

TERMS OF REFERENCE (ToR)

Mid-Term Evaluation of the Project on Building Capabilities for Green, Climate Resilient, and Inclusive Development (HI-GRID) in the Lower Koshi River Basin



1. About ICIMOD

The Hindu Kush Himalaya (HKH) region stretches 3,500km across Asia, spanning eight countries – Afghanistan, Bangladesh, Bhutan, China, India, Myanmar, Nepal, and Pakistan. Encompassing highaltitude mountain ranges, mid-hills, and plains. The region is vital for the food, water, and energy security of up to two billion people and is a habitat for countless irreplaceable species. It is also highly vulnerable and at the forefront of the impacts of the triple planetary crisis of climate change, pollution, and biodiversity loss.

The International Centre for Integrated Mountain Development (ICIMOD), based in Kathmandu, Nepal, is a regional intergovernmental learning and knowledge sharing centre serving the eight regional member countries (RMCs) of the HKH region. We seek to build and share knowledge that drives regional policy and action and attract investment that enables the diverse countries and communities of the HKH to transition to greener, more inclusive, and climate resilient development. For more information, read our Strategy 2030 and explore our website.

The 'Building Capabilities for Green, Climate-resilient, and Inclusive Development in the Lower Koshi Basin' (HI-GRID) project, funded by the Australian Government's Department of Foreign Affairs and Trade (DFAT), began its inception phase in 2022 and is being implemented from May 2023 to April 2027. Total project budget is USD. 3.85 million fully funded by DFAT.

ICIMOD is seeking consultancy services from established consulting firms/accomplished consultants to conduct an independent Mid-Term Evaluation of the project.

2. Project Overview

The HI-GRID project works primarily in Nepal's Lower Koshi Basin (LKRB), addressing the challenges of 'too much and too little' (TMTL) water through disaster risks reduction (DRR) and Nature-based Solutions (NbS), and promotes pro-poor value chains and green enterprises to benefit vulnerable communities. The project prioritizes the integration of gender equality, disability, and social inclusion (GEDSI) by promoting leadership, fostering and enabling environment, capacity building, and advocacy, with a focus on disability. Furthermore, the HI-GRID project encourages responsible tourism and fosters the development of sustainable tourism value chain among vulnerable communities to create alternative livelihoods that can support community resilience to the challenges of TMTL water. It specifically focuses on enhancing the skills of disadvantaged and vulnerable groups, enhancing their participation and fair benefits are delivered for them from responsible tourism and the entire value chain.

The project area in Nepal is home to many marginalised communities, including Dalits and indigenous peoples. Ensuring gender equality, disability and social inclusion (GEDSI) is a core priority throughout the project's lifecycle. This commitment will be realized through dedicated evaluative studies and by integrating GEDSI principles across all four project outcomes. The project operates within a theory of change that emphasizes the development of scalable technical approaches, with the potential for broader adoption in the Koshi Basin in Nepal and beyond. The project is implemented in collaboration with local municipal governments, communities, and civil society organisation.

Project Results

HI-GRID aims to achieve the following outcomes. *Please refer to annex 1* for detailed results framework of HI-GRID.

End of Investment Outcome 1: Municipalities integrate GEDSI-responsive DRR approaches in their plans and budgeting process.

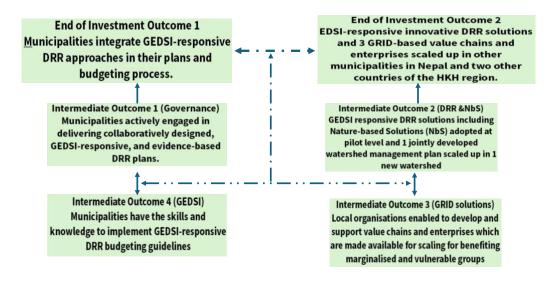
End of investment Outcome 2: GEDSI-responsive innovative Disaster Risk Reduction (DRR) solutions and 3 Green, Resilient and Inclusive Development (GRID-based) value chains and enterprises scaled up in other municipalities in Nepal and two other countries of the HKH region.

Intermediate Outcome 1: Governance – Municipalities actively engaged in delivering collaboratively designed, GEDSI-responsive, and evidence-based DRR plans.

Intermediate Outcome 2: DRR and NbS – GEDSI responsive DRR solutions including Nature-based Solutions (NbS) adopted at pilot level and 1 jointly developed watershed management plan scaled up in 1 new watershed.

Intermediate Outcome 3: GRID solutions – Local organisations enabled to develop and support value chains and enterprises which are made available for scaling for benefiting marginalised and vulnerable groups.

Intermediate Outcome 4: GEDSI – Municipalities have the skills and knowledge to implement GEDSI-responsive DRR budgeting guidelines.



