

# Closure Stage Quality Assurance Report

**Form Status: Approved**

<b>Overall Rating:</b>	Needs Improvement
<b>Decision:</b>	
<b>Portfolio/Project Number:</b>	00121713
<b>Portfolio/Project Title:</b>	Apoyo tecnico para fortalecer paz territorial
<b>Portfolio/Project Date:</b>	2019-09-18 / 2021-12-31

**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:**

El proyecto entendió los cambios externos de Quibdó y Nueva Colonia, y los aprovechó para potenciar el logro de los objetivos propuestos. Dos adaptaciones se realizaron en el proyecto producto de la identificación en los cambios del contexto: el primero, entender que los participantes del proyecto requerían nuevos módulos de formación para la segunda fase del proyecto en 2020 y, el segundo que, producto de la pandemia, se hacía necesario la adaptación de la metodología a la virtualidad. En las actas de seguimiento con el equipo territorial se evidencia el diagnóstico realizado y las conclusiones obtenidas para la adaptación de la ruta a las necesidades de los participantes. Además, el equipo local está atento a identificar los cambios y condiciones en el entorno que pueden favorecer o dificultar el desarrollo del proyecto. Por ejemplo, en Nueva Colonia se identificó una falta de conectividad y acceso a TIC en los participantes que les dificultaba la realización de ciertas actividades incluida la caracterización especialmente con los cambios que implica la coyuntura de la pandemia. En Quibdó el caso fue parecido y, en respuesta a estas identificaciones tempranas, se logró la adaptación de la ruta de formación prevista a la virtualidad, así como la facilitación de conexión de los participantes que así lo necesitaron.

Anexo 1. Actas de seguimiento con equipo territorial

Anexo 2. Adaptación a la virtualidad de la Fase Enfócate

### List of Uploaded Documents

#	File Name	Modified By	Modified On
1	ANEXO1ACTA1_10364_301 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ANEXO1ACTA1_10364_301.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ANEXO1ACTA1_10364_301.pdf</a> )	laura.mugno@undp.org	11/4/2021 9:30:00 PM
2	ANEXO1ACTA2_10364_301 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ANEXO1ACTA2_10364_301.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ANEXO1ACTA2_10364_301.pdf</a> )	laura.mugno@undp.org	11/4/2021 9:31:00 PM
3	ANEXO1ACTA3_10364_301 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ANEXO1ACTA3_10364_301.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ANEXO1ACTA3_10364_301.pdf</a> )	laura.mugno@undp.org	11/4/2021 9:31:00 PM
4	ANEXO1ACTA4_10364_301 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ANEXO1ACTA4_10364_301.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ANEXO1ACTA4_10364_301.pdf</a> )	laura.mugno@undp.org	11/4/2021 9:31:00 PM
5	ANEXO1ACTA5_10364_301 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ANEXO1ACTA5_10364_301.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ANEXO1ACTA5_10364_301.pdf</a> )	laura.mugno@undp.org	11/4/2021 9:31:00 PM
6	ANEXO1ACTA6_10364_301 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ANEXO1ACTA6_10364_301.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ANEXO1ACTA6_10364_301.pdf</a> )	laura.mugno@undp.org	11/4/2021 9:31:00 PM
7	ANEXO1ACTA7_10364_301 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ANEXO1ACTA7_10364_301.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ANEXO1ACTA7_10364_301.pdf</a> )	laura.mugno@undp.org	11/4/2021 9:32:00 PM
8	ANEXO1ACTA8_10364_301 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ANEXO1ACTA8_10364_301.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ANEXO1ACTA8_10364_301.pdf</a> )	laura.mugno@undp.org	11/4/2021 9:32:00 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:**

