

DESIGN & APPRAISAL STAGE QA REPORT

OVERALL PROJECT RATING:

DECISION

PROJECT NO 64116

PROJECT TITLE Support to Referendum on Constitutio...

DATE 16/04/2015

STRATEGIC

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

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

Evidence

 No file attached



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

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

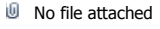
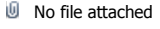
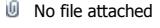
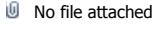
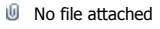
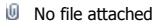
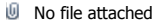
Evidence

 No file attached





RELEVANT

<p>3. Does the project have strategies to effectively identify and engage targeted groups/areas? (select the option from 0-4 which best reflects this project):</p>	<ul style="list-style-type: none"> <input type="radio"/> 4: The target groups/areas are appropriately specified. The project has an explicit strategy to identify and engage specified target groups/areas throughout the project. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.) The project plans to solicit feedback from targeted groups regularly through project monitoring. Representatives of the target group/area will be included in the project's governance mechanism (i.e., project board.) <input checked="" type="radio"/> 3: The target groups/areas are appropriately specified. The project has an explicit strategy to identify and engage the target groups/areas throughout the project. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.) The project plans to solicit feedback from targeted groups through project monitoring. Representatives of the target group, will contribute to the project's decision making, but will not play a role in the project's formal governance mechanism. <input type="radio"/> 2: The target groups/areas are appropriately specified and engaged in project design. The project document is clear how beneficiaries will be identified and engaged throughout the project. Collecting feedback from targeted groups has been incorporated into the project's RRF/monitoring system, but representatives of the target group will not be involved in the project's decision making. <input type="radio"/> 1: The target groups/areas are specified, but the project does not have a written strategy to identify or engage the target groups/areas throughout the project. <input type="radio"/> 0: The project has not specified any target group/area that is the intended beneficiary of the project's results. 	<p>Evidence</p> <hr/> <div style="border: 1px solid #ccc; padding: 2px; width: fit-content;">  No file attached </div>
<p>4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 0-4 which best reflects this project):</p>	<ul style="list-style-type: none"> <input checked="" type="radio"/> 4: Knowledge and lessons learned backed by credible evidence from evaluation, analysis and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives. <input type="radio"/> 3: The project design references knowledge and lessons learned backed by credible evidence from evaluation, analysis, monitoring and/or other sources, but these references have not been explicitly used to develop the project's theory of change or justify the approach used by the project over alternatives. <input type="radio"/> 2: The project design mentions knowledge and lessons learned backed by relatively limited evidence/sources, but these references have not been explicitly used to develop the project's theory of change or justify the approach used by the project over alternatives. <input type="radio"/> 1: There is only scant mention of knowledge and lessons learned informing the project design. These references are not backed by evidence. <input type="radio"/> 0: There is no evidence that knowledge and lessons learned have informed the project design. 	<p>Evidence</p> <hr/> <div style="border: 1px solid #ccc; padding: 2px; width: fit-content;">  No file attached </div>
<p>5. Does the project use gender analysis in the project design and includes special measures/ outputs and indicators to address gender inequities and empower women?</p>	<ul style="list-style-type: none"> <input type="radio"/> 4: Gender analysis has been conducted on the differential impact of the project's development situation on gender relations, women and men, with constraints identified and clearly addressed in the design of gender-specific measures/outputs and indicators, where appropriate <input type="radio"/> 3: Gender analysis has been conducted on the differential impact of the project's development situation on gender relations, women and men, with constraints identified but only partially addressed in the design of gender-specific measures/ outputs and indicators, where appropriate <input type="radio"/> 2: Partial gender analysis has been conducted on the differential impact of the project's development situation on gender relations, women and men with constraints identified, but these have not been explicitly addressed in the design of gender-specific measure/outputs and indicators. <input checked="" type="radio"/> 1: The project design mentions information and/or data on the differential impact of the project's development situation on gender relations, women and men but the constraints has not been identified and gender-specific intervention has not been considered. <input type="radio"/> 0: No gender analysis has been conducted on the differential impact of the project's development situation on gender relations, women and men. 	<p>Evidence</p> <hr/> <div style="border: 1px solid #ccc; padding: 2px; width: fit-content;">  No file attached </div>
<p>6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 0-4 that best reflects this project):</p>	<ul style="list-style-type: none"> <input checked="" type="radio"/> 4: An analysis has been conducted on the role of other partners in the area that the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. Options for south-south and triangular cooperation have been considered, as appropriate. <input type="radio"/> 3: An analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. Options for south-south and triangular cooperation have been considered, as appropriate. 	<p>Evidence</p> <hr/>

