

# Closure Stage Quality Assurance Report

**Form Status: Approved**

<b>Overall Rating:</b>	Satisfactory
<b>Decision:</b>	
<b>Portfolio/Project Number:</b>	00087881
<b>Portfolio/Project Title:</b>	Articulación y alianzas entre Estado y sociedad civil pa
<b>Portfolio/Project Date:</b>	2015-04-01 / 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:**

En junio de 2019 el Ministerio de Cultura y Deportes emitió el Acuerdo Gubernativo 523-2019 con el cual institucionaliza el Fondo Documental del antiguo Archivo Histórico de la Policía Nacional y asume su pleno funcionamiento y operativización. Este cambio de contexto, fue analizado por la Junta de Proyecto por lo que se incorporó como parte de la estrategia del proyecto el fortalecimiento de la Procuraduría de Derechos Humanos para el uso del AHPN como una fuente documental para casos de desaparición forzada. Por ello, se realizó una gestión ante la Agencia de Cooperación Catalana la cual apoyó las acciones relacionadas al fortalecimiento de las capacidades investigativas de la PDH para casos de desaparición forzada a través de la Organización de Sociedad Civil Grupo de Apoyo Mutuo.

**List of Uploaded Documents**

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1	002JustificaciónPAJUSTDIMRevisionSustantiva202015012020_7841_301 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/002JustificaciónPAJUSTDIMRevisionSustantiva202015012020_7841_301.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/002JustificaciónPAJUSTDIMRevisionSustantiva202015012020_7841_301.docx</a> )	maria.deleon@undp.org	3/5/2021 9:20:00 PM
2	00087881RevisiónSustantiva2020_7841_301 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/00087881RevisiónSustantiva2020_7841_301.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/00087881RevisiónSustantiva2020_7841_301.pdf</a> )	maria.deleon@undp.org	3/5/2021 9:20:00 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 proyecto contribuyó al Plan Estratégico del PNUD para 2018-2021 contribuyendo en la Solución Emble mática 2: fortalecer la gobernanza eficaz, inclusiva y responsable.

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1	PRODOCPAJUSTIIDIMfirmado2016_7841_302 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/PRODOCPAJUSTIIDIMfirmado2016_7841_302.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/PRODOCPAJUSTIIDIMfirmado2016_7841_302.pdf</a> )	maria.deleon@undp.org	3/5/2021 9:22:00 PM

**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:**

Desde un enfoque integral, y de la mano de 29 socios nacionales, se ha contribuido a avances sin precedentes en el acceso a la verdad, la justicia y la reparación de víctimas y sobrevivientes del enfrentamiento armado interno, en su mayoría mujeres e indígenas de los pueblos mayas; favoreciendo, a su vez, el progreso en el cumplimiento de los Objetivos de Desarrollo Sostenible, en particular del ODS 16 –Paz Justicia e Instituciones sólidas– y del ODS 5 –Promover la igualdad de género y el empoderamiento de la mujer–.

A lo largo de la implementación del proyecto, se obtuvo la retroalimentación de los y las participantes a través de distintas actividades de monitoreo y comunicación, como lo fue la identificación de historias de éxito en las cuales se recopiló la experiencia de los y las participantes y los cambios ocurridos en la vida de los mismos como resultado de las iniciativas implementadas con el proyecto.

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1	<a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/MemoriadeLabores2015-2019_7841_303.pdf">MemoriadeLabores2015-2019_7841_303 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/MemoriadeLabores2015-2019_7841_303.pdf)</a>	maria.deleon@undp.org	3/5/2021 11:20:00 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:**

Las lecciones aprendidas fueron sistematizadas anualmente por el equipo del proyecto a través de talleres de reflexión con los socios nacionales y organizaciones de sociedad civil y fueron presentadas en los informes anuales al donante. Estas lecciones aprendidas fueron consideradas dentro de la planificación anual del proyecto para asegurar la relevancia del proyecto.

