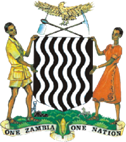
** **

**Programme for the Promotion & Protection of Women & Children’s Rights in Zambia (PPPWCRZ)**

**Final Programme Evaluation**

**Terms of Reference**

**1. Background and Context**

The Programme for the Promotion and Protection of Women & Children’s Rights in Zambia was developed to address the gender imbalances and children’s deprivations that still exist at various levels of development. The programme was intended to build upon previous initiatives on gender and child development implemented by the Government of the Republic of Zambia in collaboration with Civil Society Organizations and Cooperation Partners. The Programme had a focus on four themes, these being: (i) legislative reform; (ii) social empowerment; (iii) economic empowerment; and (iv) political representation.

This Programme aimed to contribute to a strengthened oversight responsibility of the Ministry of Gender and Child Development to influence policy review, legislative reforms and implementation in conformity with national, regional and international commitments on gender and child development. Thus, the thrust of the Programme in contributing to the achievement of the four thematic areas of focus was to be guided by the Ministry’s mandate of policy and legislative review and advocacy for gender mainstreaming and identification and inclusion of child development issues.

**1.1 Programme for the Promotion and Protection of Women and Children’s rights in Zambia**

**Table 1: Programme information**

|  |  |  |  |
| --- | --- | --- | --- |
| **Programme title:** | Programme for the Promotion and Protection of Women and Children’s rights in Zambia | | |
| **Joint Programme Objective:** | To contribute to the reduction of gender imbalances in social, political and economic spheres in the country. | | |
| **Approval date:** | 20 March 2013 | **Fund transfer date:** |  |
| **Completion date:** | 30 June 2017 | **Non cost extension date:** | N/A |

* + 1. **Objective, Expected Outcomes and Outputs**

The Programme Goa was to contribute to the Promotion and Protection of Women and Children’s Rights in Zambia. The Objective was reduced gender imbalances in social, political and economic spheres in the country. The following were programme outcomes:

***Outcome I: Provisions of the CEDAW and CRC/ACRWC domesticated and provisions of the Anti-GBV Act implemented.***

Under this outcome, the main interventions will focus on ensuring that Government’s commitment towards the domestication of international Conventions is realised. This will be done through the domestication of the provisions of the Conventions on the Child and that on the Elimination of all forms of Discrimination Against Women. In addition, the Ministry will seize the opportunity presented through the Constitutional review process to address gender and child development issues in the revised constitution.

This outcome will contribute to the development of legislation which recognises and promotes the rights of women and children. The outcome had the following objectives:

* Output 1.1: Implementation plan for identified gender provisions of the new constitution into targeted pieces of legislation policies and Programmes developed.
* Output 1.2: Road map for review of identified laws in conformity with CEDAW, Anti-GBV Act and CRC/ACRWC developed and implemented.
* Output 1.3: Traditional leaders and customary court adjudicators trained on the provisions of CEDAW, Anti-GBV Act and the CRC/ACRWC

***Outcome II: Policies and Programmes in four priority sectors (Lands, Agriculture, Health and Education) are reviewed and developed in conformity to gender audit, CEDAW and CRC recommendations***

This outcome focuses on ensuring that policies and programmes in the priority sectors mainstream gender issues and explicitly address issues of child development. It will build on the results from the gender audits conducted during the JGSP but also support gender audits in Line Ministries where audits were not undertaken.

To ensure sustainability of the outcome, the Ministry will work to provide knowledge and information as well as develop skills and competencies, and provide necessary tools for strengthening stakeholder’s capacity to effectively mainstream gender and child development into programmes and policies. The capacity development strategy has been changed from the conventional training to the development of learner directed materials which will then be supported with guidelines and checklists that can be used by officers within the line Ministries. The Ministry will also provide coaching and mentoring as part of its capacity building process with the hope of changing individual behaviour and attitudes. In light of the implementation of the decentralisation policy and its implementation plan, a study will be conducted to determine the gender dimensions and costs of the decentralisation process.

