

Closure Stage Quality Assurance Report

Form Status: Approved

Overall Rating:	Highly Satisfactory
Decision:	
Portfolio/Project Number:	00085295
Portfolio/Project Title:	Red Bridge Border development
Portfolio/Project Date:	2015-10-01 / 2020-12-31

Strategic

Quality Rating: Exemplary

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:

By official request of the State Customs Committee of the Republic of Azerbaijan additional time was granted according to 2 Cost sharing Agreements signed between UNDP and State Customs Committee on extension of the project till 31 December 2020. This time was used to conduct extra seminars and training activities as well as procurement of additional transport means (minivans) for border crossing points.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	CostsharingagreementRB_SCC2018_11153_301 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/CostsharingagreementRB_SCC2018_11153_301.pdf)	konul.mammadli@undp.org	12/9/2021 2:23:00 PM
2	Costsharing300.000AZN_2019June_eng_11153_301 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Costsharing300.000AZN_2019June_eng_11153_301.pdf)	konul.mammadli@undp.org	12/9/2021 2:24:00 PM
3	AZ_UNDP_RedBridge_ProDoc_ENG_2016-2017_11153_301 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/AZ_UNDP_RedBridge_ProDoc_ENG_2016-2017_11153_301.pdf)	konul.mammadli@undp.org	12/10/2021 3:15:00 AM
4	RBProjectdocumentextension_11153_301 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/RBProjectdocumentextension_11153_301.pdf)	konul.mammadli@undp.org	12/10/2021 3:19:00 AM
5	LPACminutesRBextension_11153_301 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/LPACminutesRBextension_11153_301.pdf)	konul.mammadli@undp.org	12/10/2021 3:19:00 AM

2. Was the project aligned with the thematic focus of the Strategic Plan?

- 3: *The project responded to at least one of the development settings as specified in the Strategic Plan (SP) and adopted at least one Signature Solution .The project's RRF included all the relevant SP output indicators. (all must be true)*
- 2: The project responded to at least one of the developments settings¹ as specified in the Strategic Plan. The project's RRF included at least one SP output indicator, if relevant. (both must be true)
- 1: While the project may have responded to a partner's identified need, this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.

Evidence:

The Project Strategy and in particular the Project Design contributed very positively to the effective and timely progress towards project results and overcoming challenges and remaining barriers for achieving the project objectives. Project corresponds to the 7 A UNAPF OUTCOME #2: By 2020, Azerbaijan has enhanced institutional capacities for transparent, evidence-based and gender-sensitive policy formulation and implementation SP Outcome 3: Countries have strengthened institutions to progressively deliver universal access to basic services

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No documents available.			

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:

Internal project communication with stakeholders was regular and effective, first of all, because, project partners have been involved in the process of decision making (such as planning of the workshops and study tours, engagement of European Experts, etc.), secondly, via the regular meetings with the UNDP Project Teams, effectively using monitoring tools of reporting and Steering Committee Meetings (when officials of higher levels have been informed). In such situation the key stakeholders were not left out of communication and regular feedback was communicated. Communication with stakeholders contributed to their awareness of project outcomes and activities and investment in the sustainability of project results.

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#	File Name	Modified By	Modified On
1	RedBridgeProgressreport_2020_11153_303 (https://intranet.undp.org/apps/ProjectQA/QA/FormDocuments/RedBridgeProgressreport_2020_11153_303.doc)	konul.mammadli@undp.org	12/10/2021 3:28:00 AM

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:

Common capacity building activities had been carried out during the implementation of the project and overall objective of the project fully achieved. All activities of the project have been well documented by the Project Team and recommendation can be made to use the positive results of the Red Bridge BCP on other BCPs.

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No documents available.			

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:

The project assisted in developing new concept on the Quick Customs Procedures that intend to scale up existing project and replicate it across the border customs checkpoints on all borders of the Country.

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No documents available.			

Principled**Quality Rating: Satisfactory**

6. Were the project's measures (through outputs, activities, indicators) to address gender inequalities and empower women relevant and produced the intended effect? If not, evidence-based adjustments and changes were made.

