

# Closure Stage Quality Assurance Report

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**Form Status: Approved**

<b>Overall Rating:</b>	Needs Improvement
<b>Decision:</b>	
<b>Portfolio/Project Number:</b>	00092893
<b>Portfolio/Project Title:</b>	Support to League of Arab States Crises Response Capacity
<b>Portfolio/Project Date:</b>	2015-11-26 / 2020-02-29

**Strategic**

**Quality Rating: Satisfactory**

1. Did the project pro-actively identified changes to the external environment and incorporated them into the project strategy?

- 3: The project team identified relevant changes in the external environment that may present new opportunities or threats to the project's ability to achieve its objectives, assumptions were tested to determine if the project's strategy was valid. There is some evidence that the project board considered the implications, and documented the changes needed to the project in response. (all must be true)
- 2: *The project team identified relevant changes in the external environment that may present new opportunities or threats to the project's ability to achieve its objectives. There is some evidence that the project board discussed this, but relevant changes did not fully integrate in the project. (both must be true)*
- 1: The project team considered relevant changes in the external environment since implementation began, but there is no evidence that the project team considered these changes to the project as a result.

**Evidence:**

Project Document – Board meeting minutes for 2018 and 2019

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	<a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/MeetingMinutes15aprilBoardmeetingfinal_2412_301">MeetingMinutes15aprilBoardmeetingfinal_2412_301 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/MeetingMinutes15aprilBoardmeetingfinal_2412_301.docx)</a>	jasser.alshahed@undp.org	12/24/2019 12:29:00 PM
2	<a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/EULASProjectDocument_2412_301.pdf">EULASProjectDocument_2412_301 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/EULASProjectDocument_2412_301.pdf)</a>	jasser.alshahed@undp.org	12/24/2019 12:29:00 PM

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:**

This Project Contributes to SP indicator: Early recovery and rapid return to sustainable development (Project document)

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	<a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/EULASProjectDocument_2412_302.pdf">EULASProjectDocument_2412_302 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/EULASProjectDocument_2412_302.pdf)</a>	jasser.alshahed@undp.org	12/24/2019 12:31:00 PM

**Relevant**

**Quality Rating: Exemplary**

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:**

Beneficiaries are always aligned with structured and systematic feedback and updates on the project progress, risks, and daily operations. Representatives from the targeted groups are active members of the project governance and it's confirmed that they receive updates about the working mechanism and their approvals are always obtained whenever each activity takes place and activities best practices are always reported back to beneficiaries. In addition to the regular briefings, the project representatives' reports are submitted quarterly, semiannually and annually to board where project progress and feedback is reported back to project members. And when there was urgency for a board meeting to meet, a call for a meeting was submitted where the board met, and project progress and updates were discussed  
(Annual progress reports + Board meeting minutes)

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
No documents available.			

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:**

Annual progress report – addendum document

### List of Uploaded Documents

#	File Name	Modified By	Modified On
1	<a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/LASCrisisResponse-Closingreport2015-2019003002_2412_304">LASCrisisResponse-Closingreport2015-2019003002_2412_304</a> (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/LASCrisisResponse-Closingreport2015-2019003002_2412_304.doc)	jasser.alshahed@undp.org	2/19/2020 10:49:00 AM
2	<a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ThematrixofResults002_2412_304">ThematrixofResults002_2412_304</a> (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ThematrixofResults002_2412_304.docx)	jasser.alshahed@undp.org	2/19/2020 10:49:00 AM
3	<a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/LessonsLearned002_2412_304">LessonsLearned002_2412_304</a> (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/LessonsLearned002_2412_304.docx)	jasser.alshahed@undp.org	2/19/2020 10:49:00 AM

5. Was the project sufficiently at scale, or is there potential to scale up in the future, to meaningfully contribute to development change?

- 3: *There was credible evidence that the project reached sufficient number of beneficiaries (either directly through significant coverage of target groups, or indirectly, through policy change) to meaningfully contribute to development change.*
- 2: While the project was not considered at scale, there are explicit plans in place to scale up the project in the future (e.g. by extending its coverage or using project results to advocate for policy change).
- 1: The project was not at scale, and there are no plans to scale up the project in the future.

