Closure Stage Quality Assurance Report

Form Status: Approved		
Overall Rating: Satisfactory		
Decision:		
Portfolio/Project Number:	00085874	
Portfolio/Project Title: Strengthening & Enhancing the Inclusiveness of Women		
Portfolio/Project Date: 2015-02-01 / 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:

Due to the changes of the Country political ruling party, the Ministry of Women, Family and Community D evelopment (MWFCD) has a new Minister and Deputy Minister. The project team conducted project briefings for both Ministers. Based on the suggestion from the Deputy Minister, Ministry Officers called for a consultation with the Religious Department on gender equality and women's empowerment. The Religious Department clarified that these initiatives are not in contradiction with religious teachings and values. In conclusion, the project has completed the required outputs as stated in the progress report.

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- 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:

Yes. Please see attached project document.

Lis	List of Uploaded Documents		
#	File Name	Modified By	Modified On
1	ProjectDocumentGMpg1-2_7017_302 (http s://intranet.undp.org/apps/ProjectQA/QAFor mDocuments/ProjectDocumentGMpg1-2_70 17_302.pdf)	siew.mann.tan@undp.org	1/5/2021 9:53:00 AM

Relevant	Quality Rating:	Satisfactory
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- 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:

The Project aimed at strengthening the institutional c apacity of MWFCD. However, a series of 8 consultat ions with NGOs/CSOs, universities, other Ministries, agencies and state women's departments were con ducted to seek inputs and feedbacks on the propose d Gender Mainstreaming Framework.

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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:

Among the key outputs include:

- 1. A proposed Gender Mainstreaming Framework.
- 2. An advocacy plan for sex-disaggregated data and gender analysis.
- 3. A Handbook on Gender Mainstreaming towards a chieving Gender Equality.

Lis	List of Uploaded Documents		
#	File Name	Modified By	Modified On
1	Output2FinalReportJuly2019_7017_304 (http s://intranet.undp.org/apps/ProjectQA/QAFor mDocuments/Output2FinalReportJuly2019_7 017_304.pdf)	siew.mann.tan@undp.org	1/5/2021 10:37:00 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 2: While the project was not considered at scale, there are explicit plans in place to scale up the project in the future (e.g. by extending its coverage or using project results to advocate for policy change).
- 1: The project was not at scale, and there are no plans to scale up the project in the future.

Evidence:

The project has potential to be emulated by other Mi nistries, key Government Agencies and by State Go vernments, as some has expressed interest i.e. Mini stry of Youth and Sports, Maritime Department and Selangor State Government has started gender mai nstreaming at state-level. UNDP and MWFCD are pl anning to continue with Phase 2 of this Project. See attached proposed scope of Phase 2.

Lis	List of Uploaded Documents		
#	File Name	Modified By	Modified On
1	Annex1Phase2GM_7017_305 (https://intrane t.undp.org/apps/ProjectQA/QAFormDocume nts/Annex1Phase2GM_7017_305.pdf)	siew.mann.tan@undp.org	1/6/2021 9:15:00 AM

Principled Quality Rating: Highly 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:

Output 3 of this Project was intended for this purpos e specifically and produced a two-parts reports on (1) A Gender Analysis of Statistics on Women, Famil y and Community

Development: Malaysia Gender Gap Index Report 2 010-2015; and (2) Special Report of the Malaysian Gender Gap Index Gender Analysis of the 2016 Annual Statistics.

List of Uploaded Documents			
#	File Name	Modified By	Modified On
1	FINALPartIMGGIReport2010-2015Final14.7. 19_7017_306 (https://intranet.undp.org/apps/ ProjectQA/QAFormDocuments/FINALPartIM GGIReport2010-2015Final14.7.19_7017_30 6.pdf)	siew.mann.tan@undp.org	1/5/2021 10:35:00 AM
2	FINALPartIISpecialReport20167threvised12. 7.19_7017_306 (https://intranet.undp.org/app s/ProjectQA/QAFormDocuments/FINALPartII SpecialReport20167threvised12.7.19_7017_306.pdf)	siew.mann.tan@undp.org	1/5/2021 10:36:00 AM

- 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:

See attached SESP - Social and Environmental Scr eening Procedure form - filled for QA for Implementa tion and Monitoring phase.

Li	List of Uploaded Documents		
#	File Name	Modified By	Modified On
1	SESP_Gender_Mainstreaming_SK_7017_30 7 (https://intranet.undp.org/apps/ProjectQA/Q AFormDocuments/SESP_Gender_Mainstreaming_SK_7017_307.docx)	siew.mann.tan@undp.org	1/6/2021 8:03:00 AM

- 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:

See attached SESP (same as above Q7) - Social and Environmental Screening Procedure form - filled for QA for Implementation and Monitoring phase.

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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:

Kindly refer to Annual Work Plan and Budget from 2 017 to 2020 and all Mid-Year Progress Reports (MY PR) and Annual Progress Reports (APR).

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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:

The National Project Director is the Deputy Secretar y General (Strategic) of MWFCD, who is the Chair of Project Technical Working Group (TWG) and reports to the Project National Steering Committee (NSC), C haired by the Secretary General of MWFCD.

The TWG convenes twice a year, while NSC meets once every year.

Please see the attached TOR of NSC and TWG.

