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:	00130265
Portfolio/Project Title:	Plataforma de Innovación San Rafael las Flores
Portfolio/Project Date:	2021-01-01 / 2022-12-31

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:

La teoría de cambio del proyecto es la siguiente:

SI (1) se desarrolla un análisis de condiciones, un di agnóstico multidimensional del desarrollo, se explor an alternativas de intervención y se promueven con diciones de confianza para los actores; SI (2) se con stituye una plataforma de apoyo de país en donde c olaboren las instituciones públicas, la municipalidad, el sector privado, la sociedad civil, la cooperación int ernacional y socios no tradicionales para invertir en soluciones a los problemas de desarrollo; SI (3) se d esarrollan capacidades de los actores, se promueve la colaboración entre actores, el aprendizaje organiz acional, la cooperación sur-sur , la innovación y la g estión de conocimiento;

 ENTONCES (1) se reducirá la pobreza y se mejorar á la gobernanza local; PORQUE (1) se fortalecerán l as instituciones, (2) las políticas públicas y las soluci ones de desarrollo llegarán a los más vulnerables; y (3) los actores locales serán empoderados e influirá n en las estrategias de desarrollo local que se desar rollen.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	ProdocSanRafaellasFlores02.12.2020Ingres adaAtlas_6760_101 (https://intranet.undp.or g/apps/ProjectQA/QAFormDocuments/Prodo cSanRafaellasFlores02.12.2020IngresadaAtl as_6760_101.docx)	shabnam.sabetian@undp.org	12/18/2020 6:54:00 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:

Este proceso está alineado al Plan Estratégico del P
NUD al adoptar un enfoque de "plataforma de apoy
o al país" para abrodar problemas complejos de des
arrollo a nivel municipal. En este sentido, se profund
izará en el análisis de la problemática del municipio
y en operativizar soluciones innovadoras para enfre
ntar los desafíos de desarrollo identificados con bas
e en el Plan de Desarrollo Municipal y Ordenamient
o Territorial (PDM-OT) y vinculado a las prioridades
nacionales de desarrollo (K'atun nuestra Guatemala
2032, la política general de gobiernto y los ODS. Adi
cionalmente al abordar la pobreza, el resultado cont
ribuirá a la solución emblemática 1: "Mantener a las
personas fuera de la pobreza". En este contexto, y p
ara hacer que las personas salgan de la pobreza y e
vitar que vuelvan a caer en ella, la plataforma busca
rá encontrar soluciones transversales que incluyan l
as tres dimensiones del desarrollo (económica, soci
al y ambiental).

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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:

El proyecto abordará la reducción de la violencia de acuerdo con la prioridad del CPD del país sobre el Estado de Derecho y Paz, por lo que la iniciativa trabajará de manera integral e innovadora para abordar la seguridad y la paz, promoviendo la coordinación interinstitucional y fomentando el diálogo entre la sociedad civil e instituciones estatales, como elementos fundamentales para generar confianza entre los sectores. Además, también fortalecerá las capacidades de la institucionalidad pública, aumentando la apropiación del gobierno para replicar la iniciativa en otros entornos para acelerar el logro de los ODS y la Agenda 2030. Adicionalmente, se espera que las soluciones integrales y holísticas alcanzadas en la plataforma sirvan para operacionalizar el nexo humanitario -desarrollo-paz.

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No documents available.			

Relevant   **Quality Rating: Highly Satisfactory**

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:

Los principales beneficiarios de la plataforma son lo
s grupos más vulnerables, incluidos los pueblos indí
genas, las mujeres y los jóvenes, que tendrán una p
articipación activa en los espacios de toma de decisi
ones. Esto va en línea con la prioridad del CPD sobr
e el desarrollo inclusivo y sostenible, así como sobr
e la ciudadanía activa e inclusiva al apoyar al gobier
no en la implementación de instrumentos y procedi
mientos para abordar la exclusión y la vulnerabilidad
y no dejar a nadie atrás.

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No documents available.			

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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:

El proceso de diálogo en Panzós y la plataforma de
innovación en San Juan Sacatepéquez son las expe
riencias previas que brindan lecciones aprendidas y
mejores prácticas para ser replicadas en San Rafael
las Flores.

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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:

El PNUD asumirá el rol de facilitador de la plataform
a, promoviendo el intercambio de conocimientos e i
nformación, fomentando el trabajo en redes a través
de la creación de condiciones para atraer socios tra
dicionales y no tradicionales a la plataforma, y permi
tiendo interacciones entre miembros de la plataform
a para co-diseñar e implementar soluciones integral
es. Estas interacciones incluirán intercambios de co
nocimiento, intercambio de datos, vinculación de ex
pertos con trabajos de primera línea, diálogo, identifi
cación de oportunidades de capital para inversiones
socialmente responsables, utilizando la innovación,
colaboración y el aprendizaje como impulsores princ
ipales. A medida que se fortalezca la colaboración e
ntre múltiples sectores y la creciente red de socios,
surgirán oportunidades de asociación para movilizar
recursos y financiar la implementación de solucione
s y acciones priorizadas. La Municipalidad liderará y
coordinará todas las actividades en el territorio y bri
ndará apoyo político a la plataforma. El sector priva
do (grandes, medianas y pequeñas empresas) que
opera en el municipio ha mostrado interés en apoya
r estrategias de desarrollo en el municipio. Asimism
o, se invitará a participar en la plataforma a organiza
ciones de la sociedad civil de diferente índol así co
mo a donantes y agencias de desarrollo a participar
en la plataforma.

