


Project Document Cover Page

Project Title:	Eliminating Child Marriages In Malawi and Zambia and Offering Scholarships to Child Marriage Survivors – <i>pilot project</i>
Expected Start Date:	1 April 2019
Duration:	1 year
Executing Agency:	<p>UNWOMEN ESARO (EXECUTING/RECEIPIENT AGENCY- with the following partnerships for implementation)</p> <p>UN Women East and Southern Africa Regional Office ¹</p> <p>Malawi: UN Women Malawi</p> <p>Zambia: UN Women ESARO (In consultation with the RCO transfer funds to the relevant implementing partner based in Zambia)</p> <p>UN Women Ethiopia Country Office(Liaison to the AU and UNECA)</p>
Collaborating Agencies:	<p>Malawi:</p> <p><u>Government Ministries</u></p> <p>Ministry of Gender, Children, Disability and Social Welfare</p> <p>Ministry of Justice and Constitutional Affairs</p> <p><u>National Partners and Civil Society Organizations</u></p> <p>The Malawi National Partnership to End Child Marriage</p> <p>National Women’s Rights Organizations</p> <p>Community and Religious Leaders</p> <p>Zambia:</p> <p><u>Government Ministries</u></p> <p>Ministry of Gender</p> <p>Ministry of Justice</p> <p>Ministry of Youth, Sport and Child Development</p> <p><u>National Partners and Civil Society Organizations</u></p> <p>National Women’s Rights Organizations</p> <p>Community and Religious Leaders</p> <p><u>AU and Regional Partners</u></p> <p>AUC Women, Gender and Development Directorate</p> <p>AUC Department of Social Affairs</p> <p>Relevant CSOs</p> <p>UN Agency AU Liaison Offices</p> <p>UN Agencies</p> <p>UN Resident Coordination Office and the UN Agencies in Malawi and Zambia (UNICEF, UNDP and UNFPA) are consulted and will be consulted in the implementation process. Besides, linkages will also be established with the Global Program on ECM in Zambia and the Spotlight initiative in Malawi and the Regional Spotlight will also be established.</p>
Implementing Agency	UN Women Malawi, UN Women Ethiopia and UNW ESARO through the IP in Zambia
Funds:	
Total	USD 992,250 (see budget breakdown below)

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¹ UN Women will be responsible for entering the program in UN Women’s administrative system (Atlas) and will be responsible for reporting on the program.


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Brief Description

The Project entitled "Reducing Child Marriage in Malawi and Zambia" implemented in Malawi, Zambia, with the African Union Liaison in Ethiopia and in coordination with the Global Programme to accelerate action to end child marriage in Zambia and the Spotlight initiative in Malawi and in the region. UN Women and its partners wish to contribute to and accelerate implementation of the African and global commitments to ending child marriage as a way of achieving the broader development goals of gender equality, freedom from poverty and a just world and thereby contribute to agenda 2063 and SDGs. The aim is to work closely with the global program, the respective governments, the African Union, CSOs and other ongoing initiatives to have impactful work at national level to transform lives of girls in a critical mass, transform social norms and ensure sustainability through capabilities of rights holders. By doing this we will reposition young women and girls who have experienced child marriage at the center of a social movement while leveraging the transformative power of traditional institutions. Through coordination and capacity building of both government, civil society and the African Union with sharing of experiences, lessons learned through various platforms by leveraging on the South-South Cooperation (SSC) we will strengthen accountability and efficiency in the efforts to eliminate child marriages in Malawi and Zambia.

Programme Period:	1 April 2019-31 March 2020.
Key Result Area (Strategic Plan)	_____
Allas Award ID:	_____
Start date:	1 April 2019
End Date	31 March 2020
PAC Meeting Date	31 January 2019
Management Arrangements	UN Women in Partnership with Government and other partner agencies. _____

Total resources required	\$992,250.00
Total allocated resources (IBSA):	\$992,250.00
• Regular (UN Core Funds-StaffTime-P5 & NOC)	\$150,000.00
• Other:	
o Donor (EU-Malawi)	_____
o Donor	_____
o Donor	_____
o Government	_____

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Agreed by (Government of Malawi) ERICA SAGANGA

Agreed by (Government of Zambia) _____

Agreed by (UN WOMEN-Executing Entity): *Isy*

Agreed by (UNDP): _____

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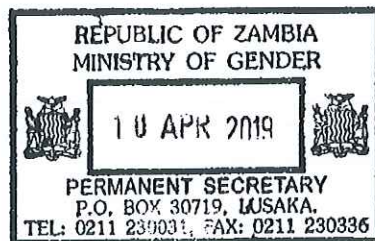
Agreed by (Government)

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Dr Auxilia B Panga

Agreed by (Executing Entity):

Agreed by (UNDP):



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I. SITUATION ANALYSIS

The Africa Region is characterized by high levels of violence against women and girls. Violence against women is predominantly a product of patriarchal social and cultural norms, that tolerate violence and reproduce it from generation to generation. More than 1 in 3 women (36.6%) in Africa report having experienced physical, and/or sexual partner violence or sexual violence by a non-partner². Across Africa, 125 million girls and women alive today were married before their 18th birthday. In West and Central Africa, where child marriage is most common, more than four in 10 girls were married before age 18. Although child marriage is slowly declining worldwide, if current trends continue, due to population growth, the total number of child brides will remain around 750 million in 2030. A third of them will be African. Overall, over one in three young women in Africa were married in childhood, and one in ten before their 15th birthday. In 2015, 66% of all maternal deaths occurred in sub-Saharan Africa..

Despite the progressive policy commitments and institutional frameworks on GEWE, implementation remains slow and inconsistent. To date, the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (Maputo Protocol) has not secured universal ratification whereby only 38 countries have ratified. According to the Economic Impacts of Child Marriage: Global Synthesis Report (2017), child marriage will cost developing countries trillions of dollars by 2030. If child marriages are not eliminated, these countries will miss out on the raise in annual welfare by 2030 of more than \$500 billion annually, stemming from lower population growth associated with ending child marriages.

Ending child, early and forced marriages is now a specific target of the Sustainable Development Goals (SDG 5), which is also embedded and linked to UNDAF in Malawi and Zambia. In Zambia, among 15–19-year-old adolescents, 16.9% of girls are married compared with 1% of boys. Among 20–24-year-olds who are already married, 31.4% of females were married before age 18 as compared with only 2.2% of males³. Malawi and Zambia have high prevalence of child marriages. Zambia has one of the highest child marriage rates in the world with 31% of women aged 20–24 years married by the age of 18. The rates of child marriage vary from one region to another and are as high as 50% in the country's Northern Region, and as low as 23% in the capital city Lusaka.

Ending child marriage would also have a large positive effect on education for girls and their children, it would contribute to women having fewer children and later in life, it will increase the expected earnings and household welfare of women. For Sub Saharan Africa as a whole, marrying at age 16 reduces the likelihood of completing secondary education by 7.8 percentage points. The earlier a girl marries, the larger the negative impact tends to be. In Africa each year, early marriage reduces the probability of literacy by 5.6 percentage points, and the probability of secondary school completion by 6.5 percentage points. It also contributes to maternal mortality (MMR).

Another important gain from ending child marriage would be an increase in women's expected earnings in the labor market. Due in large part to the impact of child marriage on education, women who marry as children have, on average, earnings that are 9 percent lower than if they had married later. Countries would also save money on their education budgets by eliminating early childbirths and child marriage. The potential savings for Malawi in 2030 would be 108 million USD while the same number for Zambia would be 200 million USD.

Malawi and the elimination of child marriages

Malawi has one of the highest rates of child marriage in the world, with approximately 1 in 2 girls married by the age of 18⁴. One of the main challenges in ending child marriage in Malawi is traditional and

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² Source: <https://oneworldcenter.eu/violence-against-women-in-africa/>

³ ZDHS 2013/14

⁴ UNICEF, *State of the World's Children*, 2016

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engrained attitudes that makes the practice accepted across the society. Poverty is another major contributor behind child marriage, so often in rural areas the very young girls will be married off to improve a family's economic situation. Communities in the northern Malawi practice the so-called *kupimbira* (giving a young daughter in marriage as repayment for a debt)⁵.

Malawi is a state party to several international treaties and conventions aimed at fighting and prohibiting child marriage. Malawi has also amended her Constitution, raising the age of the child from 16 to 18 years. The Marriage, Divorce and Family Relations Act, recognizes 18 as a minimum age of marriage for both girls and boys.

Besides the Constitution and the Marriage, Divorce and Family Relations Act, the Government also enacted laws such as the Prevention of Domestic Violence Act (2006); the Child Care, Protection and Justice Act (2010); the Deceased Estates (Wills, Inheritance and Protection) Act (2011); the Gender Equality Act (2013); and the Trafficking in Persons Act (2015). The aim behind all these pieces of legislation is to protect the rights of women and children at all levels.

Malawi hosted the first symposium on Ending Child Marriage in 2013. In 2014, Government of Malawi launched a campaign on Ending Child Marriage and set up the Ending Child Marriage National Taskforce. By involving the mass media, the campaign sought to reach out to as many people as possible regarding the nature of the problem, its consequences, and the benefits to be gained if it is addressed. A national child help line has been established to offer children and concerned adults a platform to report to relevant authorities on possible or existing child marriages, domestic and gender based violence and other harmful practices. In addition, the birth registration system and the national identity registration processes are also, among other strategies, aimed at strengthening efforts to end the practice of child marriage.

In 2018 Malawi adopted a National Strategy on Ending Child Marriage (2018-2023). The Strategy intends to provide leadership, guidance and oversight in national efforts of ending child marriages. The Strategy is tackling the key drivers of child marriage by seeking to empower girls through increased economic opportunities, and initiating incentive-based programmes to support girls to enroll for school, reduce the dropout rate and keep them in school through to secondary level. The Plan also seeks to effectively enforce laws that were developed to protect children from child marriage. The Strategy also aims at harmonizing and popularizing the different pieces of legislation and building the capacity of law enforcement agencies. Further, the Strategy is encouraging community engagement in a dialogue on child marriage, in order to change attitudes and social norms and raise awareness of the dangers of child marriage. It also focuses on making available, safe, comprehensive, age-appropriate sexual and reproductive health information, and services to all young girls in Malawi including those who are already married at a young age, by providing adequate and accessible healthcare, psychosocial support and, if necessary, a way out of the marriage. To improve disaggregated data collection, monitoring and evaluation and deeper understanding of the problem, the Strategy is also promoting further research on child marriage. All these strategies will be implemented in close collaboration with international organizations, NGOs and other partners.

The key objectives of the Strategy for Ending Child Marriages in Malawi are:

- To facilitate a positive change in the cultural norms, attitudes, behavior, beliefs and practices that support and promote child marriage;
- To increase access to quality, equitable and relevant education ;
- To increase access to comprehensive sexuality education and SRH information and services for adolescent girls and boys;
- To strengthen incomes of girls, families and communities with provision of economic and other livelihood opportunities for the benefit of girls and their families;

⁵Human Rights Watch, "I've never experienced happiness": Child marriage in Malawi, 2014

- To foster an enabling legal and policy framework which is fully enforced to end child marriage; and
- To strengthen multi-sectoral implementation and coordination mechanisms and monitoring and evaluation structures for ending child marriage.

Legal age of marriage

The Malawian Constitution was amended in February 2017, where the Parliament amended and raised the age of marriage from 15 (with parental consent) to 18 years of age for both boys and girls. By the signature of the President this constitutional amendment was turned into law at the end of April 2017. The amendment brings the Constitution in line with the Marriage, Divorce and Family Relations Bill which was adopted in February 2015. This Bill sets the minimum age of marriage to 18 years⁶.

The new reform also aligns the Constitution with Malawi's international and regional obligations under the Convention on the Rights of the Child, the Convention on the Elimination of All Forms of Discrimination against Women and others, including the Sustainable Development Goal 5 on gender equality. The focus of the reform is to advocate for the adoption and implementation of laws and policies that prohibit and prevent child marriage. This includes free and compulsory birth and marriage registration necessary to ensure better implementation of child protection legislation. It is also aiming at the empowerment of girls and awareness raising on their rights and mobilization of community members, teachers and parents against the practice. Finally, the reform will seek to promote a second chance in life through education and skills development for girls who have been withdrawn from forced and early marriage.

The Malawian Ministry of Education put in place a re-entry policy for adolescent mothers in 1993, and the procedures for implementing the policy were further revised in 2006.⁷ But while Malawi has a re-entry policy for girls to return to school after birth, it is unclear how well the policy is enforced and ultimately how many girls return to schools after giving birth. The re-entry policy faces further obstacles as some religious leaders and head teachers oppose the policy and it lacks a monitoring and evaluation plan as well as an implementation plan to translate the policy into action.⁸ Other reports also indicate that while many students take advantage of the policy, some Head Teachers refuse re-entry to adolescent mothers. These refusals could come from numerous factors such as poor policy dissemination, or bias against readmission.⁹ So for Malawi re-entry policies are necessary but not sufficient to ensure that all students that become pregnant can re-enter the school-system. Counselling and practical support for the girls as well as changes in attitudes and behavior among school management seem to be needed.

Zambia and the elimination of child marriages

Zambia has one of the highest child marriage rates in the world with 31.2% of women aged 20-24 years married by the age of 18. The rates of child marriage vary from one region to another and are as high as 50%¹⁰ in the country's Northern Region, and as low as 23% in the capital of Lusaka.

In March 2016, the Government of Zambia adopted a five-year national strategy to end child marriage (2016-2021); the costed National Plan of Action was launched at the end for 2017. Zambian civil society, including the Zambia Ending Child Marriage NGO Network, and UN agencies under the Global Programme to Accelerate Action to end child marriage were instrumental in initiating the development of the national strategy and providing input to the content.

⁶*Girls Not Brides*, [Malawi: Constitution no longer allows child marriage](#), 15 February 2017

⁷ Step Up research report (2015): Education Sector Response to Early and Unintended Pregnancy: A Review of Country Experiences in Sub-Saharan Africa

⁸McConnell, Christie and Mupuwaliywa, Mupuwaliywa (2016): Keeping girls in school: Situational analysis for Malawi

⁹ Step Up research report (2015): Education Sector Response to Early and Unintended Pregnancy: A Review of Country Experiences in Sub-Saharan Africa

¹⁰Secondary analysis of ZDHS by population council Zambia, 2016

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The National Strategy on Ending Child Marriage¹¹ is aimed at promoting and contributing to the protection of the rights of all children, both those affected by child marriage as well as those at risk. Under the National Strategy, Zambia is working to:

- Strengthen multi-sectoral responses in order to reduce children's vulnerability to marriage;
- Facilitate the development and review of policies and legislation in order to ensure consistent interpretation and application of child related interventions;
- Facilitate positive change in prevailing negative attitudes, behaviours, beliefs and practices in order to reduce the incidence of child marriage;
- Facilitate the provision of child-sensitive services in order to reduce children's vulnerability to child marriage; and
- Effectively mobilize financial resources in order to enable implementation of programmes aimed at reducing children's vulnerability to marriage.

The National Strategy aims to address the overwhelming developmental and human rights impediments that are associated with child marrying. The efforts of the Zambian Government are complemented and supported by various stakeholders, giving the campaign to end child marriage a multi-sectoral and holistic approach, which tackles both the causes and the consequences of the practice.

In 2018 the Ministry of Gender launched the National Communications and Advocacy Strategy. This was developed with line ministry, CSO and UN participation. It will guide comms and advocacy work across Zambia to ensure consistent messaging and coordinated communications and advocacy efforts.

Even though Zambia seems to be making progress, challenges remain. Child marriage in Zambia is driven by limited access to education, poverty, and SRHR services. Those most likely to get married include children living in poverty, lack of opportunity for waged employment, out of school as well as in school children, orphans or step-children, those from rural areas, pregnant girls and their boyfriends, children without adequate supervision and support.

From families where child marriage did not take place, the factors that prevent and delay child marriage included: education level of parents, access and availability of quality education, strong community leadership, involvement in income generating activities, presence of role models, knowledge/understanding of issues related to sexual and reproductive health, safe and respected opportunities for personal development and recreation and order in the family: family harmony and intra-family dialogue on sensitive issues

Initiation ceremonies for girls and boys who reach puberty prepare them for marriage and gender responsibilities as defined by culture. On a positive note, instances are not lacking wherein traditional leaders have worked to change initiation ceremonies to remove the content that is inappropriate and conduct ceremonies in a way that allow children to continue school. This further requires continued advocacy and engagement of Chiefs/traditional leaders in addressing the child marriage. Sometimes, cultural practices such as polygamy also drive child marriage in some of the provinces of Zambia, as young girls are married off to older men who are respected in their communities. Poverty also exacerbates child marriage. Over 60.5% of the population live below the poverty line, and families see child marriage as an opportunity to benefit financially from the bride price they receive for their daughter. Finally, girls' lack of access to education contributes to the likelihood of child marriage. UNFPA found that 65% of women aged 20-24 with no education were married or in union by the age of 18, compared to only 17% of women with secondary education or more.

¹¹NATIONAL STRATEGY ON ENDING CHILD MARRIAGE IN ZAMBIA 2016 – 2021, <https://ssa.riselearningnetwork.org/wp-content/uploads/sites/5/2016/06/CHILD-MARRIAGE-STRATEGIC-PLAN-FINAL.pdf>

Legal age of marriage

Zambia has established 21 as the minimum age of marriage for boys and girls, however they can marry at 16 with parental consent. The law is further hindered by inconsistencies with other laws and policies on children, and by the existence of a customary legal system that allows girls to be married as soon as they have reached puberty

African Union and continental efforts to end child marriage

In 2014, the African Union (AU) launched the African Union Campaign to End Child Marriage in Africa, prompting the launch of national campaigns to end child marriage in 27 African countries that reinforce existing political commitments promoting the equality and protection of women and girls including the AU Agenda 2063. Through advocacy, monitoring and evaluation, technical assistance and capacity building the campaign contributed to elevate the issues at the highest level on the agenda of the African Union resulting in the adoption in African countries national strategies for ending early marriage. To bolster the efforts, the AU has appointed the President of Zambia, Mr. Edgar Lungu as the AU Champion on ending early marriage to spearhead high level dialogue on progress to end early marriage at different platforms including AU Heads of States summits.

The AU campaign has provided the momentum and opportunity for the formulation of key decisions and protocols, most notably the African Commission on Human and Peoples' Rights (ACHPR) and the African Committee of Experts on the Rights and Welfare of The Child (ACERWC) Joint General Comment on Ending Child Marriage, the Southern African Development Community (SADC) Model Law on Eradicating Child Marriage and Protecting those Already in Marriage, and the African Common Position on the AU Campaign to End Child Marriage in Africa in 2015. The campaign has given child marriage visibility at the highest level of the AU, most notably through two Open Sessions of the Peace and Security Council putting child marriage as the highest level on the peace and security agenda of the AU. The AU has also affirmed its commitment by appointing Ms. Nyaradzayi Gumbonzvanda, as the Goodwill Ambassador for the Campaign to End Child Marriage in Africa. The mandate includes outreach and advocacy supported by a regional CSO Reference Group to ensure wide outreach to various expertise and network at national level in AU Member States. The establishment of the Campaign Secretariat based in the Department of Social Affairs continues to facilitate advocacy initiatives through multi-sectoral technical level collaborations and consultations constituting AU relevant structures, UN agencies including UN Women and CSOs on a regular basis.

African Union is strategically positioned to drive the continental agenda in AU Member States by providing legitimacy to the issue of early marriage and hence garnering more commitment to end the practice in African countries. Through the campaign, the AU has created a space and platform for African leaders to engage on the issue of child marriage. In addition, actions ranging from revision of legislation to the production of costed national plans to end child marriage in some AU Member States can be attributed to the continental advocacy forged through the campaign. The AU has also generated commitment and enthusiasm from multiple partners evidenced through financial and technical commitments harnessed for the implementation of the continental and national actions to end child marriages and other harmful practices including FGM. These include, notably, the UNFPA-UNICEF Global Programme to Accelerate Action to End Child Marriage 2016–2019, the UNFPA-UNICEF Joint program on FGM and the proposed Spotlight Regional Program on Ending Child Marriage and FGM that aim to accelerate action in high burden countries in sub-Saharan Africa.

The campaign also contributed to enhanced evidence-base for ending child marriage in Africa resulting in the development of key publications and resources including a joint AU, UN Women and Plan International study titled "A Compendium of Marriage Laws in 55 AU Countries in Africa". The compendium responds to the need for determining where the continent currently stands regarding regional and international

standards on minimum age of marriage and laws that protect children. It took stock of legal regimes and the available safeguards of AU Member States as an important step for targeted advocacy in the countries that require improvements in their legislation. The compendium was launched at the 2nd African Girls Summit held in Accra, Ghana on 23 November 2018 and aims to create a baseline and tool for monitoring the continent's progress in the years to come. It also informed the ongoing UN Women Africa regional study on policies and customary practices on Ending Child Marriage that contributes to the body of knowledge for evidence-based advocacy with AU Member States.

After 5 years since the adoption of the continental campaign, the AU is at a critical juncture whereby it has decided to extend the Campaign lifetime by another 4 years and has accordingly developed a strategy for the period 2019-2023. The new phase among others embeds stronger monitoring and evaluation of the impact of the regional advocacy, enhanced engagement of survivors of child marriage as well as systematic documentation and promotion of good practices and success stories on ending child marriage. The AUC also recognized the need for putting girls at the center of the narratives and regional advocacy efforts as right holders within the campaign supported by a strong gender and human rights-based analysis. The AU further proposes to promote a stronger role and engagement of cultural, traditional and religious leaders at community level to catalyze change in social norms that perpetuate early marriages in AU Member States. The centrality of the role of community based and regional CSOs is also acknowledged to support national level efforts and bring to the continental advocacy platforms lessons learnt and voices of survivors to inform decisions and priorities of continental bodies.

In this regard, AU continues to rely on strategic partnerships constituting CSOs, UN agencies (UNICEF, UNFPA, UN Women and OHCHR), INGOs, Regional Economic Communities (RECs) and development partners especially in monitoring progress, documentation of the impact of the continental campaign and technical support towards an AU led targeted advocacy with Member States. To facilitate its outreach mandate, the AU will benefit from the support of key individuals including an AU Goodwill Ambassador on Ending Child Marriage, Special Rapporteur on Ending Child Marriage, the Continental Champion, H.E. Edgar Lungu and Youth Technical Experts, among others.

Eliminating child marriage in Africa is thus key to fighting poverty and hunger; as well as the attainment of Agenda 2030 and Agenda 2063 goals.

II. STRATEGY

UN Women strongly supports the notion that Africa can harness the demographic and gender dividend by investing in health, education and well-being of girls and boys. The governments of Malawi and Zambia have been leading champions at the continental and the global level in this effort to eradicate child marriage, with demonstrable progress at the national and the community levels. Both countries have launched campaign and national strategies to end child marriage, have led in legal reform processes, and have co-convened at AU Summit and at the United Nations General Assembly through their Heads of State, signalling that political will at the highest levels is critical for achievement of the SDGs, specifically SDG 5 and galvanizing sectoral interventions. In this regard, it seeks to strengthen collaboration with UNICEF and UNFPA under the Global Programme to Accelerate Action to End Child Marriage, accelerate progress and enhance the visibility of the results by providing expertise, crowding in and coordinating additional resources and strategic partnerships.

Zambia is one of the countries, which is part of the UNICEF, UNFPA and UN Women implemented program on Child Marriage and the India, Brazil and South Africa Facility for Poverty and Hunger Alleviation (IBSA Fund) funding support will further build synergy and compliment the ongoing global program initiatives. The African Union appointed the President of Zambia as the champion for the mobilizing support and commitments towards the Africa Common Position (2015), while the President of Malawi is the co-chair for the UN Women HeForShe global initiative. In both Malawi and in Zambia, education plays a critical role for prevention as well as in rebuilding the social and economic assets for girls. Equally is the critical importance

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of shifting the gender norms and securing justice for survivors, and effort which requires enforcement of laws, engagement of traditional leaders as well as stronger coordination with government and civil society.

At the continental and national levels UN Women has been a consistent and strategic partner supporting providing a convening role, building synergies and leveraging engagement of civil society in policy spaces and developing evidence such as the Compendium of Marriage Laws in 55 AU Member States and the Multi Country Study on Legislation, Policies, Interventions & Cultural Practices on Child Marriage in Africa as well as a consistent support to advocacy and outreach mandates of the African Union Goodwill Ambassador on Ending Child marriage.

UN Women Africa regional strategy, the project supports continental advocacy and knowledge management informed by national programming, advocacy, capacity building and knowledge management initiatives implemented in Malawi and Zambia. Through its Ethiopia Country Office African Union Liaison presence, UN Women will support the relevant departments of the AUC in its advocacy with the AU and its Member State informed by UN Women's programming experiences in the project countries. In so doing, UN Women proposes to track the implementation of continental policy and legal frameworks in project countries, identify and disseminate key advocacy messages and good practices to inform and scale up national commitments in the two countries.

In supporting the AU advocacy efforts, the UN Women also promotes lessons learnt from national programming at various intergovernmental processes and platforms such as the AU Heads of States Summits, SADC Summits, UN General Assembly, global and regional CSW consultations and Beijing+25 review processes leveraging on AU's political leadership and UN system's technical expertise for multisectoral actions at a continental level through also leveraging and promoting the South South Cooperation (SSC). Similarly, UN Women proposes to promote prevention of child marriages and enhance the participation and voices of girls and young women survivors in regional policy processes and initiatives including through the Joint UN Women- African Union led regional initiative, African Women Leaders Network (AWLN) as an emerging and powerful platform for strengthened women's leadership in Africa. Leveraging on its knowledge and expertise on gender equality and women's empowerment, UN Women's advocacy will put as its central theme girls as right holders and promotes intergenerational dialogue in AU processes and initiatives.

UN Women has consistently provided technical support to the outreach and advocacy mandate of the AU Goodwill Ambassador on Ending Child Marriage to garner political commitment and action by AU Member States. The mandate provides an important lever for UN Women's high-level advocacy and continues to be central to its work with the AU. As a key human right mandate, UN Women proposes to support and promote the advocacy and monitoring activities of the AU Special Rapporteur on Child Marriage in Malawi and Zambia. These mandates will promote sharing of good practices and mobilization of political commitment for concrete actions at national and community levels in the two countries and leverage AU interventions under the continental Campaign to End Child Marriage.

3.1 Justification

UN Women is a strong and dynamic UN champion of women's rights, providing a powerful voice for women and girls at the global, regional and local levels. The formation of UN Women also strengthens the UN's ability to provide coherent and timely support to Member States to advance gender equality, in line with national priorities and International norms and policies. It also strengthens effective partnerships with civil society. UN Women has been working closely and coordinating with the UN Partner agencies (RUNOs), AUC-Women, Gender and Development Directorate, respective governments through its regional and country offices and the Civil Society and thereby well positioned to lead and implement the India, Brazil and South Africa Facility for Poverty and Hunger Alleviation (IBSA Fund) funded program. UN Women's ability to leverage its triple mandate of normative support, UN coordination, and operational activities has been an enabler of success and represents a major asset. Leveraging on the triple mandate in multisectoral

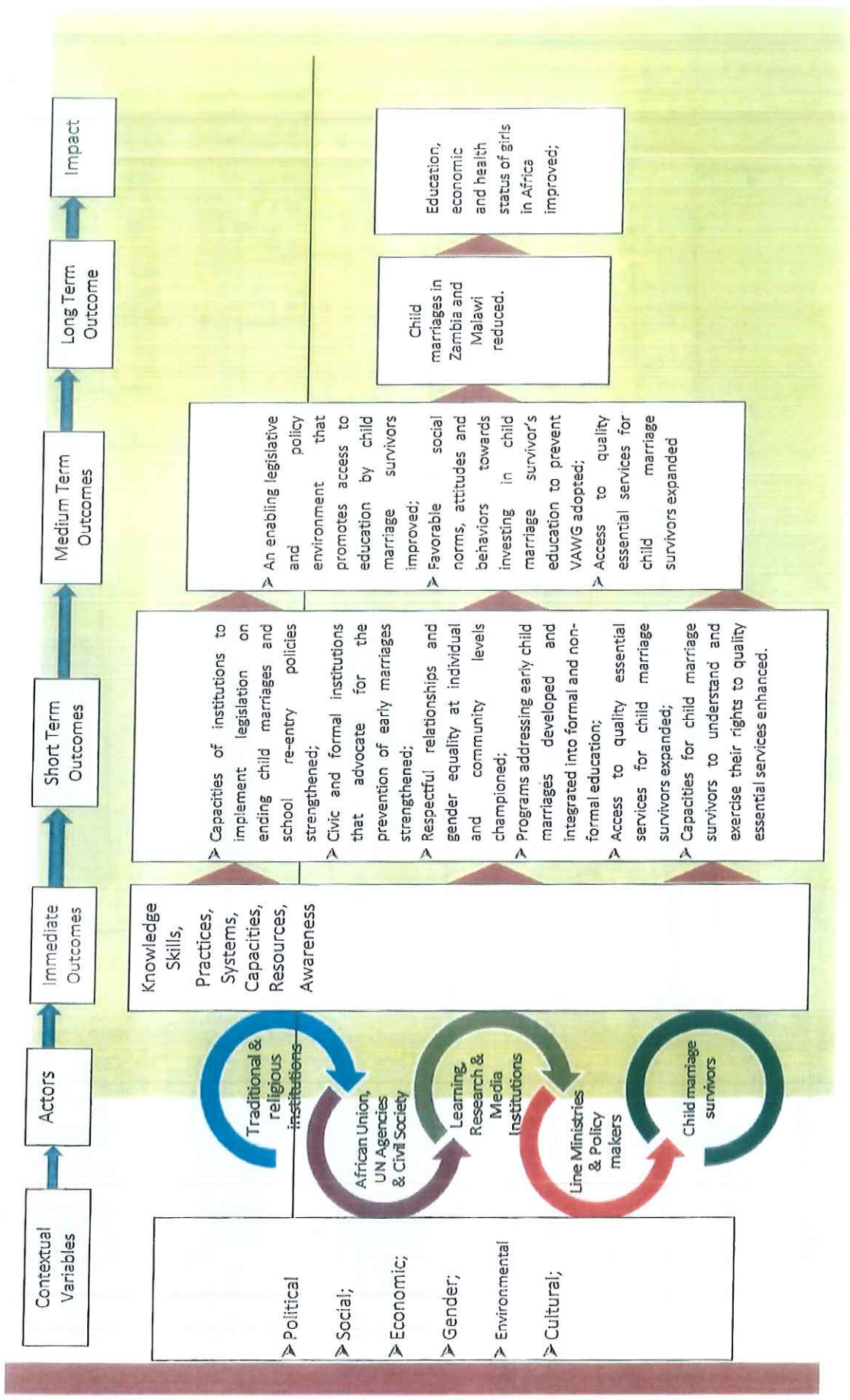
areas, such as ending violence against women and girls, UN Women will work with partner agencies in strengthening regional frameworks and translating them into national standards through partnerships at the regional level. UN Women's normative and coordination mandates also contribute to elevating issues within UN inter-agency teams and strengthening regional and national dialogue in support of gender equality. UN Women works for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security. UN Women also has long-standing relationships with the women's movement, gender equality advocates, women's groups and organizations, and national women's machineries. As the convener on gender equality within the UN system, UN Women brings together partners to address a wide range of dimensions, including laws and policies on EVAWG, in a holistic, coherent and coordinated manner.

3.2. Sustainability

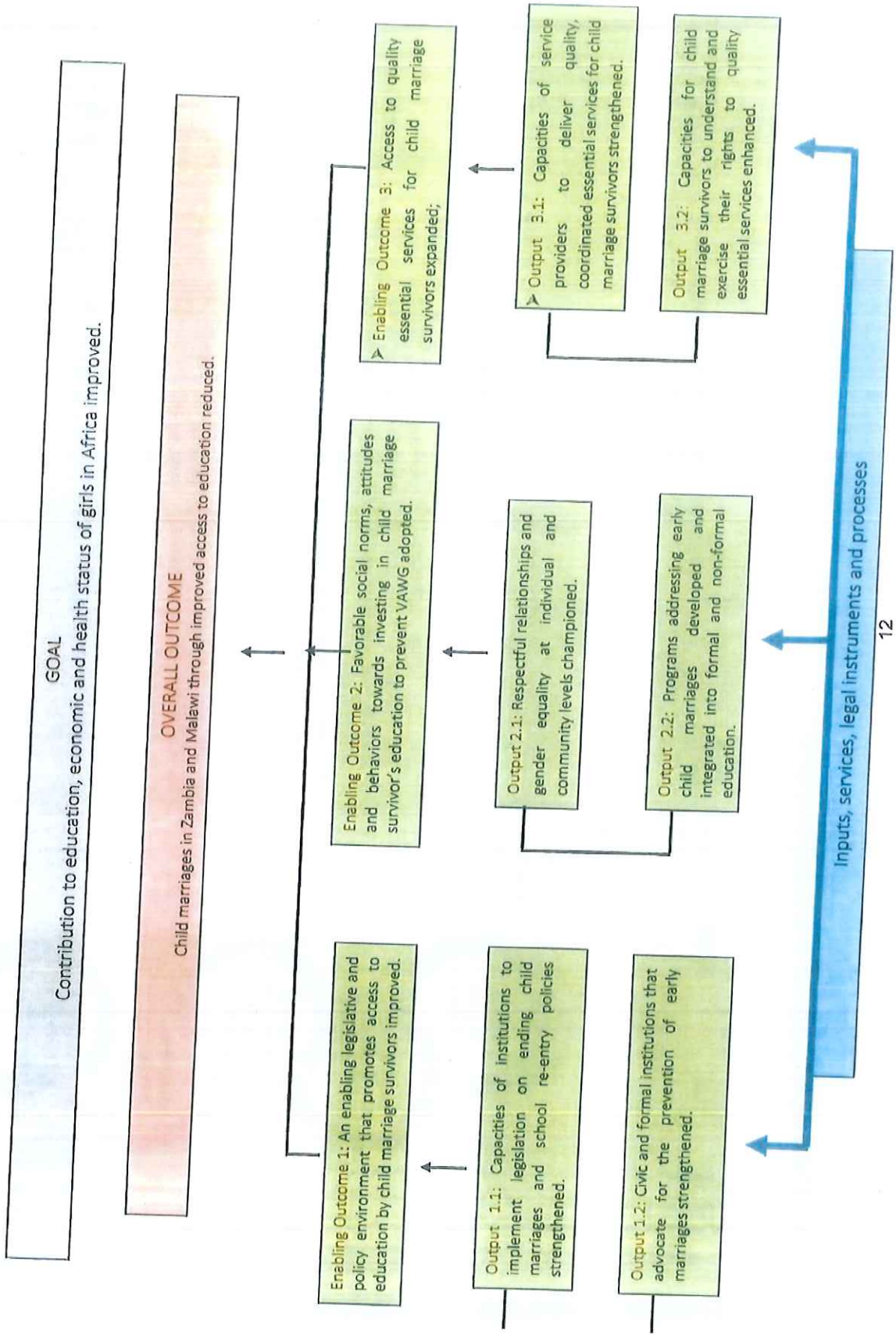
This programme also focuses on ensuring sustainability of program and envisaged changes through institutionalization and adaptation of good program practices through implementation of the India, Brazil and South Africa Facility for Poverty and Hunger Alleviation (IBSA Fund) project. The Ministries of Gender and other relevant ministries and national institutions will be the principal partners for the implementation, oversight, monitoring, and support and will ensure smooth implementation of the project and the delivery of results. Through the establishment of a Steering Committee with participation by representatives of the donors, government and UN will contribute to oversight and quality implementation. The program will also build the capacity of relevant stakeholders and ensure adequate structural mechanisms for sustainability are in place towards replication of the program in more provinces. Learning from the lessons from other countries globally and in the region provision is made for award of scholarships and bicycles for girls, which will be implemented through development of guidelines and plans for upscaling.

With this proposed project, UN Women aims to adapt, replicate and scale up these models of best practice to eliminate child marriage in Africa by 2030. The following are the expected results to be achieved during the project implementation i.e., 2019-2020.

Conceptual Framework



RESULTS FRAMEWORK



III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:

Assign a number to each outcome in the country programme (1, 2,....)

Overall outcome: Child marriages in Zambia and Malawi through improved access to education reduced.

Enabling Outcome 1: An enabling legislative and policy environment that promotes access to education by child marriage survivors improved.

Enabling Outcome 2: Favourable social norms, attitudes and behaviours towards investing in child marriage survivor's education to prevent VAWG adopted.

Enabling Outcome 3: Access to quality essential services for child marriage survivors expanded;

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Outcome	Indicators
Overall Outcome: Child marriages in Zambia and Malawi through improved access to education reduced.	➤ Prevalence of child marriages;
	➤ Age at first marriage or first union ¹² ;
	➤ Education completion rates by child marriage survivors;
	➤ Adolescent birth rate ¹³ ;

¹² Calculated as the difference between date when woman began living with first husband or consensual partner and date of birth of woman in completed single years.

¹³ This data is collected and made publicly available via UNDP, DHS, UNICEF MICS.

<p>Enabling Outcome 1: An enabling legislative and policy environment that promotes access to education by child marriage survivors improved.</p>	<ul style="list-style-type: none"> ➤ Extent to which international human rights treaties relevant to the elimination and discrimination against women, including all forms of violence against women, are ratified by the State without reservations; ➤ Existence of a national law that prohibits child marriage; ➤ Existence of a national law that enables or promotes child marriage survivor's re-entry into schools; ➤ Existence of a national strategy/national action plan to address child marriage; ➤ In the reporting year, how many new legislative frameworks (if any) were developed/implemented to promote gender balance in elections decision-making bodies? ➤ (Sub Indicator) During this reporting year, has your country adopted new or strengthened legislation to address violence against women that is in line with best practices? ➤ (Sub Indicator) Does the new or strengthened legislation mandate the allocation of a budget for its implementation by creating a specific obligation to provide adequate funding for its implementation? ➤ (Sub Indicator) Is there an oversight mechanism for monitoring the implementation of the new or strengthened legislation?
<p>Enabling Outcome 2: Favourable social norms, attitudes and behaviours towards investing in child marriage survivor's education to prevent VAWG adopted.</p>	<ul style="list-style-type: none"> ➤ % of parents of unmarried adolescent girls who support their daughters school completion or re-entry; ➤ Number of community leaders who have taken positive action against child marriage or in support of girl's education in the last three months; ➤ Number of male youth peers engaged in activities to prevent child marriage and violence; ➤ In the reporting year, has the country office supported the development or strengthening of a National Action Plan and/or Strategy on violence against women and girls that addresses social norms, attitudes and behaviour transformation? ➤ Sub-Indicator 11.2: In the reporting year, has the country office supported the implementation of community activities on gender equality, violence against women, and respectful relationships targeting men and women, and boys and girls?

<p>Enabling Outcome 3: Access to quality essential services for child marriage survivors expanded.</p> <ul style="list-style-type: none"> ➤ % of child marriage survivors who accessed quality essential services in the last three months; ➤ Number of service providers offering child marriage survivor friendly services; ➤ Number of available places in shelters and refuges for child marriage survivors; ➤ In the reporting year, has the country (government, private institutions, and/or NGO) developed or improved guidelines, protocols or standard operating procedures on the provision of quality services for survivors of violence against women and girls, with UN Women's support? ➤ In the reporting year, has your country (government/private institution/NGO) engaged in information dissemination initiatives about women's right to access quality essential services for survivors of violence, with the support of UN Women? ➤ Sub-Indicator 11.2: In the reporting year, has the country office supported prevention education including through the development, strengthening, or implementation of curricula/education programmes on gender and violence against women, in primary and/or secondary schools? 				
<p>Applicable Key Result Area (from 2008-11 Strategic Plan):</p> <p>Partnership Strategy</p>				
<p>Project title and ID (ATLAS Award ID): Child marriages in Zambia and Malawi through improved access to education reduced.</p>				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Specify each output that is planned to help achieve the outcome.</p> <p>For each output, include a baseline with associated indicators and targets to facilitate monitoring of change over time.</p> <p>Each output shall ultimately become a Project ID in Atlas.</p> <p>Output 1.1 Capacities of institutions to implement legislation on ending child marriages and school re-entry</p>	<p>Use this column for more complex projects where an output takes more than one year to produce.</p> <p>Targets (year 1)</p> <p>-</p> <p>Targets (year 2)</p> <p>-</p> <p>-</p>	<p>Activities:</p> <p>1.1.1 Map all national legislation relating to child marriage;</p> <p>1.1.2 Audit and synchronize conflicts between customary and normative legislation;</p>	<p>Specify parties that have been engaged by the executing entity to carry out these activities</p>	<p>Specify the nature and total costs of the UNDP inputs needed to produce each output.</p> <ul style="list-style-type: none"> ➤ Staff time ➤ Venue ➤ Transport

<p>policies strengthened. Baseline: Indicators:</p>		<p>1.1.3 Harmonize all legislation relating to child marriage; 1.1.4 Train ministry staff on enforcement for the legislation on child marriage; 1.1.5 Roll out implementation of child marriage legislation in respective institutions. 1.1.6 Provide scholarships/bicycles to girls who are survivors of child marriage.</p>		<p>Reimbursement ➤ DSA ➤ Refreshments ➤ Resource Person</p>
<p>Output 1.2 Civic and formal institutions that advocate for the prevention of early marriages strengthened.</p>		<p>Activities: 1.2.1 Train civic and formal institutions on advocacy and rescue skills for ending child marriage; 1.2.2 Develop and disseminate knowledge and IEC products to be used in advocacy campaigns; 1.2.3 Support advocacy initiatives such as public rallies, community theatre, media advertisements, etc.; 1.2.4 Develop a traditional and religious leaders action plan to end child marriage; 1.2.5 Support participation of child marriage survivors beneficiaries, community and global champions against child marriage to AU and UN advocacy events; 1.2.6 Support high political leadership of Malawi and Zambia (AUC champion to End Child Marriage and the AUC goodwill Ambassador on Ending Child Marriage and the Special Rapporteur on early marriage within SADC summits, AU summits and</p>		<p>➤ Staff time ➤ Venue ➤ Transport ➤ Reimbursement ➤ DSA ➤ Refreshments ➤ Resource Person ➤ Travel tickets ➤ Translation services ➤ Designing services ➤ Printing services</p>

	<p>UNGA in sharing best practices.</p> <p>1.2.7 Support the AUC in the development of knowledge products such as policy briefs, status reports and regional studies on early marriage for dissemination among policy makers and other stakeholders.</p> <p>1.2.8 Support web platforms such as the AUC Campaign to End Child Marriage to disseminate key resources on early marriage and promotion of south-south learning.</p>		
<p>Output 2.1: Respectful relationships and gender equality at individual and community levels championed.</p>	<p>Activities:</p> <p>2.1.1 Train trainers on respectful relationships and gender equality;</p> <p>2.1.2 Mentor community champions to be agents of change in eliminating child marriages;</p> <p>2.1.3 Support community dialogues, peer to peer support groups and country exchange visits that promote respectful relationships and gender equality;</p> <p>2.1.4 Train youth on how to frame and articulate policy issues in <i>dejure</i> spaces (Youth parliament, Spotlight initiatives);</p>		<ul style="list-style-type: none"> ➤ Staff time ➤ Venue ➤ Transport ➤ Reimbursement ➤ DSA ➤ Refreshments ➤ Resource Person ➤ Travel tickets
<p>Output 2.2: Programs addressing early child marriages developed and integrated into formal and non-formal education</p>	<p>Activities:</p> <p>2.2.1 Support development/revision of learning materials on gender-based violence against women and children;</p> <p>2.2.2 Train trainers on respectful relationships and non-violent communication skills;</p> <p>2.2.3 Support PTA and students learning sessions</p>		<ul style="list-style-type: none"> ➤ Staff time ➤ Venue ➤ Transport ➤ Reimbursement ➤ DSA ➤ Refreshments

<p>Output 3.1: Capacities of service providers to deliver quality, coordinated essential services for child marriage survivors strengthened.</p>	<p>on gender-based violence against women and children;</p>	<p>Activities:</p> <p>3.1.1 Develop/revise guidelines and SOPs on essential services provision for child marriage survivors;</p> <p>3.1.2 Train service providers to meet and deliver quality services;</p> <p>3.1.3 Develop a rapid response¹⁴ and referral system linking identified essential services¹⁵ for child marriage survivors.</p>	<p>Resource Person Designing services Printing services Staff time Venue Transport Reimbursement DSA Refreshments Resource Person Designing services Printing services</p>
<p>Output 3.2: Capacities for child marriage survivors to understand and exercise their rights to quality essential services strengthened.</p>	<p>on gender-based violence against women and children;</p>	<p>Activities:</p> <p>3.2.1 Support development/revision of life-skills learning materials on child marriage survivors;</p> <p>3.2.2 Train trainers on life-skills for child marriage survivors;</p> <p>3.2.3 Support life-skills clubs for child marriage survivors in learning institutions.</p>	<p>Resource Person Designing services Printing services Staff time Venue Transport Reimbursement DSA Refreshments Resource Person Designing services Printing services</p>

¹⁴ Identification of child marriage and reporting system

¹⁵ Health, legal, justice, education (formal and non-formal), marriage annulment, psychosocial services

I. ANNUAL WORK PLAN

Year: 2019-2020 (12 Months)

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount in USD
Enabling Outcome 1: An enabling legislative and policy environment that promotes access to education by child marriage survivors improved.									
Output 1.1: Capacities of institutions to implement legislation on ending child marriages and school re-entry policies strengthened.									
Output 1.1: Capacities of institutions to implement legislation on ending child marriages and school re-entry policies strengthened. Baseline: tbc Indicators: Targets: Related CP outcome: 3	Activity 1.1.1 Map all national legislation relating to child marriage; Activity 1.1.2 Audit and synchronize conflicts between customary and normative legislation;	X	X			UN Women, Ministry of Gender, CSOs	IBSA and UNW Staff Time	0	0
	Activity 1.1.3 Harmonize all legislation relating to child marriage; Activity 1.1.4 Train ministry staff on enforcement for the legislation on child marriage;	X	X			UN Women, Ministry of Gender, CSOs	IBSA and UNW Staff Time	0	0
		X	X			UN Women, Ministry of Gender, CSOs	IBSA and UNW Staff Time	0	0
		X	X	X		UN Women, Ministry of Gender, CSOs	IBSA and UNW Staff Time	13,264	13,264
							Venue Transport Reimbursement DSA Refreshments Resource Person		

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET				
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount in USD		
	Activity 1.1.5 Roll out implementation of child marriage legislation in respective institutions.		X	X		UN Women, Ministry of Gender, CSOs	IBSA and UNW Staff Time	Venue Transport Reimbursement DSA Refreshments Resource Person	Malawi Costs capture d in activity 1.1.4	Zambia Costs captured in activity 1.1.4	AUC
	Activity 1.1.6 Provide scholarships/bicycles to girls who are survivors of child marriage.	X	X	X	X	UN Women, Ministry of Gender, CSOs	IBSA and UNW Staff Time		179,532	159,736	
SUB TOTAL Output 1.1									192,796	173,000	
Output 1.2: Civic and formal institutions that advocate for the prevention of early marriages strengthened.											
Output 1.2: Civic and formal institutions that advocate for the prevention of early marriages strengthened. Baseline: TBC Indicators: TBC Related CP outcome:3	Activity 1.2.1 Train civic and formal institutions on advocacy and rescue skills for ending child marriage;	X	X	X	X	UN Women, Ministry of Gender, CSOs	IBSA and UNW Staff Time	Venue Transport Reimbursement DSA Refreshments	5,872	5,872	
	Activity 1.2.2 Develop and disseminate knowledge and IEC products to be used in advocacy campaigns;	X	X			UN Women, Ministry of Gender, CSOs	IBSA and UNW Staff Time	Local consultants Translation - French Designing Printing	14,400	14,400	

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET			
		Q1	Q2	Q3	Q4			Budget Description			
								Malawi	Zambia	AUC	
	Activity 1.2.3 Support advocacy initiatives such as public rallies, community theatre, music festivals	X	X	X		UN Women, Ministry of Gender, CSOs	IBSA and UNW Staff Time	Venue Transport Reimbursement DSA Refreshments Resource Person	11,920	11,920	
	Activity 1.2.4 Develop a traditional and religious leaders action plan to end child marriage.	X	X			UN Women, Ministry of Gender, CSOs	IBSA and UNW Staff Time	Venue Transport Reimbursement DSA Refreshments Resource Person	9,440	9,440	
	Activity 1.2.5 Support participation of child marriage survivors' beneficiaries and community champions against child marriage to AU and UN advocacy events;	X	X	X	X	UN Women, Ministry of Gender and the AUC	IBSA and UNW Staff Time	Travel tickets DSA Other travel entitlements			14,430

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET				
		Q1	Q2	Q3	Q4			Budget Description			Amount in USD	
								Malawi	Zambia	AUC		
	<p>Activity 1.2.6 Support high political leadership of Malawi and Zambia (AUC champion to End Child Marriage and the AUC goodwill Ambassador on Ending Child Marriage and the Special Rapporteur on early marriage within SADC summits, AU summits and UNGA in sharing best practices.</p> <p>Activity 1.2.7 Support the AUC in the development of knowledge products such as policy briefs, status reports and regional studies on early marriage for dissemination among policy makers and other stakeholders.</p> <p>Activity 1.2.8 Support web platforms such as the AUC Campaign to End Child Marriage to disseminate key resources on early marriage and promotion of south-south learning.</p>	X	X	X	X	UN Women, Ministry of Gender and the AUC	IBSA and UNW Staff Time	Travel tickets DSA Other travel entitlements	Malawi	Zambia	AUC	11,716
		X				UN Women, Ministry of Gender and the AUC	IBSA and UNW Staff Time	Translation of research, French, Portuguese and Arabic Designing Printing International Consultant				15,000
		X	X			UN Women, Ministry of Gender and the AUC	IBSA and UNW Staff Time	Local consultants - communication Translation of communication briefs - French, Portuguese, Arabic				12,400

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount in USD	
									Malawi	Zambia
SUB TOTAL Output 1.2							41,632	41,632	54,546	
Enabling Outcome 2: Favourable social norms, attitudes and behaviours towards investing in child marriage survivor's education to prevent VAWG adopted.										
Output 2.1: Respectful relationships and gender equality at individual and community levels championed.										
Output 2.1: Respectful relationships and gender equality at individual and community levels championed.	Activity 2.1.1 Train trainers on respectful relationships and gender equality;	X	X			UN Women, Ministry of Gender, CSOs	IBSA and UNW Staff Time	Venue Transport Reimbursement DSA, Refreshments Resource Person	5,122	5,122
	Activity 2.1.2 Mentor community champions to be agents of change in eliminating child marriages;	X	X			UN Women, Ministry of Gender, CSOs	IBSA and UNW Staff Time	Venue Transport Reimbursement DSA, Refreshments	4,312	4,312
	Activity 2.1.3 Support community dialogues, peer to peer support groups and country exchange visits that promote respectful relationships and gender equality;	X	X	X		UN Women, Ministry of Gender, CSOs	IBSA and UNW Staff Time	Travel tickets DSA (Exchange visits) Venue (Community dialogues + peer to peer support groups) Transport Reimbursement DSA, Refreshments	24,680	24,680

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	Budget Description	PLANNED BUDGET	
		Q1	Q2	Q3	Q4				Amount in USD	
									Malawi	Zambia
	Activity 2.1.4 Train youth on how to frame and articulate policy issues in dejure spaces (Youth parliament, Spotlight initiatives);	X	X	X	UN Women, Ministry of Gender, CSOs	IBSA and UNW Staff Time	Venue Transport Reimbursement DSA Refreshments	Costs captured under activity 2.1.2	Costs captured under activity 2.1.2	
SUB TOTAL Output 2.1								34,114	34,114	
Output 2.2: Programs addressing early child marriages developed and integrated into formal and non-formal education										
Output 2.2: Programs addressing early child marriages developed and integrated into formal and non-formal education Baseline: TBC Indicators: TBC Targets: Related CP outcome:3	Activity 2.2.1 Support development/revision of learning materials on gender-based violence against women and children;	X	X	X	UN Women, Ministry of Gender, CSOs	IBSA and UNW Staff Time	Local consultants Designing Printing	10,900	10,900	
	Activity 2.2.2 Train trainers on gender-based violence against women and children;	X	X	X	UN Women, Ministry of Gender, CSOs	IBSA and UNW Staff Time	Venue Transport Reimbursement DSA Refreshments Resource Person	5,122	5,122	

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Budget Description	Funding Source	Amount in USD
	Activity 2.2.3 Support PTA and students learning sessions on gender-based violence against women and children;		X	X	X	UN Women, Ministry of Gender, CSOs	Transport Reimbursement Refreshments	Malawi 1,600 Zambia 1,600 AUC	
SUB TOTAL Output 2.2								17,622	17,622

Enabling Outcome 3: Access to quality essential services for child marriage survivors expanded.

Output 3.1: Capacities of service providers to deliver quality, coordinated essential services for child marriage survivors strengthened.

Output 3.1: Capacities of service providers to deliver quality, coordinated essential services for child marriage survivors strengthened. Baseline: TBC Indicators: TBC Targets: Related CP outcome:3	Activity 3.1.1 Develop/revise guidelines and SOPs on essential services provision for child marriage survivors;					UN Women, Ministry of Gender, CSOs	IBSA and UNW Staff Time	Local consultants Printing	8,900	8,900
	Activity 3.1.2 Train service providers to meet and deliver quality services;	X	X	X	X	UN Women, Ministry of Gender, CSOs	IBSA and UNW Staff Time	Venue Transport Reimbursement DSA Refreshments Resource Person	7,235	7,235

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	Budget Description	PLANNED BUDGET		
		Q1	Q2	Q3	Q4				Amount in USD		
									Malawi	Zambia	AUC
	Activity 3.1.3 Develop a rapid response and referral system linking identified essential services for child marriage survivors.	X	X			UN Women, Ministry of Gender, CSOs	IBSA and UNW Staff Time	Venue Transport Reimbursement DSA Refreshments Printing Dissemination	16,993	16,993	
SUB TOTAL Output 3.1									33,128	33,128	
Output 3.2: Capacities for child marriage survivors to understand and exercise their rights to quality essential services strengthened.											
Output 3.2: Capacities for child marriage survivors to understand and exercise their rights to quality essential services strengthened. Baseline: TBC Indicators: TBC Targets: Related CP outcome:3	Activity 3.2.1 Support development/revision of life-skills learning materials on child marriage survivors;	X	X			UN Women, Ministry of Gender, CSOs	IBSA and UNW Staff Time	Local consultants Printing	8,900	8,900	
	Activity 3.2.2 Train trainers on life-skills for child marriage survivors;			X	X	UN Women, Ministry of Gender, CSOs	IBSA and UNW Staff Time	Venue Transport Reimbursement DSA Refreshments Resource Person	5,122	5,122	

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions		TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
			Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount in USD	
		Activity 3.2.3 Support life-skills clubs for child marriage survivors in learning institutions.		X	X	X	UN Women, Ministry of Gender, CSOs	IBSA and UNW Staff Time	Malawi School based activity - zero cost	Zambia School based activity - zero cost	AUC
SUB TOTAL Output 3.2									14,022	14,022	
Efficient and effective programme management		Payroll cost	X	X	X	X	UN Women	IBSA and UNW Staff Time	33,084	59,880	
		Monitoring, data collection, analysis and report writing including knowledge management and evaluation	X	X	X	X	UN Women, Ministry of Gender, CSOs	IBSA and UNW Staff Time	25,000	25,000	35,454
		Direct Management Cost (communication, assts maintenance, rentals, bank charges)	X	X	X	X	UN Women	IBSA and UNW Staff Time	13,380	7,151	
SUB TOTAL									71,464	92,031	35,454
TOTAL PROGRAMME COST									900,327	404,778	90,000
Indirect Support Cost (UN Women 7%; UNOSCC 3%)											
TOTAL BUDGET									91,923	997,250	

Revised Budget for Reducing Child Marriage in Malawi and Zambia Project

Activities	Description	Units	Item	Number	Item	Total USD
Enabling Outcome 1: An enabling legislative and policy environment that promotes access to education by child marriage survivors improved.						
Output 1.1: Capacities of institutions to implement legislation on ending child marriages and school re-entry policies strengthened.						
Activity 1.1.1 Map all national legislation relating to child marriage; Staff time						
		0				
	Staff time	0				
	Staff time	0				
	Venue	250	1	4	days	1,000
	Transport Reimbursement	34	40	Pax		560
	DSA	34	40	Pax		8,160
	Refreshments	5	40	Pax		800
	Resource Person	343	1	Consultant		2,744
	Total	0				13,264
	Activity 1.1.5 Roll out implementation of child marriage legislation in respective institutions.					
	Activity 1.1.6 Provide scholarships to girls who are survivors of child marriage.	250	639	Students		159,796
	Scholarships - Malawi	250	718	Students		179,532
	SUB TOTAL Output 1.1					192,796
Output 1.2: Civic and formal institutions that advocate for the prevention of early marriages strengthened.						
Activity 1.2.1 Train civic and formal institutions on advocacy and rescue skills for ending child marriage;						
	Venue	206	1	2	days	412
	Transport Reimbursement	14	35	Pax		490
	DSA	34	35	Pax		4,760
	Refreshments	3	35	Pax		210
	Total	400	2			5,872
	Local consultants	1000	1	Pax		6,400
	Translation - French	1000	1	copy		1,000
	Designing	1000	1	publication		2,000
	Printing	10	500	copies		5,000
	Total	2680	1			16,400
	Venue	34	40	days		1,560
	Transport Reimbursement	34	40	Pax		560
	DSA	34	40	Pax		4,080
	Refreshments	3	40	Pax		720
	Resource Person	250	1	Consultant		2,000
	Total	250	1			11,920
	Activity 1.2.3 Support advocacy initiatives such as public rallies, community theatre, music festivals					
	Total					11,920

Activity 1.2.4 Develop a traditional and religious leaders action plan to end child marriage;	Venue	250	1	1	2	2	days	500
	Transport Reimbursement	14	40	Pax	1		days	550
	DSA	34	40	Pax	4		days	5,440
	Refreshments	3	40	Pax	2		days	240
	Resource Person	135	1	Pax	20		days	2,700
	Total							9,440
Activity 1.2.5 Support participation of child marriage survivors beneficiaries and community champions against child marriage to AU and UN advocacy events;	Travel tickets	700	5	Pax	2		times	7,000
	DSA	197	5	Pax	6		days	5,910
	Other travel entitlements	152	5	Pax	2		times	1,520
	Total							14,430
Activity 1.2.6 Support high political leadership of Malawi and Zambia (AUC champion to End Child Marriage and the AUC goodwill Ambassador on Ending Child Marriage and the Special Representative on early marriage within SADC summits, AU summits and UNGA in	Travel tickets	1259	4	Pax	8		trips	8,608
	DSA	250	2	Pax	5		days	2,500
	Other travel entitlements	152	2	Pax	2		times	608
	Total							11,716
Activity 1.2.7 Support the AUC in the development of knowledge products such as policy briefs, status reports and regional studies on early marriage for dissemination among policy makers and other stakeholders.	Translation of research, French, Portuguese and Arabic	500	2	Publications	3		languages	3,000
	Designing	500	4	Publications	1		copy	2,000
	Printing	5	3	Publications	100		copies	3,000
	International Consultant	400	2	Pax	10		days	8,000
	Total							16,000
Activity 1.2.8 Support web platforms such as the AUC Campaign to End Child Marriage to disseminate key resources on early marriage and promotion of south-south learning.	Local consultants - communication	1000	1	Consultant	7		months	7,000
	Translation of communication briefs	150	12	briefs	3		languages	5,400
	Total							12,400
SUB TOTAL Output 1.2								84,462
Total For Enabling Outcome 1								278,976
Enabling Outcome 2: Favorable social norms, attitudes and behaviors towards investing in child marriage survivor's education to prevent VAWG adopted.								41,632
Output 2.1: Respectful relationships and gender equality at individual and community levels championed.								214,332
Activity 2.1.1 Train trainers on respectful relationships and gender equality;	Venue	206	1	1	2		days	412
	Transport Reimbursement	14	25	Pax	1		days	350
	DSA	34	25	Pax	4		days	3,400
	Refreshments	3	25	Pax	2		days	150
	Resource Person	135	1	Pax	5		days	2,700
	Total							5,122
Activity 2.1.2 Mentor community champions to be agents of change in eliminating child marriages;	Venue	206	1	1	2		days	412
	Transport Reimbursement	14	25	Pax	1		days	350
	DSA	34	25	Pax	4		days	3,400
	Refreshments	3	25	Pax	2		days	150
	Total							5,122
Activity 2.1.3 Support community dialogues, peer to peer support groups and country exchange visits that promote respectful relationships and gender equality;	Travel tickets	361	6	Pax	3		days	4,512
	DSA (Exchange visits)	104	6	Pax	8		days	5,766
	Venue (Community dialogues + peer to peer support groups)	206	1	12	12		days	4,992
	Total							15,270
Activity 2.1.4 Train youth on how to frame and articulate policy issues in cejure soacas (youth parliament, Spotlight initiatives);	Transport Reimbursement	14	25	Pax	1		days	350
	DSA	34	25	Pax	12		days	10,200
	Refreshments	3	25	Pax	12		days	900
	Total							11,500
Costs captured under activity 2.1.2								24,680
SUB TOTAL Output 2.1								34,114
Total For Enabling Outcome 2								41,632
Total For Enabling Outcome 1 & 2								34,114

Output 2.2: Programs addressing early child marriages developed and integrated into formal and non-formal education									
Activity 2.2.1 Support development/revision of learning materials on gender-based violence against women and children;									
Local consultants	400	2	Pax	8	days	6,400			
Designing	1000	1	publication	2	languages	2,000			
Printing	10	250	copies			2,500			
Total									
Venue	206	1		2	days	412			
Transport Reimbursement	14	25	Pax	1	days	350			
DSA	34	25	Pax	4	days	3,400			
Refreshments	3	25	Pax	2	days	150			
Resource Person	135	1	Pax	6	days	810			
Total									
This activity will take place in school - hence the only costs associated is transport, reimbursements and refreshments									
Transport Reimbursement	14	50	Pax	1	days	700			
Refreshments	3	50	Pax	6	days	900			
Total									
SUB TOTAL Output 2.2									
Total For Enabling Outcome 2									
Enabling Outcome 3: Access to quality essential services for child marriage survivors expanded.									
Output 3.1: Capacities of service providers to deliver quality, coordinated essential services for child marriage survivors strengthened.									
Activity 3.1.1 Develop/revise guidelines and SOPs on essential services provision for child marriage survivors;									
Local consultants	400	2	Pax	8	days	6,400			
Printing	10	250	copies			2,500			
Total									
Venue	250	1		3	days	750			
Transport Reimbursement	14	25	Pax	1	days	350			
DSA	34	25	Pax	6	days	5,100			
Refreshments	3	25	Pax	3	days	225			
Resource Person	135	1	Pax	6	days	810			
Total									
Venue	250	1		3	days	7235			
Transport Reimbursement	14	30	Pax	1	days	750			
DSA	34	30	Pax	4	days	4,200			
Refreshments	3	30	Pax	3	days	4,080			
Printing	15	500	copies			270			
Dissemination	137	29	districts			7,500			
Total									
SUB TOTAL Output 3.1									
Total									
15,998									
35,128									
6400						6400			
2000						2000			
2500						2500			
10,900						10,900			
412						412			
350						350			
3400						3400			
150						150			
810						810			
5,122						5,122			
700						700			
900						900			
1,600						1,600			
17,622						17,622			
51,736						51,736			
6400						6400			
2500						2500			
8,900						8,900			
750						750			
350						350			
5100						5100			
225						225			
810						810			
7,235						7,235			
750						750			
420						420			
4080						4080			
270						270			
7500						7500			
3973						3973			
15,998						15,998			
35,128						35,128			

5. Expected Results – Logical framework (log frame)

Results	Indicators	Baseline	Target	Means of Verification /Sources of Information	Frequency of Reporting	Assumptions/Risks
Goal – To contribute to the elimination of the Child Marriages in Malawi and Zambia.						
	Percentage of girls that get married before the age of 18 years	47%	42% thus reducing by 5%	National Statistical Office data	Annual	Government and community show increased commitment in ending child marriage
	Percentage of girls that experienced physical abuse prior to 18 year of age	42%	37%			
Outcome 1 – The Governments of Malawi and Zambia are enforcing the national legislation and policies to eradicate child marriages at national and local level.						
	Number of national legislations and policies being enforced by the government with support from the Project	1 (Marriage Divorce and Family Relations Act Malawi)	3(National Strategy to End Child Marriages Malawi, National Strategy to End Child Marriages Zambia), Marriage Divorce and Family Relations Act)	Project Records verified with the Ministry of Gender		The program will also use the examples and best practices from other countries in the region through South-South Cooperation (SSC) and knowledge sharing platforms.
	Number of reported cases of child marriages at national and local level.	TBC	20% decrease	Project Records verified with the Ministry of Gender	Quarterly	There are systems put in place for reporting of child marriages.
	Number of young women and girls, who are enrolled back to schools from early child marriages	0	1417 (692 girls in Zambia and 725 girls in Malawi)	Education Management Information System – Ministry of	Quarterly	Most vulnerable girls at risk of dropping from school are provided with education opportunities.

Results	Indicators	Baseline	Target	Means of Verification /Sources of Information	Frequency of Reporting	Assumptions/Risks
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Output 1.1 – The relevant ministries and law enforcement agencies have the capacity to enforce the current legislation banning child marriage and the harmonization of all pieces of legislation related to ending child marriage

	Number of ministry officials and law enforcement agencies trained in legislation banning and ending child marriage		100 officials	Project Monitoring Data – Training Reports	Quarterly	Improved understanding among officials on the law relating to child marriage and measures for elimination.
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Output 1.2 : Ministries of Education in Malawi and Zambia are implementing re-entry policies, to support re-entry of affected girls and boys back to school.

	Number of girls re-enrolled into primarily schools supported financially		1417 (692 girls in Zambia and 725 girls in Malawi)	Project Monitoring Data	Quarterly	Government, CSOs and community supports and creates an enabling environment for girls to return to school.
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Outcome 2 – Strong communities prevent child marriage through social movements.

	Number of interest groups/Communities established/ revamped and trained		8 per country	Project Monitoring Data - District Implementation Plans	Quarterly	Increased coordination and collective action by interest groups and communities in ending child marriage.
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Output 2.1 Young women and girls are empowered to be powerful role models and agents of change in their own communities

	Number of young women and girl's role models and Champions identified to set examples, mentoring and advocacy on ECM.		100 per country	Project Monitoring Data - District Implementation Plans	Quarterly	Role models and champions identified through Ministry of Gender, CSOs, community mechanisms at the district and village level thereby setting good examples, support mentoring and advocacy in ending child marriage.
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Results	Indicators	Baseline	Target	Means of Verification /Sources of Information	Frequency of Reporting	Assumptions/Risks
	Number of communities with role models		20 in each country	Project Monitoring Data District Implementation Plans	Quarterly	Community awareness and commitment to end child marriage.

Output 2.2 Community, traditional and religious leaders have the capacity to do advocacy work and act as ambassadors.

	Number of communities, traditional and religious leaders participating in advocacy and knowledge sharing work (community dialogues) and act as ambassadors at the national and regional level through South-South Cooperation (SSC).		100 per country	Project Monitoring Data	Quarterly	Consensus among the communities, traditional leaders and FBOs and support to government in ending child marriage.
	Number of advocacy initiative undertaken by religious and traditional leaders		20 per country	Project Monitoring Data	Quarterly	Advocacy at community level helps end child marriages, reporting and compliance.

Outcome 3: Reposition the outcomes from the project into strategic communication, convening and documentation to share best practice through the African Union for making this a regional approach.

Output 3.1: Continental and regional advocacy by CSOs, young women, girls as well as AU Mechanisms to end child marriage enhanced.

	Number of recommendations or lessons adopted at global, continental and regional levels integrating South-South Cooperation (SSC).		5 girls from each country engage in 2 AU policy consultations (confidentiality principles adopted) 3 outreach and advocacy	Project Monitoring Data	Quarterly	Governments work closely with civil society and community on communication, convening and outreach for concrete results under the project AUC provides leadership and supports the outreach missions of the
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Results	Indicators	Baseline	Target	Means of Verification /Sources of Information	Frequency of Reporting	Assumptions/Risks
			missions carried out by AU mandate holders At least 2 global/continental/regional level initiatives recognize lessons learnt from Zambia and Malawi			AU mandate holders towards advocacy and knowledge sharing of best practices on ECM.

Output 3.2: Evidence on good practices and lessons learnt from Malawi and Zambia shared at SADC, continental and global levels by AU, Malawi, Zambia and UN Women

	Number of documented best practices shared at global, continental and regional platforms through South-South Cooperation (SSC).		1 study on good practices for ending child marriages in Malawi & Zambia in the implementation of the AU Campaign to End Child Marriage AU Campaign to End child marriage website promotes good practices and lessons learnt from Malawi and Zambia	Project Monitoring Data	Quarterly	Program implementation in Malawi and Zambia lead to concrete results that can offer learning to other AU Member States for increased SSC
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A narrative and financial report will be shared with IBSA Fund Board and secretariat on a Quarterly basis.

6. Program Partnerships

UN Women recognizes the need to complement existing programs and projects to eliminate child marriages and the need to work with different stakeholders e.g.:

- SADC Political Forum, African Union, African Union Goodwill Ambassador
- REPSSI, SAT and RMT at regional level
- Networks on social justice
- UN agencies including UNICEF and UNFPA implementing the Global Programme to accelerate action to end child marriage in Zambia
- AUC Women, Gender and Development Directorate, the Department of Social Affairs , and other departments;
- Civil Society Network on Ending Child Marriage
- Media organizations
- Traditional leaders etc.
- Research and Education Institutions

7. Programme Management

Explain the roles and responsibilities of the parties involved in managing the project.

Please refer to the [Deliverable Description](#) to complete this component of the template.

Use the diagram below for the composition of the Board (will be agreed in consultation with the partner agencies following fund disbursement and prior to the implementation of the project).

UN Women shall have the overall responsibility for the management of the program and shall make all reasonable efforts to ensure its successful implementation. UN Women will account for the funds received in accordance with UN Women financial rules and regulations and regulations set by the India, Brazil and South Africa Facility for Poverty and Hunger Alleviation (IBSA Fund).

UN Women shall provide to the donor all or parts of the following reports prepared in accordance with UN Women Accounting and Reporting procedures.

- (a) A progress report for the program and interim financial report for the period from the program start to date and the latest available approved budget and half yearly workplans to be submitted to the donor. This will also include both the narrative and financial reports.
- (b) An annual certified financial statement as of 31st December to be submitted by 30th June of the following year.
- (c) A final report summarizing program activities and the results of those activities as well as provision of financial data to be submitted within 6 months of the date of operational completion or termination of the Program as spelt out in this Agreement

Procurement

UN Women will be responsible for the development of procurement plans and conduct all procurement processes using UN Women procurement processes.

Asset Management

All assets and equipment acquired to support the implementation of this programme will remain the property of UN Women and will be managed according to UN Women rules and regulations.

In terms of financial management, UN Women will be responsible for arrangement of fund management services, including:

- Receipt, administration and management of donor contributions
- Transfer of funds approved to Partner Organizations
- Consolidation of statements and reports based on submissions provided by programme partners
- Synthesis and consolidation of the individual annual narrative and financial progress reports submitted partner organizations for submission to donors.

8. Monitoring, Evaluation and Learning

A comprehensive Performance Monitoring Framework (PMF) will be developed within the first quarter of programme implementation and will form an integral part of the programme. The PMF will highlight all performance indicators, data sources, collection methods and the frequency of data collection, responsible actors, baselines and targets for each result. This PMF will result from collaboration with key programme partners and with technical support from the monitoring and evaluation section of UN Women. Five levels/ areas of M&E will be included in the PMF: (1) monitoring of activities, (2) financial monitoring, (3) progress on programme management, (4) annual programme review, (5) mid-term and final evaluation (s). Information from monitoring will inform the process of programme implementation, while the evaluation will give lessons for future programme development and implementation.

Programme M&E will be undertaken in accordance with UN Women procedures and rules including those of the government and other partners, which are in conformity with the UN Rules. UN Women will be responsible for coordination and M&E and report to the donor. Monitoring and evaluation (M&E) will be separated into technical and a financial management. participatory monitoring methodologies will be used at all levels. For financial and programme management M&E an appropriate mechanism and methodology will be established at the very outset of the programme. M&E activities will be based on the logical results framework.

The projects Monitoring, and evaluation activities will specifically focus on the following activities. There is need to have a technical meeting before the workshop which can even be a planning meeting for the workshop and the deliverables thereof. This can be hosted by the government for each country.

Programme Inception Workshop: A programme inception workshop involving all stakeholders will be undertaken with the aim of building awareness of the programme thereby ultimately building ownership of the programme results and activities. The workshop will also be used to discuss the phases of activities and the roles the different stakeholders in the implementation of the programme. The different indicators and targets will be reviewed during the first workshop and their corresponding data collection tools and methodologies will be discussed and agreed during the workshop.

Development of the M&E plan: An M&E plan will be developed within the first month of programme implementation based on the programme's results framework. Where necessary data collection, analysis, and archiving systems will also be developed during the same period.

Programme baseline: A programme baseline study will be commissioned to set up benchmark for all indicators of the programme. This is important for future assessment of changes in the programmes result framework indicators.

Periodic monitoring: Different period monitoring activities will be undertaken during programme implementation. These include field monitoring visits to assess progress and period progress review meetings at grassroots levels. These activities will involve all stakeholders but more specifically, UN Women, the donors and implementing partners. After every field visit and progress review meeting a report will be prepared and shared between all the stakeholders. These activities will take into account the progress toward the objectives, lessons learned, risk management, executed budgets and the difficulties encountered.

End of programme Evaluation: An independent End of programme Evaluation will be undertaken. It will be undertaken in accordance with UN Women and the donor's guidance. The evaluation will focus on the delivery of the project's results as initially planned (and as corrected after the Mid-Term Review, if there are any recommendations). The evaluation will look at impact and sustainability of results, including the contribution to capacity development and the achievement of national/global environmental benefits/goals. The Terms of Reference for this evaluation will be prepared by UN Women based on guidance from the donor and UN Women Regional Office. The evaluation will also provide recommendations for follow-up activities and requires a management response which should be prepared.

Financial monitoring and audit: The programme will put in place methodologies of financial monitoring following UN Women rules and regulations..

Lessons and Knowledge sharing: Results from the programme will be disseminated within and beyond the programme intervention zone through existing information sharing networks and forums.

Visibility: "IBSA will be given visibility and credit for its role supporting the initiative, including at all public and media engagements, as well as through prominent display of a plaque or similar in the buildings constructed by the project, and the flag, logo or relevant partnership signage at all relevant occasions and opportunities."

Table: Monitoring and Evaluation Framework

Types of M&E	Frequency	Areas of M &E
Monitoring activities	Quarterly/ Semi-Annual	Outcome, output, and implemented activities
Financial management	Monthly	Financial commitment, funds disbursement, financial allocation vis-à-vis to delivery targets

Progress programme management	on Quarterly/ Annual A schedule proposed by the donor requirements	Progress of the programme in terms of activity implementation
Programme review	Annually	Review of activities, deliverables, targets and adjustments or adaptation needed. This will be done at country level involving all the programme's staff and implementing partners, selected government officials from relevant ministries and relevant staff of UN Women

Knowledge Management and learning

UN Women will develop a comprehensive communication strategy to streamline the information, key messages and policy positions, and offer guidance on: Zambia already has a national advocacy and communication strategy. Is this UN Women or project specific.

- How partner organizations will communicate on the programme
- How to influence the UN's programming agenda and the donor community to prioritize support to ending child marriage using the knowledge generated through the programme
- How to conduct gender sensitive participatory communication for the district and community level activities.
- How to document business cases and best practices and package the knowledge for the general public. Also, social media platforms such as Face book and Twitter could be used as very effective communication and advocacy tools to engage the wider public through news' updates, threads of discussions and pictures.

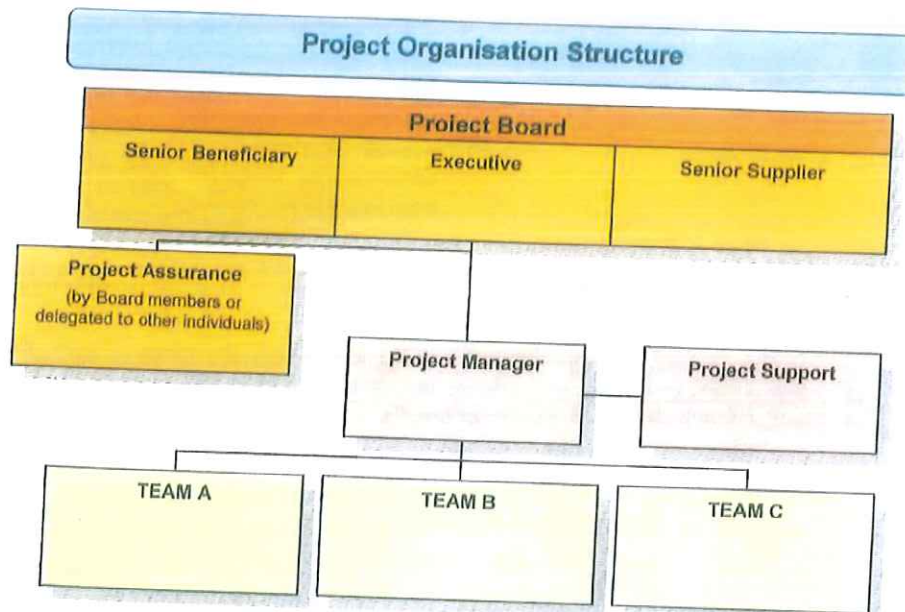
Beyond the communication strategy, the programme will include a strong knowledge management component to ensure that information about the project, experiences and lessons learnt will be shared among all relevant stakeholders. This also includes the setting up of a community of practice on ending child marriages

1. Finance

See budget below

Summary of Budget (Total Approved Budget: \$992,250.00):

Ending Child Marriage Project in Malawi and Zambia - Overall budget (US\$)	
Total budget Malawi - Programme Cost	404,778
Total budget Zambia - Programme Cost	405,549
Total budget for the African Union Liaison work - Programme Cost	90,000
Total Programme Cost	900,327
Support Costs (GMS 10%): UN Women 7% (\$63,023); UNOSCC 3% (\$28,900)	91,923
TOTAL BUDGET	992,250



*Project Organization Structure will be established following inception of the project.
Suggested sub-headings in this component may include:*

- *results of capacity assessment of implementing partner*
- *UNDP Support Services (if any)*
- *collaborative arrangements with related projects (if any)*
- *prior obligations and prerequisites*
- *a brief description/summary of the inputs to be provided by all partners*
- *audit arrangements*
- *agreement on intellectual property rights and use of logo on the project's deliverables*

II. MONITORING FRAMEWORK AND EVALUATION

Please refer to the [Deliverable Description](#) to complete this component of the template.

Suggested text to be adapted to project context

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

In case a project evaluation is required, please indicate the justification and proposed timing for the evaluation. A project evaluation is required only when mandated by partnership protocols such as GEF. However, a project evaluation may be required due to the complexity or innovative aspects of the project.

III. ANNEXES

Risk Analysis. Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions

Terms of Reference: TOR for key project personnel should be developed and attached

Capacity Assessment: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)