



**Support to Referendum on Constitutional Reform in Grenada**

**Project Appraisal Committee Meeting**

**16 April 2015**

**1. Welcome and Introductions**

Ms. Lara Blanco, UNDP Deputy Representative welcomed participants (Annex 1) and outlined the process; UNDP convenes a local Project Appraisal Committee (PAC) to appraise projects, as part of the UNDP Administrator's accountability for approval of programme activities. Ms Blanco outlined the objective of a PAC is to assist in appraising the quality of UNDP programme/project activities. The Committee will have the responsibility of recommending the next steps that should be taken in the formulation or approval process. UNDP will present the project document, providing the situation analysis, outlining the proposed activities within the annual workplan, and proposed project management arrangements. The PAC members will make recommendations to decide whether a proposed project should be approved or rejected. Ms. Blanco advised the PAC would be guided by the new UNDP Quality Assurance processes – utilizing the Design and Appraisal questionnaire for new projects (Annex 2).

**2. Presentation of Project Document**

Programme Manager for Sustainable Human Development and Inclusive Governance, Mr. Lee Rose shared that the Government of Grenada requested support from UN System to the Constitutional Reform process. It was noted that a needs assessment from the Department of Political Affairs, Office of UN High Commission on Human Rights and Electoral Assistance Division had been conducted to gauge specific needs and the scope of UN system support. The needs assessment, conducted in December 2014, sought to:

- Evaluate the political environment in Grenada
- Evaluate legal and institutional framework for the constitutional reform process
- Evaluate capacity and needs of various stakeholders
- Review design of constitutional review process
- Identify potential risk and opportunities concerning UN involvement in the process
- Provide technical support to the Constitutional Review Assessment Committee (CRAC)

The needs assessment report made reference to a number of possible steps following the elaboration of the supporting legal framework required in order to allow the referendum to proceed. It was agreed that support could be provided to the Government of Grenada in a number of areas that supported the current

process to assist Grenada to ensure that the final package of constitutional amendments meets its democratic objectives and is facilitated in a transparent, inclusive and participatory manner.

Upon presentation of the project outputs, Mr. Rose noted the two (2) outputs and a number of related activities aimed at ensuring one principal outcome enabling the Grenada Constitutional Reform Advisory Committee (CRAC) with the technical and advisory capacity to expertly lead an inclusive, participatory and transparent process of constitutional reform. The outputs for the project are:

- Technical support to the development of the relevant bills
- Support to referendum process itself

#### **Output 1**

UNDP will provide support to the CRAC and civil society for the development of well-drafted constitutional amendment bills in a manner that is participatory, inclusive, and transparent and based on public input.

#### **Activities**

- 1.1. CRAC formulates well-drafted, human rights compliant constitutional amendment bills which are for Parliament based on both expert and public inputs;
- 1.2. Parliament enacts well-drafted, human rights compliant constitutional amendment bills;
- 1.3. CRAC and civil society collaboratively implement extensive and inclusive civic education campaign(s) to inform the population on the content of the proposed constitutional amendment / referendum bills (including pros and cons) and Voter Information Strategy designed and implemented to ensure voters properly informed of voting procedures on referendum day and (ii) comprehensive civic education and voter information campaigns to ensure the Grenada electorate is well informed on the content of the different referendum bills and on the applicable voting procedures.

#### **Output 2**

Support provided to the Government of Grenada and the Office of the Supervisor of Elections to organise the referendum and its related administrative processes in a credible and transparent manner.

### **3. Project Management**

A number of risks were identified within the needs assessment report and following missions to Grenada at the end of 2014. Mr Rose noted that these would be included within the Risk Log, a section of the UNDP Project Document.




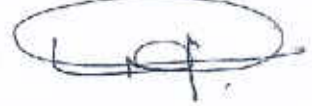

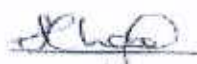


Mr Rose advised the PAC that the project will be directly implemented by UNDP through the Direct Implementation Modality (DIM). Given the politically sensitive nature of the project this modality was recommended in order to ensure implementation would be as credible, impartial and inclusive as possible. It was noted that the initial project design did not include the recruitment of a dedicated project coordinator and this role would be provided by Ms Michelle Braithwaite from the UN Resident Coordinators Office and the Programme Manager.

