

Procedure Year: 2025

Procedure Rating: Highly Satisfactory

Procedure Status: Approved

Procedure Name: ASM-16475

Procedure Department: CO - Honduras - Tegucigalpa

Procedure Type: Closure

Record Owner: Dilmer Maradiaga Lopez

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Portofolio/Project Type: Project

RELATED PORTFOLIOS/PROJECTS (1)						
NAME	PORTOFOLIO/PROJECT NAME	DEPARTMENT	STATUS	ATLAS PROJECT NUMBER	START DATE	END DATE
01002933	Acelerando la Transformación del Sistema Educativo en Honduras	CO - Honduras - Tegucigalpa	Financially Closed		5/1/2024	1/31/2026

Approval Information

Approval Date: Tue Dec 30 00:00:00 GMT 2025

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APPROVAL HISTORY			
STEP NAME	DATE	STATUS	ASSIGNED TO
Submitted for Approval	2025-12-30 14:37:19	Approved	Dilmer Maradiaga Lopez
Approval Request Submitted	2025-12-10 10:52:45	Started	Carlos Amaya Soler

QA Questionnaire:

Strategic

Status: Complete

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 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)

Uno de los principales retos para el desarrollo del proyecto conforme a lo planificado fue que gran parte de su implementación coincidía con el año 2025, marcado por la celebración de elecciones internas y generales en el país. Este contexto representaba riesgos significativos, entre ellos la posible politización de la iniciativa y la falta de consensos entre actores pertenecientes a diferentes partidos políticos, lo que podía afectar el alcance de los resultados esperados.

No obstante, es importante destacar la efectiva gestión y articulación de la AMHON y la SEDUC, quienes lograron propiciar sinergias constructivas entre actores de distintos sectores políticos. Gracias a esta coordinación interinstitucional y al enfoque técnico adoptado por ambas entidades, fue posible mantener la neutralidad del proyecto, fortalecer la confianza entre las partes y superar las metas inicialmente establecidas, demostrando que la colaboración basada en evidencia y en el bien común puede trascender los ciclos electorales.

Por otra parte, fue necesario ajustar el plan de trabajo inicial con la AMHON debido a los procesos institucionales de contratación y adquisición de la AMHON, los ajustes en el cronograma global del proyecto y el alcance de las actividades propuestas. A pesar de los ajustes, se lograron los resultados planificados.

Ver evidencia en Carpeta "Evidencia proyecto 1002933 Acelerando la transformación del sistema educativo"

Documento a consultar: Informe_Tecnico_Medio_Termino.

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)

Se fortalecieron las capacidades de los gobiernos locales en tema como: Genero en el ámbito educativo, Rendición de cuentas y Mecanismos de inversión municipal, con el propósito de mejorar la toma de decisiones, fortaleciendo la gobernanza, la transparencia y la participación ciudadana en el desarrollo de la educación en cada municipio inscrito en la iniciativa municipios campeones por la educación.

Además, se propiciaron espacios de intercambio de buenas prácticas educativas entre municipios, de tal manera que municipios con avances significativos en acciones de cara aumentar la matrícula y la permanencia de niñas, niños y a jóvenes, compartieran sus experiencias con otras municipalidades, con el objetivo de que pudieran fortalecerse los mecanismos de intercambio entre gobiernos locales.

Ver evidencia en Carpeta "Evidencia proyecto 1002933 Acelerando la transformación del sistema educativo"

Documento a consultar: 2023-05-04 SDG Versión Español final (PRODOC)

Relevant	Status: Complete	Quality Rating: Exemplary
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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)

El proyecto buscaba afectar positivamente a las niñas, niños y jóvenes, en especial aquellos en las zonas rurales y con presencia de pueblos indígenas y afrohondureños. En ese sentido se promovió la participación de los actores locales y la comunidad, por medio de espacios como los cabildos abiertos y cabildos abiertos enfocados en educación. Por otra parte al ser la AMHON el implementador del proyecto y la SEDUC el socio estratégico, garantizó la participación colaborativa de las alcaldías, los directores departamentales y municipales de educación, directores de centros educativos, padres de familia y la comunidad en general; con el propósito de que cada acción respondiera a la necesidades nacionales en términos educativos con el matiz particular de cada municipio participante, garantizando así que la población objetivo sería afectada plenamente por el proyecto.

Uno de los principales hitos del proyecto fue el apoyo a 6 proyectos educativos. Estos proyectos fueron propuestos por 6 municipalidades, fue concursable, es decir que se presentaron alrededor de 18 propuestas, pero se seleccionaron las 6 propuestas que cumplieran los siguientes requisitos:

- Proyectos orientados a reducir brechas educativas para la población educativa femenina, mejorar las condiciones el acceso y permanencia en el sistema educativo formal, a niñas y jóvenes entre las edades de 11 a 17 años, específicamente en el tercer nivel de educación básica y en el nivel de educación media.
- Proyectos que incluyeran al menos una acción de las temáticas de: a) bienestar integral, b) Desarrollo de Habilidades en Ciencia o c) Proyectos de apoyo escolar y académico.