The Mid-Term Evaluation (MTR) will be guided by <u>ICIMOD's Evaluation Policy</u> and its principles. The MTR will also adhere to DFAT's Development Evaluation Policy as well as DFAT's Design, Monitoring, Evaluation and Learning (DMEL) standards 8, 9, and 10.

3. Purpose and Objectives

As the HI-GRID project reaches the middle of its implementation period, conducting an independent Mid-Term Evaluation is both timely and essential. This evaluation will provide a systematic assessment of the project's progress toward its intermediate outcomes using OECD criteria. As part of the evaluation process, it should identify key challenges, best practices, and areas requiring adjustments.

The main purpose of the MTR is to conduct impartial evaluation, offering insights to both DFAT and ICIMOD regarding the project progress and provide recommendations to optimize project implementation in the remaining period.

The mid-term evaluation aims to achieve the following specific objectives

- **To assess progress** against planned outcomes and outputs, identifying achievements, and areas requiring improvement.
- To identify key learnings to enhance project implementation, strategy, and sustainability.

4. Target audience

The primary intended users of the evaluation are:

- ICIMOD management to inform strategic planning and decision making
- **Project staff** to further strengthen project management, implementation and effectiveness
- Municipality Governments engaged in the project to strengthen local governance, planning and implementation of GEDSI-focused interventions
- Civil Society Organisation (CSOs) engaged in the project strengthen collaboration, advocacy, and GEDSI-focused and community driven implementation efforts
- Department of Foreign Affairs and Trade (DFAT) to support strategic communication, reporting, and stakeholder engagement

5. Scope of work

The mid-term evaluation will cover the period from **May 1, 2023, to April 30, 2025.** The scope will include all project geographical coverage, project components, management and partnerships.

6. Key evaluation questions and criteria

The mid-term evaluation will explore the following key evaluation questions. Evaluation subquestions are given the **annex 2** for more clarity and guidance

- 1. **Relevance:** To what extent does the HI-GRID project align with primary stakeholders (women and marginalized communities in targeted municipalities) needs, municipal and national government priorities.
- Effectiveness: What progress has been made towards the project's outputs, intermediate outcomes, and end of investment outcomes? How the effectiveness of the project can be improved to deliver results in the remaining period.
- 3. **Efficiency:** How well the project has delivered results from value for money perspectives? Or is the project making appropriate and efficient use of DFAT and ICIMOD's time and resources to achieve outputs and expected outcomes?
- 4. **Coherence:** To what extent does the HI-GRID project complement other similar programmes and policies?

- 5. **Sustainability and impact:** To what extent has the project established measures which can ensure sustainability and generate long term impacts? How can project improve its strategies for sustainability and impact?
- 6. **GEDSI consideration:** How effectively are GEDSI principles integrated into the planning, execution, monitoring and follow up of the HI-GRID project? Has GEDSI analysis, including relevant consultations, cycled-back into the project for better implementation?
- **7. Safeguarding and Risk management:** How effectively has ICIMOD been managing safeguarding and other project-related risks? Which aspects of its risk management approach require improvement?
- **8. Theory of Change and Results Framework:** How coherent and logical are the Theory of Change and Results Framework currently used by the project? How effectively do the indicators represent intended outcomes and outputs?

7. Methodology

The mid-term evaluation will adopt a participatory and utilization-focused approach, ensuring meaningful consultation and engagement with a wide range of stakeholders, including ICIMOD senior management, DFAT Kathmandu officials, relevant staff at ICIMOD, HI-GRID beneficiaries in project sites in Nepal, and other key stakeholders.

The evaluation will employ a mixed-methods design, integrating both qualitative and quantitative data collection and analysis to ensure a comprehensive and triangulated understanding of project performance along OECD-DAC evaluation criteria. The approach will draw on both primary and secondary data sources to generate evidence that is credible, contextually grounded, and actionable. At minimum, the evaluators are expected to undertake the following methodological steps and will present comprehensive evaluation matrix and methodology as part of the inception report:

- Desk Review: Conduct a systematic review of relevant project documents, reports, monitoring
 data, and contextual literature to establish the analytical foundation and inform subsequent
 data collection tools and strategies.
- Key Informant Interviews (KIIs): Engage with a representative sample of stakeholders, including project implementers, local government officials, and community leaders, to gather in-depth insights into project relevance, coherence, implementation processes, and perceived results.
- Focus Group Discussions (FGDs): Conduct focus group discussions with primary and secondary beneficiaries of HI-GRID to ascertain collective experiences, perceived changes, and contextual challenges.
- Surveys and Checklists: Use structured tools to collect standardized quantitative data from a
 representative sample of beneficiaries or stakeholders, allowing for trend analysis and
 aggregation of findings.
- Organizational Capacity Assessment: Apply suitable capacity assessment frameworks and tools to evaluate institutional strengths, gaps, and sustainability prospects related to HI-GRID implementation.

