

Implementation Stage Quality Assurance Report

| | |
|----------------------------------|--|
| Form Status: Under Review | |
| Overall Rating: | Satisfactory |
| Decision: | Continue as planned: The project is of sufficient quality to continue as planned. All management actions must be addressed in a timely manner. |
| Portfolio/Project Number: | 00087881 |
| Portfolio/Project Title: | Articulaci3n y alianzas entre Estado y sociedad civil pa |
| Portfolio/Project Date: | 2015-04-01 / 2020-12-31 |

1. Is the project pro-actively identifying changes to the external environment and incorporating them into the project strategy?

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

Evidence:

En junio de 2019 el Ministerio de Cultura y Deportes emitió el Acuerdo Gubernativo 523-2019 con el cual institucionaliza el Fondo Documental del antiguo Archivo Histórico de la Policía Nacional y asume su pleno funcionamiento y operativización. Este cambio de contexto, fue analizado por la Junta de Proyecto por lo que se incorporó como parte de la estrategia del proyecto el fortalecimiento de la Procuraduría de Derechos Humanos para el uso del AHPN como una fuente documental para casos de desaparición forzada. Por ello, se realizó una gestión ante la Agencia de Cooperación Catalana la cual apoyará por un periodo de 6 meses las acciones relacionadas al fortalecimiento de las capacidades investigativas de la PDH para casos de desaparición forzada a través de la Organización de Sociedad Civil Grupo de Apoyo Mutuo.

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| # | File Name | Modified By | Modified On |
| 1 | 001CaratulaRevisiónSust2019_3131_201 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/001CaratulaRevisiónSust2019_3131_201.xlsx) | maria.deleon@undp.org | 1/15/2020 3:58:00 PM |
| 2 | 002JustificaciónrevisiónsustantibaDIMpajustl2019vff_3131_201 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/002JustificaciónrevisiónsustantibaDIMpajustl2019vff_3131_201.docx) | maria.deleon@undp.org | 1/15/2020 3:59:00 PM |
| 3 | 003PRODOCPAJUSTDIMRevisionSustantiva201928022019_3131_201 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/003PRODOCPAJUSTDIMRevisionSustantiva201928022019_3131_201.docx) | maria.deleon@undp.org | 1/15/2020 3:59:00 PM |

2. Is the project aligned with the UNDP Strategic Plan?

- 3: The project responds at least one of the development settings³ as specified in the Strategic Plan (SP) and adopts at least one Signature Solution⁴ and the project's RRF includes at all the relevant SP output indicators. (all must be true)
- 2: The project responds to one of the three areas of development work¹ as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. (both must be true)
- 1: While the project may respond to a partner's identified need, this need falls outside the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.

Evidence:

El proyecto se insertó en el Plan Estratégico del PN UD para 2018-2021 contribuyendo en la Solución Emblemática 2: fortalecer la gobernanza eficaz, inclusiva y responsable.

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| # | File Name | Modified By | Modified On |
| 1 | 003PRODOCPAJUSTDIMRevisionSustantiva201928022019_3131_202 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/003PRODOCPAJUSTDIMRevisionSustantiva201928022019_3131_202.docx) | maria.deleon@undp.org | 1/15/2020 4:01:00 PM |

Relevant

Quality Rating: Satisfactory

3. Are the project's targeted groups being systematically engaged, with a priority focus on the discriminated and marginalized, to ensure the project remains relevant for them?

- 3: Systematic and structured feedback has been collected over the past two years 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 are 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 have been engaged in implementation and monitoring, with a priority focus on the discriminated and marginalized. Beneficiary feedback, which may be anecdotal, has been collected over the past year to ensure the project is addressing local priorities. This information has been used to inform project decision making. (all must be true)
- 1: Some beneficiary feedback may have been collected over the past year, but this information has not been used to inform project decision making. This option is also selected if no beneficiary feedback has been collected.
- Not Applicable

Evidence:

En el año 2019 se realizaron acciones de monitoreo con el objetivo de recibir retroalimentación de los participantes del proyecto. Se realizaron encuestas con una muestra de víctimas y familiares de víctimas del EAI para conocer su percepción sobre su participación en la iniciativa PC Ixil, así como grupos focales y entrevistas semi-estructuradas en las cuales se recibió retroalimentación de la población objetivo del proyecto. Entre ellas, mujeres víctimas de violencia sexual durante el EAI y familiares de víctimas desaparecidas. Asimismo, se realizaron historias de vida en las cuales se buscó una participación activa de los participantes en su elaboración.