Documento a consultar: Reglamento de fondos concursables

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)

Dentro de las lecciones aprendidas, limitaciones y proyecciones a futuro que generó el proyecto en su conjunto se encuentran:

- La neutralidad en contextos electorales, la importancia de actores nacionales con legitimidad política, y la necesidad de mayor inversión en sistemas de información educativa.
- Los pilotos deben cubrir al menos dos ciclos escolares completos para evaluar retención y aprendizaje, no sólo matrícula.
- Lecciones transversales: la combinación de incentivos simbólicos y técnicos movilizó casi a la mitad de los municipios del país; AMHON y SEDUC mejoraron gobernanza vertical; aunque diseñado para 30 municipios, atrajo a 145.
- Limitaciones: la demanda superó la capacidad operativa, limitando la asistencia técnica personalizada.
- Proyección futura: el modelo es escalable más allá de educación (salud, agua, clima), siempre que se preserve neutralidad, se fortalezcan sistemas de datos y se ajuste la capacidad de implementación a la demanda.

Documento a consultar: Ayuda memoria reunión de cierre de la junta de proyecto.

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)

La meta inicial de inscripción contemplaba la participación de 40 municipios; sin embargo, esta fue ampliamente superada con la inscripción de 146 municipios, incluso recibándose solicitudes posteriores al cierre oficial del período de registro.

Este resultado refleja el alto nivel de interés y compromiso de los gobiernos locales, superando con creces las expectativas de la primera edición y sentando las bases para una segunda fase más ambiciosa, con la proyección de alcanzar la participación de los 298 municipios del país.

La buena aceptación de la iniciativa y los resultados obtenidos a partir del reconocimiento impulsaron a la Junta Directiva de la AMHON, entidad implementadora de la iniciativa, a dar su voto favorable para el lanzamiento de una segunda edición, actualmente en proceso de formulación de su propuesta técnica, además de motivar a la secretaría de educación a formalizar la iniciativa mediante acuerdo ministerial asegurando su institucionalización más allá de la primera edición.

Documento a consultar: Ayuda memoria reunión de cierre de la junta de proyecto

Principled

Status: Complete

Quality Rating: Exemplary

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)

Se capacitaron a los gobiernos locales en el tema de género en el ámbito educativo con el objetivo de fortalecer las capacidades de los principales actores (alcaldes, enlaces municipales, gestores municipales, etc.) para la toma de decisiones a la hora de abordar el tema de género. Así mismo se promovieron iniciativas de proyectos orientados a mejorar la permanencia de las niñas y jóvenes, específicamente abordando el tema de la salud sexual y reproductiva, mediante la adecuación o construcción de módulos sanitarios en las escuelas, así mismo como la promoción espacios seguros para las niñas y jóvenes con el fin de erradicar la violencia de género.

Ver evidencia en Carpeta "Evidencia proyecto 1002933 Acelerando la transformación del sistema educativo"

Documentos a consultar: Informe_Tecnico_Medio_Termino. y perfiles de proyectos seleccionados.

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)

Reglamento de fondos concursables

Se elaboró un SESP al inicio del proyecto, el cual determinó una categoría de riesgo ambiental y social baja (AyS). Las medidas de mitigación correspondientes fueron implementadas de manera efectiva, integrándose dentro de las propias actividades del proyecto para prevenir y minimizar la materialización de posibles impactos ambientales y sociales.

Evidencia: Seguir el siguiente enlace del SESP: ASM-10434

https://undp.lightning.force.com/lightning/r/Procedure__c/a37aA000000OS3BQAW/view

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)

Se elaboró un SESP al inicio del proyecto, el cual determinó una categoría de riesgo ambiental y social baja (AyS). Las medidas de mitigación correspondientes fueron implementadas de manera efectiva, integrándose dentro de las propias actividades del proyecto para prevenir y minimizar la materialización de posibles impactos ambientales y sociales, además por calificarse como de riesgo bajo no se requirió contar con el mecanismo de quejas a nivel de proyecto.

Evidencia: Seguir el siguiente enlace del SESP: ASM-10434

https://undp.lightning.force.com/lightning/r/Procedure__c/a37aA000000OS3BQAW/view

Management & Monitoring

Status: Complete

Quality Rating: Highly 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)

El PRODOC estableció que los equipos técnicos de las instituciones involucradas mantuvieran reuniones periódicas y permanentes con el propósito de revisar el avance de las actividades programadas, asegurando una adecuada articulación entre los diferentes

actores. Estas reuniones permitieron dar seguimiento a la ejecución de las metas, identificar posibles desafíos o retrasos y tomar decisiones oportunas para garantizar el cumplimiento de los resultados esperados.

