

# Closure Stage Quality Assurance Report

**Form Status: Approved**

<b>Overall Rating:</b>	Satisfactory
<b>Decision:</b>	
<b>Portfolio/Project Number:</b>	00087236
<b>Portfolio/Project Title:</b>	Fortalecimiento Estado Plurinacional Autonomico
<b>Portfolio/Project Date:</b>	2017-01-01 / 2021-06-30

**Strategic**

**Quality Rating: Satisfactory**

1. Did the project pro-actively identified changes to the external environment and incorporated them into the project strategy?

- ☐ 3: The project team identified relevant changes in the external environment that may present new opportunities or threats to the project's ability to achieve its objectives, assumptions were tested to determine if the project's strategy was valid. There is some evidence that the project board considered the implications, and documented the changes needed to the project in response. (all must be true)
- ☒ 2: *The project team 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 did not fully integrate in the project. (both must be true)*
- ☐ 1: The project team considered relevant changes in the external environment since implementation began, but there is no evidence that the project team considered these changes to the project as a result.

**Evidence:**

La reunión de la Junta Directiva de Proyecto, analizó los alcances de los resultados alcanzados por el Proyecto durante la gestión 2019, los alcances del Plan de Trabajo para la Gestión 2020, las lecciones aprendidas y buenas prácticas recopiladas de la ejecución del Proyecto, las metas y el presupuesto asignado para su implementación y el análisis de riesgos y los resultados del monitoreo de las actividades de implementación del proyecto. En esta reunión se presentó un balance de los avances y desafíos del proceso autonómico; todo ello además como parte integral del análisis de sostenibilidad de los resultados e impactos alcanzados.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	InformefinalEVALUACIONDEMEDIOTERMINO_5798_301 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/InformefinalEVALUACIONDEMEDIOTERMINO_5798_301.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/InformefinalEVALUACIONDEMEDIOTERMINO_5798_301.docx</a> )	monica.pacheco@undp.org	8/18/2020 11:01:00 PM
2	ActaJuntaDirectiva9-3-20_5798_301 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ActaJuntaDirectiva9-3-20_5798_301.doc">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ActaJuntaDirectiva9-3-20_5798_301.doc</a> )	monica.pacheco@undp.org	8/27/2020 4:09:00 PM
3	Consultorialeccionesaprendidasybuenaspracticas_5798_301 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Consultorialeccionesaprendidasybuenaspracticas_5798_301.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Consultorialeccionesaprendidasybuenaspracticas_5798_301.docx</a> )	monica.pacheco@undp.org	8/27/2020 4:10:00 PM

2. Was the project aligned with the thematic focus of the Strategic Plan?

- ☐ 3: The project responded to at least one of the development settings as specified in the Strategic Plan (SP) and adopted at least one Signature Solution. The project's RRF included all the relevant SP output indicators. (all must be true)
- ☒ 2: *The project responded to at least one of the developments settings1 as specified in the Strategic Plan. The project's RRF included at least one SP output indicator, if relevant. (both must be true)*
- ☐ 1: While the project may have responded to a partner's identified need, 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:**

En el Marco de resultados de la gestión 2019 se contempla el alineamiento del Proyecto al Plan Estratégico, Documento de Complementariedad para vivir bien en Bolivia (UNDAF) y Documento de País del PN UD.

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No documents available.			

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

3. Were the project's targeted groups systematically identified and engaged, with a priority focus on the discriminated and marginalized, to ensure the project remained relevant for them?

- ☐ 3: Systematic and structured feedback was collected over the project duration 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 were 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 were engaged in implementation and monitoring, with a priority focus on the discriminated and marginalized. Beneficiary feedback, which may be anecdotal, was collected regularly to ensure the project addressed local priorities. This information was used to inform project decision making. (all must be true to select this option)*
- ☐ 1: Some beneficiary feedback may have been collected, but this information did not inform project decision making. This option should also be selected if no beneficiary feedback was collected
- ☐ Not Applicable

**Evidence:**

Durante la vigencia del proyecto, los beneficiarios e senciales del mismo, es decir, la población indígena originario campesina y la población urbana de los territorios de las AIOC, estuvieron directamente involucrados en las acciones del proyecto, habiéndose reconocido de forma permanente la representación originaria de las comunidades y se promovió de forma p articular la participación de mujeres y jóvenes.