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| 1 | PP-ReuniónSociosPAJUST2015-2019VF_3131_203 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/PP-ReuniónSociosPAJUST2015-2019VF_3131_203.pdf) | maria.deleon@undp.org | 1/15/2020 4:09:00 PM |

4. Is the project generating 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 have been 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, have been 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 have been collected by the project team. There is little or no evidence that this has informed project decision making.

Evidence:

A lo largo del año 2019, se realizaron diversas metodologías para la recolección de lecciones aprendidas. Dentro de estos momentos, se encuentran talleres organizados con organizaciones jurídico-sociales y psicosociales, organizaciones querellantes y MP. Asimismo, se realizó un ejercicio de sistematización de lecciones aprendidas en la región Ixil en la cual se documentaron lecciones aprendidas con socios institucionales locales, líderes locales a nivel de la comunidad, víctimas y familiares de víctimas. En total, se realizaron seis grupos focales y 23 entrevistas con las cuales se documentaron estas lecciones aprendidas.

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| # | File Name | Modified By | Modified On |
| 1 | PresentaciónLAyBPPAJUSTIIVF_3131_204 (https://intranet.undp.org/apps/ProjectQA/QA/FormDocuments/PresentaciónLAyBPPAJUSTIIVF_3131_204.pptx) | maria.deleon@undp.org | 1/15/2020 4:14:00 PM |

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

- 3: There is credible evidence that the project is reaching a sufficient number of beneficiaries (either directly through significant coverage of target groups, or indirectly, through policy change) to meaningfully contribute to development change.
- 2: While the project is currently not 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 is not at scale, and there are no plans currently to scale up the project in the future.

Evidence:

En los distintos componentes el proyecto ha cubierto o los departamentos y áreas que fueron más afectadas por el Enfrentamiento Armado Interno por lo que ha alcanzado a un número significativo de víctimas y familiares de víctimas al año. Por otro lado, el proyecto ha contribuido en el fortalecimiento de instituciones como el Ministerio Público, como lo ha sido el fortalecimiento brindado a esta institución a través del diseño, aprobación y socialización de la Política de Derechos Humanos del MP con la cual se alcanzó a una cobertura nacional del beneficio de contar con esta política.

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| 1 | 03.InformePAJUSTII2018_3131_205 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/03.InformePAJUSTII2018_3131_205.pdf) | maria.deleon@undp.org | 1/15/2020 4:19:00 PM |

Principled**Quality Rating: Satisfactory**

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

- 3: The project team has systematically 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 has 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 has 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:

El abordaje de género dentro del proyecto se encuentra transversalizado. Una buena parte de las sobrevivientes del EAI son mujeres de manera que la priorización en ellas ha sido necesaria a lo largo de la implementación del proyecto con ejemplos tales como: la priorización de casos de violencia sexual cometida contra mujeres y los procesos de acompañamiento psicosocial con perspectiva de género. Esto ha sido documentado a través de historias de éxito.

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7. Are social and environmental impacts and risks being successfully managed and monitored?

- 3: Social and environmental risks are 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 has been a substantive change to the project or change in context that affects risk levels, the SESP is updated to reflect these changes. (all must be true)
- 2: *Social and environmental risks are 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 is categorized as Low risk through the SESP.*
- 1: Social and environmental risks have not been tracked in the risk log. For projects categorized as High or Moderate Risk there is no evidence that social and environmental assessments have been completed and/or management plans or measures development, implemented or monitored. There have been substantive changes to the project or changes in the context but SESP has not been updated. (any may be true)

Evidence:

El proyecto realizó un diagnóstico de riesgos sociales y ambientales al inicio del mismo en el cual no se identificó algún riesgo social o ambiental de alto impacto por lo que el proyecto fue clasificado de riesgo moderado. Los riesgos considerados como moderados han sido monitoreados y se han implementado las medidas de mitigación necesarias. Se ha llevado el risk log y su monitoreo en el sistema Atlas.

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| # | File Name | Modified By | Modified On |
| 1 | SESP00087881_3131_207 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/SESP00087881_3131_207.pdf) | maria.deleon@undp.org | 1/15/2020 4:31:00 PM |

8. Are grievance mechanisms available to project-affected people and are grievances (if any) addressed to ensure any perceived harm is effectively mitigated?

