

# Closure Stage Quality Assurance Report

**Form Status: Approved**

<b>Overall Rating:</b>	Satisfactory
<b>Decision:</b>	
<b>Portfolio/Project Number:</b>	00107971
<b>Portfolio/Project Title:</b>	Protection of natural reserves and coastal wetlands
<b>Portfolio/Project Date:</b>	2018-01-01 / 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:

The project team proposed to the project board that de facto government technical officials from (EQA and Land Authority) to be added to the steering committee to facilitate local approvals and implementation on the ground. The board approved the proposed change and it was documents in the MoM.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	01-MoM-SteeringCommitteeMeeting_10842_301 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/01-MoM-SteeringCommitteeMeeting_10842_301.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/01-MoM-SteeringCommitteeMeeting_10842_301.pdf</a> )	hala.othman@undp.org	12/2/2021 12:43:00 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:**

Evidence:

This initiative is in response to UNDP SP development settings "Accelerate structural reforms for long-term growth", and adopted the following signature solutions:

- Signature solution 1: Keeping people out of poverty.
- Signature solution 4: Promote nature-based solutions for a sustainable planet.

Furthermore, the project RRF contains all of the key SP output indicators, with the Resources and their ecosystems supported

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
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:**

1. The project adopts a participatory approach towards reaching its objectives and heavily engaged with beneficiaries group. The project team in coordination with the consulting firms have analyzed all relevant and potential stakeholders including the project's beneficiaries and they were engaged.
2. The project team has conducted several workshops and meetings over the past three years. The feedback from stakeholders has supported the decision making especially during the design of the master plan.
3. The design and the master plan was built on the collected data and the baseline report.
4. The project has just completed a detailed mapping for beneficiaries, stakeholders, and targeted groups in order to participate in the awareness and advocacy campaign.

### List of Uploaded Documents

#	File Name	Modified By	Modified On
1	03-OUTPUT2-UNDP-Clean_10842_303 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/03-OUTPUT2-UNDP-Clean_10842_303.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/03-OUTPUT2-UNDP-Clean_10842_303.pdf</a> )	hala.othman@undp.org	12/2/2021 12:47:00 PM
2	03-Design1stWorkshopReport2020_10842_303 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/03-Design1stWorkshopReport2020_10842_303.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/03-Design1stWorkshopReport2020_10842_303.pdf</a> )	hala.othman@undp.org	12/2/2021 3:43:00 PM
3	03-InstitutionalArrangementsWorkshopReport2_10842_303 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/03-InstitutionalArrangementsWorkshopReport2_10842_303.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/03-InstitutionalArrangementsWorkshopReport2_10842_303.docx</a> )	hala.othman@undp.org	12/2/2021 3:44:00 PM
4	03-JSCWorkshop1MOM_15072021_10842_303 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/03-JSCWorkshop1MOM_15072021_10842_303.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/03-JSCWorkshop1MOM_15072021_10842_303.docx</a> )	hala.othman@undp.org	12/2/2021 3:44:00 PM
5	03-MasterPlanandInvestmentPlanWorkshop_10842_303 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/03-MasterPlanandInvestmentPlanWorkshop_10842_303.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/03-MasterPlanandInvestmentPlanWorkshop_10842_303.docx</a> )	hala.othman@undp.org	12/2/2021 3:44:00 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:**

The knowledge and lessons learned were generated in a dynamic way, starting from the baseline phase, and assessing the current situation process, besides the project's board engagement, meetings and the donor engagement and international consultants. Moreover, the engagement of the key partners such UN ESCO, UNEP, EQA and FAO has enhanced the knowledge and lessons learned process and supported the management decision. For example, an external consultant was hired as part of the programme to review the master plan tender documents and the detailed design of the different core areas. The project results were shared with the environment sector working group who were very interested in the project and will include it in the action plan.

