

# Closure Stage Quality Assurance Report

**Form Status: Approved**

<b>Overall Rating:</b>	Highly Satisfactory
<b>Decision:</b>	
<b>Portfolio/Project Number:</b>	00110098
<b>Portfolio/Project Title:</b>	Regional Cross border Kenya-Ethiopia
<b>Portfolio/Project Date:</b>	2018-02-21 / 2021-12-31

**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:**

The project adapted to the development context throughout its implementation. Major examples in this respect include:

a) SECCCI's development of a new implementation plan in year 3 – submitted and approved by the second TC and SC meeting –, to fast-track the project's implementation process and identify the implementable activities before project end. The new implementation plan allowed SECCCI to implement most of its activities in the third year of implementation, despite project's cumulated delay and further challenges imposed by the spread of Covid-19;

b) The above-mentioned plan included UNEP's new implementation strategy for year-3 that developed in agreement with the EU to counter Ethiopia's very limited engagement in developing the implementation plan under Output 1. The new implementation plan made it possible for UNEP to obtain important achievements despite the lack of transboundary cooperation during the lifetime of the project;

c) SECCCI's flexible adaptation to the new development context after the spread of Covid-19 in the project's Clusters of intervention in 2020. In this respect, it was decided, in concertation with the donor and as recommended during the 2nd TC and SC meeting, to re-orient part of the project's funds towards Covid-19-related activities. Moreover, the SECCCI project has proven to be resilient in coping with the effects of Covid-19 on project implementation, as most activities were implemented during the COVID-19 pandemic by restructuring some of the foreseen in-presence activities in order for these to be implemented online.

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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:**

Although the project responded in particular to the third area (3. Resilience Building) of development work as specified in UNDP’s Strategic Plan 2018-2021, it did not include relevant indicators in its RRF. Probably, this is due to the fact that the project was EUTF-funded and the Project Document was not directly aligned to UNDP’s SP. Also, SECCCI contributed to several Outcomes of the Regional Programme (RP) for Africa, in particular to H01\_OUTCOME1801: African Union and RECs deliver on their mandate, especially cross-cutting issues related to resilience-building.

**Management Response:**

Score was selected because the Project Document did not include any of the IRRF/ SP indicators. The project was part of the EUTF and the indicators were aligned with EUTF monitoring matrix.

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**Relevant**

**Quality Rating: Highly Satisfactory**

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

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

**Evidence:**

The community activities and events (trainings, Cluster Coordination Meetings, workshops, etc.) were implemented in an inclusive and participatory manner and aimed at fostering community participation and bringing together local authorities and the civil society, through the participation of local government representatives as well as community beneficiaries.

Also, the project’s targeted groups were involved in the project’s monitoring activities (e.g. Baseline and Final Indicator’s Evaluation Survey, Mid-Term Evaluation, Cluster-specific Capacity Needs and Gaps Assessment and Stakeholders Mapping, Local Needs Assessment, etc.). In addition, representatives from the targeted group were active members of the project’s board.

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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:**

Lessons learned were collected periodically, both from within the project (see Cluster Coordination Meeting presentations, final chapters of the project’s Annual Reports to the donor) as well as externally (e.g. Mid-Term Evaluation) and presented to the Project Board, adopting the required changes to ensure the project’s continued relevance. Also, a final Lessons Learnt report was produced by the project as part of its Closure procedures. Lessons learned collection will be a crucial part of the final External Evaluation work

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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:**

Although the project will not be directly extended to a second phase, there are plans for scaling up the initiative in the future and enhance the sustainability of its results. This is part of the project's Closure plan, that has been presented during the 3rd TC meeting, and whose main elements include:

- To widely share and disseminate the project's lessons learnt for these to inform future cross-border initiatives in the area;
- To organize consultation workshops between SECCCI partners interested in collaborating on future cross-border initiatives (e.g. IGAD, UNDP Africa Borderlands Centre);
- To upload all project-related material on the SECCCI Knowledge Management Platform and Water Monitoring Observatory Portal, share it with relevant stakeholders and ensure the portals' sustainability beyond project closure;
- To liaise closely with UNDP's Africa Borderlands Centre for it to build on SECCCI's knowledge for future programming.

