

Procedure Year: 2024

Procedure Status: Approved

Procedure Department: CO - Tuvalu - Cty Pgmm

Record Owner: Elijah Mario

Created by: Elijah Mario,6/13/2024, 7:10 PM

Procedure Rating: Satisfactory

Procedure Name: ASM-08762

Procedure Type: Closure

Last Modified by: Syed Sabeeh,2/6/2025, 1:05 AM

Portofolio/Project Type: Project

RELATED PORTFOLIOS/PROJECTS (1)

NAME	PORTOFOLIO/PROJECT NAME	DEPARTMENT	STATUS	ATLAS PROJECT NUMBER	START DATE	END DATE
00121874	Tuvalu-TIPS Project-UNDP-FJI-00121874	CO - Tuvalu - Cty Pgmm	Financially Closed	00127911	12/15/2020	9/30/2025

Approval Information

Approval Date: Wed Feb 05 00:00:00 GMT 2025

Approved By: Syed Sabeeh <syed.sabeeh@undp.org>

APPROVAL HISTORY

STEP NAME	DATE	STATUS	ASSIGNED TO
Submitted for Approval	2025-02-06 01:05:09	Approved	Emmilia Tuiwawa
Submitted for Approval	2025-02-05 22:20:26	Reassigned	Emmilia Tuiwawa

QA Questionnaire:

Strategic

Status: Complete

Quality Rating: Satisfactory

1. Did the project pro-actively identified changes to the external environment and incorporated them into the project strategy?

- ☐ 3: The project team 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 (Enter a short explanation or upload a document that provides evidence for your response)

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 - noted in attached E-1, 2 cross cutting questions were used by IC for evaluation - Has the project had positive impacts or transformative changes on GEWE (gender equality and the empowerment of women)? & Has the project had positive impacts or transformative changes on PWD (People with disability)? (See E-1,pg 57 of 58).

For instance GEWE was identified as relevant changes in the external environment - "....In gender equality, the evaluation assessed: the extent that GEWE has been addressed in the design, implementation, and monitoring of the project, and the results obtained towards 'changes' in GEWE, as well as any lessons learned related to GE...." (See E-1, pg 31 of 58)

There is some evidence that the project board discussed this, but relevant changes may not have been fully integrated in the project - noted in attached E-2 mins (pg 3 of 5) under Agenda 2 which mentioned land issues, an area of threat to project implementation if not addressed inclusively & in a timely manner.

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

- ☐ 3: The project responds at least one of the development settings as specified in the Strategic Plan (SP) and adopts at least one Signature Solution 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 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 (Enter a short explanation or upload a document that provides evidence for your response)

The project responds to 1 of the 3 areas of development work (outcome 3) as specified in the Strategic Plan - see attached E-1 page 1 of 65.

The project's RRF includes at least 1 SP output indicator, if relevant - noted in attached E-1 pgs 18-19 of 65.

Relevant	Status: Complete	Quality Rating: Satisfactory
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3. Are the project's targeted groups, and particularly those marginalized, vulnerable and left further behind (LNOB), being systematically engaged, with a priority focus on the discriminated and marginalized, to ensure the project leaves no one behind (LNOB) and remains 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 (Enter a short explanation or upload a document that provides evidence for your response)

Yes, targeted groups were engaged in implementation and monitoring, with a priority focus on the discriminated and marginalized - note in attached E-2 doc (pg 30 of 58) - ".....In human rights, the evaluation assessed the extent that disadvantaged and marginalized groups benefited from the work of the project and the extent that HRBA was integrated into the project. The MTR found that "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" (p. 50). UNDP and project staff interviewed noted that they understood the importance of reaching the disadvantaged and marginalized through the project. The stress on reaching the outer islands in the project was consistent with this emphasis."

Beneficiary feedback was collected regularly to ensure the project addressed local priorities. This information was used to inform project decision making noted also in above evidence reference.

- 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 (Enter a short explanation or upload a document that provides evidence for your response)

Yes, the project did have knowledge and lessons learned backed by relatively limited evidence, drawn mainly from within the project & were considered by the project team - as per attached E-2 doc (pg 32 of 58).

Indeed, there is some evidence that changes were made to the project as a result to ensure its continued relevance - noted in attached word file 'E-3 - Simple action plan - 21 April 2021_clean' - pg 1 of 3, changes to positions reportings mentioned - ".....the NIU/MIE should provide to the ES and TFM a note detailing changes of in-country staff personnel. The document should explain shifts in positions, as well as changes in the composition of functions of staff as week as a brief organigramme. The summary should outline which positions are funded by EIF and which are funded by other sources of funding like government or other donors. Please provide official governmental documents (decrees, official policy documents, etc.)....."