El Plan Estratégico 2018-2021 del PNUD, tiene como objetivo ayudar a los países a lograr el desarrollo sostenible mediante la erradicación de la pobreza en todas sus formas y dimensiones, la aceleración de las transformaciones estructurales para el desarrollo sostenible y la creación de resiliencia ante perturbaciones y crisis. Específicamente, el Proyecto se enmarca en el reto de desarrollo Erradicar la pobreza en todas sus formas y dimensiones. Frente a las soluciones emblemáticas, aporta en la Solución emblemática 1: mantener a las personas al margen de la pobreza, dado que aporta a la mejora de medios de vida urbanos y reducir los umbrales de pobreza. A través de la implementación de las estrategias planteadas para el fomento de las capacidades productivas y el desarrollo de competencias y habilidades para el emprendimiento, se espera incidir en la reducción de la pobreza a través del incremento de los ingresos familiares, ventas y generación de empleo.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	OACPProdocFinal_10364_302 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/OACPProdocFinal_10364_302.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/OACPProdocFinal_10364_302.pdf</a> )	laura.mugno@undp.org	11/5/2021 2:53:00 AM

**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:**

La focalización poblacional del proyecto se centra en la población que enfrenta barreras para su inclusión productiva con especial énfasis en poblaciones en situación de pobreza y vulnerabilidad. Se realizan encuestas de satisfacción a los participantes de las actividades y en ellas se basan las modificaciones de estas con el fin de mejorar para la siguiente cohorte. La retroalimentación ha sido muy positiva en los participantes de ambos lugares y manifiestan que les gustaría continuar con actividades de la misma naturaleza (fase inspire). Las recomendaciones en Nueva Colonia incluyen: hacer talleres de drogas y sexualidad, actividades que involucren a los participantes y realizar más actividades que tengan mayor alcance en la población con más invitados. Así mismo, en Quibdó los jóvenes recomiendan seguir haciendo los talleres e incluir a más jóvenes de la ciudad. Cualquier joven, sin importar su condición, puede participar en el proyecto Sacúdete, aunque su enfoque es la población más vulnerable de menores ingresos, el proyecto no excluye a jóvenes que no pertenezcan a este grupo.

Anexo 3. Encuestas de satisfacción

Anexo 4. Tercer informe técnico y financiero

### List of Uploaded Documents

#	File Name	Modified By	Modified On
1	<a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ANEXO3.1_10364_303">ANEXO3.1_10364_303 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ANEXO3.1_10364_303.xlsx)</a>	laura.mugno@undp.org	11/4/2021 9:36:00 PM
2	<a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ANEXO3.2_10364_303">ANEXO3.2_10364_303 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ANEXO3.2_10364_303.xlsx)</a>	laura.mugno@undp.org	11/4/2021 9:36:00 PM
3	<a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ANEXO3.3_10364_303">ANEXO3.3_10364_303 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ANEXO3.3_10364_303.xlsx)</a>	laura.mugno@undp.org	11/4/2021 9:36:00 PM
4	<a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ANEXO3.4_10364_303">ANEXO3.4_10364_303 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ANEXO3.4_10364_303.xlsx)</a>	laura.mugno@undp.org	11/4/2021 9:37:00 PM
5	<a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ANEXO4_10364_303.pdf">ANEXO4_10364_303 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ANEXO4_10364_303.pdf)</a>	laura.mugno@undp.org	11/4/2021 9:38:00 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:

Como se mencionó anteriormente, los insumos que se han recogido sobre la percepción de los usuarios y demás actores involucrados en la implementación directa de la metodología de emprendimiento, recog e lo que ha funcionado y lo que no, y estos constituy en un punto de partida fundamental de los cambios al programa. Esto se evidencia en la siguiente experiencia del equipo territorial en Quibdó para la fase E NFOCATE: Inicialmente hicimos una caracterización personalizada de cada participante que había asisti

do regularmente a la fase inspírate, para así mismo saber quiénes estarían interesados en el enfócate, y a que la gran mayoría de nuestros participantes tienen emprendimientos en funcionamiento, o sea, han materializado su idea de negocio.

