

# Closure Stage Quality Assurance Report

Overall Project Rating: **Needs Improvement**

Project Number : 00095141

Project Title : Strengthening stabilization in Eastern DRC through a joint UN reintegration project in Rutshuru, North Kivu

Project Date : 31-Mar-2016

Strategic

Quality Rating: Satisfactory

## 1. Did the project pro-actively take advantage of new opportunities and adapt its theory of change to respond to changes in the development context, including changing national priorities? (select the option from 1-3 which best reflects this project)

- 3: The project team regularly completed and documented a comprehensive horizon scanning exercise to identify new opportunities and changes in the development context that required adjustments in the theory of change. There is clear evidence that the project board considered the scanning and its implications, and documented changes to the project's RRF, partnerships, etc. made in response, as appropriate. (both must be true to select this option)
- 2: *The project team has undertaken some horizon scanning over the life of the project to identify new opportunities and changes in the development context. The project board discussed the scanning and its implications for the project, as reflected in the board minutes. There is some evidence that the project took action as a result, but changes may not have been fully integrated in the project's theory of change, RRF, partnerships, etc. (all must be true to select this option)*
- 1: The project team may have considered new opportunities and changes in the development context since implementation began, but this has not been discussed in the project board. There is limited to no evidence that the project team has considered changes to the project as a result. This option should also be selected if no horizon scanning took place during project implementation.

### Evidence

le projet a fait des analyses de l'évolution contextuelle et a constaté que des besoins n'étaient pas totalement couverts. des actions complémentaires et additionnelles ont été préconisées et font l'objet d'un autre projet (cfr document de projet ). Le projet a exploré les possibilités de nouvelles perspectives par la consolidation des acquis du projet. un concept a été produit par les partenaires de mise en œuvre à la suite du besoin de renforcer les activités génératrices des revenus créées.

## 2. Was the project aligned with the thematic focus of the Strategic Plan? (select the option from 1-3 that best reflects the project)

- 3: The project responded to one of the three areas of development [work](#) as specified in the Strategic Plan. It addressed at least one of the proposed new and emerging [areas](#) and implementation was consistent with the issues-based analysis incorporated into the project. The project's RRF included all the relevant SP output indicators. (all must be true to select this option)
- 2: *The project responded to one of the three areas of development [work](#) as specified in the Strategic Plan. The project's RRF included at least one SP output indicator, if relevant. (both must be true to select this option)*
- 1: While the project may have responded to one of the three areas of development [work](#) as specified in the Strategic Plan, it was based on a sectoral approach without addressing the complexity of the development issue. None of the relevant SP indicators were included in the project's RRF. This option is also selected if the project did not respond to any of the three SP areas of development work.

### Evidence

le projet est aligné à un domaine du plan stratégique qui est le renforcement de la résilience communautaire dans la mesure ou il touche la question de la gestion des conflits, la création d'emploi,... il comporte en plus plusieurs indicateurs du plan stratégique comme le nombre d'emploi créés

### 3. Evidence generated through the project was explicitly used to confirm or adjust the programme/CPD's theory of change during implementation.

- Yes
- No

#### Evidence

la mise en œuvre de ce projet a permis de confirmer que la création d'emploi et la formation professionnelle protège la jeunesse des sollicitations des groupes armés. Le territoire de Rutshuru est resté paisible pendant cette période. la théorie du changement du projet confirme celle du CPD (confère le rapport d'évaluation de projet ci-haut attaché)

#### Relevant

Quality Rating: Satisfactory

### 4. Were the project's targeted groups systematically identified and engaged, with a priority focus on the excluded and marginalized, to ensure the project remained relevant for them? (select the option from 1-3 that best reflects the project)

- 3: Systematic and structured feedback was collected regularly from a representative sample of beneficiaries, with a priority focus on the excluded and marginalized, as part of the project's monitoring system. Representatives from the targeted group were active members of the project's governance mechanism (i.e., project board or equivalent) and there is credible evidence that their feedback informed decision making. (all must be true to select this option)
- 2: *Targeted groups were engaged in implementation and monitoring, with a priority focus on the excluded 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

le projet a ciblé les jeunes dorénavant utilisés par les groupes armés et autres populations vulnérables de la communauté. ces jeunes gens mais également les communautés à travers ses représentants au sein des comités locaux de paix et développement ont été associés dans la mise en œuvre. les choix des infrastructures à réhabiliter mais également la sélection des bénéficiaires ont été identifiées de manière participative

