

# Implementation Stage Quality Assurance Report

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**Form Status: Approved**

<b>Overall Rating:</b>	Satisfactory
<b>Decision:</b>	Continue as planned: The project is of sufficient quality to continue as planned. All management actions must be addressed in a timely manner.
<b>Portfolio/Project Number:</b>	00098331
<b>Portfolio/Project Title:</b>	Programa de Justicia Transicional
<b>Portfolio/Project Date:</b>	2016-08-22 / 2021-12-31

1. Is the project pro-actively identifying changes to the external environment and incorporating them into the project strategy?

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

**Evidence:**

El Programa de Justicia Transicional del PNUD ha establecido como su teoría de cambio el fortalecimiento de las capacidades nacionales y territoriales tanto de la institucionalidad colombiana como de la sociedad civil para el diseño, implementación y monitoreo de políticas públicas, proyectos y/o iniciativas de justicia transicional en Colombia.

En este sentido, esta contribuyendo de manera clara a las prioridades establecidas por el PNUD a nivel global en relación con el apoyo a iniciativas de recuperación temprana y retorno a vías de desarrollo sostenibles en situaciones de posconflicto. Se han encontrado esfuerzos en apoyar la implementación del acuerdo de paz, específicamente el apoyo a las instancias Sistema Integral de Verdad, Justicia, Reparación y No Repetición (JEP, CEV, UBPD especialmente) que en el periodo 2019 podrían requerir acompañamiento financiero, técnico y político para el cumplimiento de su objetivo misional, puesto que ya se ha superado la fase de alistamiento para su integración a la estructura del Estado. Vale señalar la capacidad del Programa para adaptarse a estos cambios.

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2. Is the project aligned with the UNDP Strategic Plan?

- 3: The project responds at least one of the [development settings](#)<sup>3</sup> as specified in the Strategic Plan (SP) and adopts at least one [Signature Solution](#)<sup>4</sup> and the project's RRF includes at all the relevant SP output indicators. (all must be true)
- 2: *The project responds to one of the three areas of development work<sup>1</sup> as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. (both must be true)*
- 1: While the project may respond to a partner's identified need, this need falls outside the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.

**Evidence:**

En relación con el nuevo SP del PNUD (2018-2021), el Programa se ha alineado con la "Solución emblemática 3: mejorar la capacidad nacional de prevención y recuperación para sociedades resilientes", e en este sentido, se pondrá a disposición de la oficina de país la experiencia acumulada de mas de 10 años en relación con la prevención de conflictos y la consolidación de la paz a partir del fortalecimiento de las instituciones que tiene el mandato de garantizar la restitución de derechos de las víctimas del conflicto.

El Programa responde de manera clara a los compromisos de la Agenda 2030 para el Desarrollo Sostenible y el compromiso con los principios de universalidad, igualdad y no dejar a nadie atrás. Las acciones definidas en el marco de resultados permiten la aceleración de las transformaciones estructurales para el desarrollo sostenible, así como con la creación de resiliencia ante las situaciones de crisis.

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#	File Name	Modified By	Modified On
1	<a href="https://intranet.undp.org/apps/ProjectQA/QAFoirmDocuments/UNDPStrategicPlan2018-2021_4486_202.doc">UNDPStrategicPlan2018-2021_4486_202 (https://intranet.undp.org/apps/ProjectQA/QAFoirmDocuments/UNDPStrategicPlan2018-2021_4486_202.doc)</a>	oscar.hernandez@undp.org	2/26/2020 6:54:00 PM

**Relevant**

**Quality Rating: Satisfactory**

3. Are the project's targeted groups being systematically engaged, with a priority focus on the discriminated and marginalized, to ensure the project remains relevant for them?

- 3: Systematic and structured feedback has been collected over the past two years 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 are 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 have been engaged in implementation and monitoring, with a priority focus on the discriminated and marginalized. Beneficiary feedback, which may be anecdotal, has been collected over the past year to ensure the project is addressing local priorities. This information has been used to inform project decision making. (all must be true)
- 1: Some beneficiary feedback may have been collected over the past year, but this information has not been used to inform project decision making. This option is also selected if no beneficiary feedback has been collected.
- Not Applicable

**Evidence:**

El proyecto ha logrado beneficiar de manera directa a más de 70.000 personas aproximadamente desde el año 2016 y ha promovió cambios importantes en términos de la puesta en marcha del SIVJRNR definido en el acuerdo de paz, esto incluye el apoyo a la política de atención y reparación a las víctimas del conflicto armado. Se destacan la puesta en marcha de la JEP, CEV, UBPD, Comité de Escogencia y el proceso de búsqueda de personas desaparecidas en el municipio de Bojayá.