#### **4. Assessment of Project**

In order to assess the project, the UNDP Quality Assurance Questionnaire for the Design and Appraisal of new projects was utilised. This questionnaire assessed the project's relevance, management and monitoring mechanism, efficiency effectiveness, social and environmental standards and sustainability and national ownership. The results of the assessment are located in Annex I of this report.

**Attendees**

**Annex 1**

Tara Blanco	Deputy Resident Representative, UNDP		
Lee Rose	Programme Manager, Sustainable Human Development & Inclusive Governance		
Fitzroy James	Director of Economic and Technical Cooperation	F. James	
Robert Branch	Senior Crown Counsel at the Ministry of Legal Affairs, Ministry of Legal Affairs Focal Point		
Yolande Newton	Project Officer, Division of Economic & Technical Cooperation -	Y. Newton	
Sandra Ferguson	Inter-Agency Grouping of Development Organizations (IAGDO)		
Fernanda Lopez	Programme Specialist In Elections, UNDP	F. Lopes	
Michelle Braithwaite	National Human Rights Officer, Office of the Resident Coordinator, United Nations	M. Braithwaite	
Cherryanne Hinds	Programme Finance Associate, UNDP		
Janire Chase	Project Coordinator, UNDP		
Nathalie Thomas	Programme Associate, UNDP		

## DESIGN & APPRAISAL STAGE QA REPORT

**OVERALL PROJECT RATING:**

**DECISION**

**PROJECT NO** 64116

**PROJECT TITLE** Support to Referendum on Constitutio...

**DATE** 16/04/2015

**STRATEGIC**

**1. Does the project's Theory of Change specify how it will contribute to higher level change? (Select the option from 0-4 that best reflects the project):**

- 4: The project has a theory of change backed by credible evidence specifying how the project will contribute to higher level change through the programme outcome's theory of change. The project document clearly describes why the project's strategy is the best approach at this point in time.
- 3: The project has a theory of change, specifying how the project will contribute to higher level change through the programme outcome's theory of change, but this backed by relatively limited evidence. The project document clearly describes why the project's strategy is the best approach at this point in time.
- 2: The project has a theory of change describing how the project intends to contribute to development results, but it is not supported by evidence nor linked to higher level results through the programme outcome's theory of change. There is some discussion in the project document that describes why the project's strategy is the best approach at this point in time.
- 1: The project does not have a theory of change, but the project document describes in generic terms how the project will contribute to development results. It does not make an explicit link to the programme outcome's theory of change. The project document does not clearly specify why the project's strategy is the best approach at this point in time.
- 0: The project does not have a theory of change, and the project document does not specify how the project will contribute to higher level change, or why the project's strategy is the best approach at this point in time.

**Evidence**

 No file attached

**2. Is the project is aligned with the UNDP Strategic Plan? (select the option from 0-4 that best reflects the project):**

- 4: The project responds to one of the three areas of development work (1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building) as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas (sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization, citizen security, social protection, and risk management for resilience); an issues-based analysis has been incorporated into the project design; And the project's RRF includes at least one SP output indicator.
- 3: The project responds to one of the three areas of development work (1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building) as specified in the Strategic Plan; an issues-based analysis has been incorporated into the project design; and the project's RRF includes at least one SP output indicator.
- 2: The project responds to one of the three areas of development work (1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building) as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant.
- 1: While the project responds to one of the three areas of development work (1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building) as specified in the Strategic Plan, none of the relevant SP indicators are included in the RRF.
- 0: The project does not responds to one of the three areas of development work (1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building) as specified in the Strategic Plan.

