Design & Appraisal Stage Quality Assurance Report

Form Status: Approved

Overall Rating:	Exemplary
Decision:	Approve: The project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner.
Portfolio/Project Number:	00117918
Portfolio/Project Title:	Sustainable Management of Drylands in Northern Togo
Portfolio/Project Date:	2021-07-01 / 2025-09-30

Strategic **Quality Rating: Exemplary**

1. Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change?

- (●) *3: The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks.*
- ( ) 2: The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change.
- ( ) 1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change.

Evidence:

The project Sustainable Management of Drylands in Northern Togo is linked to Togo's CPD 2019-2023 and contributes to inclusive and sustainable growth for multidimensional poverty eradication throughout promoting sustainable management of natural resources and resilience to climate change and promoting rural entrepreneurship fostering employability and jobs creation.
Although this project contribute to the programme, it has also its own theory of change which is linked to the theory of change prepared for the CPD of Togo CO (View page 23 of the attached prodoc).

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	Togo-ProDocDraft2Nov2021_10318_101 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Togo-ProDocDraft2Nov2021_10318_101.pdf)	abiziou.tchinguilou@undp.org	11/4/2021 1:19:00 PM

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

- (●) *3: The project responds to at least one of the development settings as specified in the Strategic Plan[1] and adapts at least one Signature Solution[2]. The project's RRF includes all the relevant SP output indicators. (all must be true)*
- ( ) 2: The project responds to at least one of the development settings as specified in the Strategic Plan[4]. The project's RRF includes at least one SP output indicator, if relevant. (both must be true)
- ( ) 1: The project responds to a partner's identified need, but 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 respond to strategic plan's developeme nt settings 1 and 2 and the signature solutions 4 and 6.

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#	File Name	Modified By	Modified On
No documents available.			

3. Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan IRRF for global projects/strategic interventions not part of a programme)

- (●) *Yes*
- ( ) No

Evidence:

The GEF 7 project is linked to UNDAF Outcome 2 (B y 2023, populations in vulnerable areas have increa sed resilience to climate change and disaster risks a nd have equitable access to decent living environme nt and sustainable natural and energy resources). It is also liked to the CPD Output 3.1 (National instituti ons have increased capacities to formulate, impleme nt and mobilize resources for waste management, c limate, disaster, and risk informed gender responsiv e sectoral development plans/policies) and CPD Out put 3.3 (Vulnerable communities in areas highly exp osed to natural hazards prone enabled to adapt to fu ture disaster and climate change impacts)

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#	File Name	Modified By	Modified On
No documents available.			

Relevant **Quality Rating: Exemplary**

4. Do the project target groups leave furthest behind?

- (●) *3: The target groups are clearly specified, prioritising discriminated, and marginalized groups left furthest behind, identified through a rigorous process based on evidence.*
- ( ) 2: The target groups are clearly specified, prioritizing groups left furthest behind.
- ( ) 1: The target groups are not clearly specified.

Evidence:

During the PPG phase, the target groups have been consulted, prioritized and defined trough a rigorous process. (See Evidence attached)

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	StaleholderPrioritization_15Mar21_GEFTogo2_10318_104 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/StaleholderPrioritization_15Mar21_GEFTogo2_10318_104.xlsx)	abiziou.tchinguilou@undp.org	11/4/2021 5:41:00 PM
2	StakeholderConsultationPlan_Togo_DRAFT_15Mar21_v3.0_10318_104 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/StakeholderConsultationPlan_Togo_DRAFT_15Mar21_v3.0_10318_104.docx)	abiziou.tchinguilou@undp.org	11/4/2021 5:41:00 PM

5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?

- (●) *3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project.*
- ( ) 2: The project design mentions knowledge and lessons learned backed by evidence/sources but have not been used to justify the approach selected.
- ( ) 1: There is little, or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence.

Evidence:

The knowledge an lessons learned during the imple mentation of projects relating to Protected areas, bio diversity, land degradation and other knowledge tool s informed the the project design. The mid-term and final evaluation reports were also usefull for the desi gn of the project.

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No documents available.			

6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national / regional / global partners and other actors?

- (●) *3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. (all must be true)*
- ( ) 2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans.
- ( ) 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.

Evidence:

Consultations were helded by the GEF National Focal point to present de strategic domain that will be taken into account for the GEF 7 project. And UNDp was clearly identified as having advantages of the First priority of the GEF7 programme for Togo.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	PrioriténationalFEM7versionfinale11-12-18-converted-2_10318_106 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/PrioriténationalFEM7versionfinale11-12-18-converted-2_10318_106.pdf)	abiziou.tchinguilou@undp.org	11/4/2021 5:53:00 PM

Principled **Quality Rating: Exemplary**

7. Does the project apply a human rights-based approach?

- (●) *3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (all must be true)*
- ( ) 2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. (both must be true)
- ( ) 1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.