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1	INFORMEFINALDEGESTION2017_5798_303 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/INFORMEFINALDEGESTION2017_5798_303.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/INFORMEFINALDEGESTION2017_5798_303.docx</a> )	monica.pacheco@undp.org	8/18/2020 11:04:00 PM
2	INFORMEFINALDEGESTION2018_5798_303 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/INFORMEFINALDEGESTION2018_5798_303.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/INFORMEFINALDEGESTION2018_5798_303.docx</a> )	monica.pacheco@undp.org	8/18/2020 11:06:00 PM
3	INFORMEFINALDEGESTION2019_5798_303 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/INFORMEFINALDEGESTION2019_5798_303.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/INFORMEFINALDEGESTION2019_5798_303.docx</a> )	monica.pacheco@undp.org	8/18/2020 11:06:00 PM
4	INFORMENARRATIVOFINALTOTAL10-08-20_5798_303 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/INFORMENARRATIVOFINALTOTAL10-08-20_5798_303.odt">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/INFORMENARRATIVOFINALTOTAL10-08-20_5798_303.odt</a> )	monica.pacheco@undp.org	8/18/2020 11:06:00 PM

4. Did the project generate 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 were 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, were 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 were collected by the project team. There is little or no evidence that this informed project decision making.

#### Evidence:

Tal como se reconoce en la Evaluación de Medio Término, así como en el análisis de lecciones aprendidas y buenas prácticas, trabajados por el equipo del proyecto y las autoridades institucionales y sociales de las AIOC, se identifican de manera clara los aportes del Proyecto así como las agendas de temas pendientes en diferentes dimensiones demandadas para la consolidación de las AIOC. Todos estos análisis están respaldados por medios de verificación según corresponda. (Ver también Documento de Informe Final de la Consultoría sobre Lecciones Aprendidas y Buenas Prácticas e Informe de Evaluación de Medio Término).

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#	File Name	Modified By	Modified On
1	InformefinalEVALUACIONDEMEDIOTERMINO_5798_304 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/InformefinalEVALUACIONDEMEDIOTERMINO_5798_304.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/InformefinalEVALUACIONDEMEDIOTERMINO_5798_304.docx</a> )	monica.pacheco@undp.org	8/18/2020 11:13:00 PM

5. Was the project sufficiently at scale, or is there potential to scale up in the future, to meaningfully contribute to development change?

- ☒ 3: *There was credible evidence that the project reached 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 was not considered 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 was not at scale, and there are no plans to scale up the project in the future.

**Evidence:**

La Evaluación de Medio Término identifican con claridad los beneficios del Proyecto tanto al interior de las AIOC como en el entramado institucional del Estado boliviano. Esto también se encuentra reflejado en el material de análisis del proceso autonómico producido en el marco del Proyecto con participación de actores de diferentes ámbitos como el académico, institucional, indígena y otros.

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1	InformefinalEVALUACIONDEMEDIOTERMINO_5798_305 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/InformefinalEVALUACIONDEMEDIOTERMINO_5798_305.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/InformefinalEVALUACIONDEMEDIOTERMINO_5798_305.docx</a> )	monica.pacheco@undp.org	8/18/2020 11:49:00 PM

**Principled****Quality Rating: Satisfactory**

6. Were the project's measures (through outputs, activities, indicators) to address gender inequalities and empower women relevant and produced the intended effect? If not, evidence-based adjustments and changes were made.

- ☒ **3: The project team 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 had 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 had 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.**

**Evidence:**

Durante la vigencia del proyecto se mantuvo como prioridad permanente el componente de género y jóvenes. Por ello, en los documentos esenciales de planificación, análisis y seguimiento, incorporaron criterios y enfoques importantes para el empoderamiento de estos grupos. De manera concreta se promovió su incorporación formal en procesos de toma de decisiones pero sobre todo como parte formal de los esquemas de autoridades electas y de la sociedad civil relevantes a la gestión institucional de las AIOCs.