- 3: The project team gathered data and evidence through project monitoring on the relevance of the measures to address gender inequalities and empower women. Analysis of data and evidence were used to inform adjustments and changes, as appropriate. (both must be true)
- 2: *The project team had some data and evidence on the relevance of the measures to address gender inequalities and empower women. There is evidence that at least some adjustments were made, as appropriate. (both must be true)*
- 1: The project team had limited or no evidence on the relevance of measures to address gender inequalities and empowering women. No evidence of adjustments and/or changes made. This option should also be selected if the project has no measures to address gender inequalities and empower women relevant to the project results and activities.

Evidence:

The project activities promoted gender balance by ensuring that women's participation in training activities is encouraged.

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No documents available.			

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:

Environmental capacity building components of the programme took into consideration the environmental sustainability of project (construction of fence area, administrative building of the Trade Facilitation Operation Unit at the Red Bridge border crossing point) Infrastructure activities respected environmental concerns.

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No documents available.			

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

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

Evidence:

There were no anticipated risks or issues during the project implementation period.

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No documents available.			

Management & Monitoring**Quality Rating: Highly 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:

UNDP country office managed the overall budget and procurement of inputs required for implementation of the action. It was responsible for monitoring the implementation of the action by the project team, for timely reporting of its progress as well as for organizing the required external evaluations. Furthermore, UNDP supported the coordination and networking with other related initiatives and institutions in the country. The State Customs Committee AZE was UNDP's main national counterpart associated with the implementation of the action in Azerbaijan and RS was the main national counterpart in Georgia. Project Steering Committee established at the beginning of project implementation and had regular meetings to monitor the progress of the action, to guide its implementation and support the action in achieving its listed outputs and objectives. The SC composed of the representatives of the SCC, RS, EC and UNDP. Other stakeholders can be invited to the SC meetings by the decision of the PSC. The project logical framework was an important tool for monitoring purposes and assessment of the progress made, as it allowed timely revision and attention to specific components of the project.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	RedBridgeEvaluationFinalReport1_11153_309 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/RedBridgeEvaluationFinalReport1_11153_309.pdf)	konul.mammadli@undp.org	12/10/2021 3:35:00 AM

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:

All activities of the project had been documented by the Project Team and recommendations made to use the positive results of the Red Bridge BCP on other BCPs - on a continual basis and shared/ transferred to appropriate parties who would learn from the project and potentially replicate and/or scale it in the future. The overall effectiveness of project implementation and adaptive management has been very high and was very much appreciated by the beneficiaries of both countries.

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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 risks to sustainability identified in the Project Document can be considered as relevant and appropriate, but they did not hamper the implementation of the project. The project completed, results outlined by the project logframe achieved. There are legitimate expectations that financial and economic resources for operating the fenced area and Trade Facilitation Operation Unit at Red Bridge BCP, once the grant assistance ends, will be available. This was confirmed by the project beneficiaries during the interviews and meetings conducted with EU and UNDP experts.

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No documents available.			

Efficient

Quality Rating: Exemplary

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:

Project Beneficiaries (the State Customs Committee AZE and the Revenue Service GEO) provided support to UNDP project teams and experts for delivering expected works. Notes of the conducted meetings showed high-level engagement of the officials from both sides. This factor certainly contributed to the prompt and successful realization of the planned activities and achieving of the expected results.

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No documents available.			

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

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

Evidence:

The project had procurement plan and kept it updated due to the project extension. Final Evaluation completed to assess progress towards the achievement of the project objectives and results as specified by the ProDoc, focusing on the relevance and sustainability of outputs as contributions to mid-term and long-term objectives. – Improved capacity building, increased trade facilitation and close cooperation between 2 countries

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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:

The project regularly reviewed costs against relevant comparators. The project was successful, among them training activities, when in relation to each of the outlined indicators more has been achieved than planned. The same can be said on construction works, as in addition to the fence area, an administrative building of the Trade Facilitation Operation Unit at Red Bridge BCP was completed by the project.