- 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 (Enter a short explanation or upload a document that provides evidence for your response)

Though the project was not considered at scale, there were 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) - see also attached E-2 (pg 29 of 58) under impact whereby t responds by stating - ".....Tuvalu TIPS supported the drafting, finalisation, and updating of key trade and development assessments and plans, including through engagement and collaboration with the private sector in Tuvalu. Interviews with government stakeholders noted that these frameworks are expected to have long-term positive results for Tuvalu and the private sector of the country."

Principled	Status: Complete	Quality Rating: Satisfactory
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- 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 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 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 (Enter a short explanation or upload a document that provides evidence for your response)

Confirmed, the project team had some data and evidence on the relevance of the measures to address gender inequalities and empower women - noted in attached E-2 cross cutting questions were used by IC for evaluation - Has the project had positive impacts or transformative changes on GEWE (gender equality and the empowerment of women)? & Has the project had positive impacts or transformative changes on PWD (People with disability)? (pg 57 of 58).

There is evidence that at least some adjustments were made, as appropriate - also noted in attached E-2 too (pg 31 of 58), "...The E-1 had elements of a gender analysis within it, and incorporated gender into some outputs and activities. The E-4 noted that " The result framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output" (p. 50). The project worked with, though, and to support the TNCW to support women and youth, equip them to support livelihoods, and provide training for GEWE and the youth.

Key activities focused on GEWE. With women central to the informal sector and marketing in Tuvalu, developing and strengthening the Tau Maketi particularly benefitted women. UNDP interviewees noted that Tau Maketi participants were 90% women. Trainings provided with Tier 2 funds to support market vendors thus also particularly focused on women and empowering them to succeed in business. TNCW interviewees emphasized the utility of this support – for beneficiaries and for the organisation itself – both of which supported GEWE...."

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 were conducted where required (i.e., Environmental and Social Impact Assessment (ESIA) for high/substantial-risk projects and targeted assessments for moderate risk projects as identified through SESP). Relevant management plan(s) developed, implemented, and monitored for identified risks. Select this option for SESP exempted projects and/or 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 (Enter a short explanation or upload a document that provides evidence for your response)

Noted and social and environmental risks were tracked in the E-5 attached risk doc for the project.

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 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. Select this option for SESP Exempted projects.

☐ 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 (Enter a short explanation or upload a document that provides evidence for your response)

Noted in the attached E-1 (pg 25 of 65) under the Project Board which states - "...In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Resident Representative.."

Also in the same E-1- see pg. 29 of 65 under,;

6 which shares/states - "...Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>)....."

#7 states - ".....The Implementing Partner shall: (a) conduct project and programme related activities in a manner consistent with the UNDP Social and Environmental Standards , (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism....."

Management & Monitoring

Status: Complete

Quality Rating: Satisfactory

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

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

Yes, the project had a costed M&E Plan (attached 'E-6' file), and its baselines and targets populated.

Progress data against indicators in the project's RRF were collected on a regular basis (See attached presentation file 'E-7'), although there may be some slippage in following the frequency stated in the Plan and data sources was not always reliable.

Refer also to attached E-1 report., with lessons learned (pg 32 of 58) were captured & were used to take corrective actions.

10. Did 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 (Enter a short explanation or upload a document that provides evidence for your response)

The project's governance mechanism met with minutes (E-2 attached) of the meeting & in file.

A project progress report was submitted to the project board or equivalent at least once per year, covering results, risks and opportunities - noted in the attached for 2021, 2022 & MTR.

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 was may be some evidence that the project monitored risks that may affected the project's achievement of results, but there is no explicit evidence that management actions were taken to mitigate risks.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Noted in attached E-4- see pg 34 of 138 which stated - "...Risk and Assumptions Outlined in the Risk and Assumption table1, 2 major types of risk were presented during the project design: endogenous risks and exogenous risks. The degree of risk and corresponding risk reduction measures were also presented for each type of risk. Risks were well identified during the project design and their mitigation measures were also adequate as well as the assumptions made. They covered all key risk areas related to the implementation of the Project. However, despite this good set of risks being identified, when reviewing the progress reports, it appeared that the management of these risks was not as it should have been. The annual progress reports did mention the major risks, suggesting that risks were not timely monitored during the project implementation...."