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#	File Name	Modified By	Modified On
1	PEIGAIOCCharagua_5798_306 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/PEIGAIOCCharagua_5798_306.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/PEIGAIOCCharagua_5798_306.pdf</a> )	monica.pacheco@undp.org	8/18/2020 11:51:00 PM
2	PGTCCharagua_5798_306 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/PGTCCharagua_5798_306.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/PGTCCharagua_5798_306.pdf</a> )	monica.pacheco@undp.org	8/18/2020 11:53:00 PM

7. Were social and environmental impacts and risks successfully managed and monitored?

- ☐ 3: Social and environmental risks were 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 is a substantive change to the project or change in context that affects risk levels, the SESP was updated to reflect these changes. (all must be true)
- ☒ 2: *Social and environmental risks were 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 was categorized as Low risk through the SESP.*
- ☐ 1: Social and environmental risks were tracked in the risk log. For projects categorized as High or Moderate Risk, there was no evidence that social and environmental assessments completed and/or management plans or measures development, implemented or monitored. There are substantive changes to the project or changes in the context but SESP was not updated. (any may be true)

**Evidence:**

El riesgo social y ambiental fue monitoreado anualmente. Se dio especial énfasis al análisis de riesgos sociales dada la naturaleza constitucional, política y de reivindicación social del proceso autonómico.

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8. Were grievance mechanisms available to project-affected people and were grievances (if any) addressed to ensure any perceived harm was effectively mitigated?

- ☐ 3: Project-affected people actively informed of UNDP's Corporate Accountability Mechanism (SRM/SECU) and how to access it. If the project was categorized as High or Moderate Risk through the SESP, a project -level grievance mechanism was in place and project affected people informed. If grievances were received, they were effectively addressed in accordance with SRM Guidance. (all must be true)
- ☒ 2: *Project-affected people informed of UNDP's Corporate Accountability Mechanism and how to access it. If the project was categorized as High Risk through the SESP, a project -level grievance mechanism was in place and project affected people informed. If grievances were received, they were responded to but faced challenges in arriving at a resolution.*
- ☐ 1: Project-affected people was not informed of UNDP's Corporate Accountability Mechanism. If grievances were received, they were not responded to. (any may be true)

**Evidence:**

Si bien el proyecto no contó con un Programa o componente específico sobre el impacto ambiental, los informes periódicos acerca de los mecanismos de gestión y seguimiento ambiental, fueron siempre un tema que se consideraba en las reuniones de coordinación y seguimiento del proyecto.



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1	InformeNarrativoFinalAIOC_5798_308 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/InformeNarrativoFinalAIOC_5798_308.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/InformeNarrativoFinalAIOC_5798_308.pdf</a> )	monica.pacheco@undp.org	8/27/2020 4:48:00 PM

### Management & Monitoring

Quality Rating: **Satisfactory**

9. Was the project's M&E Plan adequately implemented?

- ☐ 3: The project had a comprehensive and costed M&E plan. Baselines, targets and milestones were fully populated. Progress data against indicators in the project's RRF was 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, included during evaluations and/or After-Action Reviews, were used to take corrective actions when necessary. (all must be true)
- ☒ 2: *The project costed M&E Plan, and most baselines and targets were populated. Progress data against indicators in the project's RRF was collected on a regular basis, although there was may be some slippage in following the frequency stated in the Plan and data sources was not always reliable. Any evaluations conducted, if relevant, met most decentralized evaluation standards. Lessons learned were captured but were used to take corrective actions. (all must be true)*
- ☐ 1: The project had M&E Plan, but costs were not clearly planned and budgeted for, or were unrealistic. Progress data was not regularly collected against the indicators in the project's RRF. Evaluations did not meet decentralized evaluation standards. Lessons learned were rarely captured and used. Select this option also if the project did not have an M&E plan.

