: cost-effectiveness, value for money and economy of scale, as well as highest quality of expertise, services and products delivered. UNDP is in charge of procuring, contracting, managing and quality assuring the delivery of services, works and products, following UNDP procurement rules and principles and whenever possible project is trying to benefit from the already existing UNDP long term agreements.

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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:

The Project is on track to achieve all expected outputs and in some segments it will exceed the originally set targets. details are provided in the uploaded overview of the project progress against indicators.

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#	File Name	Modified By	Modified On
1	OMSfeb2020_6080_315 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/OMSfeb2020_6080_315.docx)	amra.zorlak@undp.org	10/13/2020 1:53:00 PM

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:

Last Annual Work Plan uploaded as evidence.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	19022019annualplanupdated_6080_316 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/19022019annualplanupdated_6080_316.xlsx)	amra.zorlak@undp.org	10/13/2020 1:56:00 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:

Similar to question No 4, the Project target groups are systematically engaged into project activities, through citizen forums, trainings, community activities, policy dialogue and etc. Attention is given to vulnerable and marginalized groups and those most at risk of exclusion (women, youth, Roma, persons with disability). Geographically, Project operates in 24 municipalities and 136 MZs.

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No documents available.			

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:

Due to the complex administrative system of the country, the Project is applying the Direct Implementation Modality which means that full utilization of national system is not feasible. However, the project is fully embedded within the existing local governance system and operates within its structures (including MZs), functions and processes. Participation and engagement of key stakeholders in project decision-making, implementation and monitoring is ensured through their participation in the Project Board. Furthermore, monitoring and coordination of the project activities is joint endeavour of the UNDP engaged staff and municipal MZ coordinators. Finally, their engagement is ensured through participation in the identification of priorities and evaluation of the MZ and CSO projects envisaged under the outputs 2.4 and 2.

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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**⁸ 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:

Although it is not the primary goal of the project, the assessment of the existing capacities of the participating local governments and local communities was done through questionnaire. Capacity building needs were identified through the TNA assessment and corresponding plan of trainings and capacity building measures developed.

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No documents available.

20. Were the transition and phase-out arrangements were 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:

Sustainability of the Project results will be attained through the Phase II of the Project., as envisaged by the initial project's sustainability plan.

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No documents available.

QA Summary/Final Project Board Comments