### 5. Did the project generate knowledge, particularly lessons learned (i.e., what has worked and what has not) – and has this knowledge informed management decisions and changes/course corrections to ensure the continued relevance of the project towards its stated objectives, the quality of its outputs and the management of risk? (select the option from 1-3 that best reflects the project)

- 3: Knowledge and lessons learned (gained, for example, from Peer Assists, After Action Reviews or Lessons Learned Workshops) backed by credible evidence from evaluation, analysis and monitoring were regularly discussed in project board meetings and reflected in the minutes. There is clear evidence that the project's theory of change was adjusted, as needed, and changes were made to the project to ensure its continued relevance. (both must be true to select this option)
- 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 to select this option)*
- 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

Les leçons apprises dans la mise en oeuvre du projet ont été collectées et prise en compte dans la vie du projet. Les leçons apprises sont collectées lors des missions de suivi et des échanges avec les parties prenantes au projet. elles sont actées dans les rapports des rencontres et impactent les approches de mise en œuvre du projet. la mise en œuvre du projet a démontré qu'il était plus efficace de former et d'accompagner les jeunes anciennement employés par les groupes armés dans leurs villages au lieu de les déplacer tous vers le centre de formation réhabilités à cet effet. l'option des maitre artisans formateurs a été levée et elle a été appliquée après des échanges. un avenant a été accordé à l'institut national de préparation professionnel (INPP) de conduire cette activité.

**6. Were the project's special measures (through outputs, activities, indicators) to address gender inequalities and empower women relevant and produce the intended effect? If not, were evidence-based adjustments and changes made? (select the option from 1-3 that best reflects the project)**

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

**Evidence**

Le projet s'adresse essentiellement aux enfants anciennement associés aux forces et groupes armés, les autres enfants et ménages vulnérables des communautés cibles ainsi qu'aux victimes de violences sexuelles et basées sur le genre (volet géré par ONUFEMME). Le rapport narratif joint ci haut fournit les données et évidences démontrant à suffisances que les projet adresse la problématique de l'inégalité du genre et autonomisation de la femme. le projet a relu les plans de développement local pour les rendre sensibles au genre et a ciblé l'entreprenariat féminin avec l'appui de l'ONUFEMME qui est l'un des partenaires clés du projet. l'intégration de la femme et de la fille a été systématiquement suivi

**7. Was the project sufficiently at scale, or is there potential to scale up in the future, to meaningfully contribute to development change? (select the option from 1-3 that best reflects the project)**

- 3: There is credible evidence that the project reached a 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 initiative in the future (e.g. by extending its coverage in a second phase or using project results to advocate for policy change).*
- 1: The project was not at scale, and there are no plans currently to scale up the initiative in the future.

**Evidence**

Le projet n'est pas encore à l'échelle dans la mesure où il est mis en œuvre seulement dans la chefferies de Bwisha dans la province du Nord Kivu. Un projet complémentaire a été initié et financé par le Japans pour élargir le nombre des bénéficiaires. le projet a touché un plus grand nombre des bénéficiaires auprès des groupes cibles et des changements sont perceptibles auprès de la communauté. le rapport final du projet présente les résultats finaux atteints par le projet.

**Social & Environmental Standards**

**Quality Rating: Needs Improvement**

**8. Did the project seek to further the realization of human rights using a human rights-based approach? (select the option from 1-3 that best reflects the project)**

- 3: There is credible evidence that the project aimed to further the realization of human rights, on the basis of applying a human rights based approach. Any potential adverse impacts on enjoyment of human rights were actively identified, managed and mitigated through the project's management of risks. (all must be true to select this option)
- 2: *There is some evidence that the project aimed to further the realization of human rights. Potential adverse impacts on the enjoyment of human rights were identified and adequately mitigated through the project's management of risks. (both must be true to select this option)*
- 1: There is no evidence that the project aimed to further the realization of human rights. There is limited to no evidence that potential adverse impacts on the enjoyment of human rights were managed.