#### Evidence:

The project has been focusing on capacity building activities for beneficiaries where over 90 staff members have been trained on three thematic areas over the past 3 years (research methods and media monitoring - Analytical Techniques – Reporting Techniques). Adding to that, reports have been submitted to LAS Secretary-General on daily basis either analytical reports on specific topics or news briefs and other reports upon the request of the LAS Secretary-General. In addition to the capacity building of the LAS staff, the Secretary-General agreed upon the formation of the task forces from LAS staff members who received trainings upon Peacekeeping and Deployment of Field Missions, TOT and others that started the beginning of 2018 till end of 2019 and included two simulations one on Brindisi, Italy and the other one in October, in Bamako, Mali which are all conducted by UNITAR.

**List of Uploaded Documents**

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No documents available.			

**Principled****Quality Rating: Needs Improvement**

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 document reflects this (output 6: Cross-Cutting Result: Focus on Gender), Also, a conference on promoting Women's role in the Arab region took place in November, 2019. (Concept Note)

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	<a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/PromotingWomenroleinpostconflict-CN1_2412_306">PromotingWomenroleinpostconflict-CN1_2412_306</a> ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/PromotingWomenroleinpostconflict-CN1_2412_306.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/PromotingWomenroleinpostconflict-CN1_2412_306.docx</a> )	jasser.alshahed@undp.org	12/24/2019 12:47:00 PM

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 Substantial and 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 Substantial and 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, Substantial, 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:**

No social or environmental risks.

**List of Uploaded Documents**

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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, Substantial, 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 Substantial or High Risk through the SESP, a project -level grievance mechanism was in place and project affected people informed. If grievances were received, they were responded to but faced challenges in arriving at a resolution.
- 1: *Project-affected people was not informed of UNDP's Corporate Accountability Mechanism. If grievances were received, they were not responded to. (any may be true)*

**Evidence:**

The point is irrelevant to the project.

### List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

### Management & Monitoring

Quality Rating: **Satisfactory**

9. Was the project's M&E Plan adequately implemented?

- 3: The project had a comprehensive and costed M&E plan. Baselines, targets and milestones were fully populated. Progress data against indicators in the project's RRF was reported regularly using credible data sources and collected according to the frequency stated in the Plan, including sex disaggregated data as relevant. Any evaluations conducted, if relevant, fully meet decentralized evaluation standards, including gender UNEG standards. Lessons learned, included during evaluations and/or After-Action Reviews, were used to take corrective actions when necessary. (all must be true)
- 2: *The project costed M&E Plan, and most baselines and targets were populated. Progress data against indicators in the project's RRF was collected on a regular basis, although there was may be some slippage in following the frequency stated in the Plan and data sources was not always reliable. Any evaluations conducted, if relevant, met most decentralized evaluation standards. Lessons learned were captured but were used to take corrective actions. (all must be true)*
- 1: The project had M&E Plan, but costs were not clearly planned and budgeted for, or were unrealistic. Progress data was not regularly collected against the indicators in the project's RRF. Evaluations did not meet decentralized evaluation standards. Lessons learned were rarely captured and used. Select this option also if the project did not have an M&E plan.

#### Evidence:

##### Evidence

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project is monitored using processes within the annual cycle and on an annual basis. In addition to that, and as decided at the board meeting that was held in April 2017 that external evaluators were hired by the donor to evaluate the progress of the project.  
(project document and Board meeting minutes)



**List of Uploaded Documents**

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No documents available.			

10. Was the project's governance mechanism (i.e., the project board or equivalent) function as intended?

- 3: *The project's governance mechanism operated well, and was a model for other projects. It met in the agreed frequency stated in the project document and the minutes of the meetings were all on file. There was regular (at least annual) progress reporting to the project board or equivalent on results, risks and opportunities. It is clear that the project board explicitly reviewed and used evidence, including progress data, knowledge, lessons and evaluations, as the basis for informing management decisions (e.g., change in strategy, approach, work plan.) (all must be true to select this option)*
- 2: The project's governance mechanism met in the agreed frequency and minutes of the meeting are on file. A project progress report was submitted to the project board or equivalent at least once per year, covering results, risks and opportunities. (both must be true to select this option)
- 1: The project's governance mechanism did not meet in the frequency stated in the project document over the past year and/or the project board or equivalent was not functioning as a decision-making body for the project as intended.