**Evidence**







 No file attached

**RELEVANT**












<p><b>3. Does the project have strategies to effectively identify and engage targeted groups/areas? (select the option from 0-4 which best reflects this project):</b></p>	<ul style="list-style-type: none"> <li><input type="radio"/> 4: The target groups/areas are appropriately specified. The project has an explicit strategy to identify and engage specified target groups/areas throughout the project. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.) The project plans to solicit feedback from targeted groups regularly through project monitoring. Representatives of the target group/area will be included in the project's governance mechanism (i.e., project board.)</li> <li><input type="radio"/> 3: The target groups/areas are appropriately specified. The project has an explicit strategy to identify and engage the target groups/areas throughout the project. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.) The project plans to solicit feedback from targeted groups through project monitoring. Representatives of the target group, will contribute to the project's decision making, but will not play a role in the project's formal governance mechanism.</li> <li><input type="radio"/> 2: The target groups/areas are appropriately specified and engaged in project design. The project document is clear how beneficiaries will be identified and engaged throughout the project. Collecting feedback from targeted groups has been incorporated into the project's RRF/monitoring system, but representatives of the target group will not be involved in the project's decision making.</li> <li><input type="radio"/> 1: The target groups/areas are specified, but the project does not have a written strategy to identify or engage the target groups/areas throughout the project.</li> <li><input type="radio"/> 0: The project has not specified any target group/area that is the intended beneficiary of the project's results.</li> </ul>	<p><b>Evidence</b></p> <p><input type="radio"/> No file attached</p>
<p><b>4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 0-4 which best reflects this project):</b></p>	<ul style="list-style-type: none"> <li><input type="radio"/> 4: Knowledge and lessons learned backed by credible evidence from evaluation, analysis and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives.</li> <li><input type="radio"/> 3: The project design references knowledge and lessons learned backed by credible evidence from evaluation, analysis, monitoring and/or other sources, but these references have not been explicitly used to develop the project's theory of change or justify the approach used by the project over alternatives.</li> <li><input type="radio"/> 2: The project design mentions knowledge and lessons learned backed by relatively limited evidence/sources, but these references have not been explicitly used to develop the project's theory of change or justify the approach used by the project over alternatives.</li> <li><input type="radio"/> 1: There is only scant mention of knowledge and lessons learned informing the project design. These references are not backed by evidence.</li> <li><input type="radio"/> 0: There is no evidence that knowledge and lessons learned have informed the project design.</li> </ul>	<p><b>Evidence</b></p> <p><input type="radio"/> No file attached</p>
<p><b>5. Does the project use gender analysis in the project design and includes special measures/ outputs and indicators to address gender inequities and empower women?</b></p>	<ul style="list-style-type: none"> <li><input type="radio"/> 4: Gender analysis has been conducted on the differential impact of the project's development situation on gender relations, women and men, with constraints identified and clearly addressed in the design of gender-specific measures/ outputs and indicators, where appropriate</li> <li><input type="radio"/> 3: Gender analysis has been conducted on the differential impact of the project's development situation on gender relations, women and men, with constraints identified but only partially addressed in the design of gender-specific measures/ outputs and indicators, where appropriate</li> <li><input type="radio"/> 2: Partial gender analysis has been conducted on the differential impact of the project's development situation on gender relations, women and men with constraints identified, but these have not been explicitly addressed in the design of gender-specific measure/outputs and indicators.</li> <li><input type="radio"/> 1: The project design mentions information and/or data on the differential impact of the project's development situation on gender relations, women and men but the constraints has not been identified and gender-specific intervention has not been considered.</li> <li><input type="radio"/> 0: No gender analysis has been conducted on the differential impact of the project's development situation on gender relations, women and men.</li> </ul>	<p><b>Evidence</b></p> <p><input type="radio"/> No file attached</p>

<p><b>6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 0-4 that best reflects this project):</b></p>	<ul style="list-style-type: none"> <li><input type="radio"/> 4: An analysis has been conducted on the role of other partners in the area that the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. Options for south-south and triangular cooperation have been considered, as appropriate.</li> <li><input type="radio"/> 3: An analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. Options for south-south and triangular cooperation have been considered, as appropriate.</li> <li><input type="radio"/> 2: Some analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. Options for south-south and triangular cooperation have not been explicitly considered.</li> <li><input type="radio"/> 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. Options for south-south and triangular cooperation have not been considered.</li> <li><input type="radio"/> 0: No analysis has been conducted on the role of other partners in the area that the project intends to work to inform the design of the role envisioned by UNDP and other partners through the project.</li> </ul>	<p><b>Evidence</b></p> <p><input type="button" value="No file attached"/></p>
<p><b>MANAGEMENT &amp; MONITORING</b></p>		
<p><b>7. Does the project have a strong results framework? (select from options 0-4 that best reflects this project):</b></p>	<ul style="list-style-type: none"> <li><input type="radio"/> 4: The project's selection of outputs and activities are an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate.</li> <li><input type="radio"/> 3: The project's selection of outputs and activities are an appropriate level and are consistent with the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, with specified data sources. Most baselines and targets populated. Some use of gender sensitive, sex-disaggregated indicators.</li> <li><input type="radio"/> 2: The project's selection of outputs and activities are at an appropriate level, but do not reference the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources are not fully specified. Some use of gender sensitive, sex-disaggregated indicators.</li> <li><input type="radio"/> 1: The project's selection of outputs and activities are not at an appropriate level. Outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets. Data sources are not specified. No gender sensitive, sex-disaggregation of indicators is used.</li> <li><input type="radio"/> 0: The project's selection of outputs and activities are not accompanied by appropriate indicators that measure the expected change.</li> </ul>	<p><b>Evidence</b></p> <p><input type="button" value="No file attached"/></p>
<p><b>8. Is there a comprehensive and costed M&amp;E plan with specified data collection sources and methods to support evidence-based management and monitoring of the project?</b></p>	<ul style="list-style-type: none"> <li><input type="radio"/> Yes</li> <li><input checked="" type="radio"/> No</li> </ul>	<p><b>Evidence</b></p> <p><input type="button" value="No file attached"/></p>
<p><b>9. Is the project's governance mechanism clearly defined in the project document, including planned composition of the project board?</b></p>	<ul style="list-style-type: none"> <li><input type="radio"/> 4: The project's governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (esp. all members of the project board), and full terms of reference of the project board has been attached to the project document. A conversation has been held with each board member on their role and responsibilities, and all members agree on the terms of reference.</li> <li><input type="radio"/> 3: The project's governance mechanism is almost fully defined in the project document. Individuals have been specified for each position in the governance mechanism (esp. all members of the project board). While full terms of reference of the project board may not be attached, the prodoc describes the responsibilities of the project board, project director/manager and quality assurance roles.</li> <li><input type="radio"/> 2: The project's governance mechanism is partially defined in the project document; specific institutions are noted as holding key governance roles, but</li> </ul>	<p><b>Evidence</b></p> <p><input type="button" value="No file attached"/></p>

