

Closure Stage Quality Assurance Report

Form Status: Approved

Overall Rating:	Needs Improvement
Decision:	
Portfolio/Project Number:	00090258
Portfolio/Project Title:	A Bottom Up Approach to Access and Benefit Sharing
Portfolio/Project Date:	2015-10-01 / 2022-03-31

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:

Dans le cadre du projet APA, un document sur les leçons apprises et les bonnes pratiques a été développé. Dans l'optique d'une réplique réelle, ce document doit faire l'objet d'une large diffusion auprès des parties prenantes au projet et du grand public. Pour l'évaluation, ce document doit être synthétisé, traduit en anglais et en langues locales afin de rendre accessible les informations qui s'y trouvent à l'ensemble des bénéficiaires du projet

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	RapportDévaluationABS_8426_301 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/RapportDévaluationABS_8426_301.docx)	yannick.elouga@undp.org	5/15/2021 11:57:00 AM

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:

Au Cameroun, le projet est en conformité avec les priorités nationales, celles du FEM et du PNUD. Son intervention est étroitement alignée sur les politiques et stratégies nationales. La conception du projet a pris en compte tous les piliers de la politique et stratégies actuelles du FEM, du PNUD et du Cameroun, en ce qui concerne le développement des chaînes de valeur des ressources génétiques de Echinops giganteus et Mondia whitei conformément aux principes d'accès et de partage des avantages liés à l'utilisation des ressources génétiques au titre du Protocole de Nagoya dans le cadre de la Convention des Nations Unies sur la Diversité Biologique (CBD). (Conf R apport d'Evaluation)

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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:

Par rapport à la situation de référence définie ainsi qu'aux indicateurs indiqués dans la matrice du cadre logique, la mise en œuvre du projet s'est déroulée de façon participative, avant la phase de démarrage et pendant le déroulement des activités. Tout ce processus de participation de l'ensemble des parties prenantes au projet a permis de susciter un engagement solide en faveur de la gestion durable des ressources génétiques et donc du partage juste et équitable des avantages et bénéfices qui y découlent. (Confirmer par rapport d'évaluation)

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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:

Oui les leçons apprises sont soutenues par quelques évidences telles que relevé dans le rapport d'évaluation.

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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:

la mise en œuvre du projet, il ressort que le projet a produit une gamme variée de connaissances et a renforcé les capacités des acteurs tant au niveau local que national. En dehors de ces connaissances générées et des actions de renforcement de capacité, l'implication de l'association des chefs traditionnels et surtout leur sensibilisation reste un gage important pour les activités au niveau communautaire et national. En ce qui concerne l'évaluation, le projet aurait pu garantir plus de durabilité en travaillant en étroite collaboration avec les ONG locales et nationales proches des communautés. Par ailleurs, l'implication des collectivités territoriales s'est focalisée au niveau des individus et non des collectivités locales elles-mêmes.

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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:

À la conception du projet, il n’y a pas eu une analyse différenciée sur le rôle des femmes et des hommes dans la gestion des ressources génétiques et des deux chaînes de valeur (Echinops giganteus et Mon dia whitei).

Management Response:

la qualité de la participation des femmes au projet aurait pu s’améliorer si une analyse différenciée sur le rôle des femmes et des hommes dans la gestion des ressources génétiques et des deux chaînes de valeur avait été faite pendant la conception et l’élaboration du projet.

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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:

Le registre des risques a été régulièrement mis à jour tout au long de la mise en œuvre du projet

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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:

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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:

Le cadre logique du projet n'a pas été révisé. À la conception du projet, son exploitation montre qu'il est structuré en 06 résultats et 15 indicateurs de progrès vers la réalisation de l'objectif immédiat. Ainsi, Les indicateurs sont tirés de la matrice du cadre logique et servent véritablement à mesurer l'atteinte des 06 résultats du projet. Ces indicateurs sont présentés dans le tableau 4 ci-dessous.
Seules certaines activités concernant le renforcement des capacités ont été réorientées et validées par le COPIL du 26 décembre 2019.

Tous les indicateurs du cadre logique ont été renseignés et les leçons apprises documentées. En revanche, cette analyse des indicateurs démontre que le projet s'est concentré sur la mise en œuvre des activités sans suivre adéquatement leurs effets réels auprès des bénéficiaires. Cette situation s'explique en partie par le fait que lors de l'élaboration du cadre logique, les critères de qualité d'un bon indicateur (SMART) n'ont pas été pris en compte.

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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:

le mécanisme de fonctionnement du projet met au c entre un comité de pilotage qu'i s'est réuni de manière régulière tout au long de la mise en œuvre du Pr ojet. Du fait des ressources financières limitées , un e UGP classique n'a pas pu être mis en place.