**Evidence:**

Como es natural, en un proyecto con poblaciones con características particulares como son los Nacion es y Pueblos Indígena Originario Campesinas de Bolivia, el seguimiento y monitoreo requiere tomar en cuenta estas características para no incurrir en una invasión y desconocimiento de los usos, costumbres, normas y procedimientos propios de estas comunidades. Por ello, se implementó un Plan de Seguimiento y Monitoreo muy flexible y adaptado a las condiciones socioculturales de los pueblos indígenas, que consistió básicamente en un permanente contacto y en la generación de espacios de intercambio de información de experiencias en reuniones con participación del conjunto de las entidades territoriales, tanto las que ya se encuentran vigentes, como a aquellas que se encuentran en trámite para su acceso al régimen de las autonomías indígena originario campesinas.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	INFORMENARRATIVOFINALTOTAL10-08-20_5798_309 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/INFORMENARRATIVOFINALTOTAL10-08-20_5798_309.odt">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/INFORMENARRATIVOFINALTOTAL10-08-20_5798_309.odt</a> )	monica.pacheco@undp.org	8/19/2020 12:29:00 AM

10. Was the project's governance mechanism (i.e., the project board or equivalent) function as intended?

- ☐ 3: The project's governance mechanism operated well, and was a model for other projects. It met in the agreed frequency stated in the project document and the minutes of the meetings were all on file. There was 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 reviewed and used 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 met in the agreed frequency and minutes of the meeting are on file. A project progress report was submitted to the project board or equivalent at least once per year, covering results, risks and opportunities. (both must be true to select this option)*
- ☐ 1: The project's governance mechanism did not meet in the frequency stated in the project document over the past year and/or the project board or equivalent was not functioning as a decision-making body for the project as intended.

**Evidence:**

Tal como se evidencia en los documentos que acompañan este reporte, se cumplieron las reuniones, (mecanismo de gobernanza del proyecto Comité Técnico o Junta Directiva) con la frecuencia acordada y las actas de la reunión están archivadas en la base documental del PNUD. Se presentó un informe de progreso del proyecto a la junta del proyecto o equivalente al menos una vez al año, que cubre resultados, riesgos y oportunidades. ( Ver evidencia: Informe Final del Proyecto; Actas de Reuniones del Comité Técnico/Junta Directiva)

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#	File Name	Modified By	Modified On
1	ACTAAPROBACIONPRODOC24-01-2017_5798_310 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ACTAAPROBACIONPRODOC24-01-2017_5798_310.PDF">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ACTAAPROBACIONPRODOC24-01-2017_5798_310.PDF</a> )	monica.pacheco@undp.org	8/27/2020 4:18:00 PM
2	ACTACOMITETECNICO02-04-2019_5798_310 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ACTACOMITETECNICO02-04-2019_5798_310.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ACTACOMITETECNICO02-04-2019_5798_310.docx</a> )	monica.pacheco@undp.org	8/27/2020 4:18:00 PM
3	ACTACOMITETECNICOPROYECTO9433709-04-2018_5798_310 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ACTACOMITETECNICOPROYECTO9433709-04-2018_5798_310.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ACTACOMITETECNICOPROYECTO9433709-04-2018_5798_310.pdf</a> )	monica.pacheco@undp.org	8/27/2020 4:19:00 PM
4	ACTACOMITETECNICOPROYECTO9433723-10-2017_5798_310 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ACTACOMITETECNICOPROYECTO9433723-10-2017_5798_310.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ACTACOMITETECNICOPROYECTO9433723-10-2017_5798_310.docx</a> )	monica.pacheco@undp.org	8/27/2020 4:19:00 PM
5	ACTADELAREUNIONCOMITETECNICO02-04-2019_5798_310 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ACTADELAREUNIONCOMITETECNICO02-04-2019_5798_310.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ACTADELAREUNIONCOMITETECNICO02-04-2019_5798_310.docx</a> )	monica.pacheco@undp.org	8/27/2020 4:20:00 PM
6	ActaJuntaDirectiva9-3-20_5798_310 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ActaJuntaDirectiva9-3-20_5798_310.doc">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ActaJuntaDirectiva9-3-20_5798_310.doc</a> )	monica.pacheco@undp.org	8/27/2020 4:20:00 PM

11. Were risks to the project adequately monitored and managed?

- ☐ 3: The project monitored risks every quarter and consulted with the key stakeholders, security advisors, to identify continuing and emerging risks to assess if the main assumptions remained valid. There is clear evidence that relevant management plans and mitigating measures were fully implemented to address each key project risk and were updated to reflect the latest risk assessment. (all must be true)
- ☒ 2: *The project monitored risks every year, as evidenced by an updated risk log. Some updates were made to management plans and mitigation measures.*
- ☐ 1: The risk log was not updated as required. There was may be some evidence that the project monitored risks that may affected the project's achievement of results, but there is no explicit evidence that management actions were taken to mitigate risks.