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1	InformePAJUSTaSuecia2015PAJUSTIIVF_7841_304 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/InformePAJUSTaSuecia2015PAJUSTIIVF_7841_304.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/InformePAJUSTaSuecia2015PAJUSTIIVF_7841_304.pdf</a> )	maria.deleon@undp.org	3/5/2021 11:29:00 PM
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4	03.InformePAJUSTII2018_7841_304 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/03.InformePAJUSTII2018_7841_304.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/03.InformePAJUSTII2018_7841_304.pdf</a> )	maria.deleon@undp.org	3/5/2021 11:30:00 PM
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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:**

En los distintos componentes el proyecto ha cubierto los departamentos y áreas que fueron más afectadas por el Enfrentamiento Armado Interno por lo que ha alcanzado a un número significativo de víctimas y familiares de víctimas al año. Por otro lado, el proyecto ha contribuido en el fortalecimiento de instituciones como el Ministerio Público, como lo ha sido el fortalecimiento brindado a esta institución a través del diseño, aprobación y socialización de la Política de Derechos Humanos del MP con la cual se alcanzó a una cobertura nacional.

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1	<a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/MemoriadeLabores2015-2019_7841_305.pdf">MemoriadeLabores2015-2019_7841_305 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/MemoriadeLabores2015-2019_7841_305.pdf)</a>	maria.deleon@undp.org	3/6/2021 12:47:00 AM

**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:**

El abordaje de género dentro del proyecto se encuentra transversalizado. Una buena parte de las sobrevivientes del EAI son mujeres de manera que la priorización en ellas ha sido necesaria a lo largo de la implementación del proyecto con ejemplos tales como: la priorización de casos de violencia sexual cometida contra mujeres y los procesos de acompañamiento psicosocial con perspectiva de género. Esto ha sido documentado a través de historias de éxito.

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1	InformeFinalPAJUSTII2020_7841_306 ( <a href="http://intranet.undp.org/apps/ProjectQA/QAFormDocuments/InformeFinalPAJUSTII2020_7841_306.pdf">http://intranet.undp.org/apps/ProjectQA/QAFormDocuments/InformeFinalPAJUSTII2020_7841_306.pdf</a> )	maria.deleon@undp.org	3/6/2021 12:50:00 AM

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 proyecto realizó un diagnóstico de riesgos sociales y ambientales al inicio del mismo en el cual no se identificó algún riesgo social o ambiental de alto impacto por lo que el proyecto fue clasificado de riesgo moderado. Los riesgos considerados como moderados han sido monitoreados y se han implementado las medidas de mitigación necesarias. Se ha llevado el risk log y su monitoreo en el sistema Atlas.

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1	SESP00087881_7841_307 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/SESP00087881_7841_307.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/SESP00087881_7841_307.pdf</a> )	maria.deleon@undp.org	3/6/2021 12:52:00 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:**

El proyecto estableció a lo largo de su implementación la Junta de Coordinación Ejecutiva como un mecanismo de rendición de cuentas entre donante y socios de sociedad civil y de instituciones públicas. Durante la vida del proyecto, se realizó al menos una Junta de Coordinación Ejecutiva anual en las cuales se realizaron acciones de seguimiento y rendición de cuentas en temas importantes para el proyecto, como lo fue el seguimiento a la institucionalización del AHPN.



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1	00087881MinutareuniónJuntadeProyectosDIMJunio2017_7841_308 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/00087881MinutareuniónJuntadeProyectosDIMJunio2017_7841_308.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/00087881MinutareuniónJuntadeProyectosDIMJunio2017_7841_308.pdf</a> )	maria.deleon@undp.org	3/6/2021 1:12:00 AM
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**Management & Monitoring****Quality Rating: Satisfactory**

9. Was the project's M&amp;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 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 tiene un sistema de M&E el cual se actualizó trimestralmente a lo largo del proyecto a través del sistema ATLAS. Todas las líneas de base metas y resultados fueron actualizados según el marco de resultados del proyecto. Asimismo, se realizaron tres espacios de captura de lecciones aprendidas con socios de sociedad civil, gobierno y participantes directos a nivel comunitario. Estas lecciones aprendidas fueron presentadas en la Junta de Proyectos en el mes de diciembre 2019 y se espera que puedan ser incorporadas como parte de la planificación de proyectos de Justicia de Transición a futuro.

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1	<a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/InformeFinalPAJUSTII2020_7841_309.pdf">InformeFinalPAJUSTII2020_7841_309 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/InformeFinalPAJUSTII2020_7841_309.pdf)</a>	maria.deleon@undp.org	3/6/2021 1:20:00 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:**

La Junta de Proyectos se reunió al menos una vez a l año a lo largo de la vida del proyecto, con el objetiv o de revisar el avance del proyecto, aprobar planes anuales, evaluar riesgos y discutir aspectos relacion ados al contexto nacional.