Asimismo, estos espacios de coordinación técnica se desarrollaron con una frecuencia determinada según las necesidades del momento y el ritmo de ejecución de cada componente del proyecto. En ellos se compartieron informes de avance, se revisaron los productos entregables, se validaron los logros alcanzados y se planificaron los ajustes requeridos para optimizar la implementación.

De igual manera, las reuniones constituyeron un mecanismo clave para fortalecer la comunicación interinstitucional, promover el intercambio de información y asegurar la coherencia entre las acciones realizadas por las distintas partes, contribuyendo así a la eficiencia y efectividad del proyecto.

Ver evidencia en Carpeta "Evidencia proyecto 1002933 Acelerando la transformación del sistema educativo"

Documentos a consultar: 2023-05-04 SDG Versión Español final (PRODOC)

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)

De acuerdo con lo establecido en el PRODOC, la Junta de Proyecto se reuniría de manera extraordinaria conforme a las necesidades de la implementación (ver PRODOC). En este marco, se llevaron a cabo dos reuniones durante el período de ejecución.

En la primera reunión, se reafirmó la problemática que dio origen a la iniciativa, se ratificó el compromiso de los actores involucrados para el logro de los resultados, y se presentó una actualización del estado de avance junto con los siguientes pasos a ejecutar.

En la segunda reunión, se presentaron los resultados alcanzados por la iniciativa, se aprobó el informe final del proyecto y se acordaron las principales acciones preparatorias para la segunda edición de la iniciativa.

Además, como se estableció en el PRODOC que más allá de las reuniones de la junta de proyecto se instruye que los equipos técnicos de la institución participante pudieran reunirse para revisar el plan de trabajo y el seguimiento de las actividades y hacer los ajustes necesarios al cronograma.

Ver evidencia en Carpeta "Evidencia proyecto 1002933 Acelerando la transformación del sistema educativo"

Documentos a consultar: 2023-05-04 SDG Versión Español final (PRODOC) y Ayudas memorias de las juntas de proyecto.

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)

Los riesgos fueron gestionados en el marco de las juntas de proyecto, dando seguimiento continuo a su evolución a través de los mecanismos de monitoreo establecidos.

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)

De acuerdo con lo presupuestado por el proyecto se lograron todos los objetivos, se superaron las expectativas y todo el presupuesto se ejecutó de acuerdo con lo planificado.

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)

De acuerdo con lo planificado se ejecutó el plan de adquisiciones programado por el proyecto. Se estableció un low value grant con la AMHON y se contrató una consultoría para el desarrollo del dashboard, para el desarrollo de las acciones a cargo de PNUD.

Documentos a consultar:
Acuerdo low value grant con AMHON.
Contrato con consultor para el desarrollo del dashboard.
PRODOC

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)

Dada la naturaleza del proyecto, orientada principalmente al fortalecimiento institucional, la cooperación técnica y la generación de capacidades, el seguimiento de los recursos se realizó conforme a los procedimientos estándar del PNUD, priorizando la calidad técnica de las intervenciones y la alineación con los resultados esperados.
Aunque no se estableció un sistema específico de monitoreo de costos comparativos, la gestión financiera se mantuvo dentro de los márgenes de eficiencia previstos, y las decisiones de gasto respondieron a criterios de pertinencia, oportunidad y sostenibilidad de los resultados, en coherencia con las normas de adquisiciones y control interno de la organización.

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)

En primera instancia se superó la meta de municipios que se querían alcanzar con la iniciativa, se esperaban 30 municipalidades y se inscribieron 146, lo que no solo significa una ampliación de alcance en relación con el número de municipios, sino que además representa un mayor alcance a nivel de población meta. En cuanto a la matrícula, 4 de cada 10 niñas, niños y jóvenes matriculados en 2025 pertenecieron a municipios inscritos en la iniciativa municipios campeones.

Documento a consultar: Ayuda memoria reunión de cierre junta de proyecto.

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)

Fue necesario modificar un poco la asignación de recursos para ciertas actividades, sin sacrificar el logro de los objetivos, en especial por el tema de fechas previstas para algunas actividades que sufrieron retraso y que no dependían directamente de la acción de la AMHON, por eso fue necesario reajustar el plan de trabajo en especial a nivel presupuestal.

Documentos a consultar: Acuerdo de firma LVG con AMHON (AMOHN_Standard Grant Agreement_24022025_1st) e Informe de resultados (INFORME_TECNICO_MEDIO_TERMINO)

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)

Sí. Desde la etapa de planificación del proyecto se identificaron e involucraron de manera sistemática a los grupos destinatarios, priorizando a los niños, niñas y jóvenes en condición de vulnerabilidad o rezago educativo. Todas las intervenciones se diseñaron con un enfoque inclusivo orientado a incrementar la matrícula escolar y fortalecer la retención estudiantil, especialmente en comunidades con mayores brechas de acceso y permanencia educativa.