List of Uploaded Documents

#	File Name	Modified By	Modified On

No documents available.

Principled   **Quality Rating: Highly Satisfactory**

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:

El proyecto incorpora el enfoque de derechos humanos al fortalecer las capacidades de los garantes de derechos para reducir brechas de desarrollo en el municipio para el cumplimiento de sus mandatos de respetar, proteger y hacer cumplir los derechos humanos. También genera condiciones para que los titulares de derechos se empoderen y reclamen sus derechos, así como que sean partícipes en la identificación de los problemas que les afectan y en la planificación y diseño de su propio desarrollo a través de los procesos que el proyecto promueve como el diagnóstico, organización, colaboración y co-creación de la plataforma.

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

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:

Las diferentes actividades desarrolladas por el Proy ecto tienen como objetivo identificar y promover el e mpoderamiento de las mujeres en los procesos de a bordaje de los desafíos de desarrollo. Como partes i nteresadas, las mujeres juegan un papel clave en la identificación de los problemas del municipio que les afectan de manera diferente. Las mujeres también j uegan un papel clave en el diseño e implementación de soluciones para reducir la vulnerabilidad y abord ar las deficiencias y necesidades percibidas. Tambié n son actores clave en los procesos de toma de deci siones y sostenibilidad de las iniciativas.

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List of Uploaded Documents

No documents available.

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:

Las actividades relevantes para el medio ambiente pueden identificarse a través del proceso de diagnóstico y priorizarse aún más para que la plataforma las aborde. Adicionalmente, las soluciones trabajadas incorporarán un enfoque de sostenibilidad y manejo sustentable de los recursos naturales de forma transversal.

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#	**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:

Ver SESP adjunto

List of Uploaded Documents

#	File Name	Risk Category	Risk Requirements	Document Status	Modified By	Modified On
1	SESP Spanish_6760_110 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/SESPSpanish_6760_110.pdf)	Low		Final	shabnam.sabetian@undp.org	12/24/2020 1:28:00 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:

Producto 1: Actores del desarrollo de San Rafael las Flores han consolidado alianzas estratégicas de col aboración para la operativización de las soluciones que conduzcan a la aceleración del desarrollo multid imensional con enfoque género y en función de la pl anificación local vigente. Fase 1: Análisis de condici ones elaborado para la identificación de alternativas de intervención. (dos meses) Fase 2: Análisis de de sarrollo multidimensional elaborado. (seis meses)

Producto 2: La municipalidad de San Rafael las Flor es ha fortalecido sus capacidades de gobernanza lo cal para enfrentar los desafíos de desarrollo local in corporando la dimensión de género. Fase 3: Platafo rma de innovación multiactor desarrollada. (ocho me ses)   Fase 4: Mecanismos de elaboración de soluci ones implementadas. (dos meses)

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No documents available.			

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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:

Ver Arreglos de Gestión y Gobernanza en el Prodoc
adjunto

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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:

Ver matriz de gestión de riesgos adjunta al Prodoc

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	030620RiskMitigationStrategyPASGuatemala_6760_113 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/030620RiskMitigationStrategyPASGuatemala_6760_113.docx)	shabnam.sabetian@undp.org	12/18/2020 7:40:00 PM

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:

Ver eficiencia y Efectividad de los costos on Prodoc

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:

Ver el presupuesto adjunto al Prodoc

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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:

Ver el presupuesto adjunto al Prodoc

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:

N/A

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#	File Name	Modified By	Modified On

No documents available.

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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:

Ver plan de Monitoreo y Evaluación

List of Uploaded Documents

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No documents available.

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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:

(GEN2: promueve GE significativamente) ver prodo
c adjunto

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No documents available.			

Sustainability & National Ownership   **Quality Rating: Highly Satisfactory**

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:

El proyecto se elaboró en articulación con SEGEPL
AN y la Municipalidad de San Rafael las Flores.

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No documents available.			

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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:

> Durante la ejecución del proyecto, la principal institución a fortalecer es la Municipalidad. También habrá otras instituciones que serán identificadas y fortalecidas durante la vida del proyecto.

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No documents available.			

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:

> N/A

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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:

El conocimiento, la innovación y el desarrollo de capacidades son elementos cruciales del trabajo del PNUD, que facilitan el trabajo y la colaboración entre los diferentes actores, fomentando el intercambio de conocimientos e ideas en la formulación e implementación de políticas y soluciones de desarrollo sostenible frente a las realidades cambiantes de los territorios. En ese sentido, el proyecto promoverá el aprendizaje organizacional, la gestión del conocimiento y un enfoque de transferencia e instalación de capacidades en las contrapartes nacionales, como medio para garantizar la sostenibilidad de los procesos de desarrollo.

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No documents available.			

QA Summary/LPAC Comments

El PAC revisó el documento hizo varias recomendaciones que ya han sido consideradas dentro del Documento de Proyecto Final. Se resaltó la importancia de trabajar en el municipio de San Rafael Las Flores, considerando que se encuentra en una región caracterizada por un alto nivel de pobreza, inseguridad y conflictividad social, es crucial articular esfuerzos para el diseño de una iniciativa que aborde los principales desafíos de desarrollo a través de un proceso participativo multiactor, con enfoque de derechos humanos y de género. Este proceso no solo contribuye al diseño e implementación de soluciones innovadoras, económicas y sociales a nivel local, sino también a fortalecer la gobernanza y la democracia en una de las regiones afectadas por la conflictividad social en Guatemala.