Closure Stage Quality Assurance Report

| Form Status: Approved | | |
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| Overall Rating: | Satisfactory | |
| Decision: | | |
| Portfolio/Project Number: | 00104852 | |
| Portfolio/Project Title: | PROMOTION EQUITE DE GENRE & LEADERSHIP DES FEMMES | |
| Portfolio/Project Date: | 2017-07-01 / 2020-12-31 | |

Strategic Quality Rating: Satisfactory

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

Evidence:

L'analyse diagnostic du projet a fait ressortir la tenu e des élections comme une opportunité pour faire av ancer le leadership des femmes et rehausser leur n ombre au sein des mécanismes et les instances de prise de décision. La décentralisation a permis aux f emmes de se faire un espace dans la sphère publiq ue, notamment, au niveau local/communautaire au s ein des conseils communaux et au sein d'autres mé canismes communautaires de prévention/gestion de s conflits et de gestion de biens communs. L'adoptio n et ensuite le rehaussement de la loi sur les quotas (de 10 à 15% pour les fonctions électives et 25% po ur les fonctions nominatives) est également une exc ellente opportunité d'avancement que le projet a rele vé.

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

Evidence:

Ce projet s'inscrit dans une approche programmatiq ue de développement intégré et inclusif prenant en c ompte les priorités nationales consignées dans le Pl an de Développement Economique et Social (PDE S) et la Politique Nationale Genre. Il est également a rticulé à la stratégie Genre 2014-2017 du PNUD ain si qu'aux OMDs 1, 3 et 8. Le projet répond entièrem ent au résultat ci après du Plan Stratégique "Des pr ogrès plus rapides sont réalisés dans le sens de la r éduction des inégalités entre les sexes et de l'auton omisation des femmes".

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| Relevant | Quality Rating: | Satisfactory |

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

Evidence:

Les activités du projet ont été majoritairement mises en œuvre par la partie nationale et les Organisations de la Société Civile, partenaires de réalisation, qui o nt rapporté que les bénéficiaires, notamment les fem mes des zones reculées ont tiré bénéfice des action s et ont même noté des changements transformatio nnels dans certains domaines notamment, une meill eure prise de conscience de leurs rôles et responsa bilités, une meilleure organisation/mise en réseau et une vision plus claire des actions à mener conjointe ment pour faire avancer leurs objectifs.

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- 4. Did the project generate knowledge, and lessons learned (i.e., what has worked and what has not) and has this knowledge informed management decisions to ensure the continued relevance of the project towards its stated objectives, the quality of its outputs and the management of risk?
- 3: Knowledge and lessons learned from internal or external sources (gained, for example, from Peer Assists, After Action Reviews or Lessons Learned Workshops) backed by credible evidence from evaluation, corporate policies/strategies, analysis and monitoring were discussed in project board meetings and reflected in the minutes. There is clear evidence that changes were made to the project to ensure its continued relevance. (both must be true)
- 2: Knowledge and lessons learned backed by relatively limited evidence, drawn mainly from within the project, were considered by the project team. There is some evidence that changes were made to the project as a result to ensure its continued relevance. (both must be true)
- 1: There is limited or no evidence that knowledge and lessons learned were collected by the project team. There is little or no evidence that this informed project decision making.

Evidence:

Tant le Ministère que les OSC ont tiré les leçons des phases précédentes du projet et ont décidé de réori enter les activités vers des actions locales en lieu et place des ateliers au niveau national. C'est pour se f aire qu'il a été mis en place des Comités de veille cit oyenne, qui ont élaboré des plans d'actions et cond uit des séances de plaidoyer pour le relèvement du niveau de représentativité des femmes et des jeune s.

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

Evidence:

Le projet a progressivement couvert l'ensemble du t erritoire national et a touché un nombre important de personnes tant directement qu'indirectement. De plu s, les conventions signées avec les radios communa utaires dans les 8 régions du pays ont permis d'amp lifier les messages sur l'importance d'encourager la participation politique des femmes et le gain pour les autorités en place d'encourager la présence des fem mes et des jeunes au sein des instances de prise de décision afin que le développement soit plus inclusif et que la communauté bénéficient du savoir et du sa voir faire de TOUTES ses composantes.