Es importante destacar que algunas de las iniciativas apoyadas por el Programa, tienen el potencial de ser transferidas a otros Gobiernos en el marco de cooperación sur – sur.

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4. Is the project generating 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 have been 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, have been 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 have been collected by the project team. There is little or no evidence that this has informed project decision making.

**Evidence:**

El Programa de Justicia Transicional ha desarrollado o distintos ejercicios de gestión del conocimiento e identificación de buenas prácticas y lecciones aprendidas desde sus distintas iniciativas. Esto incluye el proceso de selección de los funcionarios del SIVJR NR a cargo del comité de escogencia, proceso que deja aprendizajes muy importantes en la materia que de hecho se está considerando como una experiencia de cooperación sur-sur. Así mismo, se destaca la gestión de conocimiento y buenas prácticas de las iniciativas de reparación colectiva y el apoyo a la puesta en marcha de nuevas instituciones del Sistema Integral como la JEP, CEV y la UBPD.

Estas lecciones aprendidas se han tenido en cuenta en el proceso de diseño de nuevas iniciativas que dan continuidad a los proyectos de fortalecimiento institucional impulsados por el programa (nuevas fases de proyectos como el apoyo a la JEP, CEV y UBPD).

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1	<a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ImpactosyresultadosproyectoComitéEscogenciaDiciembre2017_4486_204">ImpactosyresultadosproyectoComitéEscogenciaDiciembre2017_4486_204 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ImpactosyresultadosproyectoComitéEscogenciaDiciembre2017_4486_204.pdf)</a>	oscar.hernandez@undp.org	2/26/2020 7:00:00 PM

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

- 3: There is credible evidence that the project is reaching a 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 is currently not 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 is not at scale, and there are no plans currently to scale up the project in the future.

**Evidence:**

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

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

- 3: The project team has systematically 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 has 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 has limited or no evidence on the relevance of measures to address gender inequalities and empowering women. No evidence of adjustments and/or changes made. This option should also be selected if the project has no measures to address gender inequalities and empower women relevant to the project results and activities.

**Evidence:**

El sistema de PM&E del Programa ha permitido recopilar información de manera periódica (trimestral, semestral y anualmente) sobre la incorporación del enfoque de género en el desarrollo de las diferentes iniciativas apoyadas. El análisis de esta información permitió además de la rendición de cuentas, la inclusión de nuevas líneas de trabajo en relación con acciones de tipo afirmativo en favor de la igualdad y equidad de género.

Vale señalar que este Programa es uno de los que más contribuye a la estrategia de género del PNUD Colombia, en tanto reporta avances significativos (con evidencia) de manera sistemática en relación con el impulso a la igualdad y equidad de género. Es una de las principales fuentes mencionadas en los informes enviados por la oficina de país al Secretario General en materia de género.

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No documents available.			

7. Are social and environmental impacts and risks being successfully managed and monitored?

- 3: Social and environmental risks are 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 has been a substantive change to the project or change in context that affects risk levels, the SESP is updated to reflect these changes. (all must be true)
- 2: *Social and environmental risks are 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 is categorized as Low risk through the SESP.*
- 1: Social and environmental risks have not been tracked in the risk log. For projects categorized as High or Moderate Risk there is no evidence that social and environmental assessments have been completed and/or management plans or measures development, implemented or monitored. There have been substantive changes to the project or changes in the context but SESP has not been updated. (any may be true)

**Evidence:**

El equipo de proyecto ha desarrollado ejercicios de manera periódica (anualmente) para la gestión de riesgos del proyecto de acuerdo con las acciones previstas en los planes operativos anuales. Así mismo, se recolecta información de manera trimestral para facilitar el seguimiento y la implementación de medidas de mitigación o prevención.

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No documents available.			