Further, under this outcome the Ministry will also address the issue of commitment to gender and child development through the establishment and/or strengthening accountability mechanisms, such as gender responsive budgeting and monitoring, and performance assessments of line Ministries. It will also contribute to the implementation of practical activities by line Ministries which address gender and child development issues in a more systematic and sustainable manner. The outputs were as follows:

* Output 2.1: Plans of action for implementation of gender audit, CEDAW and CRC recommendations in priority sectors developed.
* Output 2.2: Accountability mechanisms for gender and child activities and results in priority sectors developed.
* Output 2.3: Staff in priority sectors have been trained in Gender mainstreaming and Child development

***Outcome III: MGCD and its non-state partners have promoted increased participation of women in the political and civic spheres of development***

In recognition of the need to increase the number of women that are represented within the political sphere, the Ministry will implement specific interventions aimed at addressing specific issues on women’s political representation. Working with partners from civil society and faith based organisations, the Ministry will, under this outcome, undertake initiatives such as capacity building for female parliamentarians as well as development of a mentorship Programme targeting women. In addition, strategies that aim at addressing negative social and cultural norms that inhibit women’s and children’s participation will be implemented as a basis for eliminating gender and child discrimination.

All the political parties will be targeted under interventions through which their Manifestos’, Constitutions and adoption systems will be reviewed and recommendations made towards seeing how best they can increase the number of women being adopted during election periods. Further and as part of this programme, a resource mobilisation strategy will be developed as part of the overall strategy to increase the number of women in politics. Staying within its mandate, the Ministry will monitor the implementation of the overall strategy by the various partners and offer technical coordination support where it can.

Moving away from just increase in numbers of women in politics, the Ministry will through the M&E system also monitor the quality of participation of those women in Parliament as well as monitor the times that gender issues are raised in Parliament. The outputs were:

* Output 3.1: Strategy for increasing women representation in politics developed and implemented.
* Output 3.2: Messages for mindset set change on gender and women rights have been developed from the Communication Strategy and disseminated.
* Output 3.3: Policy papers and periodic reports on the state of Gender, child development and domestication of regional and international treaties and protocols produced and disseminated

***Outcome IV: MGCD has coordinated a multi-sectoral and evidence based response to gender and child development issues.***

This outcome aims at facilitating the establishment of a coordinated initiative that responds to gender and child development issues and the development and implementation of the National Policies on Gender and Child Development. A key activity will therefore be the development of a focussed strategic plan for the Ministry and through which the Ministry will be able to strategically raise its own profile as well as resource mobilise. This outcome will also address the issues related to the inadequate staffing levels within the Ministry. The Programme will facilitate the provisions of technical support and engagement of technical staff to support the establishment of the Ministry.

Strategies within this outcome will also address issues of wider consultations among and with Government institutions, cooperating partners and civil society organisations through the development and implementation of a national consultative and advocacy framework. Key activities will include the establishment of a gender and child partnership forum as well as the gender status forum that will meet annually and through which learning and sharing will be encouraged.

Within this outcome the Gender and child development monitoring system will be developed based on a thorough baseline undertaken at the start of the Programme. In addition, to keep the Programme informed of any emerging issues and to ensure the response by the Ministry and other partners is relevant, a research agenda will be developed and implemented to inform the overall response to gender and child development in the country. From this the Gender and Child Status Report, Fact sheets as well as the State Party Reports on gender and child development will be produced and disseminated.

At the level of the partners and outside of the Ministry, efforts will be made to ensure the collection of gender disaggregated data by all stakeholders as a basis also of any responses in their specific areas.

Under this outcome, the Ministry will continue to implement a multi-sectoral communication strategy that aims at changing social norms and the mindset of society regarding gender equality and the women’s and children’s rights. Specifically, advertising agencies will be engaged to ensure that advertisements do not perpetuate the negative portrayal of women and children. The implementation of the Programme will take advantage of the establishment of the Ministry of Chiefs and Traditional Affairs to address some of the negative cultural practices and norms. This will be done through the implementation of the National Gender Communication Strategy. Emphasis will be placed on changing social norms within the communities using traditional and opinion leaders; and the Civil Society and Faith Based Organisations. This outcome had the following outputs:

* Output 4.1:Gender policy reviewed and disseminated
* Output 4.2: Child policy reviewed and disseminated
* Output 4.3: A costed National Gender Plan of Action developed and implemented
* Output 4.4: National Child Policy development Plan of Action developed
* Output 4.5: A National Consultative and advocacy Framework developed and implemented.
* Output 4.6: National Gender and Child Development Monitoring and Evaluation system established and implemented.
* Output 4.7: MGCD has management and human resource capacities to monitor and coordinate the response to gender and child developed issues enhanced.
  + 1. **Executing Arrangements**

The Permanent Secretary of the MGCD had the overall responsibility for management of the Gender and Child Development Programme while the Economic and Finance Section was charged with the responsibility of coordination and managing activities and ensuring the attainment of the Programme outputs.