Evidence:

An environmental and social assessment was conducted to ensure that the rights of the various project stakeholders were taken into account

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#	File Name	Modified By	Modified On
1	ESMF_6425Togo_13Sep2021_FINAL003_10318_107 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ESMF_6425Togo_13Sep2021_FINAL003_10318_107.pdf)	abiziou.tchinguilou@undp.org	11/4/2021 6:28:00 PM

8. Does the project use gender analysis in the project design?

- (●) *3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. (all must be true)*
- ( ) 2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. (all must be true)
- ( ) 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document.

Evidence:

A participatory gender analysis was conducted by a gender expert who produced the gender analysis report and a gender action plan.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	AnalysegenrePPGFEM7TOGO092021-GM_10318_108 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/AnalysegenrePPGFEM7TOGO092021-GM_10318_108.pdf)	abiziou.tchinguilou@undp.org	11/4/2021 6:28:00 PM
2	Plandactiongenre_PPGFEM7__10318_108 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Plandactiongenre_PPGFEM7__10318_108.pdf)	abiziou.tchinguilou@undp.org	11/4/2021 6:28:00 PM

9. Did the project support the resilience and sustainability of societies and/or ecosystems?

- *3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (all must be true)*
- 2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. (both must be true)
- 1: Sustainability and resilience dimensions and impacts were not adequately considered.

Evidence:

The project aims at the sustainable management of degraded lands and semi-arid ecosystems in Northe rn Togo (See podoc attached above)

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]

- *Yes*
- No
- SESP not required because project consists solely of (Select all exemption criteria that apply)
  - 1: Preparation and dissemination of reports, documents and communication materials
  - 2: Organization of an event, workshop, training
  - 3: Strengthening capacities of partners to participate in international negotiations and conferences
  - 4: Partnership coordination (including UN coordination) and management of networks
  - 5: Global/regional projects with no country level activities (e.g. knowledge management, inter-governmental processes)
  - 6: UNDP acting as Administrative Agent

Evidence:

List of Uploaded Documents

#	File Name	Risk Category	Risk Requirements	Document Status	Modified By	Modified On
1	6425 SESP_6425Togo_31Oct2021_Isaac2_10318_110 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/6425SESP_6425Togo_31Oct2021_Isaac2_10318_110.docx)	Moderate	Human Rights; Gender Equality and Women's Empowerment; Biodiversity Conservation and Natural Resource Management; Climate Change Mitigation and Adaptation; Community Health, Safety and Working Conditions; Cultural Heritage; Displacement and resettlement; Indigenous Peoples; Pollution Prevention and Resource Efficiency	Draft	abiziou.tchinguilou@undp.org	11/5/2021 10:33:00 AM

Management & Monitoring **Quality Rating: Exemplary**

11. Does the project have a strong results framework?

- *3: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. (all must be true)*
- 2: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. (all must be true)
- 1: The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. (if any is true)

Evidence:

The project has a logical framework that links activities to outputs with clear baseline indicators and targets (See Prodoc Page 52)

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board?

- *3: The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (all must be true)*
- 2: The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (all must be true)
- 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.

Evidence:

The project's governance mechanism clearly defined in the project document, including composition of the project board (See prodoc Page 68)

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No documents available.			

13. Have the project risks been identified with clear plans stated to manage and mitigate each risk?

- (●) *3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders, including consultation with the UNDP Security Office as required. Clear and complete plan in place to manage and mitigate each risk, including security risks, reflected in project budgeting and monitoring plans. (both must be true)*
- ( ) 2: Project risks related to the achievement of results are identified in the initial project risk log based on a minimum level of analysis and consultation, with mitigation measures identified for each risk.
- ( ) 1: Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified, no initial risk log is included with the project document and/or no security risk management process has taken place for the project.

Evidence:

Based on the finding of the Social and Environmental Screening Procedure (SESP), the project has been assessed and mitigation actions have been proposed (see Annex 5 and Annex 6 of the prodoc)

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No documents available.			

Efficient **Quality Rating: Exemplary**

14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example:
i) Using the theory of change analysis to explore different options of achieving the maximum results with the resources available.
ii) Using a portfolio management approach to improve cost effectiveness through synergies with other interventions.
iii) Through joint operations (e.g., monitoring or procurement) with other partners.
iv) Sharing resources or coordinating delivery with other projects.
v) Using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions.

