

ASM-06906 - Quality Assurance - Implementation

Procedure Year: 2024

Overall Project Risk Categorization: ● Exemplary

Procedure Status: Approved

Procedure Name: ASM-06906

Procedure Department: CO - Argentina - Buenos Aires

Procedure Type: Implementation

Record Owner: Karina Carpintero

Created by: Karina Carpintero, 4/26/2024, 6:56 PM

Last Modified by: Maria Eugenia DI PAOLA, 4/29/2024, 10:43 AM

Decision:

QA Summary/Project Board Comments:

RELATED PROJECTS(1)					
NAME	DEPARTMENT	STATUS	ATLAS PROJECT NUMBER	START DATE	END DATE
00125840	CO - Argentina - Buenos Aires	On Going	00134183	3/16/2021	5/31/2024

RELATED SESPS(1)		
PARENT PROCEDURE	PROCEDURE TYPE	PROCEDURE YEAR
ASM-06609	SESP (Social and Environmental Screening Procedure)	2024

Approval History

Approval Date: Mon Apr 29 00:00:00 GMT 2024

Approved By: Maria Eugenia DI PAOLA
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Reassess Closed Procedure History:

APPROVAL HISTORY			
STEP NAME	DATE	STATUS	ASSIGNED TO
Submitted for Approval	2024-04-29 10:43:15	Approved	Maria Eugenia DI PAOLA
Approval Request Submitted	2024-04-26 21:17:10	Started	Karina Carpintero

Identified Risks & Treatments

Category: 4. Organizational

Risk Significance: Low

Risk Significance: ■ Low

Sub-Category: 4.2. Execution capacity

Event:

Cambio en la composición de los integrantes de la Unidad Ejecutora del Proyecto (Full NIM)

Causes:

Inexperiencia en proyectos PNUD y en aplicación de las Pautas y Procedimientos - Guías NIM de los de recursos humanos.

Impact:

Demoras en la gestión del proyecto e Insuficiencia

RELATED TREATMENTS(1)				
ACTIVITIES FOR TREATMENT	EXPECTED EFFECT	TIME PLAN FOR COMPLETE	STATUS	COMMENT
Desde PNUD se brindaron capacitaciones a los integrantes de la UE en materia de adquisiciones y finanzas y teniendo en cuenta el desempeño asignado, necesario para la implementación del proyecto. Asimismo, se continuará acompañando al Proyecto en el proceso de consolidación de la UE con capacitaciones ad hoc. Además, PNUD brindará apoyo la UE con una consultora externa. Está previsto diseñar un manual de funcionamiento de la UE.		11/30/2025	Ongoing	

Risk Significance: ■ Low

Sub-Category: 4.9. Procurement

Event:

Proceso de ampliación del servicio de viandas.

Causes:

Complejidad de la administración de los contratos en relación a la nueva licitación y la continuidad de la prestación de servicio de alimentación a la población penitenciaria (personas privadas de libertad)

Impact:

Demoras en la licitación

RELATED TREATMENTS(1)				
ACTIVITIES FOR TREATMENT	EXPECTED EFFECT	TIME PLAN FOR COMPLETE	STATUS	COMMENT
Se ha brindado asistencia técnica al proyecto mediante una consultora externa de PNUD experta en adquisiciones y quien ya ha brindado apoyo en el diseño de la licitación original del servicio de alimentación al SPB. Además, se destaca que en el cambio de la unidad ejecutora, el coordinador de Adquisiciones es un perfil con experiencia en proyectos PNUD y quien ya ha conformado la unidad desde su inicio, y en ese contexto atravesado el primer proceso de licitación. Por su parte, se realizará seguimiento a la Unidad Ejecutora con el proceso de ampliación y cierre de los contratos, además de fortalecer con capacitaciones coordinadamente con el área de operaciones de la Oficina de País.		11/30/2025	Ongoing	

Category: 7. Strategic

Risk Significance:  Low

Risk Significance:  Low

Sub-Category: 7.5. Government commitment

Event:

Dificultad en la implementación de las actividades incorporadas en materia de acceso a justicia y ciberdelito

Causes:

Falta de compromiso de las nuevas áreas del Ministerio de Justicia involucradas en la implementación de las nuevas actividades

Impact:

