Design & Appraisal Stage Quality Assurance Report

Form Status: Approved				
Overall Rating:	Highly Satisfactory			
Decision:	Approve: The project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner.			
Portfolio/Project Number:	00107731			
Portfolio/Project Title: Desarrollo Urbano Sostenible en San Salvador				
Portfolio/Project Date:	2020-06-08 / 2025-06-08			

Strategic

Quality Rating: Highly Satisfactory

- 1. Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change?
- 3: The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks.
- ⁶ 2: The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change.
- 1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change.

El proyecto promoverá una ruta de desarrollo soste nible y bajo en emisiones en el Área Metropolitana de San Salvador. Desde esta perspectiva, contrib uye al logro de cambios más amplios para fomentar un desarrollo sostenible a nivel nacional. El proyect o presenta una teoría de cambio que reconoce tant o debilidades en materia de planificación del desarr ollo territorial en El Salvador, obstáculos en la coor dinación interinstitucional, así como la falta de expe riencia a nivel país para diseñar soluciones modern as para la movilidad. Dado que en el plazo del proy ecto no se pueden superar todas estas limitacione s, la estrategia del proyecto identifica al Consejo N acional de Energía (CNE) como socio clave, toman do en cuenta su mandato, su liderazgo en la puesta en marcha del Plan Nacional de Energía 2010-202 4, su modelo de gobernanza que integra a diversos actores relevantes a las acciones del proyecto en l a Junta del Directiva del CNE. El proyecto se estructura en torno a los siguientes t res componentes: marco habilitante para desarrollo urbano bajo en emisiones, promoción de medidas d e eficiencia energética para la movilidad en el AMS S, y ruta de desarrollo con enfoque de eficiencia e nergética en las municipalidades del AMSS. El pro yecto promoverá la puesta en marcha de pilotos en diversos municipios del AMSS con la expectativa de que sean escalados en otros espacios urbanos.

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

- 3: The project responds to at least one of the development settings as specified in the Strategic Plan¹ and adapts at least one Signature Solution². The project's RRF includes all the relevant SP output indicators. (all must be true)
- 2: The project responds to at least one of the development settings as specified in the Strategic Plan⁴. The project's RRF includes at least one SP output indicator, if relevant. (both must be true)
- 1: The project responds to a partner's identified need, but 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.

El proyecto responde al Output 2.1.1 del Plan Estra tégico de PNUD ("Low emission and climate resilien t objectives addressed in national, subnational and s ectoral development plans and policies to promote economic diversification and green growth".); de igu al manera, se adapta a una de las soluciones embl emáticas enunciadas en dicho plan (solución emble mática 5, cierre de la brecha energética). Indicador es de resultados incluyen: toneladas métricas de e misiones de gases de efecto invernadero evitadas/r educidas; y número de entidades que toman medid as integrales de desarrollo bajas en carbono.

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3. Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan IRRF for global projects/strategic interventions not part of a programme)

- Yes
- [€] No

Evidence:

El proyecto responde al Output 2.6 del CPD: "se ha n adoptado medidas para el uso de energía limpia y eficiente y tecnologías sostenibles".

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Relevant Quality Rating: Satisfactory

- 4. Do the project target groups leave furthest behind?
- 3: The target groups are clearly specified, prioritising discriminated, and marginalized groups left furthest behind, identified through a rigorous process based on evidence.
- 2: The target groups are clearly specified, prioritizing groups left furthest behind.
- 1: The target groups are not clearly specified.

Evidence:

El proyecto prioriza sus intervenciones en el Área M etropolitana de San Salvador e identifica como grup os metas a los siguientes: formuladores de política pública, alcaldes y concejos municipales, funcionari os de los sectores de transporte y energía, profesi onales en el rubro de energía y expertos en movilid ad, emprendedores y organizaciones de la socieda d civil, incluyendo organizaciones informales.

Entre los beneficiarios directos del proyecto se incluyen a usuarios del transporte público y SITRAMS S, peatones y ciclistas, así como usuarios de edifici os públicos. Especial atención se presta a la calida d de los servicios de iluminación y transporte para mejorar las condiciones de seguridad para mujeres que utilizan el transporte público.