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Principled Quality Rating: Satisfactory

- 6. Were the project's measures (through outputs, activities, indicators) to address gender inequalities and empower women relevant and produced the intended effect? If not, evidence-based adjustments and changes were made.
- 3: The project team gathered data and evidence through project monitoring on the relevance of the measures to address gender inequalities and empower women. Analysis of data and evidence were used to inform adjustments and changes, as appropriate. (both must be true)
- 2: The project team had some data and evidence on the relevance of the measures to address gender inequalities and empower women. There is evidence that at least some adjustments were made, as appropriate. (both must be true)
- 1: The project team had limited or no evidence on the relevance of measures to address gender inequalities and empowering women. No evidence of adjustments and/or changes made. This option should also be selected if the project has no measures to address gender inequalities and empower women relevant to the project results and activities.

Evidence:

Un des objectifs principaux du projet sur la période d'exécution, étaient de recueillir des données quantit atives sur l'évolution des femmes et des jeunes dan s la vie publique. Tous les rapports produits font syst ématiquement recueillir la progression au niveau loc al, car ni le Ministère, ni même l'Organe chargé des élections ne pouvait fournir des données fiables, glo bales et à temps. C'est l'analyse des tendances qui a permis de décider d'accorder plus d'attention à la f range de la jeunesse, car au début, le projet était be aucoup plus axé sur les femmes. Il a été évident qu e la progression des femmes, bien qu'étant lente, ét ait plus significative que celles des jeunes. Les activi tés ont dont été étendues vers la jeunesse, notamm ent, celle politiquement active et celle présente dans les structures organisées au niveau local.

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- 7. Were social and environmental impacts and risks successfully managed and monitored?
- 3: Social and environmental risks were tracked in the risk log. Appropriate assessments conducted where required (i.e., Environmental and Social Impact Assessment (ESIA) for High risk projects and some level of social and environmental assessment for Moderate risk projects as identified through SESP). Relevant management plan(s) developed for identified risks through consultative process and implemented, resourced, and monitored. Risks effectively managed or mitigated. If there is a substantive change to the project or change in context that affects risk levels, the SESP was updated to reflect these changes. (all must be true)
- 2: Social and environmental risks were tracked in the risk log. Appropriate assessments conducted where required (i.e., Environmental and Social Impact Assessment (ESIA) for High risk projects and some level of social and environmental assessment for Moderate risk projects as identified through SESP). Relevant management plan(s) developed, implemented and monitored for identified risks. OR project was categorized as Low risk through the SESP.
- 1: Social and environmental risks were tracked in the risk log. For projects categorized as High or Moderate Risk, there was no evidence that social and environmental assessments completed and/or management plans or measures development, implemented or monitored. There are substantive changes to the project or changes in the context but SESP was not updated. (any may be true)

Evidence:

Le projet ne présentait pas de risque environnement al, ni de risque social majeur. Néanmoins, compte te nu de la sensibilité de certaines catégories sociales (notamment les religieux), ces catégories ont été co mplètement impliquées et responsabilisées dans la mise en œuvre des activités, et, ce, afin de mitiger d'éventuels risques d'opposition. De même, les religieux, et les autorités traditionnelles sont associées à la validation des messages avant leur diffusion.

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

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

Evidence:

Ce projet ne rentre pas dans cette catégorie, néanm oins les partenaires et bénéficiaires sont informés d es voies de recours en cas de grief et /ou de harcèle ment, trafic d'influence etc.

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Quality Rating: Satisfactory

Management & Monitoring

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:

Le plan de suivi évaluation a été suivi, même s'il faut reconnaitre que le suivi central n'a pas pu être systé matique du fait du contexte du COVID-19 notammen t, et de l'indisponibilité d'une équipe M&E dédiée.

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

Evidence:

Plusieurs rencontres ont eu lieu entre le Ministère et le PNUD, mais le Comité de Pilotage n'a pas pu se t enir compte tenu de la situation sanitaire.

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- 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 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:

Les risques réidentifiés (non adhésion des leaders r eligieux, volatilité politique) ont été suivis et mitigés, mais la survenue de la pandémie, a beaucoup joué sur la mise en œuvre des activités du projet, et surto ut sur le suivi de proximité, compte tenu des mesure s restrictives des rencontres et des déplacements. D es réaménagements ont été effectués pour permettr e aux partenaires sur place de continuer les activités et de faire le suivi adéquat.

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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

O No

Evidence:

Le projet a bénéficié des fonds réguliers du PNUD mais des fonds ont pu être mobilisés pour compléter certains volets, notamment, en ce qui concerne le v olet participation politique /mobilisation des femmes et des jeunes pour les élections. Des fonds ont été mobilisés auprès de plusieurs bailleurs (PBFSO/F W) pour notamment mettre en place les conditions v isant une meilleure participation de ces catégories: a ppui pour la dotation en pièces d'état civil/inscription sur le fichier électoral, condition sine qua no pour po uvoir voter; formation des potentiels candidats et ca ndidates. Les fonds de l'Union européenne ont égal ement permis de travailler spécifiquement sur les vio lences faites aux femmes à travers le programme co njoint "Spotlight".