El proyecto promovió la participación de las autoridades municipales, docentes, padres y madres de familia, así como de los

propios estudiantes, para garantizar que las acciones respondieran a las necesidades reales de los grupos beneficiarios. Esta articulación permitió implementar estrategias localmente adaptadas que contribuyeron a reducir el abandono escolar y fomentar la reinserción educativa, asegurando que nadie quedara atrás en el proceso educativo.

Documentos a consultar: Informe de resultados (INFORME_TECNICO_MEDIO_TERMINO)

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)

Como parte de la participación del PNUD en el proyecto, se desarrolló un tablero dinámico de datos educativos a nivel municipal, concebido como una herramienta de gestión para fortalecer la toma de decisiones basadas en evidencia. Su objetivo principal es brindar a las municipalidades acceso directo a estadísticas locales de educación, incluyendo indicadores como matrícula, deserción, repitencia, aprobación e infraestructura escolar, así como un módulo específico para el seguimiento de las metas de la iniciativa “Municipios Campeones por la Educación”.

Con el propósito de garantizar la sostenibilidad y la apropiación institucional de la herramienta, su alojamiento y administración fueron transferidos a la AMHON, entidad que cuenta con capacidad técnica instalada, personal estable y experiencia comprobada en la gestión de plataformas municipales y a su vez se trasladaron las capacidades para la correcta gestión del tablero. Además, la estrecha coordinación entre la AMHON y la SEDUC, principal proveedora de los datos asegura la actualización continua de la información y la vigencia operativa del tablero en el tiempo, consolidándolo como un instrumento permanente de monitoreo educativo local.

Documentos a consultar: Manual tecnico dashboard indicadores educativos.

Sustainability & National Ownership	Status: Complete	Quality Rating: Highly 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)

Se estableció un low value grant con la AMHON, considerando su efectiva capacidad de coordinación con las municipalidades. A través de este mecanismo, se definió y ejecutó de manera conjunta el plan de trabajo, así como el seguimiento de los avances y los resultados alcanzados.

Asimismo, la Secretaría de Educación participó activamente en todo el proceso de planificación y desarrollo de las capacitaciones, en su rol de institución rectora de la educación no superior en Honduras. Por ejemplo, proporcionando los datos para el desarrollo del tablero estadístico educativo municipal avanzado, así mismo como su participación crucial como parte de la mesa

tripartita de educación.

De igual manera, se trabajó en estrecha coordinación con UNICEF, como agencia coordinadora del proyecto, para la elaboración del plan de trabajo, la organización de reuniones de seguimiento y el monitoreo de los resultados obtenidos.

Documentos a consultar: Acuerdo de firma LVG con AMHON (AMOHN_Standard Grant Agreement_24022025_1st) e Informe de resultados (INFORME_TECNICO_MEDIO_TERMINO)

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)

Para garantizar un seguimiento efectivo del desempeño institucional, se capitalizaron las capacidades de articulación y coordinación de la AMHON con las municipalidades, quienes fungieron como los principales ejecutores del proyecto en el territorio. Esta sinergia permitió fortalecer los mecanismos de monitoreo local, facilitar la comunicación entre los diferentes actores involucrados y asegurar que las acciones se implementaran conforme a las metas y estándares establecidos, promoviendo una gestión más eficiente, participativa y orientada a resultados.

Documentos a consultar: Acuerdo de firma LVG con AMHON (AMOHN_Standard Grant Agreement_24022025_1st)

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)

En efecto, se liquidaron todos los compromisos adquiridos con la AMHON en el marco del low value grant suscrito para la implementación de las actividades 1.3.2 y 1.3.3, conforme a lo establecido en el PRODOC.

Asimismo, se completó la liquidación de la consultoría contratada para el desarrollo del Tablero Estadístico Educativo Municipal Avanzado (TEEMA), la solución digital correspondiente a la actividad 1.3.1.

En relación con el TEEMA, la administración del sistema fue oficialmente transferida a la AMHON, entidad que asumió la responsabilidad de realizar las actualizaciones, ajustes y demás tareas asociadas a su gestión. Con el fin de garantizar la sostenibilidad del proceso, se fortalecieron las capacidades del equipo de informática de la AMHON mediante la transferencia de conocimientos y formación técnica especializada. Asimismo, para consolidar el sentido de apropiación institucional, la AMHON decidió asumir los costos de renovación de las licencias del software, incorporando este rubro dentro de su programación presupuestaria anual. Para ver el tablero se puede acceder en el siguiente link : <https://teema.amhon.hn/>

Documentos a consultar: Manual técnico dashboard de indicadores educativos informe de capacitación Dashboard.