Demoras en la implementación y dificultades de integración

RELATED TREATMENTS(1)			
ACTIVITIES FOR TREATMENT	EXPECTED EFFECT	TIME PLAN FOR COMPLETE	STATUS
<p>El Asociado en la Implementación busca involucrar a las áreas dependientes pertinentes del Ministerio en la implementación del Proyecto, facilitando un espacio de diálogo y participación en la implementación de las actividades críticas. En este sentido, se planifican acciones de coordinación y capacitación interna y la convocatoria de especialistas que contribuyan a obtener los resultados esperados. Asimismo, en lo referente al indicador de acceso a la justicia, desde PNUD se brindará asistencia técnica y se aplicará la experiencia del ejercicio nacional de medición del ODS 16.3.3 "JUSTICIA Y DESARROLLO SOSTENIBLE</p> <p>El testeo del indicador global de acceso a justicia en el marco de una encuesta nacional de pobreza."</p> <p>https://www.undp.org/es/argentina/justicia-y-desarrollo-sostenible</p>		11/30/2025	Ongoing

Category: 4. Organizational

Risk Significance: ■ Low

Risk Significance: ■ Low

Sub-Category: 4.2. Execution capacity

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Cambio en la composición de los integrantes de la Unidad Ejecutora del Proyecto (Full NIM)

Causes:

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Impact:

Demoras en la gestión del proyecto e Insuficiencia

RELATED TREATMENTS(1)				
ACTIVITIES FOR TREATMENT	EXPECTED EFFECT	TIME PLAN FOR COMPLETE	STATUS	COMMENT
Desde PNUD se brindaron capacitaciones a los integrantes de la UE en materia de adquisiciones y finanzas y teniendo en cuenta el desempeño asignado, necesario para la		11/30/2025	Ongoing	

RELATED TREATMENTS(1)				
ACTIVITIES FOR TREATMENT	EXPECTED EFFECT	TIME PLAN FOR COMPLETE	STATUS	COMMEN
implementación del proyecto. Asimismo, se continuará acompañando al Proyecto en el proceso de consolidación de la UE con capacitaciones ad hoc. Además, PNUD brindará apoyo la UE con una consultora externa. Está previsto diseñar un manual de funcionamiento de la UE.				

Risk Significance: ■ Low

Sub-Category: 4.9. Procurement

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Impact:

Demoras en la licitación

RELATED TREATMENTS(1)				
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RELATED TREATMENTS(1)

ACTIVITIES FOR TREATMENT	EXPECTED EFFECT	TIME PLAN FOR COMPLETE	STATUS	COMMEN
cierre de los contratos, además de fortalecer con capacitaciones coordinadamente con el área de operaciones de la Oficina de Pais.				

QA Questionnaire:

Strategic

Status: Complete

Quality Rating: **Exemplary**

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.

***Note: Risk management must be done for criteria with score of 1.**

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

El Proyecto ha identificado cambios relevantes ante lo cual formula la Revisión D del proyecto ante el cambio de autoridades que se atraviesa, sosteniéndose la estrategia central del proyecto e identificándose la oportunidad para tomar las recomendaciones dela evaluación de medio termino cuyo informe final fue entregado en enero 2024.

Los cambios programáticos principales que introduce la Revisión D en cuanto a la estrategia de implementación suponen, (1)extender la vigencia del Proyecto hasta el 30 de noviembre de 2025, producto de la extensión y ampliación del servicio de provisión de alimentos e (2) Incorporar dos nuevas actividades al Proyecto (Implementar un Programa de prevención y persecución de delitos digitales producidos en contexto de encierro y Reforzar la política de acceso a la justicia.

Se destaca ademas que el alcance dela revisión referida fue acordada en la reunión de monitoreo del corriente año, cuya minuta se adjunta como evidencia.

En ha incorporado estrategias de sostenibilidad en el marco de la actividad 1, relativa al servicio de provisión de alimentos al servicio penitenciario consistente en un sistema de gestión para monitorear el servicio. Asimismo, a través de los informes anuales y trimestrales se evidencia la pertinencia de las actividades y los ajustes en la implementación para garantizar la cohesión con las estrategias de ejecución lo cual encontraron concordancia con la reunión anual de junta directiva que se adjunta con los hitos de gestión 2023.

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

- 3: The project responds at least one of the development settings as specified in the Strategic Plan (SP) and adopts at least one Signature Solution 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 work 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.