### Evidence

Le projet a visé la réalisation des droits humains dans la mesure où il a adressé les préoccupations permettant aux différents bénéficiaires de jouir de leurs droits fondamentaux à savoir droit à l'éducation, droit au travail, droit à l'accès à justice, droit à la protection,....le projet a permis de renforcer et defendu les principes de l'inclusion, de la primauté des droits des groupes cibles. cfr rapport final du projet ci haut attaché. les questions des droits des groupes vulnérables ont été adressés. le projet n'a pas en particulier des risques sociaux et environnementaux particuliers

### 9. Were social and environmental impacts and risks (including those related to human rights, gender and environment) successfully managed and monitored in accordance with the project document and relevant action plans? (for projects that have no social and environmental risks the answer is "Yes")

- Yes
- No

### Evidence

Le projet n'a pas fait l'analyse des impacts et risques socio environnementaux et s'est limité à faire uniquement l'analyse des risques de mise en œuvre

### 10. Were any unanticipated social and environmental issues or grievances that arose during implementation assessed and adequately managed, with relevant management plans updated? (for projects that did not experience unanticipated social and environmental risks or grievances the answer is "Yes")

- Yes
- No

### Evidence

l'utilisation du bois de chauffe dans la cuisson de la nourriture pour les jeunes qui ont repris le chemin de l'école ou encore ceux dans les centres des formations a eu un impact sur la coupe des bois dans la région. un projet sur l'atténuation de ce risque est en cours de formulation

## Management & Monitoring

Quality Rating: Satisfactory

### 11. Was the project's M&E Plan adequately implemented? (select the option from 1-3 that best reflects the project)

- 3: Progress data against indicators in the project's RRF was reported regularly using highly credible data sources and collected according to the frequency stated in the project's M&E plan, including sex disaggregated data as relevant. Evaluations, if conducted, fully met decentralized evaluation standards, including gender UNEG standards, and management responses were fully implemented. Lessons learned, including during evaluations, were used to take corrective actions when necessary. (all must be true to select this option)

2: Progress data against indicators in the project's RRF was collected on a regular basis, although there may have been some slippage in following the frequency stated in the project's M&E plan and data sources were not always reliable. Any evaluations conducted meet most decentralized evaluation standards; management responses were fully implemented to the extent possible. Lessons learned have been captured but not used to take collective actions. (all must be true to select this option)

1: Progress data either was not collected against the indicators in the project's RRF, or limited data was collected but not regularly; evaluations did not meet decentralized evaluation standards; and/or lessons learned were rarely captured and used.

#### Evidence

Le plan de suivi évaluation du projet est intégré dans celui du bureau pays qui est global. Ce dernier est partiellement budgétisé. Le projet dispose d'un cadre des résultats strong avec des indicateurs bien formulés, des baselines et des cibles et renseigne trimestriellement dans Atlas les progrès accomplis par rapport aux cibles. Les données ont été collectées sur une base régulière

### 12. Did the project's governance mechanism (i.e., the project board or equivalent) function as intended? (select the option from 1-3 that best reflects the project)

The project's governance mechanism operated very well, and is a model for other projects. It met in the agreed frequency stated in the project document and the minutes of the meetings are 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)

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)

The project's governance mechanism did not meet in the frequency stated in the project document, and/or the project board or equivalent did not function as a decision making body for the project as intended.

#### Evidence

Les mécanismes de gouvernance du projet ont bien fonctionné. il s'agit essentiellement des comités technique de suivi, comité de pilotage. le projet a fonctionné correctement et les rapports annuels et finaux ont été produits. les leçons apprises ont été systématiquement pris en compte cfr rapport final d'activité

### 13. Were risks to the project adequately monitored and managed? (select the option from 1-3 that best reflects the project)

3: The project actively monitored risks every quarter including consulting with key stakeholders at least annually to identify continuing and emerging risks to project implementation and to assess if the main assumptions remain valid. There is clear evidence that relevant management plans and mitigating measures were fully implemented to address each key project risk, and some evidence that risk mitigation has benefitted performance. (all must be true to select this option)

2: The project monitored risks every quarter, as evidenced by a regularly updated risk log. Some updates were made to management plans and mitigation measures. (both must be true to select this option)

1: The risk log was not updated every quarter as required. There may be some evidence that the project monitored risks that could have affected the project's achievement of results, but there is no explicit evidence that management actions were taken to mitigate risks. The project's performance was disrupted by factors that could have been anticipated or managed.