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**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:**

Throughout the second and third year of implementation, the project has made gender mainstreaming one of its priorities. In this respect, it is important to highlight that the original project document did not emphasize much on cross-cutting issues, such as and especially gender equality. To bridge this gap, a Gender Mainstreaming workshop took place in September 2019 and as a result, the results framework was revised to include gender-sensitive indicators to measure the gender responsiveness of the project, as these were missing in the RRF of the original Project Document. Also, data collected on the participants to all SECCCI activities were always disaggregated by gender.

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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:**

Please refer to attached risk log

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	PQA-Q7-RisksandIssues_9260_307 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/PQA-Q7-RisksandIssues_9260_307.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/PQA-Q7-RisksandIssues_9260_307.docx</a> )	sophia.abra@undp.org	8/6/2021 3:02:00 PM

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

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



**Evidence:**

The project opened 3 field offices to provide constant and first-hand information to project stakeholders and beneficiaries and regular formal cluster meetings as well as informal meetings were held in the cross-border clusters where the project operated. Project staff guaranteed continuous presence in the project area, in order to implement activities and address any grievance that might arise. The regular organization of project board meetings also provided a further grievance management mechanism. However, throughout the duration of the project, no grievances were received.

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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 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:**

Regarding the project's M&E activities, these include:

- monthly situation report (SITREP) to be delivered by each implementing partner, the development of a project Monitoring, Evaluation and Learning (MEL) Plan, leading to the revision of the original SECCCI indicators in order to make these more measurable and SMARTer; an evidence-based baseline assessment to generate data and information for guiding SECCCI's planning, implementation, M&E processes, and results tracking planning, resulting in a final Baseline Report that was produced in 2019 and updated in 2020; a final data collection field mission that was conducted by SECCCI in the second half of 2020 and the first half of 2021 in order to measure the achievement of SECCCI's indicators in view of project end.
- Data against indicators in the project's RRF were collected on an annual basis and displayed in the project's Annual Reports to the donor. Also, regular M&E meetings were organized among the different SECCCI implementing partners. In addition, data were collected quarterly and delivered to the EU externally hired M&E company Altai, to feed the monitoring system established to monitor the progress of all EUTF-financed cross-border projects. Commissioned by UNDP and requested by the first TC meeting, in the second half of 2020 a Mid-Term Evaluation of the project was conducted, whose recommendations were presented and discussed during the project's second Technical and Steering Committee. As a follow-up, a Final Evaluation is also planned to be commissioned by UNDP to an external independent consultant.

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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:**

Throughout the project's implementation cycle, three Technical and Steering Committee meetings were organized. All minutes of the meetings are on file. Option 2 has been selected as the first TC and SC meeting took place later than foreseen in the Project Document. Progress was reported to the Project Board on achievements, lessons learnt, challenges and opportunities. The meeting minutes show how the project board used the progress reports as the basis for informing management decisions.

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No documents available.			

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

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

**Evidence:**

The project monitored risks every quarter, as evidenced by a regularly updated risk log (Regional Programme quarterly progress reporting). Also, an updated risk log was provided in all Annual Reports to the donor.

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No documents available.			

**Efficient**

**Quality Rating: Highly Satisfactory**

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

- Yes
- No

**Evidence:**

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**List of Uploaded Documents**

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No documents available.			

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

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

**Evidence:**

The first TC recommended to expedite procurement and recruitment procedures where these had not been undertaken, together with improvement of operationalization of cluster offices.

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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:**

All costs and expenses were carefully analyzed at different levels and against expected results, before a authorization. Synergies were sought with other UNDP projects, such as shared staff and assets with the KE/ET Cross-Border project in Cluster II, as well as within the 3 SECCCI implementing partners, to maximize efficiencies and avoid duplications.

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No documents available.			