Realizamos unas valoraciones de necesidades iniciales, detectando así que talleres necesitaban en realidad y cuáles no, reorganizando algunos que ya hacían parte de la ruta e integrando unos nuevos, como, por ejemplo, talleres de fotografía de producto, propiedad intelectual, entre otros; en esta valoración también detectamos las habilidades de los emprendedores para determinar quiénes de ellos también podrían ayudar en algunas mentorías que se necesitarían en el Sacúdete.

Posterior a esto y junto con la caracterización programamos actividades o eventos para mantener a las personas activas en el proceso, enfocados en temas culturales y en las habilidades de nuestros participantes, muchos son fotógrafos, compositores musicales y elaboran artesanías.

En 2020 solo se alcanzó a realizar un encuentro en BETÉ, en donde se realiza un intercambio de conocimientos entre nuestros emprendedores y los de la subregión del medio Atrato, se hacen contenidos digitales para los emprendimientos (fotografías de sus productos), aprovechamos el lugar (un sendero ecológico) para encontrarnos con la naturaleza y generar archivo digital para el programa.

La idea de realizar estos eventos es articular con emprendimientos locales, en este caso, nuestra organizadora y guías turísticos son personas que hacen parte de SACÚDETE, así podemos ir conociendo esas fortalezas y oportunidades de mejora de los negocios, para posteriormente generar una retroalimentación. Así mismo se tenía planeado otros eventos con emprendedores en la ciudad de Quibdó, pero debido a la cuarentena se suspendieron.

Debido al COVID-19, migramos a la virtualidad, dándole continuidad a los talleres, pero agregamos talleres personalizados, en donde nos reunimos con un emprendedor y generamos acompañamiento, hemos creado logos, ideas de nuevos productos, asesorías para determinación de costos de producción, manejo de programas de edición de vídeo, y muchos más.

Anexo 5: Casos de estudio de Quibdó y Nueva Colonia

### List of Uploaded Documents

#	File Name	Modified By	Modified On
1	CasodeestudioNC_10364_304 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/CasodeestudioNC_10364_304.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/CasodeestudioNC_10364_304.pdf</a> )	laura.mugno@undp.org	11/4/2021 9:39:00 PM
2	CasodeestudioQuibdo_10364_304 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/CasodeestudioQuibdo_10364_304.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/CasodeestudioQuibdo_10364_304.pdf</a> )	laura.mugno@undp.org	11/4/2021 9:39:00 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:

El Proyecto sirvió de piloto para el Gobierno Nacional. Una vez ejecutado y sistematizada una evaluación, en 2021 el programa esta siendo operado por el Gobierno a una escala nacional. Para esto, desde el Proyecto se realizó una transferencia metodológica, se entregaron los casos de estudio y se entregó la operación.

Anexo 6: Evaluación Estrategia Sacúdete

Anexo 7: Informe de transferencia al Gobierno Nacional

### List of Uploaded Documents

#	File Name	Modified By	Modified On
1	093-20InformefinalSacúdete_V4final_10364_305 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/093-20InformefinalSacúdete_V4final_10364_305.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/093-20InformefinalSacúdete_V4final_10364_305.pdf</a> )	laura.mugno@undp.org	11/4/2021 9:40:00 PM
2	InformetransferenciaGobiernoNacional_10364_305 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/InformetransferenciaGobiernoNacional_10364_305.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/InformetransferenciaGobiernoNacional_10364_305.pdf</a> )	laura.mugno@undp.org	11/4/2021 9:40:00 PM

### Principled

Quality Rating: **Needs Improvement**

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:

A través de la implementación de las estrategias de competencias emprendedoras, empresariales y gerenciales en la población vulnerable, se empoderaron económicamente a las mujeres que participan del proceso. De las personas que participaron Nueva Colonia, el 60% fueron mujeres y en Quibdó el 53%.  
Anexo 8: Bases de datos de participantes