	<p>individuals have not yet been specified. The prodoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles, but full terms of reference are not included.</p> <p><input type="radio"/> 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism.</p> <p><input type="radio"/> 0: The governance mechanism is not clearly defined in the project document.</p>	
<p><b>10. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 0-4 that best reflects this project):</b></p>	<p><input type="radio"/> 4: Project risks fully described in the project risk log, based on comprehensive analysis which references key assumptions made in the project's theory of change. Clear and complete plan in place to manage and mitigate each risk.</p> <p><input type="radio"/> 3: Project risks identified in the project risk log. Clear plan in place to manage and mitigate risks.</p> <p><input type="radio"/> 2: Some risks identified in the initial project risk log. While some general mitigation measures have been identified, they do not adequately and fully address all the identified risks.</p> <p><input type="radio"/> 1: Some risks identified in the initial project risk log, but no clear risk mitigation measures identified.</p> <p><input type="radio"/> 0: Risks not clearly identified. No initial project risk log included with the project document.</p>	<p><b>Evidence</b></p> <p> No file attached</p> <p><b>*Note: Management must be taken for scc or 1</b></p> <p>A risk log needs to be</p>
<p><b>EFFICIENT</b></p>		
<p><b>11. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include using the theory of change analysis to explore different options of achieving the maximum results with the resources available.</b></p>	<p><input checked="" type="radio"/> Yes</p> <p><input type="radio"/> No</p>	<p><b>Evidence</b></p> <p> No file attached</p>
<p><b>12. Are plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)</b></p>	<p><input checked="" type="radio"/> Yes</p> <p><input type="radio"/> No</p>	<p><b>Evidence</b></p> <p> No file attached</p>
<p><b>13. Is the budget justified and supported with valid estimates?</b></p>	<p><input checked="" type="radio"/> Yes</p> <p><input type="radio"/> No</p>	<p><b>Evidence</b></p> <p> No file attached</p>
<p><b>14. Is the Country Office fully recovering its costs involved with project implementation?</b></p>	<p><input type="radio"/> Yes</p> <p><input checked="" type="radio"/> No</p>	<p><b>Evidence</b></p> <p> No file attached</p>
<p><b>EFFECTIVE</b></p>		
<p><b>15. Is the chosen implementation modality most appropriate? (select from options 0-4 that best reflects this project):</b></p>	<p><input type="radio"/> 4: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context.</p> <p><input type="radio"/> 3: The required IP assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been considered. There is justification for choosing the selected modality, based on the development context.</p> <p><input type="radio"/> 2: The capacity of the IP has been assessed, but the HACT micro assessment has not been done due to external factors outside of UNDP's control, There is evidence that options for implementation modalities have been considered. There is</p>	<p><b>Evidence</b></p> <p> No file attached</p>



