

Closure Stage Quality Assurance Report

Form Status: Approved

Overall Rating: Needs Improvement

Decision:

Portfolio/Project Number: 00113496

Portfolio/Project Title: Employability, Entrepreneurship and Social Cohesion

Portfolio/Project Date: 2020-03-18 / 2021-12-31

Strategic

Quality Rating: Exemplary

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:

First and foremost, COVID-19 has been a threat to the projects' ability to achieve its objectives, especially in terms of organizing face to face activities, which are critical to promote social cohesion among Syrian and Turkish youth those do not have previously come together. The Project Team identified relevant changes in the external environment and took the necessary measures and integrated these changes to the project. Such as waiting realizing some of the trainings online, waiting for the Summer period to have more open space face to face activities and requesting PCR tests for F2F events.

Secondly, although it was demanded several times, the Project period is not extended by the donor. Accordingly, the project team acted quickly and accommodate itself to the changing situation. The delays due to COVID-19 and the closure of MoYS youth centers, were covered in a short period of time. To summarize, the Project team was on close track about the external risks and changes.

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No documents available.

2. Was the project aligned with the thematic focus of the Strategic Plan?

- ☐ 3: The project responded to at least one of the development settings as specified in the Strategic Plan (SP) and adopted at least one Signature Solution .The project's RRF included all the relevant SP output indicators. (all must be true)
- ☒ *2: The project responded to at least one of the developments settings¹ as specified in the Strategic Plan. The project's RRF included at least one SP output indicator, if relevant. (both must be true)*
- ☐ 1: While the project may have responded to a partner's identified need, this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.

Evidence:

The project feeds into the following SP output and its indicator. Development setting is 3. BUILD RESILIENCE TO SHOCKS AND CRISIS, signature solution is Resilience.

SP output 3.3.2 Gender-responsive and risk-informed mechanisms supported to build consensus, improve social dialogue and promote peaceful, just and inclusive societies

SP indicator 3.3.2.2 Country has improved capacities for dialogue, consensus-building and reconciliation around contested issues, with equal participation of women and men

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	UNDP_PRODOC_EmployabilityEntrepreneurshipandSocialStabilityforSyrianandTurkishYouth_10112020_9923_302 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/UNDP_PRODOC_EmployabilityEntrepreneurshipandSocialStabilityforSyrianandTurkishYouth_10112020_9923_302.pdf)	tugce.sogut@undp.org	1/21/2022 1:14:00 PM

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:

Targeted groups were identified and engaged so that project benefits remained relevant for them. The age group of regular participants of the MoYS Youth Centers were different from the Project's target group. The project is targeting to reach out Syrian and Turkish youth aged between 18 – 29 and which is flexible for the entrepreneurship component. Accordingly, the Project team and MoYS youth centers were actively working to engage the target population through referrals and necessary support to make the attendance of the youth easy to the project activities.

In addition, the MoYS Youth Centers were not frequently used by Syrians under temporary protection. Similarly, the Project team and partners gave prior importance to announcements of each activity via social media channels and online applications, instead of limiting the beneficiaries with the members of youth centers.

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#	File Name	Modified By	Modified On
1	JapanIIIvideos_9923_303 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/JapanIIIvideos_9923_303.docx)	tugce.sogut@undp.org	1/21/2022 1:17:00 PM
2	ProjectAchievements-EN-sized_9923_303 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ProjectAchievements-EN-sized_9923_303.pdf)	tugce.sogut@undp.org	1/21/2022 1:17:00 PM
3	Hackathon-Start-upEN-sized_9923_303 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Hackathon-Start-upEN-sized_9923_303.pdf)	tugce.sogut@undp.org	1/21/2022 1:17:00 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:

Knowledge and lessons learned from the observations and experiences during project implementation were collected through the existence of the field project assistants in the relevant provinces. Many decisions and changes were realized accordingly. In addition, the MoYS has also proposed changes in the project activities, such as exclusion of one activity and inclusion of another depending on the current needs and strategy of the Ministry. The Project has also a Lessons Learned report, which can be seen attached.