Efficient

Status: Complete

Quality Rating: Satisfactory

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

- ☒ Yes
- ☐ No

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Yes, with >80% of funds intended for the project utilized (see attached financial report E-8 & PBM presentation file E-7)

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 (Enter a short explanation or upload a document that provides evidence for your response)

The project had an updated procurement plan - see attached file E-9

The project annually reviewed operational bottlenecks to procuring inputs in a timely manner and addressed them through appropriate management actions - see attached E-10.

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 (Enter a short explanation or upload a document that provides evidence for your response)

Yes, 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 - see monitoring plan E-6 attached & also progress/technical reports E-10 shared.

Effective

Status: Complete

Quality Rating: Satisfactory

15. Was the project on track and delivered its expected outputs?

- ☒ Yes
- ☐ No

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Confirmed, most of all of the project's 3 outputs delivered. (Output 1. Improved business environment and increased investment
Output 2: Enhanced capacities of private sector; Output 3: Increased exports and employment opportunities) - see E-1

Refer attached PBM E-7 file pg 4-6 of 8 covering progress on output indicators as well.

Also make reference to E-4 report (pg 65 of 138) conclusion which confirms this - "...the project has made positive impacts and achievements in the outer islands of Tuvalu. Results have been achieved within the budget and the project outputs and activities..."

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 (Enter a short explanation or upload a document that provides evidence for your response)

There was 1 review of the work plan yearly with a view to assessing if project activities were on track to achieving the desired development results (i.e., outputs.) - see project progress reports & multi-year work plans via budget revision E-12, E-10 & 11.

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 - confirmed in attached budget revision docs attached.

17. Were the targeted groups, and particularly those marginalized, vulnerable and left further behind (LNOB), 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 (Enter a short explanation or upload a document that provides evidence for your response)

The project did target specific groups and/or geographic areas, with 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 - confirmed in attached E-1 (pg 26 of 58) & also pg 38 of 58 which stated - "....The capacity building programs carried out by the project in addition to gardening tools provided, has benefitted households on Funafala and Papaelise who have continuously participated in the monthly TAU-MAKETI and have generated revenue by selling their harvest from their respective home gardens. One of the residents of Funafala shared that seedlings for their home gardens are supplied from the nursery on Funafala which was also supported by the project...."

18. If there is a digital or data technology solution in the project: have technology and data risks been addressed specifically for closure, or continued use by partners or UNDP?

- ☐ 3: Yes, a) the implementation and closure followed good practices, such as UNDP's digital standards and data principles; b) technology sustainability risks are addressed: hosting, licenses, intellectual property, data ownership, code documentation, or partner capacity (operations, maintenance and continued improvement); and c) post project scalability has been considered: digital public goods or reusability for other UNDP units. (All must be true)
- ☒ 2: Specific technology and data risks have been partially addressed for project closure, next to Standard UNDP sustainability practices and project risk management.
- ☐ 1: Standard UNDP sustainability practices and project risk management are applied, but no specific practices to address technology or data risks are followed.
- ☐ The project did not utilize a data or digital technology solution.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Noted as per attached pro-doc page 7 of 65, noting also use of zoom, MS teams & fb messenger communication options during project implementations

Sustainability & National Ownership	Status: Complete	Quality Rating: Satisfactory
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19. 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 (Enter a short explanation or upload a document that provides evidence for your response)

Confirmed with attached Plans (Procurement-E-9, M&E-E-6), Technical reports, MTR & Final Evaluation reports which had evidence of government & partners responses.

20. Were there regular monitoring of changes in capacities and performance of institutions and systems relevant to the project, as needed, and were the implementation arrangements⁸ 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 were monitored by the project, however changes to implementation arrangements were not considered. Also select this option if changes in capacities and performance of relevant national institutions and systems were not monitored by the project.
- ☐ Not Applicable

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Noted with project manager leaving & attached handover notes, see E-13.

21. 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 (Enter a short explanation or upload a document that provides evidence for your response)

Noted & attached MTR (E-4, pg 64 of 138) which states under Sustainability & Lessons Learned - Sustainability of projects is done by mainstreaming project activities into existing government, and sub-national structures. With a Recommendation to Mainstream the remaining/completed project activities into Government/Sub-National structures. This ensures that activities will continue to be implemented by stakeholders upon project closure.