	<p>justification for choosing the selected modality, based on the development context.</p> <ul style="list-style-type: none"> <li><input type="radio"/> 1: The required assessments have not been conducted, but there is evidence that options for implementation modalities have been considered.</li> <li><input type="radio"/> 0: The required assessments have not been conducted, and there is no evidence that options for implementation modalities have been considered.</li> </ul>	
<p><b>16. Have targeted groups, including marginalized populations that will be affected by the project, been engaged in the design of the project?</b></p>	<ul style="list-style-type: none"> <li><input checked="" type="radio"/> Yes</li> <li><input type="radio"/> No</li> </ul>	<p><b>Evidence</b></p> <p> No file attached</p>
<p><b>17. Does the project have explicit plans for evaluation or other lesson learning, timed to inform course corrections if needed during project implementation?</b></p>	<ul style="list-style-type: none"> <li><input type="radio"/> Yes</li> <li><input checked="" type="radio"/> No</li> </ul>	<p><b>Evidence</b></p> <p> No file attached</p>
<p><b>18. The project budget at the output level reflects adequate financial investments contributing to the advancement of gender equality. This can include outputs that have adequately mainstreamed gender (GEN2), and/or outputs for gender specific or stand-alone intervention (GEN3).</b></p>	<ul style="list-style-type: none"> <li><input type="radio"/> 4: The project budget reflects outstanding financial investments contributing to gender equality as evidenced by 100% of the project budget at the output level with the gender marker score GEN2+GEN3.</li> <li><input type="radio"/> 3: The project budget reflects adequate financial investments contributing to gender equality as evidenced by at least 75% of the project budget at the output level with the gender marker score GEN2+GEN3.</li> <li><input checked="" type="radio"/> 2: The project budget reflects partial investments contributing to gender equality as evidenced by at least 50% of the project budget at the output level with the gender marker score GEN2+GEN3.</li> <li><input type="radio"/> 1: The project budget reflects limited financial investments contributing to gender equality as evidenced by at least 25% of the project budget at the output level with the gender marker score GEN2+GEN3.</li> <li><input type="radio"/> 0: The project budget reflects no financial investments contributing to gender equality.</li> </ul>	<p><b>Evidence</b></p> <p> No file attached</p>
<p><b>19. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 0-4 that best reflects this project):</b></p>	<ul style="list-style-type: none"> <li><input type="radio"/> 4: The project has a realistic multi-year work plan and multi-year budget at the activity level to ensure outputs are delivered on time and within the allotted resources.</li> <li><input type="radio"/> 3: The project has a multi-year work plan at the activity level and multi-year budget at the output level.</li> <li><input checked="" type="radio"/> 2: The project has a multi-year work plan and a multi-year budget at the output level.</li> <li><input type="radio"/> 1: The project has an output level multi-year work plan, but not a multi-year budget.</li> <li><input type="radio"/> 0: The project does not yet have a multi-year work plan.</li> </ul>	<p><b>Evidence</b></p> <p> No file attached</p>
<p><b>SOCIAL &amp; ENVIRONMENTAL STANDARDS</b></p>		
<p><b>20. Has the project ensured that both women and men have equitable access to project resources and comparable social and environmental benefits? (select from options 0-4 that best reflects this project):</b></p>	<ul style="list-style-type: none"> <li><input type="radio"/> 4: Credible evidence that the project fully reflects a consistent strategy that provides equitable access to and control over project resources and social and environmental benefits (E.g. security, health, water, culture, etc.) through project rationale, strategies and results framework.</li> <li><input checked="" type="radio"/> 3: Credible evidence that the project partially reflects a strategy that provides equitable access to and control over project resources and social and environmental benefits (e.g., security, health, water, culture, etc.) through project strategies and the results framework.</li> <li><input type="radio"/> 2: Credible evidence that the project design includes a set of activities that provide equitable access to and control over project resources and social and environmental benefits (e.g., security, health, water, culture, etc.) although project activities are not part of a consistent strategy.</li> <li><input type="radio"/> 1: Credible evidence that the project design includes some scattered activities that provide equitable access to and control over project resources and social and environmental benefits (e.g., security, health, water, culture, etc.)</li> <li><input type="radio"/> 0: The project has no interventions to ensure a fair share of opportunities and benefits for women and men or reduce gender inequalities in access to and control</li> </ul>	<p><b>Evidence</b></p> <p> No file attached</p>