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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:

Le projet a du faire des ajustements compte tenu d e la dégradation progressive du contexte sécuritaire. Ainsi , plusieurs activités de terrain ont été délocalis ées dans les régions voisines à celle du projet. Le pr ojet a également mis en place un système d'informa tion et de communication adapté à une situation de crise. Cela a permis de communiquer avec les partie s prenantes sur le terrain (zones en conflit armé) po ur que ces dernières participent pleinement aux acti vités du projet.

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No documents available.			

Efficient**Quality Rating: Needs Improvement**

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:

En termes de cofinancement, le principal partenaire de cofinancement ERuDeF identifié au cours de l'élaboration du projet n'a pas été entièrement impliqué dans la mise en œuvre du projet. Cette situation a eu un impact négatif non seulement sur le budget du projet mais également sur l'indicateur en lien avec l'amélioration des revenus provenant des deux chaînes de valeur pour la communauté locale bien que la situation socio-politique de la zone du projet ait fortement influencé cet indicateur. Cette absence de cofinancement est également relevée dans les rapports de revue du projet du PNUD. (Conf Rapport d'évaluation)

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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:

Oui le projet est doté d'un plan de procurement

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No documents available.			

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:

Conf Rapport financier

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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:

Toutes les deux composantes opérationnelles du projet ont été mises en œuvre à savoir : La composante 1 sur la facilitation de l'engagement de la communauté locale dans les chaînes de valeur APA et le renforcement de leur capacité et la composante 2 sur l'intégration des leçons apprises dans les lois nationales et/ou les processus de mise en œuvre dans le but d'harmoniser les pratiques coutumières avec la réglementation nationale de l'APA. (Conf Rapport d'évaluation)

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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:

Trois sessions du comités de pilotages ont été organisées

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No documents available.			

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:

D'après les acteurs rencontrés, et en analysant les chaînes de valeur visées par le projet, il ressort que dans les communautés cibles, en ce qui concerne les chaînes de valeur, les femmes sont majoritairement impliquées même si l'évaluation n'a pas noté des données quantitatives ressortant le nombre de femmes et d'hommes atteints par les activités du projet.

Le principal résultat de ce projet cible les communautés locales, afin de renforcer leur capacité d'engagement, de négociation et de bénéficier du processus APA. D'après l'évaluation, les femmes sont impliquées dans la culture, la récolte et le séchage des racines des deux plantes. Dans ces deux communautés, les femmes se sont constituées en coopératives et se sont engagées dans la culture des plantes.

La qualité de la participation des femmes au projet aurait pu s'améliorer si une analyse différenciée sur le rôle des femmes et des hommes dans la gestion des ressources génétiques et des deux chaînes de valeur avait été faite pendant la conception et l'élaboration du projet.

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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:

23. En dépit d'un partenariat fructueux entre le MIN EPDED, GiZ et le PNUD, l'évaluation a noté que l'ONG ERuDeF n'a pas pris part à la mise en œuvre de certaines activités du projet notamment celles en lien avec le suivi des activités sur le terrain. D'après la documentation consultée (Note à la haute intention de M. le Ministre suite à la séance de travail portant sur la plainte introduite par ERuDeF relative à la négligence de sa contribution à la mise en œuvre du projet APA, différents mails entre ERuDeF-MINEPDED-PNUD, rapport du COPIL d'avril 2019 en sa section 3.3.1) et des échanges avec les parties prenantes, il ressort que les allégations d'ERuDeF estimant n'avoir pas reçu toutes les ressources financières prévues par le projet afin de se déployer efficacement sur le terrain sont non fondées. Pour l'évaluation, ce prétexte sur la non redistribution des ressources financières par le PNUD à l'endroit d'ERuDeF n'a pas sa raison d'être car, ERuDeF est considéré dans le document du projet comme un partenaire de co-financement et non comme un prestataire de service. Cependant, l'évaluation a noté que sur invitation du MINEPDED, ERuDeF a pris part à la charge du projet, à la plupart des activités organisées par le projet en dehors de la zone locale d'intervention.

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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:

Dans l'optique de palier au désistement de l'ONG E RUDEF, le projet a mis à contribution les leaders locaux (chefs traditionnels, maires, élites, présidents de coopératives) pour la sensibilisation et la mobilisation des communautés locales pour le processus APA. D'après ces acteurs mis à contribution, cela se faisait de manière ponctuelle. Par ailleurs, ils n'avaient pas eu de moyens techniques, matériels et financiers suffisants pour assurer le suivi des activités du projet sur le terrain. Cette situation a limité l'accès par la direction du projet aux besoins des populations.

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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:

Le projet bien qu'étant pilote a posé des bases sur les aspects de durabilité en produisant une importante documentation en termes de gestion des connaissances sur un sujet encore complexe à savoir l'accès au partage juste et équitable des bénéfices issus de l'exploitation et de la valorisation des ressources géologiques.

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No documents available.			

QA Summary/Final Project Board Comments