**Evidence:**

Como se señala en los Informes de Gestión (anuales) correspondientes, se realizó permanentemente el seguimiento a la gestión e identificación de riesgos del proyecto. Esta tarea fue siempre compartidas con las contrapartes del proyecto. (Ver evidencia: Informes de gestión 2017, 2018, 2019 y 2020; Informe Final del proyecto)

**List of Uploaded Documents**

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No documents available.			

**Efficient**

**Quality Rating: Satisfactory**

12. Adequate resources were mobilized to achieve intended results. If not, management decisions were taken to adjust expected results in the project's results framework.

- ☒ Yes
- ☐ No

**Evidence:**

Está reconocido en las entrevistas realizadas en la Evaluación de Medio Término, así como en la documentación producida para sistematizar y analizar las lecciones aprendidas y buenas prácticas referidas al Proyecto.

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No documents available.			

13. Were project inputs procured and delivered on time to efficiently contribute to results?

- ☐ 3: The project had a procurement plan and kept it updated. The project quarterly reviewed operational bottlenecks to procuring inputs in a timely manner and addressed them through appropriate management actions. (all must be true)
- ☒ 2: *The project had updated procurement plan. The project annually reviewed operational bottlenecks to procuring inputs in a timely manner and addressed them through appropriate management actions. (all must be true)*
- ☐ 1: The project did not have an updated procurement plan. The project team may or may not have reviewed operational bottlenecks to procuring inputs regularly, however management actions were not taken to address them.

**Evidence:**

Los informes de gestión anuales dan cuenta de esta situación.

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#	File Name	Modified By	Modified On
No documents available.			

14. Was there regular monitoring and recording of cost efficiencies, taking into account the expected quality of results?

- ☐ 3: There is evidence that the project regularly reviewed costs against relevant comparators (e.g., other projects or country offices) or industry benchmarks to ensure the project maximized results delivered with given resources. The project actively coordinated with other relevant ongoing projects and initiatives (UNDP or other) to ensure complementarity and sought efficiencies wherever possible (e.g. joint activities.) (both must be true)
- ☒ 2: *The project monitored its own costs and gave anecdotal examples of cost efficiencies (e.g., spending less to get the same result,) but there was no systematic analysis of costs and no link to the expected quality of results delivered. The project coordinated activities with other projects to achieve cost efficiency gains.*
- ☐ 1: There is little or no evidence that the project monitored its own costs and considered ways to save money beyond following standard procurement rules.

#### Evidence:

Una forma de expresar evidencia en este punto es recurriendo a la información y seguimiento a los diferentes informes de actividades y/o planes de trabajo anuales. Asimismo, es importante revisar la ejecución presupuestaria reportada por año, valorar el nivel y la calidad de ejecución presupuestaria y por tanto, la política de costos. (Ver Informe Final del Proyecto e Informes de gestión 2017, 2018, 2019 y 2020)

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1	INFORMEFINALDEGESTION2017_5798_314 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/INFORMEFINALDEGESTION2017_5798_314.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/INFORMEFINALDEGESTION2017_5798_314.docx</a> )	monica.pacheco@undp.org	8/27/2020 4:51:00 PM
2	INFORMEFINALDEGESTION2018_5798_314 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/INFORMEFINALDEGESTION2018_5798_314.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/INFORMEFINALDEGESTION2018_5798_314.docx</a> )	monica.pacheco@undp.org	8/27/2020 4:51:00 PM
3	INFORMEFINALDEGESTION2019_5798_314 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/INFORMEFINALDEGESTION2019_5798_314.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/INFORMEFINALDEGESTION2019_5798_314.docx</a> )	monica.pacheco@undp.org	8/27/2020 4:52:00 PM
4	InformeNarrativoFinalAIOC_5798_314 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/InformeNarrativoFinalAIOC_5798_314.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/InformeNarrativoFinalAIOC_5798_314.pdf</a> )	monica.pacheco@undp.org	8/27/2020 4:52:00 PM

Effective

Quality Rating: Satisfactory

15. Was the project on track and delivered its expected outputs?

- ☒ Yes
- ☐ No

**Evidence:**

Los informes de gestión Anuales dan cuenta del logro de los resultados e impactos.