#### Evidence

une gestion des risques a été conduite sur base de la collecte des données diverses. les statuts des différents risques ont été actualisés. cfr atlas projet 00099168

Efficient

Quality Rating: Satisfactory

**14. 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**

le projet a été financé par le Japon à hauteur de 2700000 USD qui ont couvert l'ensemble des activités prévues du projets. cfr rapport final du projet

**15. Were project inputs procured and delivered on time to efficiently contribute to results? (select the option from 1-3 that best reflects the project)**

- 3: The project had a procurement plan and kept it updated. Implementation of the plan was generally on or ahead of schedule. On a quarterly basis, the project reviewed operational bottlenecks to procuring inputs in a timely manner and addressed them through appropriate management actions. (all must be true to select this option)
- 2: *The project had a procurement plan and kept it updated. The project annually reviewed operational bottlenecks to procuring inputs in a timely manner and addressed them through appropriate management actions. (all must be true to select this option)*
- 1: The project did not have an updated procurement plan. The project team may have reviewed operational bottlenecks to procuring inputs regularly, however management actions were not taken to address them. This option is also selected if operational bottlenecks were not reviewed during the project in a timely manner.

**Evidence**

un plan d'achat prévisionnel annuel du projet a été élaboré pendant la vie du projet et actualisé et suivi progressivement avec l'appui de l'unité procurement. les difficultés ont été progressivement analysés et des actions utiles ont été faites. Tous les achats prévus par le projet ont quasiment été réalisés

**16. Was there regular monitoring and recording of cost efficiencies, taking into account the expected quality of results? (select the option from 1-3 that best reflects the project)**

- 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 to select this option)
- 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 communicated with a few other projects to coordinate activities. (both must be true to select this option)*
- 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. It is not clear that the link between cost savings and quality of results was made.

**Evidence**

le service de procurement continuellement s'est assuré de l'identification au meilleur prix avec des appels d'offres publiques. les comparateurs ont également été utilisés sur bases des prix cachés dans la sélection de la meilleure offre

**Effective**

**Quality Rating: Satisfactory**

**17. Is there evidence that project outputs contributed to the achievement of programme outcomes?**

- Yes
- No

#### Evidence

le projet a contribué à la consolidation de la paix mais également à la création des emplois. cfr rapport final du projet

#### 18. The project delivered its expected outputs.

- Yes
- No

#### Evidence

Tous les résultats attendus du projets ont été réalisés. cfr rapport final du projet

#### 19. 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? (select the option from 1-3 that best reflects the project)

- 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) were used to inform course corrections, as needed. (both must be true to select this option)
- 2: *There was at least one review of the work plan each year with a view to assessing if project activities were on track to achieving the desired development results (i.e., outputs.) There is no evidence that data or lessons learned were used to inform the review(s).*
- 1: While the project team may have reviewed the work plan at least once per 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 regular review of the work plan by management took place.

#### Evidence

deux plans de travail annuels ont été revus et validés par le comité de pilotage. les comités des coordinations et de gestion ont permis chaque trimestre à revoir les réalisations du projet

#### 20. Were the intended targeted groups systematically identified and engaged, prioritizing the marginalized and excluded, to ensure results were achieved as expected? (select the option from 1-3 that best reflects the project)

- 3: Targeted groups were systematically identified 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 to confirm that targeted groups were reached as intended. The project engaged regularly with targeted groups to assess whether they benefitted as expected and adjustments were made if necessary to refine targeting. (all must be true to select this option)
- 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 were members of the targeted groups. There was some engagement with beneficiaries to assess whether they benefitted as expected. (all must be true to select this option)*
- 1: The project did not report on specific targeted groups, or there is no evidence to confirm that project beneficiaries have capacity needs or are populations deprived and/or excluded from development opportunities relevant to the project's area of work. There may have been some engagement with beneficiaries to assess whether they benefitted as expected, but not regularly.
- Not Applicable

