

# Closure Stage Quality Assurance Report

**Form Status: Approved**

<b>Overall Rating:</b>	Satisfactory
<b>Decision:</b>	
<b>Portfolio/Project Number:</b>	00110866
<b>Portfolio/Project Title:</b>	Inclusive Governance for Service Delivery and Social Acc
<b>Portfolio/Project Date:</b>	2018-07-01 / 2020-06-30

**Strategic**

**Quality Rating: Satisfactory**

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

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

**Evidence:**

The project actively assessed the external environment that potentially affected the project intervention and further brought up for discussion in the Project Support Coordination Team mechanism. When needed, it was escalated to the Project Board. For instance, the project encountered the changes in government sub-national administration during the last of the project implementation which affected the governing arrangement of Solid Waste Management function which already been designed in the manual. The project revisited the SWM structure and advised the local government to adjust accordingly. In its final year, the project was also affected by Covid-19 pandemic. Some activities could not be implemented and it was discussed at the project board which approved the adjustment of the activities.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	SignMinuteProjectBoardofIGProject-EndorsedBREV-G05_8131_301 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/SignMinuteProjectBoardofIGProject-EndorsedBREV-G05_8131_301.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/SignMinuteProjectBoardofIGProject-EndorsedBREV-G05_8131_301.pdf</a> )	rany.pen@undp.org	4/6/2021 3:52:00 AM

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:**

The project addressed the inclusive governance issue which is directly linked to the UNDP Strategic Plan outcome 2 (indicators 2.5 and 2.6) as indicated in the project document RRF section as well as annual reports.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	ProDoc_InclusiveGovernanceProject_8131_302 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ProDoc_InclusiveGovernanceProject_8131_302.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ProDoc_InclusiveGovernanceProject_8131_302.pdf</a> )	rany.pen@undp.org	6/7/2021 3:43:00 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:**

The project beneficiaries are the local councilors and citizens living in the project target areas. Project conducted both baseline and end-line survey in which beneficiaries feedback were captured and used to inform the project implementation particularly the design of Solid Waste Management Model. The project also applied 'Design Thinking' approach through south-south cooperation with Citra Lab from Sri Lanka.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	KeyTakeawaysfromSystemThinkingWorkshop_8131_303 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/KeyTakeawaysfromSystemThinkingWorkshop_8131_303.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/KeyTakeawaysfromSystemThinkingWorkshop_8131_303.pdf</a> )	amara.bou@undp.org	4/5/2021 5:03:00 AM
2	UNDP_IGProject_EndlineReport_FINALV1_8131_303 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/UNDP_IGProject_EndlineReport_FINALV1_8131_303.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/UNDP_IGProject_EndlineReport_FINALV1_8131_303.docx</a> )	amara.bou@undp.org	4/5/2021 5:04:00 AM
3	FinalBaseineSurveyReport_IG_FINAL_8131_303 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/FinalBaseineSurveyReport_IG_FINAL_8131_303.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/FinalBaseineSurveyReport_IG_FINAL_8131_303.docx</a> )	amara.bou@undp.org	4/5/2021 5:05:00 AM

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:**

The project produced a number of key knowledge documents related to the management of solid waste at sub-national level. It also held a regular Project Support Coordination team (PSCT) meeting on quarterly basis. Its members are representatives of local councils, relevant key ministries and associations who are engaged in the daily basis implementation of Solid Waste Management functions at their respective communities. The PSCT platform enable the project to draw issues and lesson learnt with corrective action throughout the project implementation.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	SWMMModelManual_v1En_8131_305_8131_304 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/SWMMModelManual_v1En_8131_305_8131_304.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/SWMMModelManual_v1En_8131_305_8131_304.pdf</a> )	rany.pen@undp.org	4/6/2021 4:23:00 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:**

The project supported the local government (at district level) to establish both an business model and create system in place to operate the Solid Management Services so that districts could carry on their SWM functions. According to the endline survey, apart from the three targeted districts, there are at least 13 districts/municipalities are committed to adopt the SWM model introduced by UNDP.