***Note: Risk management must be done for criteria with score of 1.**

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Esta iniciativa contribuye al Efecto 4 Dimensión Gobernanza del MECNUD (2021-2025): para 2025, el país habrá fortalecido la promoción, protección y respeto del disfrute de los derechos humanos con base en los principios de igualdad de género y equidad social y geográfica de toda la población, y habrá fortalecido las instituciones del Estado a nivel nacional y subnacional para lograr la eficiencia y eficacia en la gestión pública y la promoción de políticas de acceso a la justicia y la seguridad ciudadana. También habrá garantizado el acceso a la información pública, la gestión del conocimiento y la participación efectiva e inclusiva. En particular, contribuye al Programa de País 2021-2025 a través del Producto 4.1 Promoción de la innovación institucional en todos los niveles de gobierno basada en normas de transparencia y rendición de cuentas, lo que incluye intervenciones digitales accesibles que reduzcan la brecha digital, aplicando un enfoque diferencial e interseccional. Y al resultado 2 del Plan Estratégico (2018/2021): Acelerar las transformaciones estructurales para el desarrollo sostenible. Producto: Promoción de la innovación institucional en todos los niveles de gobierno basada en normas de transparencia y rendición de cuentas, lo que incluye intervenciones digitales accesibles que reduzcan la brecha digital, aplicando un enfoque diferencial e interseccional

Relevant

Status: Complete

Quality Rating: **Highly Satisfactory**

3. Are the project's targeted groups, and particularly those marginalized, vulnerable and left further behind (LNOB), being systematically engaged, with a priority focus on the discriminated and marginalized, to ensure the project leaves no one behind (LNOB) and 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

***Note: Risk management must be done for criteria with score of 1.**

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Efectivamente el proyecto garantiza instancia de participación de los beneficiarios directos. En el marco de la "Actividad crítica 1: Promocionar un nuevo sistema alimentario para las personas privadas de su libertad", se realizan talleres de Formación Laboral y capacitaciones en administración y manipulación de alimentos. En el caso de la "Actividad crítica 3: Consolidación de un enfoque integral para la asistencia y el tratamiento dentro de las Unidades Penitenciarias", durante el 1Q 2024, desde la acción sobre "Promover programas de prevención de conflictividades" se continuó trabajando en la implementación operativa del dispositivo de diálogo a través de encuentros virtuales y presenciales para capacitar a personal que cumple funciones como Subjefes de Penal, Encargados de Turnos y Coordinadores de Comités de Prevención y Solución de Conflictos de 10 Unidades Penitenciarias. En lo que respecta a esta Acción y a todas las actividades vinculadas a la misma cabe destacar especialmente que se han superado sobradamente los objetivos previstos, lográndose, hasta la fecha, la intervención/participación de más de 31.871 personas en los dispositivos de diálogo desarrollado. Se añade además que a estos efectos de fortalecer la participación, en el marco de la "Actividad 4: Fortalecer y avanzar en el Programa "Más Trabajo Menos Reincidencia" se buscará elaborar subprogramas, en base a las Reglas Mínimas para el Tratamiento de los Reclusos; teniendo presente que las actividades educativas y de formación profesional y de capacitación laboral son facilitadoras de la inserción sociolaboral, y por ello es

necesario que formen parte de una oferta programática integral, contextualizada y adaptada a las necesidades y demandas de cada persona destinataria.

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.

***Note: Risk management must be done for criteria with score of 1.**

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Se ha concluido la evaluación de medio termino y elaborado la revisión D del PRODOC que ctualiza la estrategia de ejecución y operacionalización del proyecto tomando las lecciones aprendidas y recomendaciones recibidas en la mencionada "Evaluación de medio término" principalmente en lo relativo a:

- Incluir una estrategia de "Acceso a la Justicia"
- Fortalecer el uso y aplicación de estrategias participativas e involucramiento de actores/as estratégicos/as
- Definir en forma explícita una delimitación cualitativa y cuantitativa de los/las beneficiarios/as directos/as e indirectos/as diferenciados/as
- Incorporar a la batería de indicadores inicialmente elaborada, indicadores asociados a un nivel de impacto
- Reforzar el vínculo con cooperativas y asociaciones
- Incluir indicadores que reporten a las ocho Actividades del Proyecto de manera integral a través de un nuevo marco de resultados

Todo ello, además de ser incorporado en el PRODOC se documentarán en los informes trimestrales y anual de ejecución.

En este marco se proponen nuevas acciones y adaptaciones en cuatro (4) actividades críticas y la incorporación de dos (2) nuevas actividades que implicarán un salto de calidad en el alcance del Proyecto.