8. Are grievance mechanisms available to project-affected people and are grievances (if any) addressed to ensure any perceived harm is effectively mitigated?

- 3: Project-affected people have been actively informed of UNDP's Corporate Accountability Mechanism (SRM/SECU) and how to access it. If the project is categorized as High or Moderate Risk through the SESP, a project -level grievance mechanism is in place and project affected people informed. If grievances have been received, they are effectively addressed in accordance with SRM Guidance. (all must be true)
- 2: *Project-affected people have been informed of UNDP's Corporate Accountability Mechanism and how to access it. If the project is categorized as High Risk through the SESP, a project -level grievance mechanism is in place and project affected people informed. If grievances have been received they are responded to but face challenges in arriving at a resolution.*
- 1: Project-affected people not informed of UNDP's Corporate Accountability Mechanism. If grievances have been received they are not responded to. (any may be true)

**Evidence:**

El proyecto no ha implementado un mecanismo para ese tipo de solicitud.

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No documents available.			

**Management & Monitoring**

**Quality Rating: Satisfactory**

9. Is the project's M&E Plan sufficient and adequately implemented?

- 3: The project has a comprehensive and costed M&E plan. Baselines, targets and milestones are fully populated. Progress data against indicators in the project's RRF is being 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, including during evaluations and/or After Action Reviews, are used to take corrective actions when necessary. (all must be true)
- 2: The project has a costed M&E Plan, and most baselines and targets are populated. Progress data against indicators in the project's RRF is collected on a regular basis, although there may be some slippage in following the frequency stated in the Plan and data sources are not always reliable. Any evaluations conducted, if relevant, meet most decentralized evaluation standards. Lessons learned have been captured but may not have been used to take corrective actions yet. (all must be true)
- 1: The project has an M&E Plan, but costs are not clearly planned and budgeted for, or are unrealistic. Progress data is not being regularly collected against the indicators in the project's RRF. Evaluations may not meet decentralized evaluation standards. Lessons learned are rarely captured and used. Select this option also if the project does not have an M&E plan.

**Evidence:**

El sistema de PM&E del proyecto ha permitido la recolección periódica (trimestral y anual) de información sobre los avances más importantes de las iniciativas incluyendo los indicadores relevantes desagregados por sexo. Esta información se ha consolidado y reportado en los indicadores de IRRF y fue el ítem más importante para la elaboración de informes de avance presentados a las contrapartes y los donantes. Como se señala anteriormente, el proyecto ha desarrollado ejercicios de gestión del conocimiento que han sido compartidos con otras agencias de cooperación y proyectos del PNUD para su apropiación, así mismo, se adelantó un ejercicio de línea de base (de la iniciativa de reparación colectiva) cumpliendo con los estándares corporativos.

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#	File Name	Modified By	Modified On
1	<a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/F5InformedeMonitoreoPeriódicoOct-DicFinal_4486_209">F5InformedeMonitoreoPeriódicoOct-DicFinal_4486_209</a> (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/F5InformedeMonitoreoPeriódicoOct-DicFinal_4486_209.docx)	oscar.hernandez@undp.org	2/26/2020 7:12:00 PM

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

- 3: The project's governance mechanism is operating well, and is a model for other projects. It has met in the agreed frequency stated in the project document and the minutes of the meetings are on file. There is 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 reviews and uses 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 has met in the agreed frequency and the minutes of the meeting are on file. A project progress report has been submitted to the project board or equivalent at least once in the past year, covering results, risks and opportunities. (both must be true to select this option)*
- 1: The project's governance mechanism has not met in the frequency stated in the project document over the past year and/or the project board or equivalent is not functioning as a decision-making body for the project as intended.

**Evidence:**

Los comités de gestión de los distintos proyectos se han realizado con la frecuencia establecida en el documento de programa (trimestral y anualmente). En cada uno de ellos fue entregada información relevante sobre los avances y resultados obtenidos (informes de progreso), ejercicios de planeación, sistematizaciones de experiencias y análisis de contexto en los casos en los que fue requerida con el fin de tomar decisiones sobre la estrategia a seguir. Por otra parte, los comités directivos no fueron realizados como fue previsto, en parte por la dificultad de coordinar las agendas de altos funcionarios del Gobierno, así como de los directores de las distintas agencias participantes.

