

# Closure Stage Quality Assurance Report

**Form Status: Approved**

**Overall Rating:** Satisfactory

**Decision:**

**Portfolio/Project Number:** 00110495

**Portfolio/Project Title:** Cross-Border Coop\_Ethiopia/Kenya

**Portfolio/Project Date:** 2018-03-14 / 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:**

The two main external risks that negatively impacted on the project include the COVID-19 pandemic and the locust invasion in the Horn of Africa. The COVID-19 has resulted in the tentative suspension and postponement of project activities while hugely impacting on the economy of both countries. There was need for the project to develop mitigation measures in advance to reduce the impact of the risk.

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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 settings<sup>1</sup> 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:**

The programme is aligned to the Strategic plan since it targets conflict mitigation and peace building. The project strategy was relevant in peace building and prevention of violent conflict in the project area.

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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:

In the cross border region, due to culture, women are very marginalized and oppressed. This project empowered the women to reduce the challenges they face through community mobilization and sensitization. The project also had targeted activities for women. The inclusion of women in peace committees, and the peace dividends for instance deliberately target women.

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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:**

This was reflected in the mid term review that was conducted. See report attached here.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	1.FINALMTRREPORT_7115_304 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/1.FINALMTRREPORT_7115_304.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/1.FINALMTRREPORT_7115_304.pdf</a> )	joan.vwamu@undp.org	1/13/2021 10:26:00 AM

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:**

There is potential for the project to scale up, the results will inform the development of another phase inform policy development.

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**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:**

The project puts into consideration gender equality and some of the activities deliberately target the women. The inclusion of women in peace committees, and the peace dividends for instance deliberately target women.

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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:

the project was categorized as low risk but despite the low rating there were interventions targeted to address environmental degradation. The project intended to tackle poverty and the fragile living conditions to alleviate conflicts and insecurity. Development targeting water, pasture and livestock agro-development projects are being implemented in the area to add value to peace initiatives. The project has supported construction of boreholes for the cattle in the Moyale area of Marsabit County, communities trained on effective natural resource management and provided with energy saving jikos (stoves) and motor bikes distributed to youth groups. This has helped to reduce environment degradation, protect the health of women and provided the youth with alternative livelihoods strategies.

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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:**

The existing legal frameworks, policies and governance structures did not pose any risk to the sustenance of the project. The programme is framed within established legal framework at the national and regional governments. While the required systems and mechanisms for accountability, transparency were in place informed by UNDP's Corporate Accountability Mechanism.

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**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:

The project had adequate monitoring tools to provide the necessary information. The stakeholders are involved the project level M&E and the project is sufficiently designed to have suitable financial controls, counting reporting and planning. Lessons learned were captured but were used to take corrective actions.

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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:**

The UNDP existing legal frameworks, policies and governance structures applied to the sustenance of the project which was framed within established legal framework at the national and regional governments.

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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:**

Despite having regularly updated the risk log, there was need to improve on risk management plan and establish strategies and mitigation measures. The two main external risks that have negatively impacted on the project include the COVID-19 pandemic and the locust invasion in the Horn of Africa.

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## 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:

While it has limited time and resources, this project needs to develop a model that can be scaled up by the governments for sustainability. The project could introduce joint activities that can be implemented by local communities and the governments on both sides of the border (Kenya and Ethiopia). Such joint development activities once piloted by the project can be taken over by the governments. Communities from across the border have often shared resources, including water sources.

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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:**

The project had updated procurement plan and conducted annually reviewed operational bottlenecks to procuring inputs in a timely manner and addressed them through appropriate management action.

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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:**

The project used cost effective interventions such as face to face interviews, consultative meetings and local languages in data collection; which are efficient and cost-effective.

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No documents available.			

Effective

Quality Rating: Needs Improvement

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

- ☐ Yes
- ☒ No

**Evidence:**

While the implementation of the project implementation on constituents indicates efficient and effective project implementation and adaptive management, there remained some challenges such as minor rivalries and violent conflicts that have persisted for years in the Kenya-Ethiopia border area, constraining any meaningful cross-border socio-economic activities is the main problem addressed by the project. An equally significant challenge was that the pastoralists hardly recognize local and national boundaries and will take their cattle where pasture is available. In the process they get into conflict with other communities at and across the border.

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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:**

yes, there was need for constant review of the work plan to identify activities that were affected by identified risks and mitigate the risks or reprogram the resources.