Furthermore, the project has provided a range of knowledge products such as promotional videos, photo book, master plan report, and brochure. The JSC has its own social media pages that will support the awareness and advocacy campaigns.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	04-Knowledgeproductssample_10842_304 ( <a href="https://intranet.undp.org/apps/ProjectQA/QA/FormDocuments/04-Knowledgeproductssample_10842_304.pdf">https://intranet.undp.org/apps/ProjectQA/QA/FormDocuments/04-Knowledgeproductssample_10842_304.pdf</a> )	hala.othman@undp.org	12/2/2021 12:49:00 PM
2	04-WadiGazaKnowledgeitems_10842_304 ( <a href="https://intranet.undp.org/apps/ProjectQA/QA/FormDocuments/04-WadiGazaKnowledgeitems_10842_304.pdf">https://intranet.undp.org/apps/ProjectQA/QA/FormDocuments/04-WadiGazaKnowledgeitems_10842_304.pdf</a> )	hala.othman@undp.org	12/2/2021 3:45:00 PM

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

- ☐ 3: There was credible evidence that the project reached sufficient number of beneficiaries (either directly through significant coverage of target groups, or indirectly, through policy change) to meaningfully contribute to development change.
- ☒ 2: *While the project was not considered at scale, there are explicit plans in place to scale up the project in the future (e.g. by extending its coverage or using project results to advocate for policy change).*
- ☐ 1: The project was not at scale, and there are no plans to scale up the project in the future.

**Evidence:**

This project was considered as a starting point for a very large-scale development programme, and through this intervention, a comprehensive master plan along with USD 66 million investment strategy was developed to be scaled up in the future. The results will be used to implement the whole interventions which will cover the three areas the blue infrastructure, the green infrastructure and the red infrastructure, besides the institutionalization plans.

There are specific preparations in place to scale up the project in the future; UNDP is in the process of signing a new partnership agreement with the Government of Belgium, part of the agreement will support cleaning and greening Wadi Gaza.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	05-InvestmentPlan_10842_305 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/05-InvestmentPlan_10842_305.xlsx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/05-InvestmentPlan_10842_305.xlsx</a> )	hala.othman@undp.org	12/2/2021 12:52:00 PM

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

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

- ☐ 3: The project team gathered data and evidence through project monitoring on the relevance of the measures to address gender inequalities and empower women. Analysis of data and evidence were used to inform adjustments and changes, as appropriate. (both must be true)
- ☒ 2: *The project team had some data and evidence on the relevance of the measures to address gender inequalities and empower women. There is evidence that at least some adjustments were made, as appropriate. (both must be true)*
- ☐ 1: The project team had limited or no evidence on the relevance of measures to address gender inequalities and empowering women. No evidence of adjustments and/or changes made. This option should also be selected if the project has no measures to address gender inequalities and empower women relevant to the project results and activities.

**Evidence:**

The project team has ensured addressing gender in equalities and women empowerment through the implementation phase and designing the master plan for the future. This is clear in the baseline report, master plan report and the detailed design documents, while a specific expert has developed a survey tool to assess the gender capacities and how we can promote gender equality and women empowerment in the future and scaled up interventions. For example, certain criteria were considered while designing the different facilities. There is evidence that various changes were made, where needed.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	06-Baselinereport_10842_306 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/06-Baselinereport_10842_306.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/06-Baselinereport_10842_306.pdf</a> )	hala.othman@undp.org	12/2/2021 12:54:00 PM