### List of Uploaded Documents

#	File Name	Modified By	Modified On
1	SWMMModelManual_v1En_8131_305 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/SWMMModelManual_v1En_8131_305.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/SWMMModelManual_v1En_8131_305.pdf</a> )	amara.bou@undp.org	4/5/2021 6:36:00 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:**

The project aimed to test a module of solid waste management at sub-national level and to build the capacity of the district to implement this model and its functions (delegated from the central Government in 2017). The project was observed to have consistently taken it into consideration gender equality and encouraged women to participate in all project activities, despite the inherent low proportion of female councillors and officers at local administrations level. According to project records at least 24 females' councillors and officers out of 136 mentees participated in the series of mentoring and coaching sessions provided by the project on the generic role and responsibility of districts and communes. The female councillors also sit in Project Board, and Project Support and Coordination Team respectively. In addition, main module among the five offered modules of the aforementioned mentoring and coaching sessions focused Gender, Social Equity, and Inclusiveness.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	PSCTToR_8131_306 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/PSCTToR_8131_306.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/PSCTToR_8131_306.docx</a> )	amara.bou@undp.org	4/5/2021 6:29:00 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:**

The social and environmental risks were tracked in the risk log and updated on quarterly basis along with quarterly and annual progress report. The project remains at low risks throughout the implementation period.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	Qrt2Report2019_IGProject_8131_307 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Qrt2Report2019_IGProject_8131_307.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Qrt2Report2019_IGProject_8131_307.pdf</a> )	amara.bou@undp.org	4/5/2021 8:34:00 AM
2	Qrt3Report2019_IGProject_8131_307 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Qrt3Report2019_IGProject_8131_307.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Qrt3Report2019_IGProject_8131_307.pdf</a> )	amara.bou@undp.org	4/5/2021 8:34:00 AM
3	Qrt1ProjectReport_IGProject2019_8131_307 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Qrt1ProjectReport_IGProject2019_8131_307.doc">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Qrt1ProjectReport_IGProject2019_8131_307.doc</a> )	amara.bou@undp.org	4/5/2021 8:35:00 AM
4	AnnualProjectReport_IGProject2018_8131_307 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/AnnualProjectReport_IGProject2018_8131_307.doc">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/AnnualProjectReport_IGProject2018_8131_307.doc</a> )	amara.bou@undp.org	4/5/2021 8:35:00 AM
5	Qrt1Report2020_IGProject_8131_307 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Qrt1Report2020_IGProject_8131_307.doc">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Qrt1Report2020_IGProject_8131_307.doc</a> )	amara.bou@undp.org	4/5/2021 8:36:00 AM
6	FinalIGProjectReport_Eng_Final_24Jun2020_8131_307 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/FinalIGProjectReport_Eng_Final_24Jun2020_8131_307.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/FinalIGProjectReport_Eng_Final_24Jun2020_8131_307.pdf</a> )	amara.bou@undp.org	4/5/2021 8:37:00 AM
7	AnnualProjectReport_IGProject2019_8131_307 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/AnnualProjectReport_IGProject2019_8131_307.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/AnnualProjectReport_IGProject2019_8131_307.pdf</a> )	amara.bou@undp.org	4/5/2021 7:32:00 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:**

Though project was categorized as low risk, as part of development of SWM model, the project also introduced a Complaint Mechanism to instruct the local citizen on how they could voice their concern (specifically on the SWM services) to relevant authorities. The project also produced an educational video to visualize the complaint mechanism.

<b>List of Uploaded Documents</b>			
#	File Name	Modified By	Modified On
1	SWMMModelManual_v1En_8131_305_8131_308 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/SWMMModelManual_v1En_8131_305_8131_308.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/SWMMModelManual_v1En_8131_305_8131_308.pdf</a> )	rany.pen@undp.org	6/7/2021 3:45:00 AM

**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 costed M&E plan. The project regularly collected and reported data against the indicators through field supervision, through project quarterly and annual review by the board and technical committee, and through quarterly and annual reports. It also undertook baseline and endline survey. The baseline data was used to inform the target setting for the project.