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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:

Le plan d'achat était intégré dans le plan d'achat glo bal de l'Unité et faisait l'objet d'un suivi régulier, mê me s'il n'y a pas eu des achats d'envergure sur le pr ojet. Il s'agissait pour l'essentiel d'achats de consom mables, car l'essentiel des fonds allaient directemen t aux bénéficiaires à travers les partenaires de mise en œuvre.

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- 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:

Comme mentionné plus haut, le projet n'avait pas d'achats d'envergure. Mais afin d'assurer une plus g rande efficience, les activités de terrain avaient été c onfiées à des prestataires locaux. Ceci a permis de minimiser les coûts de déplacement qu'aurait induit l a contractualisation avec des prestataires du niveau central.

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Effective Quality Rating: Satisfactory

- 15. Was the project on track and delivered its expected outputs?
- Yes
- O No

Evidence:

Le projet a complètement finalisé les produits attend us et les résultats atteints ont été pour certains, au d elà des attentes. Plus de personnes touchées, plus de femmes et de jeunes potentiels candidats ont été mobilisés et impliqués.

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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:

Le plan d'action est revu une fois par an globalemen t. Néanmoins, certains ajustements induits par le dér oulement des activités sur le terrain ont amené à fair e des changements mineurs qui ont permis de pours uivre les activités et d'arriver aux résultats program més.

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

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

Evidence:

Les bénéficiaires de ce projet ont été identifiés sur la base de l'analyse du pays contenue dans le Plan de Développement Economique et Social (PDES) d'un e part, et d'autre part sur celle de la Politique Nation ale Genre (PNG). Tous ces textes ont clairement fait ressortir les femmes et les jeunes comme étant victi mes de discriminations et de stéréotypes qui plombe nt leur participation au développement du pays. En plus de cela, certaines zones des régions couvertes ont été identifiées comme celles ayant enregistré le moins de progrès en la matière, avec par exemple z éro femme maire, zéro jeune de moins de 30 ans da ns les instances de prise de décision, etc.

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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:

Comme souligné plus haut, le Ministre de la Promoti on de la Femme a été le principal partenaire nationa I du projet. Il a été demandé au Ministère de désign er des points focaux en fonction des domaines et dir ections dudit Ministère (Direction du Leadership fémi nin ; Direction de l'Autonomisation des femmes; Dire ction du Cadre législatif) et c'est avec ces directions que le design et toute la mise en œuvre à été faite. De même, outre les orientations globales du projet, l es partenaires de mise en œuvre ont eux-mêmes fai t des propositions adaptées au contexte local.

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19. Were there regular monitoring of changes in capacities and performance of institutions and systems relevant to the project, as needed, and were the implementation arrangements⁸ 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:

Une évaluation des capacités du Ministère a été fait e qui a permis de relever les insuffisances de l'institu tion et d'en tenir tenir compte. De plus, toutes les O SC ont été micro évaluées et des sessions de renfor cement de capacités en gestion financière et sur les procédures du PNUD sont régulièrement effectuées.

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

Evidence:

Le projet est en réalité planifié sur la durée du PDE S/CPD et chaque année, une revue et un réajustem ent sont fait pour tenir compte des changements sur le terrain, des aléas, des cas de force majeur (comm e le COVID-19), etc. Il n'est pas encore mis en place un place un plan de retrait complet, compte tenu de l a nature des problématiques abordées (réduction de s inégalités de genre, renforcement des capacités in stitutionnelles du Ministère) et du temps nécessaire pour arriver à des changements transformationnels. Néanmoins, c'est dans la mise en œuvre que la tran sition se prépare avec la mise en place de mécanis mes tels que, la formation de Pool de formateurs au sein du Ministère, la dotation du Ministère des autre s ministères clés d'outils pour la planification et la bu dgétisation sensible au Genre, etc.

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QA Summary/Final Project Board Comments

La mise en oeuvre de ce projet a touché des milliers de jeunes femmes et filles à travers le renforcement de capacit és et les différents mécanismes mis en place pour assurer une meilleure prise en compte des femmes et des jeunes filles dans les instances de prises de décision au Niger. La partie Gouvernementale, en l'occurrence le Ministère de l a Promotion de la Femme et de la Protection de l'Enfant, assurant le lead de la promotion du genre au Niger, a salu é les résultats obtenus et recommande une mise à l'échelle en élargissant les cibles.