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No documents available.			

16. Were there regular reviews of the work plan to ensure that the project was on track to achieve the desired results, and to inform course corrections if needed?

- ☐ 3: Quarterly progress data informed regular reviews of the project work plan to ensure that the activities implemented were most likely to achieve the desired results. There is evidence that data and lessons learned (including from evaluations /or After-Action Reviews) were used to inform course corrections, as needed. Any necessary budget revisions were made. (both must be true)
- ☒ 2: *There was at least one review of the work plan per year with a view to assessing if project activities were on track to achieving the desired development results (i.e., outputs.) There may or may not be evidence that data or lessons learned were 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 were delivered on time, no link was made to the delivery of desired development results. Select this option also if no review of the work plan by management took place.

**Evidence:**

Las reuniones del Comité Técnico/Junta de Proyecto que analizaron periódicamente el avance de resultados, así como las reuniones de evaluación, análisis e intercambio de experiencias e información realizadas con las entidades territoriales autónomas y en trámite de conversión. (Ver evidencia: Actas de las reuniones del Comité Técnico/Junta Directiva; Informes de gestión anuales)

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17. Were the targeted groups systematically identified and engaged, prioritizing the marginalized and excluded, to ensure results were achieved as expected?

- ☐ 3: The project targeted 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 were reached as intended. The project engaged regularly with targeted groups over the past year to assess whether they benefited as expected and adjustments were made if necessary, to refine targeting. (all must be true)
- ☒ 2: *The project targeted 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 was some engagement with beneficiaries in the past year to assess whether they were benefiting as expected. (all must be true)*
- ☐ 1: The project did 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 is some engagement with beneficiaries to assess whether they benefited as expected, but it was limited or did not occurred in the past year.
- ☐ Not Applicable

#### Evidence:

: La elaboración de Planes de Gestión Territorial Comunitaria (PGTC), de Planes Estratégicos Institucionales (PEI) y de los Propios Planes Operativos Anuales (POA), así como la elaboración de Líneas de Base en algunas de las autonomías indígenas (Charagua) dan cuenta de la confirmación de que los beneficiarios del proyecto son miembros de los grupos objetivo.



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#	File Name	Modified By	Modified On
1	LINEADATABASEURUCHIPAYA_5798_317 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/LINEADATABASEURUCHIPAYA_5798_317.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/LINEADATABASEURUCHIPAYA_5798_317.docx</a> )	monica.pacheco@undp.org	8/19/2020 12:48:00 AM
2	POA2018-Raqaypampa9_5798_317 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/POA2018-Raqaypampa9_5798_317.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/POA2018-Raqaypampa9_5798_317.docx</a> )	monica.pacheco@undp.org	8/19/2020 12:48:00 AM
3	POA2019APROB.INTERZONAL_5798_317 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/POA2019APROB.INTERZONAL_5798_317.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/POA2019APROB.INTERZONAL_5798_317.pdf</a> )	monica.pacheco@undp.org	8/27/2020 4:26:00 PM

## Sustainability &amp; National Ownership

Quality Rating: **Needs Improvement**

18. Were 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.) were used to fully implement and monitor the project. All relevant stakeholders and partners were 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.) were used to implement and monitor the project (such as country office support or project systems) were also used, if necessary. All relevant stakeholders and partners were actively engaged in the process, playing an active role in project decision-making, implementation and monitoring. (both must be true)*
- ☐ 1: There was relatively limited or no engagement with national stakeholders and partners in the decision-making, implementation and/or monitoring of the project.
- ☐ Not Applicable