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

Evidence:

El proyecto estableció a lo largo de su implementación la Junta de Coordinación Ejecutiva como un mecanismo de rendición de cuentas entre donante y socios de sociedad civil y de instituciones públicas. En el año 2019 se realizaron dos Juntas de Coordinación Ejecutiva y una extraordinaria en las cuales se realizaron acciones de seguimiento y rendición de cuentas en temas importantes para el proyecto, como lo fue el seguimiento a la institucionalización del AHPN.

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| # | File Name | Modified By | Modified On |
| 1 | AgendaJCE020519_3131_208 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/AgendaJCE020519_3131_208.pdf) | maria.deleon@undp.org | 1/15/2020 5:03:00 PM |
| 2 | AgendaJCE_PAJUST280219_3131_208 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/AgendaJCE_PAJUST280219_3131_208.pdf) | maria.deleon@undp.org | 1/15/2020 5:04:00 PM |

Management & Monitoring**Quality Rating: Satisfactory**

9. Is the project's M&E Plan sufficient and adequately implemented?

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

Evidence:

El proyecto tiene un sistema de M&E el cual se actualizó trimestralmente a lo largo del año a través del sistema ATLAS. Todas las líneas de base metas y resultados fueron actualizados según el marco de resultados del proyecto. Asimismo, se realizaron tres espacios de captura de lecciones aprendidas con socios de sociedad civil, gobierno y participantes directos a nivel comunitario. Estas lecciones aprendidas fueron presentadas en la Junta de Proyectos en el mes de diciembre y se espera que puedan ser incorporadas como parte de la planificación de proyectos de Justicia de Transición a futuro.

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| 1 | PlandeMonitoreoyEvaluaciónProyecto00087881_3131_209 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/PlandeMonitoreoyEvaluaciónProyecto00087881_3131_209.xlsx) | maria.deleon@undp.org | 1/15/2020 5:11:00 PM |

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

- 3: The project's governance mechanism is operating well, and is a model for other projects. It has met in the agreed frequency stated in the project document and the minutes of the meetings are on file. There is 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 reviews and uses 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 has met in the agreed frequency and the minutes of the meeting are on file. A project progress report has been submitted to the project board or equivalent at least once in the past year, covering results, risks and opportunities. (both must be true to select this option)*
- 1: The project's governance mechanism has not met in the frequency stated in the project document over the past year and/or the project board or equivalent is not functioning as a decision-making body for the project as intended.

Evidence:

La Junta de Proyectos se reunió tres veces a lo largo del año 2019 con el objetivo de revisar el avance del proyecto, evaluar riesgos y discutir aspectos relacionados al contexto nacional.

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| # | File Name | Modified By | Modified On |
| 1 | 00087881MinutajuntadeproyectoDIMAbril2019_3131_210 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/00087881MinutajuntadeproyectoDIMAbril2019_3131_210.pdf) | maria.deleon@undp.org | 1/15/2020 5:16:00 PM |
| 2 | MinutaJuntadeProyectoPAJUST-DIMAward00087881_3131_210 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/MinutaJuntadeProyectoPAJUST-DIMAward00087881_3131_210.pdf) | maria.deleon@undp.org | 1/15/2020 5:16:00 PM |

11. Are risks to the project adequately monitored and managed?

- 3: The project has actively monitored risks every quarter including consulting with key stakeholders, including security advisors, to identify continuing and emerging risks and to assess if the main assumptions remain valid. There is clear evidence that relevant management plans and mitigating measures are being fully implemented to address each key project risk, and have been updated to reflect the latest risk assessment. (all must be true)
- 2: *The project has monitored risks every year, as evidenced by an updated risk log. Some updates have been made to management plans and mitigation measures.*
- 1: The risk log has not been updated as required. There may be some evidence that the project has monitored risks (including security risks or incidents) that may affect the project's achievement of results, but there is no explicit evidence that management actions have been taken to mitigate risks. In the case of a deteriorating security environment, no consultation has occurred with the UNDP Security Office on appropriate measures.

Evidence:

Se han monitoreado los riesgos del proyecto con una periodicidad trimestral. Se ha actualizado el risk log en el sistema Atlas. En Junta de Proyectos realizada en el mes de agosto se discutió específicamente sobre los riesgos y se hizo una valoración sobre su status. Se abordó la necesidad de incorporar nuevos riesgos relacionados a la sostenibilidad del proyecto, considerando su finalización en 2020. Estos riesgos fueron incorporados al proyecto para su seguimiento.