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- 5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?
- 3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project.
- 2: The project design mentions knowledge and lessons learned backed by evidence/sources but have not been used to justify the approach selected.
- 1: There is little, or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence.

El proyecto retoma experiencias en el desarrollo de portafolios de eficiencia energética en otros países e incorpora medidas para superar barreras identific adas en otros proyectos, tales como la creación de grupos de trabajo en el CNE para apoyar a las mun icipalidades. El proyecto también incorpora ajustes a su formulación con respecto a la propuesta inicial luego de la ronda de consultas realizadas con actor es locales.

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6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national / regional / global partners and other actors?

- 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. (all must be true)
- 2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans.
- 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.

El PNUD cuenta con ventajas para desempeñar los roles asignados en el proyecto, debido a su conoci miento del entorno nacional, su experiencia previa e n proyectos de eficiencia energética en colaboració n con CNE, su poder de convocatoria de actores pr ovenientes de diversos sectores, sus fortalezas en l as funciones de monitoreo y supervisión, así como l a posibilidad de establecer alianzas para la incidenc ia y la gestión del conocimiento a nivel nacional y re gional. Además, como parte de la fase del diseño del proyecto, PNUD ha identificado a diversos socio s con los que trabajará para la implementación de e ste proyecto, quienes han confirmado compromiso con el proyecto y su co-financiamiento.

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Principled Quality Rating: Highly Satisfactory

7. Does the project apply a human rights-based approach?

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- 3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (all must be true)
- 2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. (both must be true)
- 1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.

El proyecto considera elementos generales del enfo que de derechos humanos, así como aspectos implícitos asociados al derecho a la ciudad, incluyendo la priorización de la participación significativa en los asuntos de la ciudad y el goce efectivo de los derechos humanos en los contextos urbanos (particularm ente en lo que a movilidad urbana segura se refier e).

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- 8. Does the project use gender analysis in the project design?
- 3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. (all must be true)
- 2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. (all must be true)
- 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document.

El proyecto incorpora en sus anexos un análisis gen eral de género, sobre la base de fuentes secundari as de información, el cual contiene apartado especí fico sobre género y seguridad en el transporte públi co. Así, el proyecto reconoce la existencia de pro blemáticas diferenciadas de género en el uso, acce so y seguridad en el transporte público en El Salva dor, razón por la cual considera la incorporación de medidas género-específicas a la formulación de pla nes de movilidad (output 2.1.1) y estudios de factibi lidad para pilotos (2.1.2).

Queda pendiente desarrollar elementos relacionado s con género y eficiencia energética en edificios y s ervicios públicos.

El PRODOC desarrolla un plan indicativo para trans versalizar del enfoque de género en los diferentes c omponentes del proyecto, y asigna recursos para c ontratar especialistas en género para fortalecer est a transersalización.

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#	File Name	Modified By	Modified On			
1	AnnexG_GenderAnalysisandActionPlan_550 6_108 (https://intranet.undp.org/apps/Project QA/QAFormDocuments/AnnexG_GenderAna lysisandActionPlan_5506_108.docx)	nancy.argueta@undp.org	7/14/2020 12:16:00 AM			

9. Did the project support the resilience and sustainability of societies and/or ecosystems?

- S: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (all must be true)
- 2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. (both must be true)
- 1: Sustainability and resilience dimensions and impacts were not adequately considered.

El proyecto apoya de forma directa intervenciones para lograr un desarrollo sostenible bajo en emision es. Para ello, integra intervenciones en los niveles i nstitucionales (marco de políticas públicas), así co mo la puesta en marcha de acciones que mejoren l a calidad de los servicios públicos de transporte y p ilotos para fomentar la eficiencia energética a nivel l ocal.

- 10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]
- Yes
- No
- SESP not required because project consists solely of (Select all exemption criteria that apply)
 - 1: Preparation and dissemination of reports, documents and communication materials
 - □ 2: Organization of an event, workshop, training
 - 3: Strengthening capacities of partners to participate in international negotiations and conferences
 - 4: Partnership coordination (including UN coordination) and management of networks
 - 5: Global/regional projects with no country level activities (e.g. knowledge management, inter-governmental processes)
 - 6: UNDP acting as Administrative Agent

El SESP del proyecto arroja riesgo alto en los princi pios de derechos humanos y equidad de género/em poderamiento de las mujeres.