## Evidence

les ex enfants soldats ont été identifiés sur les listes de l'unité PNDDR avec l'appui de l'UNICEF. Les membres des communautés ont également été associés dans l'identifications des bénéficiaires des formations et ou des travaux à haute intensité de main d'oeuvre

### 21. Were at least 40 per cent of the personnel hired by the project, regardless of contract type, female?

- Yes
- No

## Evidence

une personne sur les deux staff du projet était une dame et c'es elle qui était la chef de projet

## Sustainability & National Ownership

Quality Rating: Needs Improvement

### 22. Were stakeholders and partners fully engaged in the decision-making, implementation and monitoring of the project? (select the option from 1-3 that best reflects the project)

- 3: Only national systems (i.e., procurement, monitoring, evaluation, etc.) were 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. (all must be true to select this option)
- 2: *National systems (i.e., procurement, monitoring, evaluation, etc.) were used in combination with other support (such as country office support or project systems) to implement and monitor the project, as needed. 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 to select this option)*
- 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

un comité de coordination au niveau national regroupant les parties prenantes au niveau national et un comité de gestion au niveau provincial ont été mis en place afin d'appuyer la mise en œuvre et le suivi du projet. les représentants du gouvernements tant au niveau national que provincial ont été associés tant dans les comités de pilotages mais également dans le suivi des activités du projet

### 23. Were there regular monitoring of changes in capacities and performance of institutions and systems, and were the implementation arrangements adjusted according to changes in partner capacities? (select the option from 1-3 that best reflects the project)

- 3: Changes in capacities and performance of national institutions and systems were regularly and comprehensively assessed/monitored using clear indicators, rigorous methods of data collection and credible data sources. There is clear evidence that capacities and performance of national institutions and systems improved by the end of the project, if applicable. Implementation arrangements were formally reviewed and adjusted, if needed, in agreement with partners according to changes in partner capacities. (all must be true to select this option)
- 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. There is limited evidence that capacities and performance of national institutions and systems improved by the end of the project, if applicable. Some adjustment was made to implementation arrangements if needed to reflect changes in partner capacities. (all must be true to select this option)



- 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 were not considered. Also select this option if changes in capacities and performance of relevant national institutions and systems were not monitored by the project.*
- Not Applicable

#### Evidence

le projet a permis de renforcer les capacités de l'institut national de préparation professionnelle ainsi que les instances participantes au comités locaux de paix et développement

#### 24. Were the transition and phase-out arrangements implemented as planned by the end of the project, taking into account any adjustments made to the plan during implementation? (select the option from 1-3 that best reflects the project)

- 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 to select this option)
- 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. The plan was implemented by the end of the project, taking into account any adjustments made during implementation. (both must be true to select this option)
- 1: *The project may have had a sustainability plan that specified arrangements for transition and phase-out, but there was no review of this strategy after it was developed. Also select this option if the project did not have a sustainability strategy.*

#### Evidence

le projet ne dispose pas d'une stratégie de sortie

#### 25. Please upload the final lessons learned report that was produced for this project.

### Summary/Final Project Board Comments:

le projet a été mis en œuvre de manière satisfaisante en s'assurant que les activités prévues ont été réalisées et les problèmes posés à la base ont été résolus. la mise en œuvre du projet a été apprécié par les parties prenantes étant donné qu'il a apporté des réponses idoines aux problèmes de résurgences des conflits armés et à son corolaire de prise en charge des ex enfants associés aux forces et groupes armés. le mise en œuvre conjointe du projet avec d'autres agences des Nations Unies et institutions publiques a contribué à l'efficacité du projet du fait de l'apport distinctif de chacun d'entre elles. le projet a été à l'écoute des bénéficiaires et des réunions de concertations et visites des terrains ont été régulièrement organisées. Des leçons apprises ont été partagées et des activités permettant la consolidation des acquis ont été identifiées.