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

- ☐ 3: Social and environmental risks were tracked in the risk log. Appropriate assessments conducted where required (i.e., Environmental and Social Impact Assessment (ESIA) for High risk projects and some level of social and environmental assessment for Moderate risk projects as identified through SESP). Relevant management plan(s) developed for identified risks through consultative process and implemented, resourced, and monitored. Risks effectively managed or mitigated. If there is a substantive change to the project or change in context that affects risk levels, the SESP was updated to reflect these changes. (all must be true)
- ☒ 2: *Social and environmental risks were tracked in the risk log. Appropriate assessments conducted where required (i.e., Environmental and Social Impact Assessment (ESIA) for High risk projects and some level of social and environmental assessment for Moderate risk projects as identified through SESP). Relevant management plan(s) developed, implemented and monitored for identified risks. OR project was categorized as Low risk through the SESP.*
- ☐ 1: Social and environmental risks were tracked in the risk log. For projects categorized as High or Moderate Risk, there was no evidence that social and environmental assessments completed and/or management plans or measures development, implemented or monitored. There are substantive changes to the project or changes in the context but SESP was not updated. (any may be true)

**Evidence:**

Social and environmental risks were tracked not only in the risk log but also through preparing a comprehensive environmental and social impact assessment (ESIA).

All appropriate management and master plan(s) produced through a consultation approach to cope with possible and recognized risks, and executed, resourced, and monitored. Risks are efficiently handled and reduced which was reported in the annual reports.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	09-AnnualProgressReport2019_10842_307 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/09-AnnualProgressReport2019_10842_307.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/09-AnnualProgressReport2019_10842_307.pdf</a> )	hala.othman@undp.org	12/2/2021 12:56:00 PM
2	07-ESIAWadiGaza_10842_307 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/07-ESIAWadiGaza_10842_307.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/07-ESIAWadiGaza_10842_307.pdf</a> )	hala.othman@undp.org	12/2/2021 12:55:00 PM

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:**

A project -level grievance mechanism was in place and project affected people informed about it through the national system used by the Ministry of Local Government and the National Central Committee for Planning.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	08-CentralCommitteeLetter_10842_308 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/08-CentralCommitteeLetter_10842_308.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/08-CentralCommitteeLetter_10842_308.pdf</a> )	hala.othman@undp.org	12/2/2021 12:56:00 PM

**Management & Monitoring****Quality Rating: Satisfactory**

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

- ☐ 3: The project had a comprehensive and costed M&E plan. Baselines, targets and milestones were fully populated. Progress data against indicators in the project's RRF was reported regularly using credible data sources and collected according to the frequency stated in the Plan, including sex disaggregated data as relevant. Any evaluations conducted, if relevant, fully meet decentralized evaluation standards, including gender UNEG standards. Lessons learned, included during evaluations and/or After-Action Reviews, were used to take corrective actions when necessary. (all must be true)
- ☒ 2: *The project costed M&E Plan, and most baselines and targets were populated. Progress data against indicators in the project's RRF was collected on a regular basis, although there 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:**

During implementation, the project's M&E plan was adequately implemented, 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. In addition, Lessons learned, included during the review of the tenders, were used to take corrective actions as necessary. The project monitoring plan was populated in Atlas under the project.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	09-AnnualProgressReport2019_10842_309 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/09-AnnualProgressReport2019_10842_309.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/09-AnnualProgressReport2019_10842_309.pdf</a> )	hala.othman@undp.org	12/2/2021 12:57:00 PM
2	09-AnnualPR2020-WadiGazaFinal_10842_309 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/09-AnnualPR2020-WadiGazaFinal_10842_309.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/09-AnnualPR2020-WadiGazaFinal_10842_309.pdf</a> )	hala.othman@undp.org	12/2/2021 3:47:00 PM

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

- ☐ 3: The project's governance mechanism operated well, and was a model for other projects. It met in the agreed frequency stated in the project document and the minutes of the meetings were all on file. There was regular (at least annual) progress reporting to the project board or equivalent on results, risks and opportunities. It is clear that the project board explicitly reviewed and used evidence, including progress data, knowledge, lessons and evaluations, as the basis for informing management decisions (e.g., change in strategy, approach, work plan.) (all must be true to select this option)
- ☒ 2: *The project's governance mechanism met in the agreed frequency and minutes of the meeting are on file. A project progress report was submitted to the project board or equivalent at least once per year, covering results, risks and opportunities. (both must be true to select this option)*
- ☐ 1: The project's governance mechanism did not meet in the frequency stated in the project document over the past year and/or the project board or equivalent was not functioning as a decision-making body for the project as intended.