Ver PRODOC a elevarse a LPAC (2-Mayo-2024) en sección de evidencia.

Asimismo, con motivo de esta revisión se ha realizado una evaluación ex ante y de capacidades de adquisiciones.

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.

***Note: Risk management must be done for criteria with score of 1.**

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Se adjunta informe anual 2023 e informe trimestral de actividades del 1Q 2024

Principled

Status: Complete

Quality Rating: Highly 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.

***Note: Risk management must be done for criteria with score of 1.**

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Se adjunta diploma del sello de genero de oro
Asimismo, conforme la SESP de esta Revisión D, El Asociado de Implementación ha mantenido una estrategia de transversalización del enfoque de genero en la implementación, no obstante lo cual se solicitará apoyo al área de Género del PNUD para acompañar al Proyecto en acciones específicas y brindar talleres sobre masculinidades en materia de Salud integral y los referidos a Masculinidades y VBG

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)

***Note: Risk management must be done for criteria with score of 1.**

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Se adjunta SESP 2024

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)

***Note: Risk management must be done for criteria with score of 1.**

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

El proyecto cuenta en sus arreglos de gestión con la figura de responsable de los beneficiarios . Este rol representa los intereses de los que en última instancia se beneficiarán del proyecto. Su función principal en la Junta Directiva del Proyecto es asegurar que se alcancen los resultados del proyecto desde la perspectiva de las/os beneficiarias/os.

Management & Monitoring

Status: Complete

Quality Rating: Exemplary

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.

***Note: Risk management must be done for criteria with score of 1.**

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Se ha cumplido con la estrategia de monitoreo y evaluación. Se ha cumplido con la evaluación de medio termino. Se encuentra en proceso la revisión anual, marco de esta Revisión D que ocupa el presente QA.

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.

***Note: Risk management must be done for criteria with score of 1.**

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Se adjunta minuta de reunión de Junta Directiva 2023 y minuta de reunión de monitoreo 2024. Asimismo, se menciona que tras el cambio en el contexto institucional tras las elecciones presidencial de 2023, desde PNUD se han mantenido reuniones de avance positivos a nivel de Director Nacional del Proyecto, el cual en este proyecto cae en la figura del Ministro, máxima autoridad del Asociado en la Implementación.

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.

***Note: Risk management must be done for criteria with score of 1.**

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Se adjunta minuta de monitoreo 2024 e Informe trimestral de actividades 1Q 2024

Efficient

Status: Complete

Quality Rating: Exemplary

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

***Note: Risk management must be done when the response is "No".**

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

La revisión D, cuyo borrador a elevarse a LPAC se adjunta como evidencia, incrementar el presupuesto total en USD 196.527.865,13 hasta noviembre 2025. Se garantizan así los recursos disponibles para hacer frente a las necesidades de ampliación de servicio de viandas, sostenimiento de las actividades y la ampliación de dos nuevas intervenciones asociadas e inteligencia penitenciaria y acceso a justicia.

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.

***Note: Risk management must be done for criteria with score of 1.**

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Se adjunta Revisión D con plan de adquisiciones actualizado

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.

***Note: Risk management must be done for criteria with score of 1.**

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

El Proyecto coordina la implementación con distintos programas provinciales e interministeriales para llevar adelante la implementación. Ver IAP 2022 y 2023, y estrategia de implementación en Revisión A hasta Revisión C. Asimismo, en el caso de la presente revisión, la actividad "Actividad 9: Implementar un Programa de prevención y persecución de delitos digitales producidos en contexto de encierro" apoya programa interministerial "Cuidarnos en Red", creado en 2021 (Resolución 4/2021) para la prevención, promoción de

cuidados personales e interpersonales frente a situaciones problemáticas y delitos que se producen en los entornos digitales. Este programa ha concentrado sus acciones en tres problemáticas: el grooming, la violencia de género digital y las ciberestafas, pero hasta el momento no ha abordado las manifestaciones de estos fenómenos que tienen lugar en contexto de encierro.

Effective

Status: Complete

Quality Rating: Exemplary

15. Is the project is on track to deliver its expected outputs?

- Yes
 No

***Note: Risk management must be done when the response is "No".**

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Véase revisiones y reportes trimestrales y anuales adjuntos en sección de evidencia de la presente QA

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.

***Note: Risk management must be done for criteria with score of 1.**

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

El proyecto cumple con sus revisiones anuales e informes trimestrales. Véase evidencia cargada

17. Are targeted groups, and particularly those marginalized, vulnerable and left further behind (LNOB), 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

***Note: Risk management must be done for criteria with score of 1.**

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Véase IAP 2022 y 2023

Asimismo, se destaca que la Revisión D, actualiza el marco de resultados del proyecto introduciéndose los siguientes indicadores:

Indicador 8: Número de personas privadas de su libertad y liberadas, abordadas por los equipos interdisciplinarios. Meta 180

Indicador 9: Número de Centros Productivo de Inclusión Social y Unidades productivas fortalecidas financiera y técnicamente. Meta 17

Indicador 10: Cantidad de nuevos puestos de trabajo generados en los espacios productivos y de formación. meta 150

Indicador 13: Grado de avance el fortalecimiento del sistema alimentario.

Indicador 15: Grado de avance en el ajuste y medición piloto del nivel de Acceso a la Justicia en la Provincia de Buenos Aires.

Además la Revisión D introduce una actividad nueva sobre Acceso a la Justicia. Allí se busca construir indicador adaptado a PBA. ODS 16.3 Y 16.3.3 -JUSTICIA CIVIL para profundizar el trabajo conjunto con áreas específicas de nuestro Ministerio como la Subsecretaría de Política Criminal y la Dirección de Control de Gestión, implementando mesas de diálogo institucionalizadas y con documentación de iniciativas. Asimismo, se buscará potenciar algunas de las políticas y programas que han demostrado fuerte inserción y demanda por parte de la comunidad, por lo que se apuntará a: (1) Reforzar las acciones realizadas en acceso a la justicia en el marco de los centros de acceso a la justicia (CAJUS). Los CAJUS buscan eliminar las barreras económicas, sociales y culturales que dificultan el acceso a derechos de los sectores más vulnerabilizados de la Provincia de Buenos Aires y (2) Consolidar las prácticas de intervención de asistencia a víctimas, mediante la presencia en los momentos iniciales -traumáticos por el carácter disruptivo de los hechos- y en los momentos posteriores de acompañamiento en juicios o cuando las familias lo requieren.

18. If there is a digital or data technology solution in the project: is the implementation in line with good practices to manage technology and data risks, like UNDP's digital standards and data principles

- 3: Yes, a) the implementation follows good practices to manage technology and data risks, such as: closing the digital divide and balancing information asymmetries; driven by user demand; b) sustainability and scalability are considered from the start; c) re-using proven technologies where possible and data is managed across the lifecycle in line with the UNDP data guiderails. (All must be true)
- 2: Technology and data risks are managed appropriately. UNDP's digital standards and data principles are followed as much as possible, and deviations can be justified.
- 1: Standard UNDP project risk management is applied but no specific practices to address technology risks are followed.
- The project does not utilize a data or digital technology solution.

***Note: Risk management must be done for criteria with score of 1.**

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

El proyecto ha introducido mejoras a través de estrategias de modernización y digitalización rediseñando proceso de gestión interna, monitoreo del servicio de provisión de alimentos, tablero de gestión, data center Ver IAP 2022 y 2023, ITP 1Q 2024. Además, la revisión D introduce una actividad "Implementar un Programa de prevención y persecución de delitos digitales producidos en contexto de encierro." en la que se introduce una nueva dimensión de trabajo.

Sustainability & National Ownership

Status: Complete

Quality Rating: **Highly Satisfactory**

19. 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

***Note: Risk management must be done for criteria with score of 1.**

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

El PNUD asiste técnicamente y brinda apoyo mediante consultorías externas en procesos de adquisiciones complejos para garantizar el correcto cumplimiento de las Pautas y Procedimientos PNUD.

20. There is regular monitoring of changes in capacities and performance of institutions and systems relevant to the project, as needed. The implementation arrangements 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

***Note: Risk management must be done for criteria with score of 1.**

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Se encuentra en proceso la evaluación ex ante y de capacidades al efecto de la revisión D, cuyo borrador se adjunta, y que se elevará a LPAC (2-mayo-2024)

21. 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.

***Note: Risk management must be done for criteria with score of 1.**

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

La Revisión D incorpora en el marco de la estrategia de salida, la sistematización de la experiencia de actividades críticas, principalmente aquellas que hayan generado espacios de transformación substancial.