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#	File Name	Modified By	Modified On
1	LessonsLearnedReport_JAPANIII_9923_304 (https://intranet.undp.org/apps/ProjectQA/QA/FormDocuments/LessonsLearnedReport_JAPANIII_9923_304.doc)	tugce.sogut@undp.org	1/21/2022 1:12:00 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:

Project aimed to increase social stability and enhance the socio-economic integration of Syrian and Turkish youth through entrepreneurship, skills development, access to labour market and enhancement of social cohesion. 248 youth have been trained within skills development programmes, 155 youth have been trained within Entrepreneurship Trainings, 70 youth were supported by mentorship programme as well as in-kind grants, 39 youth participated in Creative Thinking Workshops, 72 youth participated in 3-day Technology Hackathon, more than 500 youth participated in social cohesion activities and 98 youth center staffs and youth focal points have been trained within Social Cohesion Trainings. The Project was reached out to the almost 1700 Syrian and Turkish participants with the activities under 3 components. This number exceeded the target, Another credible evidence regarding the project's effect on the lives of Syrian and Turkish youth is its having direct procurement activities through entrepreneurship component for young and successful entrepreneurs. In addition, participants provided valuable feedbacks regarding the efficiency of the project activities, revealed in their speeches in project videos.

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No documents available.			

Principled**Quality Rating: Needs Improvement**

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 targeted at least 40% of the participants to be women for all components. This target met for all components. Project achievements supported solutions to gender-based problems and needs as follows;

Supporting the creation of an enabling environment for women to be part of the activities in this project, such as safe transportation or/and childcare facilities

Supporting women youth from refugee and host communities to participate in cultural events and physical activities. Giving priority to women to be part of the activities, organizing non-traditional activities with women participants, such as, women's football matches as social cohesion activities.

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No documents available.			

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:

All of the risks and mitigation measures were followed up closely and mentioned in the project review reports. At Design Stage SESP was prepared which defines this project as low risk.

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#	File Name	Modified By	Modified On
1	SESPEmployabilityentrepreneurshipsocialstability_9923_307 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/SESPEmployabilityentrepreneurshipsocialstability_9923_307.pdf)	oyku.ulucay@undp.org	1/24/2022 8:33:00 AM

8. Were grievance mechanisms available to project-affected people and were grievances (if any) addressed to ensure any perceived harm was effectively mitigated?

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

Evidence:

The Project-affected people were receiving services from MoYS youth centers and Project has field Project Assistants working directly in those youth centers. Accordingly, they have chance to observe each activity and many beneficiaries closely. The beneficiaries had chance to mention about their complaints to Project Assistants in the field.

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No documents available.			

Management & Monitoring**Quality Rating: Needs Improvement**

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

- ☐ 3: The project had a comprehensive and costed M&E plan. Baselines, targets and milestones were fully populated. Progress data against indicators in the project's RRF was reported regularly using credible data sources and collected according to the frequency stated in the Plan, including sex disaggregated data as relevant. Any evaluations conducted, if relevant, fully meet decentralized evaluation standards, including gender UNEG standards. Lessons learned, included during evaluations and/or After-Action Reviews, were used to take corrective actions when necessary. (all must be true)
- ☒ 2: *The project costed M&E Plan, and most baselines and targets were populated. Progress data against indicators in the project's RRF was collected on a regular basis, although there was may be some slippage in following the frequency stated in the Plan and data sources was not always reliable. Any evaluations conducted, if relevant, met most decentralized evaluation standards. Lessons learned were captured but were used to take corrective actions. (all must be true)*
- ☐ 1: The project had M&E Plan, but costs were not clearly planned and budgeted for, or were unrealistic. Progress data was not regularly collected against the indicators in the project's RRF. Evaluations did not meet decentralized evaluation standards. Lessons learned were rarely captured and used. Select this option also if the project did not have an M&E plan.

Evidence:

M&E conclusions of the project are reported as indicators at the attached log-frame. Indicators which are linked to project outputs, determine the achieved targets clearly by baseline values and realization values. Please have a look at the Final Report for the logical framework reporting.

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#	File Name	Modified By	Modified On
1	Logicalframeworkfinalreport2021_9923_309 (https://intranet.undp.org/apps/ProjectQA/QA/FormDocuments/Logicalframeworkfinalreport2021_9923_309.docx)	oyku.ulucay@undp.org	1/24/2022 8:42:00 AM

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

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

Evidence:

There was no Steering Committee Meeting organized within the coverage of the project due to the time constraints. The project started under COVID-19 restrictions and had less than 1 year to implement all project activities.