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#	File Name	Modified By	Modified On
1	<a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Acta2oComitéTécnicoProyectoSE-JEP_4486_210.docx">Acta2oComitéTécnicoProyectoSE-JEP_4486_210 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Acta2oComitéTécnicoProyectoSE-JEP_4486_210.docx)</a>	oscar.hernandez@undp.org	2/26/2020 7:13:00 PM

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

- 3: The project has actively monitored risks every quarter including consulting with key stakeholders, including security advisors, to identify continuing and emerging risks and to assess if the main assumptions remain valid. There is clear evidence that relevant management plans and mitigating measures are being fully implemented to address each key project risk, and have been updated to reflect the latest risk assessment. (all must be true)
- 2: *The project has monitored risks every year, as evidenced by an updated risk log. Some updates have been made to management plans and mitigation measures.*
- 1: The risk log has not been updated as required. There may be some evidence that the project has monitored risks (including security risks or incidents) that may affect the project's achievement of results, but there is no explicit evidence that management actions have been taken to mitigate risks. In the case of a deteriorating security environment, no consultation has occurred with the UNDP Security Office on appropriate measures.

**Evidence:**

El sistema de PM&E del proyecto ha permitido recoilar información (trimestralmente) sobre riesgos en el desarrollo de las iniciativas apoyadas. Anualmente, con la formulación del AWP se ha desarrollado un ejercicio de gestión de riesgos para identificarlos y definir las medidas de mitigación y/o prevención. Sin embargo, no se realiza un seguimiento riguroso a la implementación de las medidas de mitigación que son definidas

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No documents available.			

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

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

- Yes  
 No

**Evidence:**

El Proyecto ha logrado movilizar hasta la fecha de las diferentes iniciativas un aproximado de us\$ 1 2.500.000. El principal financiador en este caso ha sido el Fondo Multidonante de Naciones Unidas y el Gobierno de Canadá. En este sentido se han contado con los recursos necesarios para el cumplimiento de las metas previstas. Es importante subrayar que en el periodo 2018 se movilizaron recursos muy importantes provenientes del Gobierno Nacional por aproximadamente us\$ 1.200.000, así como nuevas contribuciones del Gobierno de Cataluña y de Fundaciones privadas europeas por aproximadamente 5 00.000 euros.

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No documents available.			

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

- 3: *The project has an updated procurement plan. Implementation of the plan is on or ahead of schedule. The project quarterly reviews operational bottlenecks to procuring inputs in a timely manner and addresses them through appropriate management actions. (all must be true)*
- 2: The project has an updated procurement plan. The project annually reviews operational bottlenecks to procuring inputs in a timely manner and addresses them through appropriate management actions. (all must be true)
- 1: The project does not have an updated procurement plan. The project may or may not have reviewed operational bottlenecks to procuring inputs in a timely manner, however management actions have not been taken to address them.

#### Evidence:

Las acciones de monitoreo muestran con claridad que los productos entregados por el proyecto generan cambios significativos asociados con los resultados esperados. En este sentido, vale subrayar la evolución de las capacidades institucionales y de la sociedad civil que fueron desarrolladas para potenciar el impacto en las víctimas del conflicto que representan el principal grupo de beneficiarios del proyecto. Se realizan mensualmente revisiones a los planes de trabajo, adquisiciones y reclutamiento para identificar y superar cuellos de botella.

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No documents available.			

14. Is there regular monitoring and recording of cost efficiencies taking into account the expected quality of results?

- 3: There is evidence that the project regularly reviews costs against relevant comparators (e.g., other projects or country offices) or industry benchmarks to ensure the project maximizes results that can be delivered with given resources. The project actively coordinates with other relevant ongoing projects and initiatives (UNDP or other) to ensure complementarity and seek efficiencies wherever possible (e.g. joint activities.) (both must be true)
- 2: *The project monitors its own costs and gives anecdotal examples of cost efficiencies (e.g., spending less to get the same result,) but there is no systematic analysis of costs and no link to the expected quality of results delivered. The project coordinates activities with other projects to achieve cost efficiency gains.*
- 1: There is little or no evidence that the project monitors its own costs and is considering ways to save money beyond following standard procurement rules.