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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:**

In the cross border region, due to culture, women are very marginalized and oppressed. This project had for that reason tried to empower the women to reduce the challenges they face through community mobilization and sensitization. The project considered gender equality as key and some of the activities deliberately target the women. The inclusion of women in peace committees, and the peace dividends for instance deliberately target women. However, the communities are still resisting the idea due to their patriarchal nature. In areas where peace committees have already been established, it has not been easy to incorporate women, possibly until the term of a committee comes to an end.

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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:**

The project is designed to have appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds. The programme activities were implemented in project target areas to cut on costs. Annual narrative and financial reports are prepared and audited by UNDP. The local and national government stakeholders therefore support the objectives of the project and continued to have an active role in project decision-making that supports efficient and effective project implementation. The stakeholder involvement have accordingly contributed to the progress towards achievement of project objectives.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	FINALM1_7115_318 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/FINALM1_7115_318.PDF">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/FINALM1_7115_318.PDF</a> )	joan.vwamu@undp.org	11/11/2021 3:08:00 PM

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:**

The project tracked results progress by collecting and analyzing data against the results indicators to assess the progress of the project in achieving its outputs. Annual narrative, financial reports and policy briefs were produced. The Covid 19 pandemic, floods and locusts led to the delay in the implementation of some of the planned activities. These called for specific amendments or revisions to the targets and indicators taking into account the current emerging issues.

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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:**

The project was significantly contributing to sustainable development benefits besides increased income from sustainable use of natural resources. However, excluding potential resources from donors and income generating activities, financial and economic resources from government were not likely to be available once the funding ends. The two national and the regional governments have a lot of needs among the communities that they cannot fully be addressed and are struggling with meagre resources. Their efforts focus mostly on the development and improvement of livelihood of the communities within their capacities thus a project of this magnitude is so huge an investment beyond their means.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	FINALR1_7115_320 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/FINALR1_7115_320.PDF">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/FINALR1_7115_320.PDF</a> )	joan.vwamu@undp.org	11/11/2021 3:00:00 PM

**QA Summary/Final Project Board Comments**

An array of lessons can be learnt from the project as outlined in summary below;

- Leadership and cooperation of both countries is very critical in implementing peace building programmes in the region.
- Despite the positive impacts of devolution of governance in Kenya, it has also been one of the factors for increased conflicts as communities are now fighting over devolved resources.
- Community leaders have a lot of power and influence compared to the government. Accordingly, it is important to keep these in mind when designing such programmes.
- Conflict resolution, management and lasting peace requires identifying and understanding of the root causes of the conflict which are best uncovered through all-inclusive intercommunity dialogue and inclusive participation.
- Gender mainstreaming in peacebuilding is an innovative approach that should be factored in right from the project design
- Establishing the local peace committees is an important action in peacebuilding and strengthening its role in the communities to provide the needed sustainability at the community level.
- Strong coordination and integration among key stakeholders make the implementation of peace building and conflict resolution projects more successful.
- Peacebuilding is a process, and requires time and patience.

The following recommendations are summarily proposed for the project

- Factor in the role of politicians and influential traders in enhancing and promoting peace building efforts in conflict resolution peace building initiatives.
- Similar projects should have risk management plans and establish strategies and mitigation measures against such disrupters as the COVID-19 pandemic, floods and locusts.
- Extensively, involve the local CSOs to help such projects fully realize technical knowledge transfer thus enhance sustainability.

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- The governments should initiate cross-border flagship development initiatives as joint activities that can be implemented by local communities and the governments on both sides of the border.
- Build more partnerships and consortia approach for rapid scale up and expansion of outcomes and impacts.
- Target the local/Regional Governments in cost sharing matrix for resource mobilization.
- Explore Public Private Partnerships for future resources mobilization.
- Support the inclusion of local community peace declarations into legal framework through financing of conflict sensitive policies at local Members of County Assembly Chambers.
- The formation of strong local structures such as local peace committees to roll out community based activities enhances adoption, ownership, relevance and sustainability.
- Empower and promote traditional or alternative dispute resolution mechanisms besides capacity building of the peace structures like Peace Committees, Women Groups, and Youth through sustainable financing modalities
- Donors should allow funds to flow to project end for the sustainability of gains made instead of starting and not finishing peace building initiatives.