**Evidence:**

El proyecto contaba con cuatro partes esenciales, a saber: EL PNUD como implementador, la Cooperación Sueca como donante, la parte institucional del Estado especialmente visibilizada a través del Ministerio de Autonomías y Descentralización (ahora Viceministerio de Autonomías) y las propias naciones y Pueblos Indígena Originario Campesinas. Entre todas ellas, hubo un permanente contacto y relacionamiento. (Ver como evidencia el Informe Final Narrativo del Proyecto)

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19. Were there regular monitoring of changes in capacities and performance of institutions and systems relevant to the project, as needed, and were the implementation [arrangements](#)<sup>8</sup> adjusted according to changes in partner capacities?

- ☐ 3: Changes in capacities and performance of national institutions and systems were assessed/monitored using clear indicators, rigorous methods of data collection and credible data sources including relevant HACT assurance activities. Implementation arrangements were formally reviewed and adjusted, if needed, in agreement with partners according to changes in partner capacities. (all must be true)
- ☐ 2: Aspects of changes in capacities and performance of relevant national institutions and systems were monitored by the project using indicators and reasonably credible data sources including relevant HACT assurance activities. Some adjustment was made to implementation arrangements if needed to reflect changes in partner capacities. (all 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

**Evidence:**

A pesar de lo descrito en el punto seleccionado, el Proyecto realizó de manera interna y periódica, seguimiento a las capacidades y acciones de instituciones aliados y contrapartes del Proyecto, construyendo relaciones colaborativas. No obstante, es importante mencionar que la institucionalidad del Estado boliviano en algunos casos asumió rol en el proceso autonómico sin tener mandato explícito y de manera poco coordinada de la acción de los entes con competencia. (Ver como evidencia el Informe Narrativo Final del Proyecto)

**Management Response:**

La incorporación de Juntas de Proyecto bajo los esquemas institucionales del PNUD permitió mejorar esta situación y esto será reforzado con análisis técnicos específicos para valorar primero la evolución en la consolidación del proceso autonómico en el país en cuyo marco se realizará una valoración del marco competencial que asiste al ejercicio de mandatos y competencias constitucionales para las AIOCs y estableciendo líneas de base sobre los aportes de estas configuraciones territoriales a la situación de bienestar y en este marco identificar los alcances y roles de las instituciones relevantes.

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No documents available.			

20. Were the transition and phase-out arrangements were reviewed and adjusted according to progress (including financial commitment and capacity).

- ☐ 3: The project's governance mechanism regularly reviewed the project's sustainability plan, including arrangements for transition and phase-out, to ensure the project remained on track in meeting the requirements set out by the plan. The plan was implemented as planned by the end of the project, taking into account any adjustments made during implementation. (both must be true)
- ☒ 2: *There was a review of the project's sustainability plan, including arrangements for transition and phase-out, to ensure the project remained on track in meeting the requirements set out by the plan.*
- ☐ 1: The project may have had a sustainability plan but there was no review of this strategy after it was developed. Also select this option if the project did not have a sustainability strategy.

**Evidence:**

La sostenibilidad del proyecto tanto en términos económicos como institucionales estuvo permanentemente monitoreada por el equipo de gerencia del Proyecto, así como por el personal local (incluidos consultores) y el equipo técnico nacional. (Ver como evidencia como Informe Final del proyecto)

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**QA Summary/Final Project Board Comments**

El Proyecto ha logrado avances muy importantes en la concreción de los resultados y objetivos previstos. De el manera concreta se puede evidenciar que se tienen garantizados los impactos que se preveía generara el Proyecto. Es igualmente relevante mencionar que la consolidación del proceso autonómico no tuvo el respaldo gubernamental en particular y casi estatal en general para la implementación de los mandatos constitucionales y ello se vio reflejado en el limitado apoyo de organismos de cooperación al desarrollo al proceso AIOC. Este escenario impuso un escenario muy desafiante a la implementación de las actividades del Proyecto. Finalmente, es fundamental tener presente que la instauración del régimen autonómico es resultante del conflicto socio - político que vivió el país en 2004 y que materializo los contenidos de la Constitución Política del Estado de 2009.