#	File Name	Risk Category	Risk Requirements	Document Status	Modified By	Modified On
	1810 02_A nnexE _UND PSES P_EI Salva dor_P IMS5 462_f inal_s igned _550 6_11 0 (htt ps://in trane t. und p.org/ apps/ Proje ctQA/ QAFo rmDo cume nts/1 8100 2_An nexE _UND PSES P_EI Salva dor_P IMS5 462_f inal_s igned _550 6_11 0.pdf)	High	Human Rights; Gender Equality and Women's Empowerment	Final	nancy.argueta@undp.org	7/14/2020 12:26:00 AM

Management & Monitoring Quality Rating: Satisfactory

- 11. Does the project have a strong results framework?
- 3: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sexdisaggregated indicators where appropriate. (all must be true)
- [©] 2: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. (all must be true)
- 1: The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. (if any is true)

El proyecto cuenta con un adecuado marco de resu ltados. Existen oportunidades para afinar líneas ba ses y mejorar la definición y nivel de desagregación de algunos indicadores. Algunos de estos elemento s serán abordados en el taller de arranque del proy ecto.

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- 12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board?
- 3: The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (all must be true)
- 2: The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (all must be true)
- 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.

El proyecto define claramente su estructura, identifica las instituciones específicas que la integran así como sus principales roles y funciones. No obstante, no asigna aún a las personas específicas que de sarrollarán estos roles.

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1	Structure_5506_112 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Structure_5506_112.docx)	nancy.argueta@undp.org	7/14/2020 12:47:00 AM			

- 13. Have the project risks been identified with clear plans stated to manage and mitigate each risk?
- 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders, including consultation with the UNDP Security Office as required. Clear and complete plan in place to manage and mitigate each risk, including security risks, reflected in project budgeting and monitoring plans. (both must be true)
- 2: Project risks related to the achievement of results are identified in the initial project risk log based on a minimum level of analysis and consultation, with mitigation measures identified for each risk.
- 1: Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified, no initial risk log is included with the project document and/or no security risk management process has taken place for the project.

Evidence:

El proyecto registra riesgos de gobernanza, financi eros, fiduciarios y de sostenibilidad, los cuales han sido documentados en el registro de riesgos, con s us respectivas medidas de mitigación.

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#	File Name	Modified By	Modified On
1	Risklog_5506_113 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Risklog_5506_113.docx)	nancy.argueta@undp.org	7/14/2020 12:57:00 AM

Efficient Quality Rating: Highly Satisfactory

- 14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example:
- i) Using the theory of change analysis to explore different options of achieving the maximum results with the resources available.
- ii) Using a portfolio management approach to improve cost effectiveness through synergies with other interventions.
- iii) Through joint operations (e.g., monitoring or procurement) with other partners.
- iv) Sharing resources or coordinating delivery with other projects.
- v) Using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions.
- Yes
- No

Evidence:

El proyecto contempla medidas para asegurar la eficiencia en el uso de los recursos, principalmente ba sadas en un enfoque de administración de portafolio, afin de lograr sinergias entre las intervenciones. En el marco de la pandemia COVID-19, y aunque no detallado de forma explícita en el PRODOC, se e stán evaluando alternativas para desarrollar un talle r de arranque conjunto para el portafolio verde, con proyectos financiados con fondos verticales y otros donantes. Se espera esto genere eficiencia y una mayor incidencia de la agenda climática.

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15. Is the budget justified and supported with valid estimates?

- 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated.
- 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates.
- 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.

Evidence:

El proyecto dispone de un presupuesto multi-anual en USD que se encuentra financiado con fondos GE F. En adición, cuenta con planes de cofinanciamien to que han sido respaldados por instituciones públic as. El presupuesto desglosa los costos asociados a las actividades de monitoreo y evaluación, que ya están cubiertos con los fondos del proyectos.