### List of Uploaded Documents

#	File Name	Modified By	Modified On
1	BASEDEDATOSNUEVACOLONIA2020_10364_306 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/BASEDEDATOSNUEVACOLONIA2020_10364_306.xlsx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/BASEDEDATOSNUEVACOLONIA2020_10364_306.xlsx</a> )	laura.mugno@undp.org	11/4/2021 9:41:00 PM
2	BDQuibdoAsistencias2020_10364_306 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/BDQuibdoAsistencias2020_10364_306.xlsx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/BDQuibdoAsistencias2020_10364_306.xlsx</a> )	laura.mugno@undp.org	11/4/2021 9:41:00 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:

Los riesgos sociales y ambientales del proyecto tienen un nivel de importancia, impacto y probabilidad de ocurrencia bajo.

Anexo 13: SESP del proyecto

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	SESPPPM_ProjectManagement_10364_307 ( <a href="https://intranet.undp.org/apps/ProjectQA/QA/FormDocuments/SESPPPM_ProjectManagement_10364_307.pdf">https://intranet.undp.org/apps/ProjectQA/QA/FormDocuments/SESPPPM_ProjectManagement_10364_307.pdf</a> )	laura.mugno@undp.org	11/5/2021 2:57:00 AM

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:**

No se socializó con los beneficiarios el Mecanismo Corporativo de Respuesta del PNUD. La dinámica fue atender de manera orgánica cualquier inconveniente que pudiera surgir con el proyecto involucrando los actores e instancias necesarias para su correcta resolución. Por esta razón no se cuenta con una evidencia.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
No documents available.			

**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:**

El proyecto cuenta con una estrategia de M&E. En el marco de los comités de seguimiento con donantes se revisan los avances en las estrategias de acuerdo con el cronograma planteado y se realizan Informes de progreso trimestral. Sin embargo, los costos no estuvieron planeados ni presupuestados.

Anexo 9. Seguimiento a Outputs y Activities

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	SEGUIMINENTOOOUTPUTS-ACTIVITIESOACP_10364_309 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/SEGUIMINENTOOOUTPUTS-ACTIVITIESOACP_10364_309.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/SEGUIMINENTOOOUTPUTS-ACTIVITIESOACP_10364_309.docx</a> )	laura.mugno@undp.org	11/4/2021 9:44:00 PM

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:**

Los mecanismos de gobernanza del proyecto funcionaron adecuadamente. El Proyecto mantuvo Comités regularmente con los donantes. El proyecto reportó a estas instancias los informes de progreso, los que contenían resultados y lecciones aprendidas, y con base en ellos se tomaron las acciones.

Anexo 10. Informes de progreso con donantes en el siguiente link:  
[https://undp-my.sharepoint.com/:f:/g/personal/danilo\\_ramos\\_undp\\_org/EsmHw7UfFEZFtQN9ELocb0sB-xXtoPWJMBZq6dvPX-WRbQ?e=nakEhS](https://undp-my.sharepoint.com/:f:/g/personal/danilo_ramos_undp_org/EsmHw7UfFEZFtQN9ELocb0sB-xXtoPWJMBZq6dvPX-WRbQ?e=nakEhS)

Anexo 11. Actas de Comité Técnicos en el siguiente link:  
[https://undp-my.sharepoint.com/:f:/g/personal/danilo\\_ramos\\_undp\\_org/Eiq5LMmgh6BOutNk42sQZbIB6esprmj77483SKG26q-0Q?e=yxj29s](https://undp-my.sharepoint.com/:f:/g/personal/danilo_ramos_undp_org/Eiq5LMmgh6BOutNk42sQZbIB6esprmj77483SKG26q-0Q?e=yxj29s)

<b>List of Uploaded Documents</b>			
#	File Name	Modified By	Modified On
No documents available.			