	<p>over resources and social and environmental benefits (e.g., security, health, water, culture, etc.)</p>	
<p><b>21. Did the project apply a human rights based approach?</b></p>	<p><input type="radio"/> 4: Credible evidence that opportunities to integrate human rights in the project and prioritize the principles of accountability, meaningful participation, and non-discrimination were fully considered. Any potential adverse impacts on enjoyment of human rights were rigorously assessed and identified with appropriate mitigation and management measures incorporated into project design and budget.</p> <p><input type="radio"/> 3: Partial evidence that opportunities to integrate human rights in the project and the principles of accountability, meaningful participation, and non-discrimination were considered. Potential adverse impacts on enjoyment of human rights were assessed and identified and appropriate mitigation and management measures incorporated into the project design and budget.</p> <p><input type="radio"/> 2: Limited evidence that opportunities to integrate human rights in the project and the principles of accountability, meaningful participation and non-discrimination were considered. Potential adverse impacts on enjoyment of human rights were assessed and identified and appropriate mitigation and management measures incorporated into the project design and budget.</p> <p><input type="radio"/> 1: No evidence that opportunities to integrate human rights in the project and the principles of accountability, meaningful participation and non-discrimination were considered. Limited evidence that potential adverse impacts on enjoyment of human rights were considered.</p> <p><input type="radio"/> 0: No evidence that opportunities to integrate human rights in the project were considered. No evidence that the potential adverse impact on the enjoyment of human rights have been considered.</p>	<p><b>Evidence</b></p> <p> No file attached</p>
<p><b>22. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach?</b></p>	<p><input type="radio"/> 4: Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered. Identified opportunities fully integrated in project strategy and design. Credible evidence that potential adverse environmental impacts identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget.</p> <p><input type="radio"/> 3: Limited evidence that opportunities to enhance environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts identified and assessed and appropriate management and mitigation measures incorporated into project design and budget.</p> <p><input type="radio"/> 2: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts assessed and appropriate management and mitigation measures incorporated into project design and budget.</p> <p><input type="radio"/> 1: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited evidence that potential adverse environmental impacts were adequately considered.</p> <p><input type="radio"/> 0: No evidence that potential adverse environmental impacts have been considered.</p>	<p><b>Evidence</b></p> <p> No file attached</p>
<p><b>23. If the project is worth \$500,000 or more, has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks?</b></p>	<p><input type="radio"/> Yes</p> <p><input type="radio"/> No</p> <p><input checked="" type="radio"/> N/A</p>	<p><b>Evidence</b></p> <p> No file attached</p>
<p><b>SUSTAINABILITY &amp; NATIONAL OWNERSHIP</b></p>		
<p><b>24. Have national partners led, or proactively engaged in, the design of the project? (select from options 0-4 that best reflects this project):</b></p>	<p><input type="radio"/> 4: National partners have full ownership of the project and led the process of the development of the project.</p> <p><input type="radio"/> 3: The project has been developed jointly by UNDP and national partners, with equal effort.</p> <p><input type="radio"/> 2: The project has been developed by UNDP in close consultation with national partners.</p> <p><input type="radio"/> 1: The project has been developed by UNDP with limited engagement with national partners.</p> <p><input type="radio"/> 0: The project has been developed by UNDP with no engagement with national</p>	<p><b>Evidence</b></p> <p> No file attached</p>

<p>25. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project):</p>	<p>partners.</p> <p><input checked="" type="radio"/> 4: The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed.</p> <p><input type="radio"/> 3: A capacity assessment has been completed, although it is not systematic or detailed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy.</p> <p><input type="radio"/> 2: A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment.</p> <p><input type="radio"/> 1: There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned.</p> <p><input type="radio"/> 0: Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions.</p>	<p><b>Evidence</b></p> <p><input type="button" value="No file attached"/></p>
<p>26. Is there a clear plan for how the project will use national systems, and national systems will be used to the extent possible?</p>	<p><input checked="" type="radio"/> Yes</p> <p><input type="radio"/> No</p>	<p><b>Evidence</b></p> <p><input type="button" value="No file attached"/></p>
<p>27. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)?</p>	<p><input type="radio"/> Yes</p> <p><input checked="" type="radio"/> No</p>	<p><b>Evidence</b></p> <p><input type="button" value="No file attached"/></p>

#### QA Summary/PAC Comments

The PAC meeting was convened on the 16 April 2015 with representatives from the Constitutional Reform Committee in Grenada, representatives from

**Management Actions must be provided before Approving.**