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Project QA Assessment: Design and Appraisal (For IP-RINEG)

Strategic

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.

***Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative question under the information icon for these cases.**

***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) - Characters: 2000*

In designing this IP, background information was analyzed, drawing on lessons from the previous IP. A session within the R&IG cluster outlined the proposed 'Theory of Change', which prioritizes strengthening institutions, embedding resilience lessons, and fostering inclusive mechanisms by engaging communities, the private sector, and civil society. This approach enables adaptive capacity, youth upskilling, digitization, and innovative solutions for green and inclusive growth.

Ref: Section 1.2: Pp. 4-5

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 and adapts at least one Signature Solution. 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. 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.

***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) - Characters: 2000*

This IP aligned with the development directions of change under UNDP's Strategic Plan (2026-2029) as to ensure crisis resilience a) institutions and people will be better prepared to prevent, respond to and recover from crises while sustaining long-term development b) Stabilization, recovery, and reconstruction efforts resulted in c) improved access to essential services and infrastructure, d) revitalized local economies, successful reintegration of ex combatants, and e) reduced social

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tensions among crisis-affected populations. Moreover, aligned with three accelerators a) digital and AI transformation, b) gender equality, and c) sustainable finance.

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

☒ YES

☐ NO

***Note: Project QA cannot be approved by Project QA Approver when the response is "No".**

** Evidence (Enter a short explanation or upload a document that provides evidence for your response) - Characters: 2000*

This IP aligns with UNDP CPD Outcomes 1 and 2 (2022–2026), with a stronger focus on Outcome 1. In its design, analysis was undertaken on the role of UNDP and potential partners. The IP primarily supports the development of the necessary project, and UNDP will mobilize resources to scale and expand activities as required

Ref: Section: Information, Pp. 1 and Section II: Management Arrangement, Pp. 8-9

Relevant

4. Does the project identify target groups, and particularly those marginalized, vulnerable and left further behind (LNOB)

☐ 3: The LNOB target groups are clearly specified, rioritizing discriminated, and marginalized groups left furthest behind, identified through a rigorous process based on evidence.

☒ 2: The LNOB target groups are clearly specified, prioritizing groups left furthest behind.

☐ 1: The LNOB target groups are not clearly specified.

***Note: Risk management must be done for criteria with score of 1. Projects that build institutional capacity should still identify targeted groups to justify support.**

** Evidence (Enter a short explanation or upload a document that provides evidence for your response) – Characters: 2000*

Under Output 2 (Activities 2 and 3), this IP will primarily support vulnerable communities in disaster recovery. While designed to address needs arising from potential disasters, the recovery support will place strong emphasis on LNOB, which will be seriously considered throughout implementation.

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.

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

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** Evidence (Enter a short explanation or upload a document that provides evidence for your response) – Characters: 2000*

In the design phase of this IP, a day-long consultation was held with the RIG (Resilience and Inclusive Growth) cluster, joined by team members from the Democratic Governance (DG) cluster, the CO Economist, and the Green Growth Specialist, under the leadership of CO Senior Management. The consultation outlined three broader thematic programmatic priorities for the RIG cluster, which are reflected in this IP design. These priorities were shaped by lessons learned from the implementation of the previous IPs.

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.

***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) – Characters: 2000*

In this IP, potential partners have been clearly identified, primarily within the national government, including various ministries and departments. The document also outlines the engagement processes with these partners, emphasizing their roles in supporting implementation and ensuring effective coordination across institutional levels

Ref: Section II: Management Arrangement, Pp. 8

Principled

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)

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☐ 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

***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) - Characters: 2000

This IP will support various disaster recovery, environmental, circular-economy, and biodiversity-related initiatives to mitigate environmental degradation while creating sustainable opportunities. In a climate-vulnerable context, it safeguards fundamental human rights to a clean, healthy, and sustainable environment, while disaster recovery efforts ensure marginalized groups can access housing, livelihoods, and protection. Moreover, human rights-related issues were also identified in the project SESP.

Ref: Project SESP

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.

***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) - Characters: 2000*

This IP project will be implemented over 18 months to develop essential project documents on environment, disaster management, and circular economy. Detailed gender analyses will be conducted for each project as required. However, while designing this IP, gender dimensions have been considered in all aspects, including the beneficiary selection.

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)

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☐ 1: Sustainability and resilience dimensions and impacts were not adequately considered.

***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) - Characters: 2000*

This IP focuses on resilience and ecosystem issues, primarily developing projects to support ecosystem management and assist vulnerable communities in recovering from disaster-related shocks. It will also implement risk-informed early action, promote community-based adaptation practices (EW4All), and advance climate-adaptive recovery and reconstruction by improving access to WASH infrastructure and services in six flood-affected areas.

Ref: Output 2: Activities 2 and 3, Pp. 6

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 the preparation and dissemination of reports and communication materials; organization of events, workshops, or training; strengthening capacities of partners to participate in international negotiations and conferences; partnership coordination (including UN coordination) and management of networks; and global/regional projects with no country-level activities as well as Development Effectiveness projects and Institutional Effectiveness projects. [If yes, upload the completed checklist. If SESP is not required, Select all exemption criteria that apply.]