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

<p>10. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 0-4 that best reflects this project):</p>	<ul style="list-style-type: none"> <input type="radio"/> 4: Project risks fully described in the project risk log, based on comprehensive analysis which references key assumptions made in the project's theory of change. Clear and complete plan in place to manage and mitigate each risk. <input type="radio"/> 3: Project risks identified in the project risk log. Clear plan in place to manage and mitigate risks. <input type="radio"/> 2: Some risks identified in the initial project risk log. While some general mitigation measures have been identified, they do not adequately and fully address all the identified risks. <input type="radio"/> 1: Some risks identified in the initial project risk log, but no clear risk mitigation measures identified. <input checked="" type="radio"/> 0: Risks not clearly identified. No initial project risk log included with the project document. 	<p>Evidence</p> <div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <p></p> <p>*Note: Management Action must be taken for scores of 0 or 1</p> <p>A risk log needs to be co...</p>
EFFICIENT		
<p>11. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include using the theory of change analysis to explore different options of achieving the maximum results with the resources available.</p>	<ul style="list-style-type: none"> <input checked="" type="radio"/> Yes <input type="radio"/> No 	<p>Evidence</p> <div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <p></p>
<p>12. Are plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)</p>	<ul style="list-style-type: none"> <input checked="" type="radio"/> Yes <input type="radio"/> No 	<p>Evidence</p> <div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <p></p>
<p>13. Is the budget justified and supported with valid estimates?</p>	<ul style="list-style-type: none"> <input checked="" type="radio"/> Yes <input type="radio"/> No 	<p>Evidence</p> <div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <p></p>
<p>14. Is the Country Office fully recovering its costs involved with project implementation?</p>	<ul style="list-style-type: none"> <input type="radio"/> Yes <input checked="" type="radio"/> No 	<p>Evidence</p> <div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <p></p>
EFFECTIVE		
<p>15. Is the chosen implementation modality most appropriate? (select from options 0-4 that best reflects this project):</p>	<ul style="list-style-type: none"> <input type="radio"/> 4: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. <input checked="" type="radio"/> 3: The required IP assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been considered. There is justification for choosing the selected modality, based on the development context. <input type="radio"/> 2: The capacity of the IP has been assessed, but the HACT micro assessment has not been done due to external factors outside of UNDP's control. There is evidence that options for implementation modalities have been considered. There is justification for choosing the selected modality, based on the development context. <input type="radio"/> 1: The required assessments have not been conducted, but there is evidence that options for implementation modalities have been considered. <input type="radio"/> 0: The required assessments have not been conducted, and there is no evidence that options for implementation modalities have been considered. 	<p>Evidence</p> <div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <p></p>
<p>16. Have targeted groups, including marginalized populations that will be affected by the project, been engaged in the design of the project?</p>	<ul style="list-style-type: none"> <input checked="" type="radio"/> Yes <input type="radio"/> No 	<p>Evidence</p> <div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <p></p>

<p>17. Does the project have explicit plans for evaluation or other lesson learning, timed to inform course corrections if needed during project implementation?</p>	<p><input type="radio"/> Yes</p> <p><input checked="" type="radio"/> No</p>	<p>Evidence</p> <p> No file attached</p>
<p>18. The project budget at the output level reflects adequate financial investments contributing to the advancement of gender equality. This can include outputs that have adequately mainstreamed gender (GEN2), and/or outputs for gender specific or stand-alone intervention (GEN3).</p>	<p><input type="radio"/> 4: The project budget reflects outstanding financial investments contributing to gender equality as evidenced by 100% of the project budget at the output level with the gender marker score GEN2+GEN3.</p> <p><input type="radio"/> 3: The project budget reflects adequate financial investments contributing to gender equality as evidenced by at least 75% of the project budget at the output level with the gender marker score GEN2+GEN3.</p> <p><input checked="" type="radio"/> 2: The project budget reflects partial investments contributing to gender equality as evidenced by at least 50% of the project budget at the output level with the gender marker score GEN2+GEN3.</p> <p><input type="radio"/> 1: The project budget reflects limited financial investments contributing to gender equality as evidenced by at least 25% of the project budget at the output level with the gender marker score GEN2+GEN3.</p> <p><input type="radio"/> 0: The project budget reflects no financial investments contributing to gender equality.</p>	<p>Evidence</p> <p> No file attached</p>
<p>19. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 0-4 that best reflects this project):</p>	<p><input type="radio"/> 4: The project has a realistic multi-year work plan and multi-year budget at the activity level to ensure outputs are delivered on time and within the allotted resources.</p> <p><input type="radio"/> 3: The project has a multi-year work plan at the activity level and multi-year budget at the output level.</p> <p><input checked="" type="radio"/> 2: The project has a multi-year work plan and a multi-year budget at the output level.</p> <p><input type="radio"/> 1: The project has an output level multi-year work plan, but not a multi-year budget.</p> <p><input type="radio"/> 0: The project does not yet have a multi-year work plan.</p>	<p>Evidence</p> <p> No file attached</p>
<p>SOCIAL & ENVIRONMENTAL STANDARDS</p>		
<p>20. Has the project ensured that both women and men have equitable access to project resources and comparable social and environmental benefits? (select from options 0-4 that best reflects this project):</p>	<p><input type="radio"/> 4: Credible evidence that the project fully reflects a consistent strategy that provides equitable access to and control over project resources and social and environmental benefits (E.g. security, health, water, culture, etc.) through project rationale, strategies and results framework.</p> <p><input checked="" type="radio"/> 3: Credible evidence that the project partially reflects a strategy that provides equitable access to and control over project resources and social and environmental benefits (e.g., security, health, water, culture, etc.) through project strategies and the results framework.</p> <p><input type="radio"/> 2: Credible evidence that the project design includes a set of activities that provide equitable access to and control over project resources and social and environmental benefits (e.g., security, health, water, culture, etc.) although project activities are not part of a consistent strategy.</p> <p><input type="radio"/> 1: Credible evidence that the project design includes some scattered activities that provide equitable access to and control over project resources and social and environmental benefits (e.g., security, health, water, culture, etc.)</p> <p><input type="radio"/> 0: The project has no interventions to ensure a fair share of opportunities and benefits for women and men or reduce gender inequalities in access to and control over resources and social and environmental benefits (e.g., security, health, water, culture, etc.)</p>	<p>Evidence</p> <p> No file attached</p>
<p>21. Did the project apply a human rights based approach?</p>	<p><input type="radio"/> 4: Credible evidence that opportunities to integrate human rights in the project and prioritize the principles of accountability, meaningful participation, and non-discrimination were fully considered. Any potential adverse impacts on enjoyment of human rights were rigorously assessed and identified with appropriate mitigation and management measures incorporated into project design and budget.</p> <p><input checked="" type="radio"/> 3: Partial evidence that opportunities to integrate human rights in the project and the principles of accountability, meaningful participation, and non-discrimination were considered. Potential adverse impacts on enjoyment of human rights were assessed and identified and appropriate mitigation and management measures incorporated into the project design and budget.</p> <p><input type="radio"/> 2: Limited evidence that opportunities to integrate human rights in the project</p>	<p>Evidence</p> <p> No file attached</p>