- (●) *Yes*
- ( ) No

Evidence:

The theory of change analysis has been developed f or this project in order to ensure cost-efficient use of resources based on impact creation on targeted gro ups. Furthermore, during the consultation phase, ma ny Civil Society organizations were consulted in ord er to use the "make do" approach when implementin g project activities in the field.

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

15. Is the budget justified and supported with valid estimates?

- (●) *3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated.*
- ( ) 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates.
- ( ) 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.

Evidence:

The project has a detailed budget with funding sources (See Prodoc Page 76) and a multi-year work plan (Annex 4 of the prodoc page 92)

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No documents available.			

16. Is the Country Office / Regional Hub / Global Project fully recovering the costs involved with project implementation?

- (●) *3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)*
- ( ) 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.
- ( ) 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project.

Evidence:

This project is funded by the GEF with a contrubution of UNDP CO budget.

List of Uploaded Documents

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No documents available.			

Effective **Quality Rating: Exemplary**

17. Have targeted groups been engaged in the design of the project?

- (●) *3: Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.)*
- ( ) 2: Some evidence that key targeted groups have been consulted in the design of the project.
- ( ) 1: No evidence of engagement with targeted groups during project design.
- ( ) Not Applicable

Evidence:

Stakeholders are fully engaged durin the design pha se of the project

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	StakeholderConsultationPlan_Togo_DRAFT_15Mar21_v3.0_10318_117 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/StakeholderConsultationPlan_Togo_DRAFT_15Mar21_v3.0_10318_117.docx)	abiziou.tchinguilou@undp.org	11/5/2021 10:55:00 AM

18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?

- (●) *Yes*
- ( ) No

Evidence:

The project provides for a multi-level monitoring mec hanism (Coordination, Implementing Partner and UN DP). In addition, the project will be subject to a mid-t erm evaluation to draw lessons and adapt the interv entions as they are implemented.

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No documents available.			

19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.

- (●) *Yes*
- ( ) No

Evidence:

The gender action plan has been developed for the project and mainstreamed in all the outputs. A gend er specialist will be recruited to implement this action plan.

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#	File Name	Modified By	Modified On
No documents available.			

Sustainability & National Ownership **Quality Rating: Exemplary**

20. Have national / regional / global partners led, or proactively engaged in, the design of the project?

- (●) *3: National partners (or regional/global partners for regional and global projects) have full ownership of the project and led the process of the development of the project jointly with UNDP.*
- ( ) 2: The project has been developed by UNDP in close consultation with national / regional / global partners.
- ( ) 1: The project has been developed by UNDP with limited or no engagement with national partners.

Evidence:

Execution Modality of this project is NIM which gives full ownership to the national partners of the project. During the development of the project, the IP(Ministry of Environment) was the lead actor and was supported by UNDP.

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No documents available.			

21. Are key institutions and systems identified, and is there a strategy for strengthening specific / comprehensive capacities based on capacity assessments conducted?

- (●) *3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly.*
- ( ) 2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment.
- ( ) 1: Capacity assessments have not been carried out.
- ( ) Not Applicable

Evidence:

Prior to the design of the project, the Partner Capacity have been assessed and a clear needs for the capacity building have been identified. In addition, the first component of the project is addressing the institutional capacity that will be strengthened

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	PPM_Design_ConsolidatedRisk-BasedPartnerCapacityAssessToolDRF_10318_121 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/PPM_Design_ConsolidatedRisk-BasedPartnerCapacityAssessToolDRF_10318_121.xlsm)	abiziou.tchinguilou@undp.org	11/5/2021 12:44:00 PM
2	CopiedeMicro-Assessment-Questionnaire-Appendix-IV-FR-2016-07_DRF_10318_121 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/CopiedeMicro-Assessment-Questionnaire-Appendix-IV-FR-2016-07_DRF_10318_121.xlsx)	abiziou.tchinguilou@undp.org	11/5/2021 12:44:00 PM

22. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?

- (•) *Yes*
- ( ) No
- ( ) Not Applicable

Evidence:

The execution modality is Full NIM and national systèmes will be used.

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No documents available.			

23. Is there a clear transition arrangement / phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?

- (•) *Yes*
- ( ) No

Evidence:

The project will use the micro-project approach on th e basis of a call for projects. This will allow the identi fication of good proposals that can be scaled up

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No documents available.			

QA Summary/LPAC Comments

The project will be submitted to the review and endorsement of GEF CEO.