☒ Yes

☐ No

☐ SESP not required because project consists solely of (Select all exemption criteria that apply)

*Applicable only to option "SESP not required"

☐ 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

☐ 7: Development Effectiveness projects and Institutional Effectiveness projects

***Note: Project QA cannot be approved by Project QA Approver when the response is "No".**

** Evidence (Enter a short explanation or upload a document that provides evidence for your response) - Characters: 2000*

A SESP has been conducted for this IP (Ref: SESP)

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Management & Monitoring

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)

***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) - Characters: 2000*

This IP project includes a detailed workplan with outputs, activities, and corresponding result indicators, along with baselines and targets. In line with its monitoring procedures, a comprehensive M&E plan will be developed within two months of implementation, incorporating relevant indicators, data collection frequency, data sources, assumptions, and risk considerations

Ref: Section III: Monitoring, Pp. 10-11

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.

***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) - Characters: 2000*

This IP will be governed by a Project Advisory Board, chaired by the UNDP Resident Representative or Deputy Resident Representative, which will include representatives from project stakeholders. The Project Board will provide management guidance, approve project plans and revisions, and oversee evaluations to ensure quality, accountability, and learning. It will also confirm the

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appointment and responsibilities of the Project/Output Manager and any delegation of Project Assurance roles

Ref: Section II: Management Arrangement, Pp. 8

13. Have the project risks been identified using the risk assessment tools (Project Quality Assurance, Social and Environmental Screening Procedure, Partner Capacity Assessment Tool, Harmonized Approach to Cash Transfer, Private Sector Due Diligence, etc., if applicable), 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 register, 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 register 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 register, 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.

***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) - Characters: 2000*

Risk issues are identified in the IP document (Ref: Section II: Management Arrangement, Pp. 10), and a SESP has been prepared for this project, and a Risk Log will be developed accordingly. The Risk Log will be updated quarterly with status and mitigation measures, which will also be reflected in the QPR.

Efficient

14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design?

☒ 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) - Characters: 2000*

The project will utilize Long-Term Agreements (LTAs) to procure the necessary services, ensuring efficiency and cost-effectiveness. By leveraging LTAs, the project can streamline procurement processes, reduce administrative burdens, and secure competitive rates, thereby optimizing resources while maintaining quality and timely delivery of services.





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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.

***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) - Characters: 2000*

A multi-year budget has been prepared and added to this IP document

Ref: Section IV: Work Plan

16. Is the Country Office / Regional / 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.

***Note: Risk management must be done for criteria with score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.**

** Evidence (Enter a short explanation or upload a document that provides evidence for your response) - Characters: 2000*

Yes, DES will cover the cost recovery from this IP.

Effective

17. Have targeted groups, and particularly those marginalized, vulnerable, and left further behind (LNOB), been engaged in the design of the project?

☐ 3: Credible evidence that all targeted groups, prioritising discriminated, vulnerable 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

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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

***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) - Characters: 2000*

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

***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) - Characters: 2000*

The project has a work plan and will prepare a detailed M&E plan to track progress. Any requirements arising from M&E findings will be addressed through course corrections, subject to approval by the Project Advisory Board.

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

***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) - Characters: 2000*

All outputs of this IP are classified as GEN2. Its primary contribution lies in developing project documents, within which gender issues will be duly considered and incorporated.

20. Have societal digital risks and opportunities been taken into account when designing the project's approach and have digital or data technology solutions been considered to enhance the efficiency, effectiveness and scalability of project results?

☐ 3: To the extent possible, societal digital risks and opportunities have been investigated when designing the strategy and Theory of Change, and the potential use of digital or data technologies in project activities has been considered in line with UNDP's digital standards and data principles. (All must be true)

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☒ 2: Only the potential use of digital or data solutions in project activities has been considered in line with UNDP's digital standards and data principles, but there is no or limited evidence that aspects of inclusive digital societies have been considered in the design of the strategy or Theory of Change.

☐ 1: Neither societal digital risks and opportunities, nor digital or data technology solutions were specifically considered in the project design or, UNDP's digital standards and data principles are not taken into account when intending to use digital or data technology solutions in project activities.

☐ Digital considerations are not relevant to this project.

*Applicable only to option "Digital considerations are not relevant"

☐ 1: Societal digital transformation is not a government or contextual priority

☐ 2: A non-digital approach yields higher effectiveness and efficiency

☐ 3: Other (specify in the "Evidence" section)

***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) - Characters: 2000*

The document critically addresses digital issues, emphasizing the potential use of digital and data solutions in project activities in line with UNDP's digital standards and data principles. Under Output 5, it supports the government's objective of innovative and inclusive development through land data digitalization, converting land management information into a secure digital format. This process will empower people by ensuring inclusive and equitable access to the land information system, while enhancing service delivery and achieving cost savings

Ref: Output 5, Pp. 8

Sustainability & National Ownership

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

☐ 3: National / regional / global partners have full ownership of the country / regional / global 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.

***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) - Characters: 2000*

This project will mainly be implemented with the collaboration of national stakeholders.

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

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☐ 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

***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) - Characters: 2000*

23. 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

***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) - Characters: 2000*

24. 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

***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) - Characters: 2000*

This IP will serve as an incubator, preparing a range of projects and initiatives that address priority areas. Once developed, these projects and initiatives will be implemented independently, depending on the availability of resources and partnerships. By functioning as a catalyst, the IP ensures that innovative ideas are translated into actionable interventions, creating a pipeline of well-structured projects ready for scaling and integration into broader development efforts.

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[i] Please make sure that the approved **risk register** as **SESP** is provided with this PQA along with all **relevant evidence** (even if you have entered texts in response to the questions), which should be uploaded to the Quantum+. Otherwise, the PQA should not be approved.

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