

# Implementation Stage Quality Assurance Report

**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>	00123955
<b>Portfolio/Project Title:</b>	Building Effective Resilience for Human Security
<b>Portfolio/Project Date:</b>	2020-01-01 / 2022-12-31

**Strategic**

**Quality Rating: Exemplary**

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:**

The COVID19 pandemic presented a new reality in providing development assistance to countries and by extension the project's operational environment. Despite these challenges, opportunities were presented to advance our development aims through the use of digital platforms for training and accessing information, as well as for marketing and e-commerce, creating new markets and opportunities for economic viability for women and youth small holder farmers and agriculture entrepreneurs, thus opening an opportunity for this JP to provide support to its primary beneficiaries. Due to the delays in implementation caused by the pandemic, the JP worked at deeper UN agency collaboration in relation to outputs and resources to ensure that the work of one agency would not be delayed as a result of issues upstream.in the delivery of specific activities which contributed to the value to the work of UNDP. All changes are discussed with the national steering committees.

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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:**

The project contributes to eradicating poverty in all its forms through addressing inequalities using human security lens by focusing on economic empowerment of women in the gender segregated agriculture and fisheries sector

### List of Uploaded Documents

#	File Name	Modified By	Modified On
1	HSTFProjectDocumentApproved_6626_202 ( <a href="https://intranet.undp.org/apps/ProjectQA/QA/FormDocuments/HSTFProjectDocumentApproved_6626_202.pdf">https://intranet.undp.org/apps/ProjectQA/QA/FormDocuments/HSTFProjectDocumentApproved_6626_202.pdf</a> )	andrea.richards-cummins@undp.org	12/10/2020 6:47:00 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:

The agriculture sector in the Caribbean is highly gender segregated. The project targets the empowerment of women through increased opportunities in this sector. Project activities are therefore developed with women as a focus group. The JP also engages national implementing and non-implementing partners (ministries; civil society; media; research institutions; centres of excellence) on an ongoing basis and formally through national steering committees who provide feedback and or approval as necessary to facilitate ongoing implementation.

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No documents available.			

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:

The single greatest challenge to the JPP implementation during the period under review, was the emergence of the COVID-19 pandemic which resulted in significant delays to implementation. Although relatively new in implementation, the joint programme has utilized a lessons learned approach throughout. This is particularly the case in the identification of value chains (and their specific context) in the various islands and the experience of each island, where FAO and national steering committee members have shared about specific issues. The JP has also learned from similar work undertaken in other islands by UN agencies as well as lessons learned from previous agriculture projects. Some of this information (lessons learned) has been shared via workshops involving all countries. Lessons learned and the steps taken to integrate them are also reported on by the project in its annual report. With a longer implementation period, this project will be able to speak more definitively on knowledge being generated from within the project.

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No documents available.			

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:

There are opportunities for the project to scale up in its impacts. There are three main groups of stakeholders and beneficiaries. First, small grant support for livelihoods development will be geared towards a target group of approximately 2,500 farmers, fisherfolk and those sectors-related small business entrepreneurs in the five focus countries for direct support under this project (50% of them women and at least 25% under forty years of age). The project will also work with about 50 community groups. There are therefore opportunities to expand the reach of the project beyond the selected communities, to reach out to additional countries and to contribute to greater food security and economic empowerment through ongoing work with value chains. There are also opportunities for UNDP to address the intersections of climate change, DRM and food security building on the relationships cultivated in this project and the foundations built.

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No documents available.			

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:**

With the implementation rate presently low, the project has not gathered significant data at this time. As stated previously, the agriculture sector in the Caribbean is highly gender segregated and so the project targets the empowerment of women in the agriculture sector. As such, project outputs are focused on women in the sector and specific activities are planned with a focus on greater engagement of women while creating opportunities and a favourable environment for improved livelihoods. All studies undertaken are gender responsive.