**Effective**

**Quality Rating: Exemplary**

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

- Yes
- No

**Evidence:**

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**List of Uploaded Documents**

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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:**

In the second year UNDP introduced a monthly situation report (SITREP) to be delivered by each implementing partner. On a monthly basis, the SITREP captured the implementation status of all of SECCCI's activities, the activities' implementation plan for the month subsequent to the reporting period, operational challenges and measures taken in the reporting month, as well as challenges observed in the reporting month that had influence on the project. Also based on these reports, the project's workplan was regularly reviewed, adapted and presented to the Project Board.

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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's targeted groups were regularly engaged in the project's monitoring activities (e.g. Baseline and Final Indicator's Evaluation Survey, Mid-Term Evaluation). Also, they were systematically identified by conducting a Cluster-specific Capacity Needs and Gaps Assessment, a Stakeholders Mapping, and Local Needs Assessment, in which they were actively involved. Targeted groups were reached as intended as demonstrated by the attendance sheets of the community activities and events (e.g. trainings, Cluster Coordination Meetings, workshops, etc.) organized by the project. These were implemented in an inclusive and participatory manner and aimed at fostering community participation and bring together local authorities and the civil society, through the participation of local government representatives as well as community beneficiaries.

In addition, representatives from the targeted group were also active members of the project's board.

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## Sustainability &amp; 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:**

Local/National government officials were regularly invited to workshops and involved in project evaluations/surveys, assessments and Project Board meetings.

Also, SECCCI is implemented under the framework of a wider EUTF-programme "Collaboration in Cross-Border Areas of the Horn of Africa Region" which functions as an umbrella-programme for 7 cross-border initiatives – including SECCCI – that are implemented by different implementing partners. This partnership was managed and consolidated through the organization of regular Cluster Coordination Meetings, as well as Technical and Steering Committees, all involving the participation of the other EUTF-financed projects.

In terms of SECCCI-internal organization, the following meetings were organized:

- Monthly meetings with the EU, IGAD and UNEP at regional level to discuss the implementation status of the project's activities;
- Bi-annual cluster coordination meetings with participants from local governments, EU funded cross-border projects, IGAD, UNEP and UNDP;
- Regular meetings of the project's M&E unit;
- SECCCI Technical and Steering Committee.

Many ad-hoc meetings also took place, especially with IGAD and UNEP to identify ways forward in relation to different challenges and opportunities. UNEP and IGAD have also actively liaised with other EU Trust Fund-financed partners to look for synergies and avoid duplications.

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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](#)<sup>8</sup> adjusted according to changes in partner capacities?

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

**Evidence:**

Efforts were made throughout the duration of the project to monitor and support capacity development as aspects of implementing partners. Discussions were held in order to adapt the fund disbursement mechanisms between IPs, and flexibility was applied by UNDP to support partners in terms of funds availability and procurement.

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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 first SC meeting proposed in its 4th recommendation that "the SECCCI project should have worked on an Exit Strategy from on-set of the project, and recommended that work on an Exit Strategy be started concretely and genuinely highlighting how beneficiaries and stakeholders can sustainably adopt and own project outcomes financially and technically". The project's Exit Strategy was developed jointly by all SECCCI implementing partners in the second half of 2020 and presented – and approved – during the second TC and SC meetings. Updates on the status of the Exit Strategy, as well as lessons learnt from project implementation, sustainability measures, handover proposal and future opportunities identified, were presented and reviewed during the 3rd TC meeting.

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1	LessonsLearned_9260_320 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/LessonsLearned_9260_320.doc">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/LessonsLearned_9260_320.doc</a> )	sophia.abra@undp.org	8/5/2021 9:15:00 AM
2	IGADLessonsLearned_9260_320 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/IGADLessonsLearned_9260_320.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/IGADLessonsLearned_9260_320.pdf</a> )	sophia.abra@undp.org	8/5/2021 9:16:00 AM
3	LakeTurkana-Lessonslearnedreport_9260_320 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/LakeTurkana-Lessonslearnedreport_9260_320.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/LakeTurkana-Lessonslearnedreport_9260_320.pdf</a> )	sophia.abra@undp.org	8/5/2021 9:17:00 AM

**QA Summary/Final Project Board Comments**

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