**Evidence:**

The board consisting of senior representatives of the League of Arab States (LAS), EU, UNDP's regional center / regional programme, meet at least once a year, and as needs arises, to approve annual work plans, review progress, discuss lessons learned, and take decisions whenever required. (Board meeting minutes)

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	<a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/MeetingMinutes15aprilBoardmeetingfinal_2412_310.docx">MeetingMinutes15aprilBoardmeetingfinal_2412_310 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/MeetingMinutes15aprilBoardmeetingfinal_2412_310.docx)</a>	jasser.alshahed@undp.org	12/24/2019 12:48:00 PM

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 was 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:**

Risks are being monitored through two reports yearl y (Biannual progress report – Annual progress repor t) where risks are logged in effectively and monitore d. In addition to these reports the risks were also log ged in another time through the project years in the Annual work plans where risk management procedu res were also added as well as mitigation results, in addition to the progress report that is submitted to E U yearly and the budget addendum that was made t o adapt to the changes in the project. (Bi Annual rep orts – Annual reports – AWP)

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
No documents available.			

**Efficient**

**Quality Rating: Satisfactory**

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

- Yes
- No

**Evidence:**

Budget/ Financial report

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	<a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Annex1-FinancialReport-Year32018-submitted_2412_312.pdf">Annex1-FinancialReport-Year32018-submitted_2412_312 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Annex1-FinancialReport-Year32018-submitted_2412_312.pdf)</a>	jasser.alshahed@undp.org	12/24/2019 12:49:00 PM

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 procurement plan is developed on a yearly basis to ensure that procurement requirements are completed in a timely manner.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
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 coordinates activities requiring contract issuance through the Management Support Unit (MSU), which in turn collects financial and technical offers from different vendors and selects the most convenient offer received.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
No documents available.			

**Effective**

**Quality Rating: Satisfactory**

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

- Yes
- No

**Evidence:**

The Annual Progress Report .

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	LASCrisisResponse-Closingreport2015-2019003002_2412_315 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/LASCrisisResponse-Closingreport2015-2019003002_2412_315.doc">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/LASCrisisResponse-Closingreport2015-2019003002_2412_315.doc</a> )	jasser.alshahed@undp.org	2/19/2020 10:52:00 AM
2	LessonsLearned002_2412_315 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/LessonsLearned002_2412_315.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/LessonsLearned002_2412_315.docx</a> )	jasser.alshahed@undp.org	2/19/2020 10:52:00 AM
3	ThematrixofResults002_2412_315 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ThematrixofResults002_2412_315.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ThematrixofResults002_2412_315.docx</a> )	jasser.alshahed@undp.org	2/19/2020 10:52:00 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:**

Annual Progress report .

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#	File Name	Modified By	Modified On
1	LASCrisisResponse-Closingreport2015-2019003002_2412_316 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/LASCrisisResponse-Closingreport2015-2019003002_2412_316.doc">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/LASCrisisResponse-Closingreport2015-2019003002_2412_316.doc</a> )	jasser.alshahed@undp.org	2/19/2020 10:59:00 AM
2	LessonsLearned002_2412_316 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/LessonsLearned002_2412_316.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/LessonsLearned002_2412_316.docx</a> )	jasser.alshahed@undp.org	2/19/2020 11:00:00 AM
3	ThematrixofResults002_2412_316 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ThematrixofResults002_2412_316.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ThematrixofResults002_2412_316.docx</a> )	jasser.alshahed@undp.org	2/19/2020 11:00:00 AM

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

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

**Evidence:**

Target groups are systematically identified and engaged in the activities of the project. The project has been focusing on capacity building activities where beneficiaries from CMD staff and LAS staff has been trained on three thematic areas that have been identified through the needs assessment that was undertaken to match LAS staff capacity needs. Adding to that, were identified and modified to meet the capacity needs for the LAS staff that includes the reports submitted on the daily and weekly basis to LAS SG and the task forces formation that will be formed of LAS member staff.