<b>List of Uploaded Documents</b>			
<b>#</b>	<b>File Name</b>	<b>Modified By</b>	<b>Modified On</b>
1	BTOR_St.TrengK.Tralach02Aug19_8131_309 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/BTOR_St.TrengK.Tralach02Aug19_8131_309.doc)	amara.bou@undp.org	4/5/2021 9:02:00 AM
2	BTOR_St.TrengK.Tralach02-25April19_8131_309 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/BTOR_St.TrengK.Tralach02-25April19_8131_309.doc)	amara.bou@undp.org	4/5/2021 9:02:00 AM
3	BTOR_KTralach_14-15Mar19_8131_309 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/BTOR_KTralach_14-15Mar19_8131_309.doc)	amara.bou@undp.org	4/5/2021 9:03:00 AM
4	BTOR_StuengTreng24-30March_8131_309 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/BTOR_StuengTreng24-30March_8131_309.doc)	amara.bou@undp.org	4/5/2021 9:03:00 AM
5	BTOR_PSH_25-28Sept18_8131_309 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/BTOR_PSH_25-28Sept18_8131_309.doc)	amara.bou@undp.org	4/5/2021 9:03:00 AM
6	BTOR_KampongchamWS10Oct19_8131_309 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/BTOR_KampongchamWS10Oct19_8131_309.doc)	amara.bou@undp.org	4/5/2021 9:03:00 AM
7	BTOR_AngsnoulSt.TrengFeb20_8131_309 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/BTOR_AngsnoulSt.TrengFeb20_8131_309.doc)	amara.bou@undp.org	4/5/2021 9:03:00 AM
8	UNDP_IGProject_EndlineReport_FINALV1_8131_303_8131_309 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/UNDP_IGProject_EndlineReport_FINALV1_8131_303_8131_309.docx)	rany.pen@undp.org	4/6/2021 4:39:00 AM
9	FinalBaseineSurveyReport_IG_FINAL_8131_303_8131_309 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/FinalBaseineSurveyReport_IG_FINAL_8131_303_8131_309.docx)	rany.pen@undp.org	4/6/2021 4:39:00 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:**

The project board were held regularly with the submission of annual progress reports and workplan to be endorsed by the project board. There were four board meetings organized during project implementation (two years). In addition to the governing body, the technical coordination committee also met on a quarterly basis to review the progress and challenges and to provide technical inputs to the project.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	IG_Final_Minute_Board_Meeting_19_June_2020_Signed-Final_8131_310 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/IG_Final_Minute_Board_Meeting_19_June_2020_Signed-Final_8131_310.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/IG_Final_Minute_Board_Meeting_19_June_2020_Signed-Final_8131_310.pdf</a> )	amara.bou@undp.org	4/5/2021 10:15:00 AM
2	MinuteofIGPBMeeting_Dec2018_8131_310 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/MinuteofIGPBMeeting_Dec2018_8131_310.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/MinuteofIGPBMeeting_Dec2018_8131_310.docx</a> )	amara.bou@undp.org	4/5/2021 10:16:00 AM
3	SignMinute_3rd_ProjectBoardofIGProject_8131_310 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/SignMinute_3rd_ProjectBoardofIGProject_8131_310.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/SignMinute_3rd_ProjectBoardofIGProject_8131_310.pdf</a> )	amara.bou@undp.org	4/5/2021 10:16:00 AM
4	MinuteofIGPBMeeting_13Sept19_8131_310 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/MinuteofIGPBMeeting_13Sept19_8131_310.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/MinuteofIGPBMeeting_13Sept19_8131_310.docx</a> )	amara.bou@undp.org	4/5/2021 10:17:00 AM

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:**

The project risks were monitored on quarterly and a nnu al basis as evidenced by the quarterly and annu al progress reports (uploaded in question 7).

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
No documents available.			

**Efficient**

**Quality Rating: Satisfactory**

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

- Yes
- No

**Evidence:**

The resources were adequately mobilized to achiev e the project's intended outputs.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
No documents available.			

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

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

**Evidence:**

Overall, there was no operational bottleneck as the project had planned its procurement ahead of time (procurement plan posted in PROMPT). In its final year, despite the external shock of Covid-19 arisen in early 2020, the project delivered most of outputs excepted some activities such as exchange field visits that were cancelled and the saving were then converted to support on the roll out of SWM services in target provinces through procuring necessary equipment (e.g waste bin, etc). All procurement were finalized on time before project end date and 100% of resources were used.

**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:**

Where possible the project tried to utilize the existing resources of sub-national government to contribute to the project. The workshop/training events were mostly held at the sub-national government offices to save cost from the venue renting. Most of project meetings in Phnom Penh were also held at UNDP office in Phnom Penh. The project is DIM and UNDP's procurement modality was used.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
No documents available.			