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| 1 | MinutaJuntadeProyectoPAJUST-DIMAward00087881_3131_211 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/MinutaJuntadeProyectoPAJUST-DIMAward00087881_3131_211.pdf) | maria.deleon@undp.org | 1/15/2020 5:19:00 PM |
| 2 | 002JustificaciónrevisiónsustantibaDIMpajustII2019vff_3131_211 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/002JustificaciónrevisiónsustantibaDIMpajustII2019vff_3131_211.docx) | maria.deleon@undp.org | 1/15/2020 5:20:00 PM |
| 3 | MatrizdeAnálisisdeRiesgos_PRODODDIM2019_3131_211 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/MatrizdeAnálisisdeRiesgos_PRODODDIM2019_3131_211.docx) | maria.deleon@undp.org | 1/15/2020 5:20:00 PM |

Efficient**Quality Rating: Highly Satisfactory**

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

- Yes
 No

Evidence:

El proyecto ha sido financiado por la Embajada de Suecia en 2019. Se realizaron gestiones para una ampliación presupuestaria en Junio de 2019 con el objetivo de cerrar y/o reforzar procesos existentes con instituciones de gobierno como el Ministerio Público. Asimismo, se gestionaron fondos de la Cooperación Catalana y Vasca para el apoyo al fortalecimiento de la PDH como institución con mandato para averiguaciones especiales para que pueda hacer uso de archivos históricos para la investigación de casos de desaparición forzada.

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| # | File Name | Modified By | Modified On |
| 1 | 001CaratulaRevisiónSust2019_3131_212 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/001CaratulaRevisiónSust2019_3131_212.xlsx) | maria.deleon@undp.org | 1/15/2020 5:23:00 PM |
| 2 | 002JustificaciónrevisiónsustantibaDIMpajustII2019vff_3131_212 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/002JustificaciónrevisiónsustantibaDIMpajustII2019vff_3131_212.docx) | maria.deleon@undp.org | 1/15/2020 5:23:00 PM |

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

- 3: The project has an updated procurement plan. Implementation of the plan is on or ahead of schedule. The project quarterly reviews operational bottlenecks to procuring inputs in a timely manner and addresses them through appropriate management actions. (all must be true)
- 2: The project has an updated procurement plan. The project annually reviews operational bottlenecks to procuring inputs in a timely manner and addresses them through appropriate management actions. (all must be true)
- 1: The project does not have an updated procurement plan. The project may or may not have reviewed operational bottlenecks to procuring inputs in a timely manner, however management actions have not been taken to address them.

Evidence:

El proyecto tuvo un plan de adquisiciones actualizado para el año.

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| # | File Name | Modified By | Modified On |
| 1 | 010Plandecontrataciones2019PAJUSTDIM_3131_213 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/010Plandecontrataciones2019PAJUSTDIM_3131_213.doc) | maria.deleon@undp.org | 1/15/2020 5:25:00 PM |

14. Is there regular monitoring and recording of cost efficiencies taking into account the expected quality of results?

- 3: There is evidence that the project regularly reviews costs against relevant comparators (e.g., other projects or country offices) or industry benchmarks to ensure the project maximizes results that can be delivered with given resources. The project actively coordinates with other relevant ongoing projects and initiatives (UNDP or other) to ensure complementarity and seek efficiencies wherever possible (e.g. joint activities.) (both must be true)
- 2: *The project monitors its own costs and gives anecdotal examples of cost efficiencies (e.g., spending less to get the same result,) but there is no systematic analysis of costs and no link to the expected quality of results delivered. The project coordinates activities with other projects to achieve cost efficiency gains.*
- 1: There is little or no evidence that the project monitors its own costs and is considering ways to save money beyond following standard procurement rules.

Evidence:

Las actividades del proyecto se han implementado de manera articulada con otros proyectos de PAJUST y el PNUD con el objetivo de maximizar su eficiencia.

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| Effective | Quality Rating: Highly Satisfactory |
| <p>15. Is the project is on track to deliver its expected outputs?</p> <ul style="list-style-type: none"> <input checked="" type="radio"/> Yes <input type="radio"/> No | |

Evidence:

El alcance de los productos del proyecto para el año 2019 fue el siguiente:

Output 94774: Alcanzó un avance de metas de 216% ya que las metas fueron superadas para el caso del AHPN.

Output 94766: Tuvo un alcance de metas del 92%. Una de las metas aún pendientes es el avance de al menos dos casos en el sistema de justicia.

Output 9477: Alcance de metas de 100%.

Output 94778: Alcance de metas de 100%.

Output 94779: Alcance de metas de 100%.

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16. Have there been regular reviews of the work plan to ensure that the project is on track to achieve the desired results, and to inform course corrections if needed?