**Evidence:**

El proyecto ha realizado en determinados casos (servicios muy específicos) estudios de costo eficiencia para analizar si los productos o servicios que fueron contratados o adquiridos correspondieron a los precios de mercado (value for money). Así mismo, para la elaboración de los presupuestos anuales se tuvo en cuenta la base de datos histórica del proyecto como referencia de los costos de todo tipo de bienes o servicios, especialmente los incluidos en las compras menores a us\$ 10.000.

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No documents available.			

**Effective**

**Quality Rating: Highly Satisfactory**

15. Is the project is on track to deliver its expected outputs?

- Yes
- No

**Evidence:**

Los ejercicios de monitoreo periódico muestran con claridad que las acciones y los productos entregados por el proyecto generaron cambios significativos a sociados con los resultados esperados. Se han presentado algunas demoras en especial por procesos de adquisiciones que han implicado el ajuste de cronogramas y planes de trabajo. Se espera fortalecer el equipo de implementación del programa para mantener la capacidad de respuesta a los socios y contrapartes.

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No documents available.			

16. Have there been regular reviews of the work plan to ensure that the project is on track to achieve the desired results, and to inform course corrections if needed?

- 3: Quarterly progress data has informed regular reviews of the project work plan to ensure that the activities implemented are most likely to achieve the desired results. There is evidence that data and lessons learned (including from evaluations and/or After Action Reviews) have been used to inform course corrections, as needed. Any necessary budget revisions have been made. (both must be true)
- 2: *There has been at least one review of the work plan per year to assess if project activities are on track to achieving the desired development results (i.e., outputs.) There may or may not be evidence that data or lessons learned has been 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 are delivered on time, no link has been made to the delivery of desired development results. Select this option also if no review of the work plan by management has taken place over the past year.

**Evidence:**

El equipo de proyecto ha realizado revisiones de los planes operativos anuales (2018) con el fin de identificar el avance en la consecución de los productos esperados y el logro de las metas previstas. Se actualizó el AWP 2018 en el segundo semestre para actualizar los planes de trabajo, presupuestos y cronogramas. Se analizó de manera periódica (mensualmente) el nivel implementación técnica y financiera para generar alertas sobre el cumplimiento de las metas establecidas.

Para el periodo 2019 se desarrollará un plan operativo anual que incluye todas las iniciativas apoyadas, este permitirá que se consolide un presupuesto global definiendo la meta de delivery, plan de adquisiciones, reclutamiento, así como el análisis de riesgos.

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17. Are targeted groups being systematically identified and engaged, prioritizing the marginalized and excluded, to ensure results are achieved as expected?

- 3: *The project is targeting 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 are being reached as intended. The project has engaged regularly with targeted groups over the past year to assess whether they are benefiting as expected and adjustments were made if necessary to refine targeting. (all must be true)*
- 2: The project is targeting 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 has been some engagement with beneficiaries in the past year to assess whether they are benefiting as expected. (all must be true)
- 1: The project does not report on specific targeted groups. There is no evidence to confirm that project beneficiaries are deprived and/or excluded from development opportunities relevant to the project area of work. There may have been some engagement with beneficiaries to assess whether they are benefiting as expected, but it has been limited or has not occurred in the past year.
- Not Applicable

**Evidence:**

El Proyecto ha identificado de manera clara tres grupos poblacionales prioritarios, las víctimas del conflicto armado, las personas en proceso de inclusión política, social y económica y las comunidades receptoras en municipios priorizados. Así mismo, como beneficiarios intermedios se encuentran las instituciones que hacen parte del Sistema Integral de Verdad, Justicia, Reparación y No Repetición.

Se han desarrollado diversos espacios y ejercicios para permitir la participación de estos sectores en el diseño de iniciativas apoyadas por el Programa, en especial con socios como la Jurisdicción Especial para la Paz, Comisión de Esclarecimiento de la Verdad, Centro Nacional de Memoria Histórica y la Unidad de Búsqueda de personas Desaparecidas. En igual sentido, se ha priorizado el trabajo con las organizaciones de víctimas y organizaciones especializadas para integrarlas a la estrategia de fortalecimiento institucional a partir de los distintos mecanismos de participación del Sistema Integral diseñados para tal fin; incluso, se ha logrado recientemente (diciembre 2018) que una organización de sociedad civil sea parte responsable de la implementación del Programa para impulsar la representación judicial de víctimas en trabajo conjunto con la JEP.