Although there was no SC Meetings, regular updates were provided through reporting to the stakeholders and there were no radical changes applied in the Project activities.

The activities stipulated in the PRODOC were implemented as agreed in the beginning of the Project.

Management Response:

This is a general problem in the Syria Crisis Response Portfolio and M&E Unit has updated senior management about this phenomenon a couple of times.

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

- ☐ 3: The project monitored risks every quarter and consulted with the key stakeholders, security advisors, to identify continuing and emerging risks to assess if the main assumptions remained valid. There is clear evidence that relevant management plans and mitigating measures were fully implemented to address each key project risk and were updated to reflect the latest risk assessment. (all must be true)
- ☒ 2: *The project monitored risks every year, as evidenced by an updated risk log. Some updates were made to management plans and mitigation measures.*
- ☐ 1: The risk log was not updated as required. There may be some evidence that the project monitored risks that may have affected the project's achievement of results, but there is no explicit evidence that management actions were taken to mitigate risks.

Evidence:

The risks were monitored closely and prompt actions were taken, updates were made to management plans on risk based, regardless of the frequency. The following risks were identified in the Final Report and necessary actions were taken:

Project Risk 1: Not being able to reach out to desired number of participants to the vocational trainings and entrepreneurship programme

Actions taken: NGO partners and project team worked for reaching out the desired number of participants through their own networks and proactive announcements of training courses including online channels and social media means.

Project Risk 2: Not being able to reach out to desired number of women participants to the vocational trainings and entrepreneurship programme

Actions taken: This risk did not materialize.

Project Risk 3: Low level of engagement in vocational trainings

Actions taken: Development of curricula which is convenient to all participants from different backgrounds and capabilities, opportunities to access the video recordings of online ICT training courses, opportunity to take an online class for entrepreneurship trainings.

Project Risk 4: Delays in mobilization of trainers and scheduling of trainings

Actions taken: Ensuring regular coordination with MoYS at headquarters and provincial levels, UNDP project staff and relevant MoYS staff were in close contact during the implementation. Moreover, working with NGO partners which has establishments at local level, made the completion of the project activities on time and in quality.

Project Risk 5: COVID-19 might cause delays in face-to-face activities which are necessary for strengthening social cohesion

Actions taken: As a social cohesion project, Employability, Entrepreneurship and Social Stability for Syrian and Turkish Youth - in response to the Syria Crisis waited for the relaxation of the precautions in the summer. Except, ICT Trainings were realized face-to-face with high health measures. Having face masks and sanitizers ready during all events, having PCR tests for the events with high participants numbers.

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No documents available.			

Efficient**Quality Rating: Highly 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:

Achieved targets meet all expected results of the project. Therefore, adequate resources were mobilized to achieve intended results.

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No documents available.			

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

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

Evidence:

Project procurement plan was implemented in a timely manner and fulfilled the needs of actions to be taken for managing project activities. As it is mentioned previously, the project implementation period is very dynamic due to impossibility of having no-cost extension.

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No documents available.			

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

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

Evidence:

Project budget was well calculated in the planning phase and all activities were fully covered during implementation phase. None of the project activities were cancelled, rather additional activities were designed to contribute the achievements of the activities, such as Technology Hackathon to contribute Output-1 Increased technical and ICT skills of Syrian and Turkish youth and Start-up Weekend to contribute Output-2 Syrian and Turkish youth increased their access to employment and entrepreneurship. Therefore, result based spending of the project budget was very efficient.

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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 was on track and delivered its expected outputs, can be summarized as follows and can be followed up by the logical framework table attached under Question 9.

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No documents available.			

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

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

Evidence:

The project period was too short, and the work plan was monitored regularly to complete the project activities satisfactorily. Despite this brevity, the project team held regular field visits to ensure the activities were making a difference on the ground. Please take a look at Monitoring Arrangements of the project as attached under Question 9. The attachment includes both the logical framework reporting as well as the monitoring visits undertaken by the project team.

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No documents available.			