List of Uploaded Documents			
#	File Name	Modified By	Modified On
1	TOR-NSCdanTWG_7017_310 (https://intran et.undp.org/apps/ProjectQA/QAFormDocum ents/TOR-NSCdanTWG_7017_310.pdf)	siew.mann.tan@undp.org	1/5/2021 10:46:00 AM
2	NSCMEMBERS_7017_310 (https://intranet.u ndp.org/apps/ProjectQA/QAFormDocuments/ NSCMEMBERS_7017_310.pdf)	siew.mann.tan@undp.org	1/5/2021 10:50:00 AM
3	TWCMEMBERSDec2018_7017_310 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/TWCMEMBERSDec2018_7017_310.docx)	siew.mann.tan@undp.org	1/5/2021 10:52:00 AM

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

•	management plans and mitigation measures.		
Evi	idence:		
Р	roject risk log are updated.		
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Effici	ent	Quality Rating: Satisfactory	•

- Yes
- O No

Evidence:

Yes, all in accordance to achieve intended results.

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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:

Procurement for this Project mainly involve technical assistance from subject matter experts who were tim ely contracted thus enabled and ensured timely delivery of all project outputs.

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- 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:

Project expenditures adhered to competitive process and vendor selection according to MWFCD or UND P procedures.

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No documents available.

Effective

Quality Rating: Satisfactory

- 15. Was the project on track and delivered its expected outputs?
- Yes
- O No

Evidence:

Yes. Please see attached Annual Progress Report f or 2019 and 2020.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	APR2020GenderProject-Signed_7017_315 (https://intranet.undp.org/apps/ProjectQA/QA FormDocuments/APR2020GenderProject-Signed_7017_315.pdf)	siew.mann.tan@undp.org	1/6/2021 8:22:00 AM
2	APR2019_7017_315 (https://intranet.undp.or g/apps/ProjectQA/QAFormDocuments/APR2 019_7017_315.pdf)	siew.mann.tan@undp.org	1/6/2021 8:23:00 AM

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 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:

Please see attached TWG Meetings Minutes in 201 9.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	Minutes7thTWC_7017_316 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Minutes7thTWC_7017_316.pdf)	siew.mann.tan@undp.org	1/6/2021 8:49:00 AM
2	MinutesTWC29Jan2019_7017_316 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/MinutesTWC29Jan2019_7017_316.pdf)	siew.mann.tan@undp.org	1/6/2021 8:49:00 AM

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:

The Project aimed at strengthening the institutional c apacity of MWFCD. However, a series of 8 consultat ions with NGOs/CSOs, universities, other Ministries, agencies and state women's departments were con ducted to seek inputs and feedbacks on the propose d Gender Mainstreaming Framework.

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Sustainability & National Ownership

Quality Rating: Needs Improvement

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

making, implementation and monitoring. (both must be true)

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

1: There was relatively limited or no engagement with national stakeholders and partners in the decision-making, implementation and/or monitoring of the project.

stakeholders and partners were actively engaged in the process, playing an active role in project decision-

Not Applicable

Evidence:

Please see attached Stakeholders Dialogue Summa ry Report.

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#	File Name	Modified By	Modified On
1	Output2StakeholderDialogueSummaryRepor tFinal_7017_318 (https://intranet.undp.org/ap ps/ProjectQA/QAFormDocuments/Output2St akeholderDialogueSummaryReportFinal_701 7_318.pdf)	siew.mann.tan@undp.org	1/6/2021 8:55:00 AM

- 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 arrangements⁸ 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:

Throughout the Project duration, there were several changes involving the Secretary General of MWFC D, the National Project Director and project officers f rom Policy Division of MWFCD. The Project Team or ganises project briefing for new officers and provide d ample support to ensure continuity of commitment towards project activities.

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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:

The Chair of project's Technical Working Committee, who is the Deputy Secretary General of MWFCD and also the Chair of the Ministry's Gender Focal Team has included discussions on project's sustainability plan in the Ministry's Strategic Sector's regular online e meetings in 2020. On 14 December 2020, the Ministry organised a Gender Focal Team Meeting to discuss the Ministry's gender mainstreaming focus areas, as well as to present the scope of proposed continuation phase of this project to all agencies and divisions under the Ministry. The adoption of the Bill is the ultimate objective and sustain the programme (including continuation of development budget under 12 MP) after the project has closed.

Management Response:

UNDP is currently in discussion Ministry to develop Phase 2 project that will look into the the implement ation of the Bills.

List of Uploaded Documents			
#	File Name	Modified By	Modified On
1	GenderProjectClosureLetterDec2020AKsign ed_7017_320 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/GenderProjectClosureLetterDec2020AKsigned_7017_320.pdf)	siew.mann.tan@undp.org	1/6/2021 9:03:00 AM
2	MinitMesyuaratGenderFocalTeamKPWKMBi I.12020_7017_320 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/MinitMesyuaratGenderFocalTeamKPWKMBil.12020_7017_320.pdf)	siew.mann.tan@undp.org	2/3/2021 2:41:00 AM

QA Summary/Final Project Board Comments

All in all, the National Implementing Partner which is the Ministry of Women, Family and Community Development is appreciative of the partnership and technical assistance from UNDP. The Ministry is also pleased to note that the Pr oject Team was able to carry out all planned project activities accordingly and within the agreed timeline. All expecte d Outputs were delivered to satisfaction.

The Ministry of Women, Family and Community Development is proposing to continue with Phase 2 of the Project to follow through the implementation of the Bill.