

# Implementation and Monitoring Stage Quality Assurance Report

**Overall Project Rating :** Satisfactory

**Decision :** Continue as planned: The project is of sufficient quality to continue as planned. All management actions must be addressed in a timely manner.

**Project Number :** 00068663

**Project Title :** Promover y fortalecer las estrategias gubernamentales de la Subsecretaría de Gestión Administrativa de Innovación Pública para mejorar la atención al ciudadano y contribuir a la institucionalización de una gestión pública de calidad.

**Project Date :** 01-Jul-2012

## Strategic

Quality Rating: Exemplary

**1. Is the project pro-actively taking advantage of new opportunities, adapting its theory of change to respond to changes in the development context, including changing national priorities? (select the option from 1-3 that best reflects this project)**

- 3: *The project team completed and documented a horizon scanning exercise in the past year to identify new opportunities and changes in the development context that require adjustments in the theory of change. There is clear evidence that the project board has considered the implications, and documented changes to the project's theory of change, RRF, partnerships, etc. made in response, as appropriate. (both must be true to select this option)*
- 2: The project team has undertaken some horizon scanning in the past year to identify new opportunities and changes in the development context. The project board discussed the scanning and its implications for the project, as reflected in the board minutes. There is some evidence that the project took action as a result, but changes may not have been fully integrated in the project's theory of change, RRF, partnerships, etc.
- 1: The project team may have considered new opportunities and changes in the development context since implementation began, but this has not been discussed in the project board. There is limited to no evidence that the project team has considered changes to the project as a result. This option would also be selected if no horizon scanning has been done to date during project implementation.

### Evidence

En diciembre del 2015 el gobierno nacional modifico su estructura ministerial creado un Ministerio de Modernización. El mismo ha lanzado un ambicioso plan de modernización de la gestión pública, basado en 5 ejes de trabajo. Una parte importante de esos ejes son apoyados a través del proyecto, como por ejemplo la puesta en marcha de un plan de ciberseguridad que demanda una inversion aproximada de 30 millones de dólares.

**2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project)**

- 3: *The project responds to one of the three areas of development [work](#) as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging [areas](#); implementation is consistent with the issues-based analysis incorporated into the project design; and the project's RRF includes all the relevant SP output indicators. (all must be true to select this option)*
- 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 to select this option)
- 1: While the project may respond to one of the three areas of development [work](#) as specified in the Strategic Plan, it is based on a sectorial approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in the RRF. This option is also selected if the project does not respond to any of the three SP areas of development work.

**Evidence****Management Response**

EI  
proyecto esta totalmente alineado con las prioridades del PNUD, en particular porque se apoya los esfuerzos nacionales en materia de gobierno abierto y acceso a la información publica con la sanción de una nueva normativa nacional.

**3. Evidence generated through the project has been explicitly used to confirm or adjust the programme/CPD's theory of change.**

- Yes
- No

**Evidence**

EI  
proyecto fue revisado y se incorporaron mas ajustes reflejando una mejor teoría del cambio.

**Relevant****Quality Rating: Satisfactory**

**4. Are the project's targeted groups being systematically engaged, with a priority focus on the excluded and marginalized, to ensure the project remains relevant for them? (select the option from 1-3 that best reflects the project)**

- 3: Systematic and structured feedback has been collected over the past year from a representative sample of beneficiaries, with a priority focus on the excluded 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 to select this option)
- 2: *Targeted groups have been engaged in implementation and monitoring, with a priority focus on the excluded 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 to select this option)*
- 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

**Evidence****Management Response**

EI  
proyecto está anclado en la Subsecretaría de Coordinación administrativa y brinda apoyo a través de productos que se consensúan y determinan en consulta con las partes interesadas (otras áreas de Modernización pero también de Jefatura de Gabinete de Ministros). Esta retroalimentación es la base para la definición de las metas anuales que se reflejan en el documento de proyecto.

**5. Is the project generating knowledge – particularly lessons learned (i.e., what has worked and what has not) – and has this knowledge informed management decisions and changes/course corrections to ensure the continued relevance of the project towards its stated objectives, the quality of its outputs and the management of risk? (select the option from 1-3 that best reflects the project)**

- 3: Knowledge and lessons learned backed (gained, for example, from Peer Assists, After Action Reviews or Lessons Learned Workshops) 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 the project's theory of change has been adjusted, as needed, and changes were made to the project to ensure its continued relevance. (both must be true to select this option)
- 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 to select this option)*
- 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.

**Evidence****Management Response**

Ei

proyecto incluye un producto relacionado con la gestión y el seguimiento del proyecto. Entre sus actividades se destacan el monitoreo de las actividades y de las metas acordadas con las partes interesadas. Este área produce información que alimenta el proceso de toma de decisiones.