**List of Uploaded Documents**

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No documents available.			

**Sustainability & National Ownership**

**Quality Rating: Satisfactory**

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

- 3: Only national systems (i.e., procurement, monitoring, evaluation, etc.) were used to fully implement and monitor the project. All relevant stakeholders and partners were fully and actively engaged in the process, playing a lead role in project decision-making, implementation and monitoring. (both must be true)
- 2: *National systems (i.e., procurement, monitoring, evaluation, etc.) were used to implement and monitor the project (such as country office support or project systems) were also used, if necessary. All relevant stakeholders and partners were actively engaged in the process, playing an active role in project decision-making, implementation and monitoring. (both must be true)*
- 1: There was relatively limited or no engagement with national stakeholders and partners in the decision-making, implementation and/or monitoring of the project.
- Not Applicable

**Evidence:**

All relevant partners are fully and actively engaged in the implementation and monitoring process of the project in addition to decision making. The relevant partners follow up on activities progress and day to day operations. The project is physically based at LAS which allows LAS secretariat to make sure that the operations and activities are on track. Parallel meetings are always held as well to discuss work progress and challenges facing the project as stakeholders interact to discuss the previously stated issues.

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

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

**Evidence:**

Change of management at LAS (SG), the matter that necessitated a change in the implementation and the activities based on the discussions with the beneficiaries



### List of Uploaded Documents

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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:

It's Clearly elaborated in the project document in the strategy section (page 45). The project board discussed those plans during their 2018 board meeting and during the 2019 as well. A no cost extension was requested from the donor to give more time to execute the remaining activity.

A concept note was submitted by LAS on phase 3 of the project as well.

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#	File Name	Modified By	Modified On
1	<a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/MeetingMinutes15aprilBoardmeetingfinal_2412_320">MeetingMinutes15aprilBoardmeetingfinal_2412_320</a> ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/MeetingMinutes15aprilBoardmeetingfinal_2412_320">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/MeetingMinutes15aprilBoardmeetingfinal_2412_320.docx</a> )	jasser.alshahed@undp.org	12/24/2019 12:52:00 PM
2	<a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/LAScrisis_DraftCN-modified1442019_2412_320">LAScrisis_DraftCN-modified1442019_2412_320</a> ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/LAScrisis_DraftCN-modified1442019_2412_320.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/LAScrisis_DraftCN-modified1442019_2412_320.docx</a> )	jasser.alshahed@undp.org	2/19/2020 11:00:00 AM

### QA Summary/Final Project Board Comments

The project has achieved some tangible results particularly those related to its main components. However, other activities with political nature, such as establishing a Pan Arab Network to deal with regional crises, could not be implemented. The project demonstrated a structural flaw due to the unsuitability of some activities with the political context. Some activities were theoretical in nature such as those which require a level of political cooperation among Arab states. Those activities assumed that the Arab States will act collectively to counter current crises in the Arab world by conducting joint assessments and information sharing. The project could not achieve the objective of creating a network of Arab States in the field of crisis management, due to some reluctance from LAS MS. Any political desk review would have revealed that the inter-Arab relations have been witnessing real challenges during the last 8 years, the matter which will not allow establishing Pan Arab Network to counter regional crises as desired. A thorough and comprehensive study should have preceded the drafting process of the project document to study the political context and figure out if it will affect the implementation of the politically related activities.

Also, LAS new management had a different view regarding the usefulness of some activities, unlike their predecessors. A direct dialogue with the secretariat and the member states should have been conducted to identify the needs of the beneficiary and tailor the project document accordingly. This process would have ensured that the project and its activities are well institutionalized within LAS. The project should not be personalized but rather based on clear institutional vision that will not change over time due to the change of management.

UNDP briefed other partners about the challenges and suggested some adaptive measures to build on the existing achievements. UNDP collaborated with LAS to draft a concept note for phase three to continue the strategic cooperation between EU and LAS and avoid all the above-mentioned shortcomings. However, the EU's decision to terminate the project did not give the space for those measures to materialize. Terminating the project will negatively affect the ability of LAS to benefit from the outputs of this project, especially those related to operational capacities and deployment of field missions.