**Programme oversight was to be undertaken through the following structures:**

a. **The Steering Committee of Permanent Secretaries:** In order to ensure effective implementation and coordination, a Steering Committee of Permanent Secretaries with representation from the Ministries of Gender and Child Development; Lands, Energy and Water Development; Education, Science and Technology, Vocational Training and Early Childhood Education; Health; and Agriculture was to be constituted. Representatives from the Lead Cooperating and another CP, including Non Governmental Coordination Council were also to be represented on the Steering Committee. The mandate of the Steering Committee was to provide policy guidance and facilitate smooth implementation of the Programme. The Terms of Reference are attached to the Programme Document as Appendix 3.

b. **The Programme Implementation Technical Committee (PITC):** This was to be established comprising of officials from the Ministry of Gender and Child Development, Agriculture, Education, Science, Technology and Early Childhood Education, Lands, Energy and Water Development, Legal Affairs, Cooperating Partners and Non Governmental Organisation Coordination Council (NGOCC). The mandate of the Programme Implementation Technical Committee was to provide technical guidance on Programme implementation and monitor progress. The Programme Implementation Technical Committee was to review the annual workplans and Programme reports and recommend to the Steering Committee for approval of the said documents. The Terms of reference of the PITC are attached to the Programme Document as Appendix 4.

c. **The Gender and Child Sector Advisory Group (G&C SAG):** This group was to provide the main consultative forum for overall gender and child sector dialogue. The G&C SAG was to also monitor the implementation of gender and child sector Programmes using the Sixth National Development Plan Indicators. The Terms of reference for the Gender and Child Sector Advisory Group are attached as Appendix III to the Programme Document.

* + 1. **Cost and Financing**

The total amount estimated for the PPPWCRZ was US$9,803,174 as shown in Table 2.

|  |  |
| --- | --- |
| **Contributing Partner** | **Amount** |
| DFID | 3,199,112 |
| UNDP | 1,046,768 |
| **TOTAL** | **4,245,880** |

1. **PURPOSE OF THE EVALUATION**

The evaluation is being conducted assess how the Programme for the Promotion & Protection of Women’s and Children’s Rights in Zambia attained stated results as well as identify issues and recommend course correction measures for future programmes. It will also highlight constraints and challenges affecting the implementation of planned activities, as well as documenting lessons learnt and best practices. This evaluation will be used by the National Gender Institutions, the UN and Cooperating Partners to strengthen the development and implementation of future interventions on gender in Zambia as well as feed into the documentation of lessons learned and best practices in the promotion of gender equality and women’s empowerment in Zambia. The evaluation is part of the Zambia country offive evaluation plan for 2017-2018.

1. **SCOPED AND OBJECTIVES OF THE EVALUATION**

The Evaluation will cover all activities undertaken in the programme in all the four (4) outcome areas from the beginning of the programme up to the time the evaluation will be conducted. As the programme aimed to contribute to the Sixth National Development Plan (SNDP), the evaluation will also assess the programmes contribution towards the attainment of results for both the UN and Government frameworks.

It will compare planned against actual results at output and outcome level and will also assess both upstream and downstream activities and their results. The evaluation is expected to meet International and United Nations Evaluation Group (UNEG) evaluation standards and guidelines.

The specific objectives of the evaluation are as follows:

1. Provide an in-depth and independent assessment of progress made towards achievement of the programme outcomes and outputs - looking at targets, and using indicators when possible
2. Evaluate the programme strategic contribution and relevance to national priorities, and identify possible adjustments to the programme implementation and sustainability strategy.
3. Evaluation and assess the Programme’s partnership with the government, civil society and private sector, Cooperating Partners in Programme implementation and highlight what has worked and what has not;
4. Identify lessons learned, best practices, constraints, challenges and opportunities and determine what mid-course adjustments are required in programme focus, results framework, implementation and funding strategy, management arrangements, and in monitoring and evaluation to achieve the stated programme results;
5. Further, the Evaluation is intended to identify weaknesses and strengths of the project design and to develop recommendations for any necessary changes in the overall design and orientation of future projects.
6. The evaluation is expected to address underlying causes of any targets that are not being adequately achieved. It will also assess the achievement of indicators, evaluation progress against work-plans and budget.
7. Suggest strategies for the sustainability of the project including insights on what can most likely be sustained.
8. **EVALUATION QUESTIONS**