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:**

## Evidence

Los riesgos sociales y ambientales del proyecto tien en un nivel de importancia, impacto y probabilidad d e ocurrencia bajo. El presente proyecto no cuenta c on una herramienta de seguimiento de riesgos espe cifica.

Anexo 13: SESP del proyecto

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	OACPProdocFinal_10364_311 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/OACPProdocFinal_10364_311.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/OACPProdocFinal_10364_311.pdf</a> )	laura.mugno@undp.org	11/4/2021 10:27:00 PM

**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:**

El proyecto tuvo suficientes recursos para alcanzar los objetivos propuestos.  
Anexo 12. PRODOC con OACP

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	OACPProdocFinal_10364_312 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/OACPProdocFinal_10364_312.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/OACPProdocFinal_10364_312.pdf</a> )	laura.mugno@undp.org	11/4/2021 9:50:00 PM

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:**

El Proyecto cuenta con un seguimiento de todos los inputs generados y el impacto de sus resultados.

Referirse al Anexo 10: Informes de progreso con donantes en el siguiente link:

[https://undp-my.sharepoint.com/:f/g/personal/danilo\\_ramos\\_undp\\_org/EsmHw7UfFEZFtQN9ELocb0sB-xXtoPWJMBZq6dvPX-WRbQ?e=nakEhS](https://undp-my.sharepoint.com/:f/g/personal/danilo_ramos_undp_org/EsmHw7UfFEZFtQN9ELocb0sB-xXtoPWJMBZq6dvPX-WRbQ?e=nakEhS)

**List of Uploaded Documents**

#	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:**

El Proyecto realiza el seguimiento financiero y de costo-eficiencia de manera regular y a través de diferentes mecanismos. Esto con el fin de evaluar y hacer una efectiva toma de decisiones que tengan una afectación justa en el presupuesto del proyecto.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	14.CDR20204QPROJ121713_10364_314 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/14.CDR20204QPROJ121713_10364_314.pdf)	laura.mugno@undp.org	11/5/2021 3:07:00 AM
2	14.CDRFINAL2019_10364_314 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/14.CDRFINAL2019_10364_314.pdf)	laura.mugno@undp.org	11/5/2021 3:08:00 AM

**Effective**

**Quality Rating: Satisfactory**

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

- Yes
- No

**Evidence:**

Referirse al Anexo 10: Informes de progreso con donantes en el siguiente link:

[https://undp-my.sharepoint.com/:f/g/personal/danilo\\_ramos\\_undp\\_org/EsmHw7UfFEZFtQN9ELocb0sB-xXtoPWJMBZq6dvPX-WRbQ?e=nakEhS](https://undp-my.sharepoint.com/:f/g/personal/danilo_ramos_undp_org/EsmHw7UfFEZFtQN9ELocb0sB-xXtoPWJMBZq6dvPX-WRbQ?e=nakEhS)

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
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:**

Anexo 10. Informes de progreso con donantes en el siguiente link:

[https://undp-my.sharepoint.com/:f/g/personal/danilo\\_ramos\\_undp\\_org/EsmHw7UfFEZFtQN9ELocb0sB-xXtoPWJMBZq6dvPX-WRbQ?e=nakEhS](https://undp-my.sharepoint.com/:f/g/personal/danilo_ramos_undp_org/EsmHw7UfFEZFtQN9ELocb0sB-xXtoPWJMBZq6dvPX-WRbQ?e=nakEhS)

Anexo 11. Actas de Comité Técnicos en el siguiente link:

[https://undp-my.sharepoint.com/:f/g/personal/danilo\\_ramos\\_undp\\_org/Eiq5LMmgh6BOutNk42sQZbIB6esprmjc77483SKG26q-0Q?e=yxj29s](https://undp-my.sharepoint.com/:f/g/personal/danilo_ramos_undp_org/Eiq5LMmgh6BOutNk42sQZbIB6esprmjc77483SKG26q-0Q?e=yxj29s)