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18. Are 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.) are used to fully implement and monitor the project. All relevant stakeholders and partners are 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.) are used to implement and monitor the project, but other support (such as country office support or project systems) may also be used if necessary. All relevant stakeholders and partners are fully and actively engaged in the process, playing an active role in project decision-making, implementation and monitoring. (both must be true)*
- 1: There is relatively limited or no engagement with national stakeholders and partners in the decision-making, implementation and/or monitoring of the project.
- Not Applicable

**Evidence:**

Las instituciones socias participan de manera directa en la toma de decisiones sobre las iniciativas que son apoyadas por el programa en el marco de los distintos comités directivos y de gestión, así como en la implementación y seguimiento de las acciones que se ejecutan a partir de los planes de acción. Las contrapartes tienen a su cargo la ejecución de acciones concretas a nivel nacional y territorial para el logro de los resultados y suministran información de manera periódica que contribuye a las acciones de monitoreo, rendición de cuentas y difusión de los resultados. Esta información se recolecta trimestral y anualmente.

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19. There is regular monitoring of changes in capacities and performance of institutions and systems relevant to the project, as needed. The [implementation arrangements](#)<sup>5</sup> have been adjusted according to changes in partner capacities.

- 3: In the past two years, changes in capacities and performance of institutions and systems have been comprehensively assessed/monitored using clear indicators, rigorous methods of data collection and credible data sources including relevant HACT assurance activities. Implementation arrangements have been formally reviewed and adjusted, if needed, in agreement with partners according to changes in partner capacities. (both must be true)
- 2: *In the past two years, aspects of changes in capacities and performance of relevant national institutions and systems have been monitored by the project using indicators and reasonably credible data sources including relevant HACT assurance activities. Some adjustment has been made to implementation arrangements if needed to reflect changes in partner capacities. (both 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:**

Como se ha mencionado anteriormente, a partir del sistema de monitoreo y evaluación del programa, se ha logrado analizar la evolución de las capacidades institucionales para la apropiación de las estrategias que son apoyadas. Esta información permitió identificar las acciones que fueron apropiadas por los socios en la implementación. Especialmente en el caso del impulso a la JEP, CEV y UBPD. Por otra parte, la línea de base del componente de reparación colectiva ha identificado avances significativos en las capacidades de los socios (UARIV en este caso). Esta evidencia se ha tenido en cuenta en el proceso de diseño de nuevas iniciativas que dan continuidad a los proyectos de fortalecimiento institucional impulsados por el programa (nuevas fases de proyectos como el apoyo a la JEP, CEV y UBPD).

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20. The transition and phase-out arrangements are reviewed regularly and adjusted according to progress (including financial commitments and capacity).

- 3: The project's governance mechanism has reviewed the project's sustainability plan, including arrangements for transition and phase-out, to ensure the project is on track in meeting the requirements set out by the plan. The plan has been adjusted according to progress as needed. (both must be true)
- 2: *There has been a review of the project's sustainability plan, including arrangements for transition and phase-out, to ensure the project is on track in meeting the requirements set out by the plan.*
- 1: The project may have a sustainability plan, but there has not been a review of this strategy since it was developed. Also select this option if the project does not have a sustainability strategy.

**Evidence:**

El proyecto ha logrado promover la sostenibilidad técnica y financiera de las iniciativas a partir de la formalización de compromisos con las instituciones sociales que ya cuentan con autonomía técnica y financiera para desarrollar su mandato (JEP, CEV, UBPD). En este sentido, se movilizaron recursos importantes para dar continuidad a las estrategias apoyadas, incluso, logrando acuerdos con algunas de las contrapartes para que incorporen en sus planes de acción y presupuestos las iniciativas que fueron apoyadas.

Por otra parte, se aplicaron herramientas para analizar la sostenibilidad de las iniciativas desde su fase de diseño y durante su implementación, identificando las variables más relevantes para que fueran consideradas por las contrapartes en favor de la continuidad de las acciones.

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**QA Summary/Project Board Comments**