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1	00087881MinutareuniónJuntadeProyectosDIMJunio2017_7841_310 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/00087881MinutareuniónJuntadeProyectosDIMJunio2017_7841_310.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/00087881MinutareuniónJuntadeProyectosDIMJunio2017_7841_310.pdf</a> )	maria.deleon@undp.org	3/6/2021 1:26:00 AM
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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:**

Se han monitoreado los riesgos del proyecto con una periodicidad trimestral. Se ha actualizado el risk log en el sistema Atlas. En las Junta de Proyectos se revisaron los riesgos y sus medidas de mitigación y se realizaba una valoración sobre su status.

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#	File Name	Modified By	Modified On
1	00087881InformeAnual2019Suecia_7841_311 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/00087881InformeAnual2019Suecia_7841_311.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/00087881InformeAnual2019Suecia_7841_311.pdf</a> )	maria.deleon@undp.org	3/6/2021 1:33:00 AM
2	003InformePAJUSTIIaSuecia2016vf_7841_311 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/003InformePAJUSTIIaSuecia2016vf_7841_311.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/003InformePAJUSTIIaSuecia2016vf_7841_311.pdf</a> )	maria.deleon@undp.org	3/6/2021 1:32:00 AM
3	002InformePAJUSTIISuecia2017VF_7841_311 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/002InformePAJUSTIISuecia2017VF_7841_311.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/002InformePAJUSTIISuecia2017VF_7841_311.pdf</a> )	maria.deleon@undp.org	3/6/2021 1:33:00 AM
4	03.InformePAJUSTII2018_7841_311 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/03.InformePAJUSTII2018_7841_311.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/03.InformePAJUSTII2018_7841_311.pdf</a> )	maria.deleon@undp.org	3/6/2021 1:33:00 AM

**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 ha sido financiado por la Embajada de Suecia desde el año 2016. Se realizaron gestiones para una ampliación presupuestaria en Junio de 2019 con el objetivo de cerrar y/o reforzar procesos existentes con instituciones de gobierno como el Ministerio Público.

Asimismo, se gestionaron fondos de la Cooperación Catalana y Vasca para el apoyo al fortalecimiento de la PDH como institución con mandato para averiguaciones especiales para que pueda hacer uso de archivos históricos para la investigación de casos de desaparición forzada.

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#	File Name	Modified By	Modified On
1	PRODOCPAJUSTIIDIMfirmado2016_7841_312 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/PRODOCPAJUSTIIDIMfirmado2016_7841_312.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/PRODOCPAJUSTIIDIMfirmado2016_7841_312.pdf</a> )	maria.deleon@undp.org	3/6/2021 1:50:00 AM
2	000MemoInternorevisionessustantivas19_7841_312 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/000MemoInternorevisionessustantivas19_7841_312.doc">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/000MemoInternorevisionessustantivas19_7841_312.doc</a> )	maria.deleon@undp.org	3/6/2021 1:51:00 AM
3	00087881Revisiónsustantiva2019_7841_312 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/00087881Revisiónsustantiva2019_7841_312.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/00087881Revisiónsustantiva2019_7841_312.pdf</a> )	maria.deleon@undp.org	3/6/2021 1:51:00 AM

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 realizó planes de adquisiciones anuales los cuales eran monitoreados a lo largo del año para cumplir con los procesos planificados.

En el año 2020, se realizó el último desembolso para el Grant GAM PDH.

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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:**

Las actividades del proyecto se han implementado de manera articulada con otros proyectos de PAJUST y el PNUD con el objetivo de maximizar su eficiencia.

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No documents available.			

Effective

Quality Rating: Satisfactory

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

- ☒ Yes
- ☐ No

Evidence:



El Proyecto se implementó bajo el abordaje integral de la Justicia de Transición en Guatemala a través de los cuatro componentes de verdad, justicia, reparación y no repetición cumpliendo con los productos planificados al inicio.

El proyecto contribuyó al logro del ODS 16 -Paz, Justicia e Instituciones Sólidas- alcanzando que más de 25 millones de folios de documentos del Archivo Histórico de la Policía Nacional (AHPN) fueran procesados archivísticamente, organizados, clasificados, digitalizados y accesibles al público y las instituciones de justicia y de derechos humanos lo cual ha sido importante para el esclarecimiento de la verdad en casos de desaparecidos durante el EAI.