- 3: Quarterly progress data has informed regular reviews of the project work plan to ensure that the activities implemented are most likely to achieve the desired results. There is evidence that data and lessons learned (including from evaluations and/or After Action Reviews) have been used to inform course corrections, as needed. Any necessary budget revisions have been made. (both must be true)
- 2: *There has been at least one review of the work plan per year to assess if project activities are on track to achieving the desired development results (i.e., outputs.) There may or may not be evidence that data or lessons learned has been 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 are delivered on time, no link has been made to the delivery of desired development results. Select this option also if no review of the work plan by management has taken place over the past year.

Evidence:

En el año 2019 se realizaron dos Juntas de Proyecto con el objetivo de realizar una valoración del desempeño del plan anual del proyecto en términos sustantivos y financieros.

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| # | File Name | Modified By | Modified On |
| 1 | MinutaJuntadeProyectoPAJUST-DIMAward00087881_3131_216 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/MinutaJuntadeProyectoPAJUST-DIMAward00087881_3131_216.pdf) | maria.deleon@undp.org | 1/15/2020 5:41:00 PM |
| 2 | 00087881MinutajuntadeproyectoDIMAbril2019_3131_216 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/00087881MinutajuntadeproyectoDIMAbril2019_3131_216.pdf) | maria.deleon@undp.org | 1/15/2020 5:42:00 PM |

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

- 3: *The project is targeting 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 are being reached as intended. The project has engaged regularly with targeted groups over the past year to assess whether they are benefiting as expected and adjustments were made if necessary to refine targeting. (all must be true)*
- 2: The project is targeting 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 has been some engagement with beneficiaries in the past year to assess whether they are benefiting as expected. (all must be true)
- 1: The project does not report on specific targeted groups. There is no evidence to confirm that project beneficiaries are deprived and/or excluded from development opportunities relevant to the project area of work. There may have been some engagement with beneficiaries to assess whether they are benefiting as expected, but it has been limited or has not occurred in the past year.
- Not Applicable

Evidence:

Además del enfoque temático sobre justicia de transición, el proyecto ha definido un enfoque territorial para su implementación, basándose en la alta concentración de víctimas del EAI en El Quiché, Alta y Baja Verapaz, Huehuetenango y Chimaltenango.

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No documents available.

Sustainability & National Ownership

Quality Rating: Satisfactory

18. Are 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.) are used to fully implement and monitor the project. All relevant stakeholders and partners are 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.) are used to implement and monitor the project, but other support (such as country office support or project systems) may also be used if necessary. All relevant stakeholders and partners are fully and actively engaged in the process, playing an active role in project decision-making, implementation and monitoring. (both must be true)
- 1: There is relatively limited or no engagement with national stakeholders and partners in the decision-making, implementation and/or monitoring of the project.
- Not Applicable*

Evidence:

El proyecto es ejecutado bajo la modalidad DIM.

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19. There is regular monitoring of changes in capacities and performance of institutions and systems relevant to the project, as needed. The implementation arrangements⁵ have been adjusted according to changes in partner capacities.

- 3: In the past two years, changes in capacities and performance of institutions and systems have been comprehensively assessed/monitored using clear indicators, rigorous methods of data collection and credible data sources including relevant HACT assurance activities. Implementation arrangements have been formally reviewed and adjusted, if needed, in agreement with partners according to changes in partner capacities. (both must be true)
- 2: In the past two years, aspects of changes in capacities and performance of relevant national institutions and systems have been monitored by the project using indicators and reasonably credible data sources including relevant HACT assurance activities. Some adjustment has been made to implementation arrangements if needed to reflect changes in partner capacities. (both 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:

El proyecto es ejecutado bajo la modalidad DIM.

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20. The transition and phase-out arrangements are reviewed regularly and adjusted according to progress (including financial commitments and capacity).

- 3: The project's governance mechanism has reviewed the project's sustainability plan, including arrangements for transition and phase-out, to ensure the project is on track in meeting the requirements set out by the plan. The plan has been adjusted according to progress as needed. (both must be true)
- 2: *There has been a review of the project's sustainability plan, including arrangements for transition and phase-out, to ensure the project is on track in meeting the requirements set out by the plan.*
- 1: The project may have a sustainability plan, but there has not been a review of this strategy since it was developed. Also select this option if the project does not have a sustainability strategy.

Evidence:

El proyecto promueve la institucionalización de los procesos a través de una serie de herramientas y políticas diseñados para las instituciones (como el OJ, PDH, MP) como medidas de sostenibilidad.

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QA Summary/Project Board Comments

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