### List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

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 focalización poblacional del proyecto se centra en la población que enfrenta barreras para su inclusión productiva con especial énfasis en poblaciones en situación de pobreza y vulnerabilidad. El proyecto se desarrolla en la ciudad de Quibdó, Choco y en Nueva Colonia, Turbo, Antioquia. Ambas son calificadas como algunas de las más dejadas atrás y con un alto grado de vulnerabilidad para los jóvenes por sus condiciones económicas desfavorables. El proyecto ha buscado vincular a jóvenes que hacen parte de esta población marginalizada y vulnerable. Sin embargo, cualquier joven que viva en estos lugares puede participar sin importar su condición socioeconómica.

Referirse a Anexo 10. Informes de progreso con donantes en el siguiente link:

[https://undp-my.sharepoint.com/:f/g/personal/danilo\\_ramos\\_undp\\_org/EsmHw7UfFEZftQN9ELocb0sB-xXtoPWJMBZq6dvPX-WRbQ?e=nakEhS](https://undp-my.sharepoint.com/:f/g/personal/danilo_ramos_undp_org/EsmHw7UfFEZftQN9ELocb0sB-xXtoPWJMBZq6dvPX-WRbQ?e=nakEhS)

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
No documents available.			

**Sustainability & National Ownership****Quality Rating: Satisfactory**

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:**

Los principales actores del proyecto se involucran en la toma de decisiones, en la implementación, en la valoración de los resultados alcanzados y cuellos de botella. Este ejercicio se realizó de manera permanente a través de los comités. Igualmente, se mantiene informado al gobierno y a la oficina de la Primera Dama de la Nación quien orienta y lidera a nivel nacional el proyecto.

Anexo 10. Informes de progreso con donantes en el siguiente link:

[https://undp-my.sharepoint.com/:f:/g/personal/danilo\\_ramos\\_undp\\_org/EsmHw7UfFEZFtQN9ELocb0sB-xXtoPWJMBZq6dvPX-WRbQ?e=nakEhS](https://undp-my.sharepoint.com/:f:/g/personal/danilo_ramos_undp_org/EsmHw7UfFEZFtQN9ELocb0sB-xXtoPWJMBZq6dvPX-WRbQ?e=nakEhS)

Anexo 11. Actas de Comité Técnicos en el siguiente link:

[https://undp-my.sharepoint.com/:f:/g/personal/danilo\\_ramos\\_undp\\_org/Eiq5LMmgh6BOutNk42sQZbIB6esprmj77483SKG26q-0Q?e=yxj29s](https://undp-my.sharepoint.com/:f:/g/personal/danilo_ramos_undp_org/Eiq5LMmgh6BOutNk42sQZbIB6esprmj77483SKG26q-0Q?e=yxj29s)

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
No documents available.			

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:**

El Proyecto lleva a cabo un seguimiento general a las capacidades de los aliados, sin embargo, estos no han sido monitoreados de cerca y de manera continua y sistemática por parte del proyecto, por esta razón no se cuenta con evidencia.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
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:**

El Proyecto fue entregado al Gobierno Nacional quienes lo están escalando y operando en todo el territorio.

Referirse a:

Anexo 6: Evaluación Estrategia Sacúdete

Anexo 7: Informe de transferencia al Gobierno Nacional

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	093-20InformeFinalSacúdete_V4final_10364_320 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/093-20InformeFinalSacúdete_V4final_10364_320.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/093-20InformeFinalSacúdete_V4final_10364_320.pdf</a> )	laura.mugno@undp.org	11/4/2021 10:36:00 PM
2	InformetransferenciaGobiernoNacional_10364_320 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/InformetransferenciaGobiernoNacional_10364_320.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/InformetransferenciaGobiernoNacional_10364_320.pdf</a> )	laura.mugno@undp.org	11/4/2021 10:36:00 PM

**QA Summary/Final Project Board Comments**