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

- ☐ 3: The project targeted specific groups and/or geographic areas, identified by using credible data sources on their capacity needs, deprivation and/or exclusion from development opportunities relevant to the project's area of work. There is clear evidence that the targeted groups were reached as intended. The project engaged regularly with targeted groups over the past year to assess whether they benefited as expected and adjustments were made if necessary, to refine targeting. (all must be true)
- ☒ 2: *The project targeted specific groups and/or geographic areas, based on some evidence of their capacity needs, deprivation and/or exclusion from development opportunities relevant to the project's area of work. Some evidence is provided to confirm that project beneficiaries are members of the targeted groups. There was some engagement with beneficiaries in the past year to assess whether they were benefiting as expected. (all must be true)*
- ☐ 1: The project did not report on specific targeted groups. There is no evidence to confirm that project beneficiaries are populations have capacity needs or are deprived and/or excluded from development opportunities relevant to the project area of work. There is some engagement with beneficiaries to assess whether they benefited as expected, but it was limited or did not occurred in the past year.
- ☐ Not Applicable

Evidence:

The project contributed to the socio-economic empowerment of Syrian and Turkish youth and to increase their access to employment opportunities. The project supported youth with skills training and encouraging entrepreneurship. The objective of the proposed action was to work in partnership with MoYS to enhance the socio-economic integration of Syrian and Turkish youth, of them were women. Integration of refugees and host communities by facilitating job opportunities for the members of both Syrian and host communities were supported. Thus, the Project helped eventually to overall self-reliance of beneficiaries and assisted to reduce dependency on the current cash assistance and supported social integration.

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No documents available.			

Sustainability & National Ownership**Quality Rating:** Satisfactory

18. Were stakeholders and national partners fully engaged in the decision-making, implementation and monitoring of the project?

- ☐ 3: Only national systems (i.e., procurement, monitoring, evaluation, etc.) were used to fully implement and monitor the project. All relevant stakeholders and partners were fully and actively engaged in the process, playing a lead role in project decision-making, implementation and monitoring. (both must be true)
- ☒ 2: *National systems (i.e., procurement, monitoring, evaluation, etc.) were used to implement and monitor the project (such as country office support or project systems) were also used, if necessary. All relevant stakeholders and partners were actively engaged in the process, playing an active role in project decision-making, implementation and monitoring. (both must be true)*
- ☐ 1: There was relatively limited or no engagement with national stakeholders and partners in the decision-making, implementation and/or monitoring of the project.
- ☐ Not Applicable

Evidence:

The National systems were always engaged in the project implementation. In addition, the MoYS was also reachable and played a role in decision making, implementation and monitoring. Regular and ad-hoc meetings were organized with all relevant parties to follow up the project implementation.

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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](#)⁸ adjusted according to changes in partner capacities?

- ☒ 3: *Changes in capacities and performance of national institutions and systems were assessed/monitored using clear indicators, rigorous methods of data collection and credible data sources including relevant HACT assurance activities. Implementation arrangements were formally reviewed and adjusted, if needed, in agreement with partners according to changes in partner capacities. (all must be true)*
- ☐ 2: Aspects of changes in capacities and performance of relevant national institutions and systems were monitored by the project using indicators and reasonably credible data sources including relevant HACT assurance activities. Some adjustment was made to implementation arrangements if needed to reflect changes in partner capacities. (all must be true)
- ☐ 1: Some aspects of changes in capacities and performance of relevant national institutions and systems may have been monitored by the project, however changes to implementation arrangements have not been considered. Also select this option if changes in capacities and performance of relevant national institutions and systems have not been monitored by the project.
- ☐ Not Applicable

Evidence:

The Project cooperated with three partner NGOs for each component. Therefore, micro assessments and spotchecks were applied to the partner NGOs and previously done micro assessments were used for the two partners, INGEV and Habitat Association. The spotchecks were completed without any financial findings.

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

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

Evidence:

The project is still in contact with the implementing partner further cooperate on the expansion of the project activities since the outcomes achieved was satisfactory for all parties.

Re the exit strategy, purchases completed within the coverage of the project was delivered to the MoYS in a way that they could organise the same social cohesion activities without UNDP's presence. Moreover, MoYS was trained on Stereotypes and Prejudice; identifying barriers; conflict analysis as a part of the Project which would help them communicate with not only Syrians but also vulnerable groups

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No documents available.			

QA Summary/Final Project Board Comments