**Effective**

**Quality Rating: Highly Satisfactory**

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

- Yes
- No

**Evidence:**

The project was considered on-track even though some of the activities were modified during the last year of implementation due to impact from Covid-19. According to end line survey, most of project indicators are achieved or overachieved except one indicator related to inclusive and participatory governance which reached to only 'Moderate Extend' level while it supposed to be at 'Great Extend' level. This due to such change requires a long-term and multi-interventions while the project was operated for two years only.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	UNDP_IGProject_EndlineReport_FINALV1_8131_303_8131_315 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/UNDP_IGProject_EndlineReport_FINALV1_8131_303_8131_315.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/UNDP_IGProject_EndlineReport_FINALV1_8131_303_8131_315.docx</a> )	rany.pen@undp.org	4/6/2021 4:49:00 AM

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:**

The implementation of annual and quarterly workplans were monitored regularly on a quarterly. Adjustments were made when needed and within the two years of implementation, at least five rounds of budget revision took place to adjust workplan based on the identified needs and challenges and as agreed by the Board.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	Signed_IGBudgetRevisionG04_8131_316 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Signed_IGBudgetRevisionG04_8131_316.pdf)	amara.bou@undp.org	4/5/2021 10:47:00 AM
2	SignMinuteProjectBoardofIGProject-Endorse dBREV-G05_8131_316 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/SignMinuteProjectBoardofIGProject-Endorsed BREV-G05_8131_316.pdf)	rany.pen@undp.org	4/6/2021 5:11:00 AM

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:**

The project aimed to pilot test solid waste management modality at district level (new function delegated by central government to local authorities). It also aimed to build the capacity of local councilors to perform this new function. As direct project beneficiaries, they were engaged in the design of SWM model through several rounds of workshops and consultation. Their capacity was also assessed as part of baseline survey and end-line survey (uploaded in other questions). The results from baseline survey were used to inform the development of mentoring/ coaching sessions.

**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:**

The project was executed through a Direct Implementation Modality where UNDP was the project implementer, hence, UNDP systems (procurement, monitoring, evaluation, etc) were applied. However, to ensure the national ownership, the project closely engaged key ministries including ministries of interior, environment and National Committee for Subnational Democratic Development who are the main players in implementing SWM function. They are all sitting in the project board and technical committee. The project also draw on different capacities from key ministries/ sub-national partners to deliver the project including serving as core trainers for series of mentoring sessions and deliver waste management campaign at the target areas.

**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:**

The changes of capacities and performance of relevant targeted local councilors and local government officers to perform their solid waste management function were closely monitored through the coaching report and endline survey.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	ReportonProvisionofCoachingSession_May302020_8131_319 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ReportonProvisionofCoachingSession_May302020_8131_319.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ReportonProvisionofCoachingSession_May302020_8131_319.docx</a> )	amara.bou@undp.org	4/5/2021 11:28:00 AM

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 solid waste management model was tested by the project. As part of its sustainability and scale-up ambition, the project had advocated and worked with relevant stakeholders to introduce the model. During its two years implementation, the model was introduced to additional 20 new potential districts administrations from six provinces. As a result, 16 of them are adopting it and incorporated in their local plan. Moreover, ministry of interior and National Committee for Subnational Democratic Development also agreed and pledged to bring the Model Manual to their leaders for consideration on further discussion at policy level and future upscaling. In addition, the module was introduced to BESD project of UNDP which can replicate this model to other potential districts where applicable.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
No documents available.			

**QA Summary/Final Project Board Comments**

In overall, the targeted project activities and outputs were achieved satisfactorily in accordance with the workplan. The project took necessary steps to implement the activities according to plan, rules and procedures. It involved different stakeholders from national to sub-national level. It has robust M&E approach including baseline and end-line survey even though the project is small and short. The development of SWM model took longer time than expected. This was due to the complexity of the SWM model development, in which the efforts made were to the process SWM model development as participatory as possible with a wide range of stakeholders including citizen as the waste collection service user, sub-national administrations and national agencies, private sectors and all potential actors involved in the implementation cycle of SWM services. As a result, the SWM model was well accepted by both national and sub-national government.