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16. Is the Country Office / Regional Hub / Global Project fully recovering the costs involved with project implementation?

- 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)
- 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.
- 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project.

El presupuesto cubre parcialmente la recuperación de costos del proyecto.

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Effective Quality Rating: Highly Satisfactory

- 17. Have targeted groups been engaged in the design of the project?
- 3: Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.)
- 2: Some evidence that key targeted groups have been consulted in the design of the project.
- 1: No evidence of engagement with targeted groups during project design.
- Not Applicable

El proyecto ha realizado ciertas consultas con grup os metas identificados en el plano institucional nacio nal y local.

No obstante, no presenta evidencia de haber realiz ado consultas con grupos vulnerables, discriminado s o marginalizados.

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- 18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?
- Yes
- No

Evidence:

El proyecto considera un componente de monitoreo y evaluación y dispone de recursos asignados para una evaluación de medio término, que permitiría, ca so se estime conveniente, corregir el curso de las a ctividades.

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	streamed into all project outputs	outputs are scored at GEN2 or GEN3, in at a minimum.	dicating that gender has been rully
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Sustainability & National Ownership

- 20. Have national / regional / global partners led, or proactively engaged in, the design of the project?
- 3: National partners (or regional/global partners for regional and global projects) have full ownership of the project and led the process of the development of the project jointly with UNDP.

Quality Rating: Satisfactory

- 2: The project has been developed by UNDP in close consultation with national / regional / global partners.
- 1: The project has been developed by UNDP with limited or no engagement with national partners.

El proyecto fue desarrollado por PNUD El Salvador, en estrecha colaboración con el Centro Regional, y en consulta con múltiples actores nacionales, entre los cuales se incluyen el CNE, diferentes carteras d e Estado (MARN, MOPTVDU, Ministerio de Hacien da, entre otras), representantes de municipalidades del AMSS, sector académico, ONG y organizacione s de la sociedad civil. El Anexo F del proyecto identi fica aquellos actores que participaron en procesos de consultas en la fase de diseño en años previos, así como el plan para su involucramiento en fases p osteriores de implementación y evaluación del proy ecto. De igual manera, diversas instituciones expre saron en 2018 su compromiso a través de cartas d e co-financiamiento para el proyecto (MARN, MOP TVDU, OPAMSS y Alcaldía de Santa Tecla).

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#	File Name	Modified By	Modified On
1	181002_AnnexF_StakeholderEngagementPl an_ElSalvador_5506_120 (https://intranet.un dp.org/apps/ProjectQA/QAFormDocuments/181002_AnnexF_StakeholderEngagementPl an_ElSalvador_5506_120.docx)	nancy.argueta@undp.org	7/13/2020 8:07:00 PM

- 21. Are key institutions and systems identified, and is there a strategy for strengthening specific / comprehensive capacities based on capacity assessments conducted?
- 3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly.
- 2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment.
- 1: Capacity assessments have not been carried out.
- Not Applicable

Se tiene prevista la evaluación de capacidades del CNE, la cual se ha postergado por motivo de la pan demia COVID-19.

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- 22. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?
- Yes
- No
- Not Applicable

Evidence:

El proyecto se implementará bajo la modalidad NIM (Implementación Nacional). El socio definido para I a implementación es el Consejo Nacional de Energí a (CNE), quien tiene bajo su responsabilidad el dise ño y puesta en marcha del Plan Nacional de Energí a. La Junta Directiva del CNE integra diversos acto res nacionales, de los cuales se espera una respue sta coordinada para asegurar la adecuada ejecució n de las acciones del proyectos.

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23. Is there a clear transition arrangement / phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?

- Yes
- No

El proyecto contempla el diseño y puesta en march a de pilotos demostrativos de inversión en movilidad baja en emisiones a nivel municipal, con la expectati va de que sean escalados. Para ello, considera ac ciones de seguimiento, documentación de lecciones aprendidas, evaluación y comunicaciones, así como la gestión de recursos para la puesta en marcha de estos pilotos en municipalidades seleccionadas.

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QA Summary/LPAC Comments