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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:

All target and results were achieved as planned. Factors that contributed to the successful implementation of the project were outlined as issues to be taken into account also for similar projects on trade related technical assistance.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	RedBridgeEvaluationFinalReport1_11153_315 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/RedBridgeEvaluationFinalReport1_11153_315.pdf)	konul.mammadli@undp.org	12/10/2021 3:37:00 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: 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 accordance with the programming policies and procedures outlined in the UNDP User Guide, the project monitored on a quarterly basis, an assessment which recorded progress towards the completion of key results.

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No documents available.			

17. Were the targeted groups systematically identified and engaged, prioritizing the marginalized and excluded, to ensure results were achieved as expected?

- 3: *The project targeted specific groups and/or geographic areas, identified by using credible data sources on their capacity needs, deprivation and/or exclusion from development opportunities relevant to the project's area of work. There is clear evidence that the targeted groups were reached as intended. The project engaged regularly with targeted groups over the past year to assess whether they benefited as expected and adjustments were made if necessary, to refine targeting. (all must be true)*
- 2: The project targeted specific groups and/or geographic areas, based on some evidence of their capacity needs, deprivation and/or exclusion from development opportunities relevant to the project's area of work. Some evidence is provided to confirm that project beneficiaries are members of the targeted groups. There was some engagement with beneficiaries in the past year to assess whether they were benefiting as expected. (all must be true)
- 1: The project did not report on specific targeted groups. There is no evidence to confirm that project beneficiaries are populations have capacity needs or are deprived and/or excluded from development opportunities relevant to the project area of work. There is some engagement with beneficiaries to assess whether they benefited as expected, but it was limited or did not occurred in the past year.
- Not Applicable

Evidence:

The main beneficiaries were the State Customs Committee AZE and Revenue Service GEO which are responsible for customs and SPS checks at the border. Target beneficiaries (importers, exporters, citizens) have benefited through improved and facilitated trade flows and quicker processing at the border crossing points. Indirect beneficiaries are importers and exporters that use the Red Bridge BCP, final beneficiaries are citizens of both countries who would benefit from quicker processing at the border. The citizens of EU will also benefit through improved and facilitated trade flows.

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No documents available.			

Sustainability & National Ownership

Quality Rating: **Highly 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:

The project was nationally executed, implemented by the State Customs Committee AZE and GEO Revenue Service that acted both as Implementing Partners and the Beneficiaries of the project. Project Steering Committee was established at the beginning of project implementation and regularly met to monitor the progress of the action, to guide its activity and support the action in achieving its listed outputs and objectives. The PSC composed of the representatives of the SCC, RS, EC and UNDP representatives. Other stakeholders can be invited to SC meetings by the decision of the SC. The day-to-day management of the action will be carried out by a Project Management Unit. Two project teams established, one in Azerbaijan and other in Georgia.

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No documents available.			

19. Were there regular monitoring of changes in capacities and performance of institutions and systems relevant to the project, as needed, and were the implementation [arrangements](#)⁸ adjusted according to changes in partner capacities?

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

Evidence:

Common capacity building activities have been carried out during the implementation of the project and overall objective of the project have been fully achieved. All joint activities of the AZE SCC and GEO RS had been organized efficiently and timely. Awareness raised, knowledge and expertise upgraded on EU best practice of conducting SPS, customs, veterinary controls at BCPs of the SCC staff.

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No documents available.			

20. Were the transition and phase-out arrangements were reviewed and adjusted according to progress (including financial commitment and capacity).

- 3: *The project's governance mechanism regularly reviewed the project's sustainability plan, including arrangements for transition and phase-out, to ensure the project remained on track in meeting the requirements set out by the plan. The plan was implemented as planned by the end of the project, taking into account any adjustments made during implementation. (both must be true)*
- 2: There was a review of the project's sustainability plan, including arrangements for transition and phase-out, to ensure the project remained on track in meeting the requirements set out by the plan.
- 1: The project may have had a sustainability plan but there was no review of this strategy after it was developed. Also select this option if the project did not have a sustainability strategy.

Evidence:

The project's governance mechanism regularly reviewed the project's sustainability plan. The final evaluation focused on the delivery of the project's results as initially planned. The final evaluation looks at impact and sustainability of results, including the contribution to capacity development and the achievements of project's benefits/goals.

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No documents available.			

QA Summary/Final Project Board Comments