**Evidence:**

The project board was considered a model for other projects, and the project team believes that it was a success story achieving one of UNDP's main principles "conflict sensitivity", as the team in coordination with the donor overcame the internal Palestinian division where the project steering committee included representatives at the technical level who represented both governments in West Bank and the de facto government in the Gaza Strip.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	10-DonorMeetingMinutes2020_10842_310 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/10-DonorMeetingMinutes2020_10842_310.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/10-DonorMeetingMinutes2020_10842_310.docx</a> )	hala.othman@undp.org	12/2/2021 3:46:00 PM
2	10-SteeringCommitteeMeetingMinutes_10842_310 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/10-SteeringCommitteeMeetingMinutes_10842_310.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/10-SteeringCommitteeMeetingMinutes_10842_310.docx</a> )	hala.othman@undp.org	12/2/2021 3:46:00 PM

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

- ☐ 3: The project monitored risks every quarter and consulted with the key stakeholders, security advisors, to identify continuing and emerging risks to assess if the main assumptions remained valid. There is clear evidence that relevant management plans and mitigating measures were fully implemented to address each key project risk and were updated to reflect the latest risk assessment. (all must be true)
- ☒ 2: *The project monitored risks every year, as evidenced by an updated risk log. Some updates were made to management plans and mitigation measures.*
- ☐ 1: The risk log was not updated as required. There 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 risks of the project were adequately monitored and managed every quarter, and this was reported on ATLAS, while all risks were consulted with the key stakeholders on annual basis through the project board meetings. For example, the risks raised during the COVID-19 outbreak and how the project team and the stakeholders agreed to continue the business as usual utilizing telecommuting and digital tools to operate smoothly.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	09-AnnualProgressReport2019_10842_311 ( <a href="https://intranet.undp.org/apps/ProjectQA/QA/FormDocuments/09-AnnualProgressReport2019_10842_311.pdf">https://intranet.undp.org/apps/ProjectQA/QA/FormDocuments/09-AnnualProgressReport2019_10842_311.pdf</a> )	hala.othman@undp.org	12/2/2021 1:00:00 PM

**Efficient****Quality Rating:** Satisfactory

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

- ☒ Yes
- ☐ No

**Evidence:**

Adequate resources were mobilized at the beginning of the project from the Norwegian Ministry of Foreign Affairs and the UNDP TRAC fund. In addition, the project team has monitored the contractual arrangements under the project to avoid any delay in executing the planned activities.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	12-WadiGazaAgreementsigned_10842_312 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/12-WadiGazaAgreementsigned_10842_312.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/12-WadiGazaAgreementsigned_10842_312.pdf</a> )	hala.othman@undp.org	12/2/2021 1:01:00 PM
2	12-ADDENDUMNUMBER1_10842_312 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/12-ADDENDUMNUMBER1_10842_312.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/12-ADDENDUMNUMBER1_10842_312.pdf</a> )	hala.othman@undp.org	12/2/2021 3:47:00 PM
3	12-ADDENDUMNUMBER2_10842_312 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/12-ADDENDUMNUMBER2_10842_312.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/12-ADDENDUMNUMBER2_10842_312.pdf</a> )	hala.othman@undp.org	12/2/2021 3:47:00 PM

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

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

**Evidence:**

The project had a procurement plan and kept it updated. For example, the team prepared and submitted an annual procurement plan and updated it regularly to ensure delivery of assets and selection of consultants are made as per the plan.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	13-PROMPTPlan_10842_313 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/13-PROMPTPlan_10842_313.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/13-PROMPTPlan_10842_313.pdf</a> )	hala.othman@undp.org	12/2/2021 1:03:00 PM

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 team, from the beginning of the project, has compared the efforts with other national and regional interventions. For example, this was compared with the solid waste feasibility study done in 2012 as well as other similar interventions implemented by the UNDP Jordan office. In addition, the project activities were coordinated with other ongoing projects such as the Waste Water Treatment Plant, implemented by the Coastal Municipalities Water Utility (CMWU).