**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. (select the option from 1-3 that best reflects the project)**

- 3: The project team has systematically gathered data and evidence through project monitoring on the relevance of the measures to address gender inequalities and empowering women. Analysis of data and evidence were used to inform adjustments and changes, as appropriate. (both must be true to select this option)
- 2: *The project team has some data and evidence on the relevance of the measures to address gender inequalities and empowering women. There is evidence that at least some adjustments were made, as appropriate. (both must be true to select this option)*
- 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 being made. This option should also be selected if the project has no measures to address gender inequalities and empowering women relevant to the project results and activities.

**Evidence****Management Response**

Uno

de los componentes del proyecto se relaciona con la promoción de valores orientados a promover la equidad de género. En la revisión E se propuso continuar con las mismas a pesar de que el área con competencia en el PEN quedó radicada en la Jefatura de Gabinete de Ministros.

**7. Is the project sufficiently at scale, or is there potential to scale up in the future, to meaningfully contribute to development change? (select the option from 1-3 that best reflects the project)**

- 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.

**Evidence**

EI

proyecto trabaja con todas las áreas del Ministerio de Modernización e incluso brinda asistencia a otras áreas clave del Poder Ejecutivo Nacional como es la Jefatura de Gabinete de Ministros de la Nación y el Ministerio de Salud de la Nación para las actividades relacionadas con telemedicina.

## Social & Environmental Standards

Quality Rating: Satisfactory

### 8. Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project)

- 3: Credible evidence that the project furthers the realization of human rights, on the basis on applying a human rights based approach. Any potential adverse impacts on enjoyment of human rights are actively identified, managed and mitigated through the project's management of risks. (all must be true to select this option)
- 2: *Some evidence that the project furthers the realization of human rights. Potential adverse impacts on the enjoyment of human rights have been identified, and are adequately mitigated through the project's management of risks.*
- 1: No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights are managed.

#### Evidence

#### Management Response

por tratarse de un proyecto de incorporación de TICs a la gestión pública existe una fuerte vinculación con la promoción de los derechos humanos, en particular con el uso adecuado de los datos personales de los beneficiarios de las políticas públicas y sociales en particulares. Este proyecto tiene una responsabilidad importante en este campo siendo que provee servidores que alojan datos personales a más de 30 organismos estatales. Durante un tiempo, además, el proyecto ha apoyado la promoción de la equidad de género. Estas actividades se definen en conjunto con el Comité Ejecutivo para la Lucha contra la Trata y Explotación de Personas y la protección y asistencia a las víctimas.

### 9. Are social and environmental impacts and risks (including those related to human rights, gender and environment) being successfully managed and monitored in accordance with project document and relevant action plans? (for projects that have no social or environmental risks the answer is "Yes")

- Yes
- No

#### Evidence

En todas las revisiones se actualizan los riesgos, los cuales permanecen estables desde la aprobación del proyecto.

**10. Are unanticipated social and environmental issues or grievances that arise during implementation assessed and adequately managed, with relevant management plans updated? (for projects that have not experienced unanticipated social and environmental risks or grievances the answer is “Yes”)**

- Yes
- No

#### Evidence

No se cuenta con antecedentes de quejas formales por parte de los grupos de interés en este campo.

### Management & Monitoring

Quality Rating: Satisfactory

**11. Is the project's M&E Plan being adequately implemented? (select the option from 1-3 that best reflects the project)**

- 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 to select this option)*
- 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 to select this option)
- 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.

#### Evidence

Un producto del PRODOC se relaciona con la gestión y el seguimiento del proyecto. Los costos están asignados, definidos e imputados contra ese producto.

#### Management Response

**12. Is project's governance mechanism (i.e., the project board or equivalent) functioning as intended? (select the option from 1-3 that best reflects the project)**

- 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.

**Evidence****Management Response**

Se mantienen reuniones regulares con la Direccion del proyecto, en donde se analizan los avances y desafios de las principales actividades y procesos de adquisiciones del proyecto.

**13. Are risks to the project adequately monitored and managed? (select the option from 1-3 that best reflects the project)**

3: The project has actively monitored risks every quarter including consulting with key stakeholders at least once in the past year to identify continuing and emerging risks to project implementation 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 to select this option)

2: *The project has monitored risks every quarter, 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 every quarter as required. There may be some evidence that the project has monitored risks that may affect the project's achievement of results, but there is no explicit evidence that management actions have been taken to mitigate risks.

**Evidence****Management Response**

Se mantiene reuniones regulares con la Direccion y la coordinaci3n del proyecto. asi mismo, se concreto una asistencia t3cnica durante el 2017 por parte del PNUD, la cual fue aceptada y renovada por parte del proyecto dado el alto valor agregado de la misma.