The evaluation questions are designed to generate information that will be used to make decisions, take corrective actions and add knowledge to programming for gender equality. The specific evaluation questions are as follows:

1. **Relevance:** *(Relevance of the PPPWCRZ in addressing gender inequality issues in Zambia)*

* Was the programme the appropriate solution to the gender inequality problem?
* Did the programme remain relevant considering possible changes in the context, assumptions and emerging issues?
* Was s there a need to reformulate the project design given changes in the country, gender sector and operational context?
* What has been the programmes contribution to helping the government meet its national, regional and international results and commitments?

1. **Effectiveness:**  *(Achievement of programme goal, objectives and results)*

* How did the PPPWCRZ performed with particular reference to qualitative and quantitative achievements of outputs and outcomes in relation to indicators, assumptions and risks as defined in the project document with reference to the programme baseline?
* Did the performance indicate the probability of achieving the objectives and results of the programme?
* What were the critical enabling factors that were responsible for success and other inhibiting factors that affected the programme, including those beyond the control of the programme’s management structures?
* How appropriate and measurable were the planned results and their associated indicators?
* Was the programme design adequate and effective to respond to gender imbalances in line with national priorities and in a way that guarantees results?

1. **Efficiency:** *(Achievement of results in relation to costs)*

* Were the results achieved at an acceptable cost, compared with alternative approaches to accomplishing the same objectives, and is there value for money?
* Did the programme reach the expected measures as per the targets of the results within the expected time frame?
* Were the programme’s activities in line with the schedule of activities as defined in the annual work plans?
* Were the disbursements and project expenditures in line with expected disbursement and budgetary plans?
* How appropriate and effective were the management and institutional arrangements put in place to guide and oversee the project implementation team (PITC, Monthly Coordination Meetings, e.t.c.?)
* Did the programme help government to mobilise additional resources for the response for promotion of gender equality?

1. **Impact:** *(Achievement of high level results including contribution to the difference in lives of targeted beneficiaries)*

* What difference did the programme make to beneficiaries who include Government ministries and agencies, Civil Society Organisations, communities and households/individuals, focusing on the medium to long-term, intended or unintended, positive or negative, and micro or macro transformations in results in institutions and communities?
* To what extent has the programme led to changes in knowledge, attitudes and practices in relation to promoting gender equality in targeted institutions and communities?

1. **Sustainability** *(The likelihood of the programme activities and results continuing beyond cooperating partners’ funding)*

* Did the Ministry of Gender develop the capacity (technical and financial) and motivation to administer the programme without external funding?
* What are the preliminary indications of the degree to which the programmes results are likely to be sustainable beyond the programme’s lifetime and how can they be strengthened? Which programme activities have already been taken up by government and being funded or scaled up with national resources?
* *Which programmes activities and results are likely to continue after programme funding, which ones are not and why?*

Within the above criteria and as appropriate, the evaluation is also expected to cover the following;

* An assessment of whether programme’s partnership strategy was adequate and effective including the range and quality of partnerships and collaboration developed with government, civil society, donors, the private sector and whether these contributed to improved programme delivery and attainment of results. The evaluation is also expected to assess how synergies could have been built with other programmes/projects that contribute to the same goal within the sector.
* The evaluation is also expected to integrate capacity assessments of supported institutions to include but not be limited to assessment of changes in capacities for evidence based policy, legal framework, strategy and programme development, systems and in other areas.
* Determine the ways in which lessons and experiences coming out of the programme can influence the design of future projects, as well as replication and scale-up of best practices.

1. **EVALUATION METHODOLOGY**

The evaluation will be expected to apply the Theory of Change (ToC) approach to increase the validity of the findings. This will build on an existing pool of policy, programme development and monitoring information that has accumulated from inception. The evaluation methods will include, but will not be limited to the following provided they are agreed at the inception phase:

• Desk evaluation of existing documents and materials; (see Annex 1)

• Interviews with staff and representatives of key stakeholders including cooperating partners, UN Agencies, Government Ministries and Agencies, CSOs and private sector and beneficiary institutions, organizations, communities and individuals;

• Focus group discussions and widely adaptable group meeting strategies such as stakeholder meetings and workshops whenever applicable and acceptable;

• Field visits to selected sites which should be as representative of the programme’s scope as possible; and

• Case studies for comprehensive examination and cross comparison of cases to obtain in-depth information.

The evaluation also has a substantive focus on capacity development and therefore may require application of capacity development tools and approaches.

The evaluation will be carried out by one evaluator and will be in accordance with UN Evaluation Group Evaluation Standards, which emphasize the need for: Independence, Credibility, Utility, Impartiality, Transparency, Disclosure, Ethics, and Participation.

1. **DELIVERABLES OF THE EVALUATION**

The main products of the evaluation should include, at a minimum, the following:

1. **Inception Report:** After 1 week of signing the contract the evaluator should produce an inception report. The inception report should include an evaluation matrix presenting the evaluation questions, data sources, data collection, analysis tools and methods to be used. Annex 4 provides a simple matrix template. The inception report will be discussed and agreed with the Senior Management before the evaluators proceed with site visits.
2. **Draft Programme Evaluation Report and a PowerPoint presentation:** The evaluator will produce and present a draft Evaluation Report to a validation meeting. From time to time during the course of the assignment, the evaluator may be requested to submit preliminary reports to the quality assurance team that will be set up to support the Programme Manager with evaluating the methodology, tools and products. This is a useful mechanism to ensure that the evaluator is closely guided throughout the evaluation and provide oversight support to the Programme Manager to uphold the ethical and technical requirements of evaluations. The evaluators will produce an ‘audit trail’ indicating whether and how each comment received was addressed in revisions to the final report
3. **Final Programme Evaluation Report:** After incorporating comments from the evaluations and validation meetings, the evaluator will be expected to submit a printed copy and final Microsoft Word/ PDF versions of the final report. Any other applications used to analyze the data and products associated with the assignment such as datasets, analysis plans, transcripts, collation and aggregation tables, e.t.c. will also be expected to be submitted in soft copy.

The evaluation report should be logically structured, contain evidence-based findings, conclusions, lessons and actionable recommendations. At a minimum, the report should follow the outline in Annex 2 but evaluators are encouraged to be creative.

**6.0 Qualification requirements**

UNDP is seeking the services of one consultant to undertake the evaluation. The following are the required qualifications:

* Advanced university degree in social science, development studies, and natural resources or relevant field.
* At least 5 years of experience in conducting evaluations of government, policies and international aid organisations, preferably with direct experience with civil service capacity building.
* Strong working knowledge of the UN and its mandate in the region, and more specifically the work of UNDP in support of governance initiatives in the region
* Sound knowledge of results-based management systems, and monitoring and evaluation methodologies; including experience in applying SMART (S Specific; M Measurable; A Achievable; R Relevant; T Time-bound) indicators
* Fluency in English language, both written and spoken is a requirement.
* Familiarity with project implementation in complex multi donor-funded projects.

The evaluation will be conducted in accordance with the principles outlined in the United Nations Evaluation Group(UNEG) Ethical Guidelines for Evaluation and should in the design and implementation of the evaluation, include evaluation ethics and procedures to safeguard the rights and confidentiality of information providers. The Evaluator should ensure compliance with legal frameworks and policies governing the collection and reporting of data and also ensure the securing of permissions needed to interview and obtain information about children and young people. The evaluator should also ensure that there are provisions to store and maintain security of collected information, as well as protocols to ensure anonymity and confidentiality.

**7.0 Management Arrangements**

The Gender Analyst at UNDP will be responsible for the day to day management of the evaluation and in collaboration with the Programme Coordinator. Overall, the evaluation will be under the supervision of Ministry of Gender in the Head of Planning office. This Panel will review the inception report and the draft evaluation report to provide detail comments related to the quality of methodology, evidence collected, analysis and reporting. The Panel will also advise on the conformity of evaluation processes to the UNEG standards. The above joint team will be responsible for putting in place all the logistics for the evaluation. These will include setting up meetings and interviews with stakeholders, and putting in place travel logistics.

The above programme management staff will be supported by a quality assurance team comprising of the M&E Expert in the Ministry of Gender, the Programme Management Support Unit (PMSU) of UNDP and other key stakeholder organisations. The quality assurance team will guide the consultants during the entry meeting, evaluation and approve the inception report, interim, draft and final evaluation reports. Quality assurance in this regard also extends to upholding the UNEG evaluation guidelines and standards which can be downloaded at: [www.uneval.org/normsandstandards](http://www.uneval.org/normsandstandards)

**8.0 Timeline**

The evaluation is scheduled to start on 1 June, 2018 and continue for a period of 20 working days spread over a period of 6 weeks. A detailed schedule of the proposed timeline has been provided in Annex 3.

**9.0 Remuneration**

The daily rate for consultancy fees will be at US $250.. The evaluator will receive the payments in the following instalments:

* 20% upon submission and acceptance of Inception Report.
* 50% upon submission and acceptance of the draft Evaluation Report and presentation of draft Report to a stakeholder Validation Meeting; and
* 30% upon submission and acceptance of final report.

**10.0 Application Process**

Interested applicants should submit their applications by 27th May 2018. Applications should be clearly marked as follows:

Programme Evaluation- Programme for the Promotion & Protection of Women’s and Children’s Rights in Zambia

Interested consultants should submit a proposal to UNDP Zambia briefly outlining and including the following:

* A brief outline of how they would approach the assignment detailing the methodology, tools and proposed timeline (5 pages)
* CVs and certified copies of academic certificates

The Applications should be sent to:

The Deputy Country Director

United Nations Development Programme (UNDP)

9350 Alick Nkhata Road

P.O. Box 31966

Lusaka, Zambia

**ANNEX 1: DOCUMENTS TO BE EVALUATIONED**

* Project Document
* SNDP, UNDAF 2011-2015, UNDP Country Programme Document (CPD) 2011-2015 and Country Programme Action Plan (CPAP) 2011-2015
* National Gender Policy, Anti-GBV Act, Gender Equity & Equality Act and other MGCD Reports and Publications
* Programme Annual Progress Reports 2013-2018
* Quarterly Project Reports
* UNDP Annual Progress Reports
* Programme Midterm Review
* Minutes of the Programme Implementation Technical Committee Meetings
* Technical Reports
* Work plans 2013/2014/2015/2016/2017
* Any other documentation requested by consultant/team.

**ANNEX 2: SAMPLE OUTLINE OF THE EVALUATION REPORT**

Table of Contents

Acronyms

**Executive summary (4 Pages Maximum)**

* Brief description of project
* Context and purpose of the evaluation
* Findings, conclusions, recommendations and lessons learned

**Introduction**

* Purpose of the evaluation
* Key issues addressed
* Methodology of the evaluation
* Structure of the evaluation report

**The Project and its development context**

* Project start and its duration
* Problems that the project sort to address
* Goal and objectives of the project
* Main Stakeholders
* Expected Results

**Findings and Conclusions**

Findings of the evaluation organised along the lines of the evaluation criteria and rating scales may also be used.

**Recommendations**

* Specific and actionable corrective actions for the design, implementation, monitoring and evaluation in the remaining programme duration and for future related projects
* Proposals for future directions in response to GBV

**Lessons learned**

* Best and worst practices, and key lessons learnt and how they can be used to strengthen implementation for the remaining period and influence the design of future projects, as well as replication and scale-up of best practices.

**Annexes**

1. ToR
2. List of persons interviewed
3. Summary of field visits
4. List of documents evaluated
5. Data Collection Tools used during the evaluation
6. Any other tables and information referenced to in the text of the evaluation report, as necessary

**ANNEX 3: PROPOSED SCHEDULE OF ACTIVITIES AND CONSULTANCY DAYS**

|  |  |  |  |
| --- | --- | --- | --- |
| **Activity** | **Deliverable** | **Work day allocation** | **Time period (days) for task completion** |
| Review materials and develop work plan | * Inception report and evaluation matrix | 3 | 3 |
| Participate in an Inception Meeting with CO |
| Draft inception report |  | 2 | 2 |
| Review Documents and stakeholder consultations | * Draft evaluation report * Stakeholder workshop presentation | 4 | 11 |
| Interview stakeholders | 1 |
| Conduct field visits |
| Analyse data | 1 |
| Develop draft evaluation report and PPT | 5 |
| Present draft Evaluation and PPT Report at Validation Meeting/Workshop | * Validation Meeting/Workshop | 1 | 1 |
| Finalize and submit evaluation report incorporating additions and comments provided by stakeholders | * Final evaluation report | 3 | 3 |
|  | Totals |  | 20 |