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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:**

The project team has reviewed the annual work plan and compared the actual achievement on a quarterly basis to ensure that results are achieved as planned and agreed upon with the donor. These results are shared with the project board during the year through progress reports and consultation meetings.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	09-AnnualProgressReport2019_10842_315 ( <a href="https://intranet.undp.org/apps/ProjectQA/QA/FormDocuments/09-AnnualProgressReport2019_10842_315.pdf">https://intranet.undp.org/apps/ProjectQA/QA/FormDocuments/09-AnnualProgressReport2019_10842_315.pdf</a> )	hala.othman@undp.org	12/2/2021 1:05:00 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:**

1. The data and lessons learned were used to inform course corrections, as needed. This was shown in the budget revisions that were made.
2. The project team reviewed the results and progress with different service providers on a daily and monthly basis through meetings, reporting, and follow-up of issues raised during implementation to avoid delays.

### List of Uploaded Documents

#	File Name	Modified By	Modified On
1	16-AWP_2021_10842_316 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/16-AWP_2021_10842_316.xlsx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/16-AWP_2021_10842_316.xlsx</a> )	hala.othman@undp.org	12/2/2021 1:06:00 PM
2	16-WadiGazaAWP-2020_10842_316 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/16-WadiGazaAWP-2020_10842_316.xlsx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/16-WadiGazaAWP-2020_10842_316.xlsx</a> )	hala.othman@undp.org	12/2/2021 3:48:00 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:

The project team, in coordination with the consulting firms, has analyzed all relevant and potential stakeholders including the project's beneficiaries, who were actively engaged in the project. The team has conducted at least three workshops every year and several meetings over the past three years in a systematic way, where their feedback has been collected through different tools to ensure triangulation. It is worth noting that the collected feedback has supported the decision-making, wherein the baseline phase, the design was built on the collected data.



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#	File Name	Modified By	Modified On
1	06-Baselinereport_10842_317 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/06-Baselinereport_10842_317.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/06-Baselinereport_10842_317.pdf</a> )	hala.othman@undp.org	12/2/2021 1:07:00 PM
2	03-OUTPUT2-UNDP-Clean_10842_317 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/03-OUTPUT2-UNDP-Clean_10842_317.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/03-OUTPUT2-UNDP-Clean_10842_317.pdf</a> )	hala.othman@undp.org	12/2/2021 1:08:00 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:**

1. This project was implemented through a direct implementation modality using the UNDP's systems (i.e., procurement, monitoring, evaluation).
2. The stakeholders and national partners were fully engaged in the decision-making. For example, the TOR for the design of the master plan was drafted by the project team and shared with national partners, UNEP, UNESCO and FAO of their review and feedback.

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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:**

During this project, UNDP supported the formation of the Wadi Gaza Joint Service Council and supported the capacity building of this newly formed entity.

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No documents available.			

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

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

**Evidence:**

The plan was implemented as planned by the end of the project, taking into account any adjustments made during implementation, this is part of the institutionalization activities as one of the project's main deliverables was the institutional and legal framework and creating the JSC for Wadi Gaza that will be responsible for the operation and maintenance of the facilities.

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#	File Name	Modified By	Modified On
1	19-JSCFormationLetter_10842_320 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/19-JSCFormationLetter_10842_320.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/19-JSCFormationLetter_10842_320.pdf</a> )	hala.othman@undp.org	12/2/2021 1:10:00 PM
2	20-JSCFormationReport_10842_320 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/20-JSCFormationReport_10842_320.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/20-JSCFormationReport_10842_320.pdf</a> )	hala.othman@undp.org	12/2/2021 3:49:00 PM

**QA Summary/Final Project Board Comments**