**Efficient****Quality Rating: Satisfactory****14. 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

**Evidence**

El proyecto cuenta con el financiamiento para sus actividades. Incluso el financiamiento esta asegurado para la principal actividad de adquisiciones del a1o 2018.

**15. Are project inputs procured and delivered on time to efficiently contribute to results? (select the option from 1-3 that best reflects the project)**

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 to select this option)

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 to select this option)*

- 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.

#### Evidence

#### Management Response

El proyecto cuenta con un plan de adquisiciones actualizado. Sin embargo dado que la modalidad de LTA esta sufriendo algunas modificaciones y cambios que implican un cambio en las reglas del juego, las mismas están retrasando el proceso de adquisiciones.

#### 16. Is there regular monitoring and recording of cost efficiencies taking into account the expected quality of results? (select the option from 1-3 that best reflects the project)

- 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 to select this option)
- 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.

#### Evidence

El proyecto ha realizando un uso apropiado del sistema de adquisiciones a través de LTA. Sin embargo el acceso a información es bastante limitado y eso impide al proyecto realizar una evaluación en terminas de costos y oportunidades.

Effective

Quality Rating: Satisfactory

#### 17. Is the project on track to deliver its expected outputs?

- Yes
- No

#### Evidence

se espera que este año el proyecto inicie la actividad mas critica en la vida del proyecto como es la adquisición de materiales para el plan de ciberseguridad. Decisiones que están por fuera del alcance del proyecto pueden retrasar este objetivo.

#### 18. 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? (select the option from 1-3 that best reflects the project)

- 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 to select this option)
- 2: *There has been at least one review of the work plan during the 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.

**Evidence****Management Response**

Durante el 2017 se llevo a cabo una revision del plan de trabajo.

**19. Are targeted groups being systematically identified and engaged, prioritizing the marginalized and excluded, to ensure results are achieved as expected? (select the option from 1-3 that best reflects the project)**

- 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 to select this option)
- 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 to select this option)
- 1: The project does not report on specific targeted groups. There is no evidence to confirm that project beneficiaries are populations have capacity needs or 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*

**Evidence**

El proyecto no trabaja con grupos marginales. Sin embargo, se ha solicitado en varias oportunidades que el proyecto explique como aborda a las personas con poca o ninguna conectividad tecnologica para hacer frente a la brecha digital en la Argentina. actual.

**20. Are at least 40 per cent of the personnel hired by the project, regardless of contract type, female?**

- Yes
- No

**Evidence**

EI  
42% del personal contratado son mujeres

### Sustainability & National Ownership

Quality Rating: Satisfactory

#### 21. Are stakeholders and national partners fully engaged in the decision-making, implementation and monitoring of the project? (select the option from 1-3 that best reflects 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 to select this option)
- 2: *National systems (i.e., procurement, monitoring, evaluation, etc.) are used in combination with other support (such as country office support or project systems) to implement and monitor the project, as 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 to select this option)*
- 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

#### Evidence

#### Management Response

Todos los resultados del proyecto son discutidos con los responsables de las diferentes áreas (secretarías o subsecretarías) que forman parte del Ministerio de Modernización o de la JGM. Sobre la base de ese consenso, se establecen los resultados a alcanzar en el año.

#### 22. There is regular monitoring of changes in capacities and performance of national institutions and systems relevant to the project. The implementation [arrangements](#) have been adjusted according to changes in partner capacities. (select the option from 1-3 that best reflects the project)

- 3: In the past year, changes in capacities and performance of national institutions and systems have been comprehensively assessed/monitored using clear indicators, rigorous methods of data collection and credible data sources including 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 to select this option)
- 2: *In the past year, 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 HACT assurance activities. Some adjustment has been made to implementation arrangements if needed to reflect changes in partner capacities. (both must be true to select this option)*
- 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

#### Evidence

#### Management Response

EI  
proyecto recibió la microevaluación en el 2015, cuando el proyecto migró de la Jefatura de Gabinete al Ministerio de Modernización.

**23. The transition and phase-out arrangements are reviewed regularly and adjusted according to progress (including financial commitments and capacity). (select the option from 1-3 that best reflects the project)**

- 3: *The project's governance mechanism has reviewed the project's sustainability plan in the past year, 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 to select this option)*
- 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.

#### Evidence

#### Management Response

Se ha puesto especial relevancia al asunto, pues la cantidad de consultores contratados en el pasado se ha reducido de una manera constante en los últimos años. De igual manera, se planea aumentar la cantidad de consultores en algunos productos y luego habrá un gradual descenso, incorporando cuando es posible los consultores a la planta del Ministerio.

#### QA Summary/Project Board Comments: