

Design & Appraisal Stage Quality Assurance Report

Form Status: Under Review

Overall Rating:	Highly Satisfactory
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:	00134614
Portfolio/Project Title:	Municipalidad de Córdoba
Portfolio/Project Date:	2021-03-15 / 2023-11-30

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:

El Proyecto contribuye al efecto (MECNUD/Program a de País 201/2025): DIMENSIÓN GOBERNANZA Efecto Directo 10: Al 2025, el país habrá fortalecido la promoción, protección y respeto del ejercicio de los derechos humanos basados en principios de igualdad de género y de equidad social y geográfica respecto de todas las personas, y habrá fortalecido las instituciones del Estado a nivel nacional y subnacional de modo de lograr eficiencia y eficacia en la gestión pública y en 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.

Producto(s) Indicativo(s)CPD Producto 3.5. Mejora de la capacidad de gestión a través del fortalecimiento institucional para prestar servicios con mayor eficacia, eficiencia y transparencia.

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

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 Plan⁴. 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:

Ver documento de proyecto - Sección Estrategia: contribuciones del proyecto al MECNUD/Programa de País 2021/2025: DIMENSIÓN GOBERNANZA Efecto Directo 10: Al 2025, el país habrá fortalecido la promoción, protección y respeto del ejercicio de los derechos humanos basados en principios de igualdad de género y de equidad social y geográfica respecto de todas las personas, y habrá fortalecido las instituciones del Estado a nivel nacional y subnacional de modo de lograr eficiencia y eficacia en la gestión pública y en 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. Producto Indicativo del CPD: Producto 3.5: Mejora de la capacidad de gestión a través del fortalecimiento institucional para prestar servicios con mayor eficacia, eficiencia y transparencia.

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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:

Ver documento de proyecto - Sección Estrategia: contribuciones del proyecto al MECNUD/Programa de País 2021/2025: DIMENSIÓN GOBERNANZA Efecto Directo 10: Al 2025, el país habrá fortalecido la promoción, protección y respeto del ejercicio de los derechos humanos basados en principios de igualdad de género y de equidad social y geográfica respecto de todas las personas, y habrá fortalecido las instituciones del Estado a nivel nacional y subnacional de modo de lograr eficiencia y eficacia en la gestión pública y en 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. Producto Indicativo del CPD: Producto 3.5: Mejora de la capacidad de gestión a través del fortalecimiento institucional para prestar servicios con mayor eficacia, eficiencia y transparencia.

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No documents available.			

Relevant

Quality Rating: 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:

Beneficiarios directos:

Las diferentes secretarías, áreas y tribunales que conforman la municipalidad de Córdoba:

1. Secretaría de Planeamiento, Modernización y relaciones internacionales;
2. Secretaría de ingresos públicos;
3. Secretaría Legal y Técnica;
4. secretaria de planificación urbana;
5. Área de Recursos humanos;
6. Dirección de Juventud;
7. Tribunal de Faltas Municipal
8. Tribunal de Cuentas Municipal
9. Centros de atención primaria de la salud
10. Oficinas de turismo

Beneficiarios indirectos:

Los beneficiarios indirectos serán los 1.329.604 habitantes del Departamento Capital (Córdoba) que contarán con un municipio moderno y fortalecido, pudiendo informarse e iniciar trámites y gestiones consultas de manera más rápida y eficiente.

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No documents available.			

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:

Ver Nota Conceptual y Prodoc Sección Riesgos:

La contraparte no posee antecedentes previos con el PNUD, sin embargo parte del equipo de la UE tiene experiencia en la implementación de proyectos full NIM.

Sin perjuicio de los resultados de las evaluaciones ex ante y de capacidades en adquisiciones, el Municipio de Córdoba cuenta con capacidad institucional para implementar esta iniciativa.

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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:

Ver Prodoc - Sección Sostenibilidad y Escalamiento y Gestión del Proyecto:
Por su parte, el PNUD brindará apoyo en:

- La asistencia técnica en el diseño, la planificación y ejecución del proyecto.
- Proveerá apoyo a los procesos de adquisiciones a través de la asistencia de expertos.
- Proveerá asistencia técnica para la implementación de estrategias y medidas de transparencia, eficiencia y rendición de cuentas.
- Proveerá asistencia técnica para que, en la medida de lo posible, se incorpore el enfoque de género.

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No documents available.			

Principled

Quality Rating: **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:

Ver SES y Seccion Estrategia:
el proyecto incorpora la temática de derechos humanos en las acciones planificadas para garantizar el derecho a la ciudad, con el objetivo de impulsar el derecho colectivo de los habitantes -y en especial de los grupos más vulnerables- a un acceso equitativo a las ciudades dentro de los principios de sustentabilidad y justicia social, fortaleciendo las acciones y organizaciones territoriales que tengan como objetivo alcanzar el pleno ejercicio del derecho a un patrón de vida urbana adecuado, promoviendo los principios de no discriminación, derecho al desarrollo e inclusión social.
Por otra parte y en la medida de lo posible, el plan de estrategias urbanas a desarrollarse deberá considerar el cumplimiento de los estándares mediante las estrategias de participación, el aportes a la contribución de la seguridad humana. Desde PNUD se prestará apoyo en la definición de estrategias de ciudades sostenibles y resilientes

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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:

Ver Prodoc - Sección Estrategia y Plan Anual de Trabajo.
 La iniciativa plasma en este documento su compromiso con la incorporación del enfoque de género en las actividades a desarrollar; para lo cual desde el área de género del PNUD se brindará asistencia técnica directa para brindar capacitaciones sobre género, diversidad; en la medida que fuera esto posible

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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:

Ver Prodoc - Sección Estrategia y SES
El proyecto incorpora la sostenibilidad ambiental, al canzando a todas las actividades planificadas, promoviendo el uso sustentable de los recursos existentes y el desarrollando propuestas de estrategias urbanas sostenibles que reduzcan los efectos del cambio climático.

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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 Prodoc Sección Estrategia y SES

List of Uploaded Documents

#	File Name	Risk Category	Risk Requirements	Document Status	Modified By	Modified On
1	SESP 2100 3Muni Cba.docx_8778_110 (https://intranet.undp.org/apps/ProjectQA/Form Documents/SESP21003MuniCba.docx_8778_110.pdf)	Low		Final	mercedes.ansotegui@undp.org	6/29/2021 7:16:00 PM

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:

Ver Prodoc - Sección Marco de Resultados, Plan Anual de Trabajo y Marco de Monitoreo

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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:

Ver Prodoc - Sección Arreglos de Gestión, Riesgos y Anexo 5 Terminos de Referencia.

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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 Prodoc Sección Riesgos y Anexo 3 Tabla de Riesgos y Ponderaciones

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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:

Ver Prodoc Sección Gestión del Proyecto

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 Prodoc Sección Plan Anual de Trabajo y Plan de Ingresos y Gastos

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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 Prodoc Sección Plan Anual de Trabajo y Plan de Ingresos y Gastos

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No documents available.			

Effective

Quality Rating: **Highly Satisfactory**

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:

Ver Prodoc Sección Partes Relacionadas

List of Uploaded Documents

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No documents available.			

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 Prodoc Sección Arreglos de Gestión y Marco de Monitoreo

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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:

Ver Prodoc Sección Estrategia, Plan anual de trabajo y SES

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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:

Ver Prodoc Sección Arreglos de Gestión y Contexto Legal y Gestión de Riesgos

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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:

Ver Prodoc Seccion Arreglos de Gestión. Adicionalmente se está efectuando la microevaluación y evaluación ex ante cuyos resultados brindarán mayor información de las necesidades de desarrollo de capacidades.

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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:

Ver Prodoc - Sección Arreglos de Gestión y Gobernanza , Resultados y Alianzas

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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:

Ver documento de proyecto - sección sostenibilidad y escalamiento

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No documents available.

QA Summary/LPAC Comments