Asimismo, el proyecto contribuyó para que se emitieran 17 sentencias en el sistema de justicia nacional con lo cual víctimas del EAI y sus familiares lograron reducir la brecha de acceso a la justicia, incluida la primera sentencia por los delitos contra los deberes de humanidad, en sus formas de violación sexual, servidumbre sexual y doméstica, así como tratos humillantes y degradantes cometidos contra mujeres maya q'eqchis de Sepur Zarco.

Por último, el Programa ha contribuido al fortalecimiento del Ministerio de Educación (Mineduc) para la implementación de la Estrategia Nacional de Formación Ciudadana logrando que en 2017 el Ministerio aprobara el Acuerdo Ministerial 3181-2017, que integra la Estrategia Nacional de Formación Ciudadana al sistema educativo nacional cumpliendo con una de las recomendaciones claves de la CEH en relación con el fomento de una cultura de respeto mutuo y observancia de los 8 derechos humanos, lo cual debe ser considerado como un hito en el avance de la justicia de transición en Guatemala.

### List of Uploaded Documents

#	File Name	Modified By	Modified On
1	InformeFinalPAJUSTII2020_7841_315 ( <a href="http://intranet.undp.org/apps/ProjectQA/QAFormDocuments/InformeFinalPAJUSTII2020_7841_315.pdf">http://intranet.undp.org/apps/ProjectQA/QAFormDocuments/InformeFinalPAJUSTII2020_7841_315.pdf</a> )	maria.deleon@undp.org	3/8/2021 7:23:00 PM

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:

Anualmente se realizaron revisiones presupuestaria s para ajustar los planes anuales a las actividades n ecesarias para alcanzar los resultados esperados. E stas revisiones se presentaban y aprobaban en Junt a de Proyectos, en las cuales también se abordaban lecciones aprendidas, riesgos y actividades planifica das para el año.

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#	File Name	Modified By	Modified On
1	RevisionSustantivaPAJUST-DIM_7841_316 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/RevisionSustantivaPAJUST-DIM_7841_316.pdf)	maria.deleon@undp.org	3/8/2021 7:35:00 PM
2	001CaratulaRevisiónSust2019_7841_316 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/001CaratulaRevisiónSust2019_7841_316.xlsx)	maria.deleon@undp.org	3/8/2021 7:36:00 PM
3	002JustificaciónPAJUSTDIMRevisionSustantiva202015012020_7841_316 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/002JustificaciónPAJUSTDIMRevisionSustantiva202015012020_7841_316.docx)	maria.deleon@undp.org	3/8/2021 7:36:00 PM

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:

Además del enfoque temático sobre justicia de transición, el proyecto definió un enfoque territorial para su implementación, basándose en la alta concentración de víctimas del EAI en El Quiché, Alta y Baja Verapaz, Huehuetenango y Chimaltenango.

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#	File Name	Modified By	Modified On
1	MemoriadeLabores2015-2019_7841_317 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/MemoriadeLabores2015-2019_7841_317.pdf)	maria.deleon@undp.org	3/8/2021 7:40:00 PM

**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:**

El proyecto fue ejecutado bajo la modalidad DIM.

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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 fue ejecutado bajo la modalidad DIM.

**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 promovió la institucionalización de los procesos a través de una serie de herramientas y políticas diseñados para las instituciones (como el OJ, PDH, MP) como medidas de sostenibilidad.

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1	<a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/InformeFinalPAJUSTII2020_7841_320.pdf">InformeFinalPAJUSTII2020_7841_320 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/InformeFinalPAJUSTII2020_7841_320.pdf)</a>	maria.deleon@undp.org	3/8/2021 7:45:00 PM

**QA Summary/Final Project Board Comments**

El proyecto se ha ejecutado conforme a lo planificado, contribuyendo a resultados significativos en el acceso a las víctimas y familiares de víctimas del EAI al derecho a la verdad, la justicia, la reparación y las garantías de no repetición. El Proyecto se implementó bajo el abordaje integral de la Justicia de Transición en Guatemala. A través de los cuatro componentes de verdad, justicia, reparación y no repetición, desde el año 2016, se contribuye al logro del ODS 16 -Paz, Justicia e Instituciones Sólidas- mediante este abordaje integral de la Justicia de Transición para el fortalecimiento del Estado de Derecho y respeto a los derechos humanos en un contexto post-conflicto. Asimismo, su enfoque especial en el acceso a justicia y reparaciones para mujeres sobrevivientes de graves violaciones a los derechos humanos, incluyendo violencia sexual; lo cual hace que el proyecto también contribuyera al logro del ODS 5: Promover la igualdad de género y el empoderamiento de la mujer.