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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:**

The project monitors social and environmental risks and undertakes the necessary actions as needed. Risks and necessary corrective actions are also reported on as part of required quarterly and annual reporting. See SESP and Risk Log

<b>List of Uploaded Documents</b>			
#	File Name	Modified By	Modified On
1	UNDP_HSTF_RISKLOG_MARCH2020_6626_207 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/UNDP_HSTF_RISKLOG_MARCH2020_6626_207.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/UNDP_HSTF_RISKLOG_MARCH2020_6626_207.docx</a> )	andrea.richards-cummins@undp.org	12/8/2020 10:21:00 PM
2	UNHSTF_SES_6626_207 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/UNHSTF_SES_6626_207.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/UNHSTF_SES_6626_207.pdf</a> )	andrea.richards-cummins@undp.org	12/10/2020 1:52:00 AM

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:**

The project is not categorized as high or moderate risk. The national steering committee however exists as a medium for grievances. Being a joint programme, project affected persons would not specifically be informed of UNDP's Corporate Accountability Mechanism.

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#	File Name	Modified By	Modified On
1	CombinedProjectAppraisalCommittee_FINAL_6626_208 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/CombinedProjectAppraisalCommittee_FINAL_6626_208.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/CombinedProjectAppraisalCommittee_FINAL_6626_208.pdf</a> )	andrea.richards-cummins@undp.org	12/10/2020 1:57:00 AM

**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:**

The project has a Results Matrix but does not have a defined ME Plan. The UNDP project document however outlines an ME Plan and Results Framework for UNDP components of the JP.

The Project Steering Committee, with the Project Management Unit as its Secretariat, will play a key role in monitoring project implementation and in evaluating project impact through a number of instruments that will include: the review, endorsement and monitoring of the Annual Work Plan, as prepared by the Project Management Unit; the annual reviews; the commissioning of an independent mid-term evaluation after 18 months; and a final evaluation and impact assessment at the end of the project.

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No documents available.			

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:**

The overall coordination of the joint programme falls under the Resident Coordinator's Office. There is also a Project Steering Committee which focuses on strategic issues and comprises the Resident Coordinator, UN Agencies (Lead, Co-Implementing and Partner); the Project Management; the National Focal Points (representing the national development planning and aid coordination offices); and donor and other co-implementing partners as the agenda requires. Finally, a technical committee meets monthly to manage the ongoing implementation of the project.

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No documents available.			

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:**

The project monitors and manages risks. These are also reported on quarterly and annually in reports as well as what actions have been taken to mitigate.

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No documents available.			

**Efficient**

**Quality Rating: 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:**

Resources are currently aligned with expected results. UN agencies will however mobilize resources as needed in support of ongoing implementation

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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:**

Project procurement primarily consists of consultancies and workshops. UNDP has proceeded with its current procurement within the context of the overall delay in the project. Although the project is delayed and UNDP made its procurement later than planned, this has not impacted results, only delayed them. A procurement plan has been submitted for 2021

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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:**

The project consistently undertakes a review of its costs and utilizes the most cost efficient options.

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No documents available.			

Effective

Quality Rating: **Satisfactory**

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

- Yes  
 No

#### Evidence:

Although activities have been delayed due to the COVID19 pandemic, the project is now working to accelerate implementation and will deliver on its expected outputs.

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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:**

The project plans to review its work plan quarterly and workplan reviews were recently completed for each participating country. The workplan is also discussed at monthly technical committee and national steering committee meetings and issues addressed.

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No documents available.			

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:**

The project has identified its targeted groups and works to engage them through the implementation of the varying components of the project.

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No documents available.			

### Sustainability & National Ownership

Quality Rating: **Satisfactory**

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:

Through National Steering Committees, stakeholders and national partners have an active voice in how the project is implemented in each country and approve all selections to be made at the national level. For example, national partners decided what value chains they wanted to be focused on, as well as worked in a UN team to identify areas of focus in relation to challenges and opportunities.

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No documents available.			

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:**

The project has just completed one year of implementation - albeit severely delayed due to the impact of the pandemic. There have been no changes in capacities or the performance of institutions during this time.

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No documents available.			

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:**

Through country work planning, the sustainability of the project is discussed often; however there is no specific mention of a Sustainability Plan. The project document however discusses alignment with local, national, regional and global goals and commitments.

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No documents available.			

**QA Summary/Project Board Comments**

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