	<p>and the principles of accountability, meaningful participation and non-discrimination were considered. Potential adverse impacts on enjoyment of human rights were assessed and identified and appropriate mitigation and management measures incorporated into the project design and budget.</p> <ul style="list-style-type: none"> ● 1: No evidence that opportunities to integrate human rights in the project and the principles of accountability, meaningful participation and non-discrimination were considered. Limited evidence that potential adverse impacts on enjoyment of human rights were considered. ● 0: No evidence that opportunities to integrate human rights in the project were considered. No evidence that the potential adverse impact on the enjoyment of human rights have been considered. 	
<p>22. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach?</p>	<ul style="list-style-type: none"> ● 4: Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered. Identified opportunities fully integrated in project strategy and design. Credible evidence that potential adverse environmental impacts identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. ● 3: Limited evidence that opportunities to enhance environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts identified and assessed and appropriate management and mitigation measures incorporated into project design and budget. ● 2: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts assessed and appropriate management and mitigation measures incorporated into project design and budget. ● 1: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited evidence that potential adverse environmental impacts were adequately considered. ● 0: No evidence that potential adverse environmental impacts have been considered. 	<p>Evidence</p> <div style="border: 1px solid #ccc; padding: 5px; width: fit-content;">  No file attached </div>
<p>23. If the project is worth \$500,000 or more, has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks?</p>	<ul style="list-style-type: none"> ● Yes ● No ● N/A 	<p>Evidence</p> <div style="border: 1px solid #ccc; padding: 5px; width: fit-content;">  No file attached </div>
<p>SUSTAINABILITY & NATIONAL OWNERSHIP</p>		
<p>24. Have national partners led, or proactively engaged in, the design of the project? (select from options 0-4 that best reflects this project):</p>	<ul style="list-style-type: none"> ● 4: National partners have full ownership of the project and led the process of the development of the project. ● 3: The project has been developed jointly by UNDP and national partners, with equal effort. ● 2: The project has been developed by UNDP in close consultation with national partners. ● 1: The project has been developed by UNDP with limited engagement with national partners. ● 0: The project has been developed by UNDP with no engagement with national partners. 	<p>Evidence</p> <div style="border: 1px solid #ccc; padding: 5px; width: fit-content;">  No file attached </div>
<p>25. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project):</p>	<ul style="list-style-type: none"> ● 4: The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. ● 3: A capacity assessment has been completed, although it is not systematic or detailed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy. ● 2: A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment. ● 1: There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned. ● 0: Capacity assessments have not been carried out and are not foreseen. There is 	<p>Evidence</p> <div style="border: 1px solid #ccc; padding: 5px; width: fit-content;">  No file attached </div>

	no strategy for strengthening specific capacities of national institutions.	
26. Is there a clear plan for how the project will use national systems, and national systems will be used to the extent possible?	<input checked="" type="radio"/> Yes <input type="radio"/> No	Evidence <input type="text"/> <input type="button" value="No file attached"/>
27. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)?	<input type="radio"/> Yes <input checked="" type="radio"/> No	Evidence <input type="text"/> <input type="button" value="No file attached"/>

QA Summary/PAC Comments

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

Management Actions must be provided before Approving.