• **Field Visits**: Conduct on-site observations and interactions at selected HI-GRID project locations in Nepal to validate findings, contextualize results, and capture ground-level perspectives.

8. Deliverables and timeline

The following deliverables, vis-à-vis their respective timelines, are expected for this MTE.

	Flow/Deliverables	Timeline
1.	EoIs received from interested evaluation firms/ Consultants	25 June 2025
2.	Final proposal received	15 July 2025
3.	Selection of the firm/evaluator(s)	20 July 2025
4.	Introduction of the evaluators to ICIMOD and DFAT Team	21 July 2025
5.	Contracting process/kick off inception phase	30 July 2025
6.	Draft Inception Report	30 July 2025
7.	ICIMOD and DFAT review of the inception report	15 Aug 2025
8.	Final inception report (Evaluation Plan) to the highest satisfaction of ICIMOD and DFAT including detailed work plan, methodology, refined evaluation questions vis-à-vis the scope of evaluation, and timeline for the evaluation (prepared following a format agreed during inception phase). There will be a verbal briefing on the evaluation plan and specific timelines in details.	31 Aug 2025
9.	Implementation phase will include field visits to the project sites in Nepal.	1 Sept to 15 Oct 2025
10.	A comprehensive draft evaluation report in a given agreed format (prepared in line ICIMOD and DFAT Standard DMEL 10.)	15 Nov 2025
11.	Both ICIMOD and DFAT will provide their feedback on the draft evaluation report	30 Nov 2025
	Final evaluation report (as per DFAT standards) incorporating feedback from stakeholders on the draft report and final recommendations for ICIMOD. The final report and the management response will be published in DFAT and ICIMOD website with following accessibility guidelines of DFAT.	15 Dec 2025
13.	A presentation (hybrid) to ICIMOD Senior Management Committee (SMC) and to HI-GRID Strategic committee with key findings, the main conclusions and recommendations.	20 Dec 2025
14.	Management response to MTE (DFAT and ICIMOD)	31 Dec 2025

9. Reporting and Supervising

The evaluation team lead will report to the Chief of Independent Evaluation Unit (IEU) of ICIMOD. The evaluation team lead will work closely with other team members of IEU Team and provide regular updates on the progress. The final deliverables will be submitted in soft copies.

10. Duration

Based on the successful bidding process, the evaluation inception phase will begin in July 2025. The evaluator will submit the final deliverables by 15 Dec 2025 followed by presentation to the ICIMOD and DFAT management teams.

11. Budget

Up to USD 30,000- inclusive of all taxes and all other expenses. This will also cover field visits in the project sites in Nepal. Payments will be made in instalments upon completion of deliverables as per the contract terms.

12. Evaluators Specification/Competencies

We are looking for consulting firms/accomplished individual consultants' team that brings together the right mix of experience and expertise, with a senior evaluator as team leader. The evaluation team leader must have extensive experience in conducting evaluations of complex programmes related to climate change adaptation, disaster risk reduction (DRR), GEDSI, social development and environment. Other team members should have relevant experience and expertise in evaluation in evaluating GEDSI sensitive programmes in development sector. Excellent written and spoken English is required by all team members. We would highly encourage to have a right mix of gender balanced team from the HKH region and outside of the region.

ESSENTIAL

Extensive experience in conducting evaluations of DRR and climate change programmes with GEDSI focus, preferably having substantial experience in South Asia or HKH region in the development sector.

PREFERRED

- Expertise in qualitative and quantitative research methods, including experience with document analysis, comprehensive literature evaluations, interviews, surveys, and case studies.
- Good understanding of development challenges in Nepal and region including GEDSI issues and their relevance to DRR
- Excellent analytical, communication, and report writing skills.

13. ICIMOD's Core Values

Our core values are integrity, neutrality, relevance, inclusiveness, openness, and ambition. These values are an expression of our culture and are central to the guiding beliefs and principles of our work and behaviour. Our core values will lie at the heart of ICIMOD operations and delivery. They will underpin everything we do and frame how we work with our partners. They reflect our founding intentions and the balances we seek to hold, while equipping ourselves for the future.

Diversity, equity, inclusion, and safeguarding

ICIMOD's bidders/consultant selection process is based on the qualifications and competence of the applicants. As an employer, ICIMOD is committed to promoting diversity, equity, and inclusion, and offers equal opportunities to applicants from all backgrounds and walks of life, including but not limited to gender, age, national origin, religion, race, caste, ethnicity, sexual orientation, disability, or social status. ICIMOD strongly encourages applications from all eligible applicants, especially women, from all parts of the HKH region.

ICIMOD is dedicated to establishing and upholding a safe and nurturing work environment, where all its employees can participate fully and meaningfully without fear of violence, harassment, exploitation, or intimidation. Any type of abuse or harassment, including sexual misconduct [including child abuse], by our staff, representatives, or stakeholders is not condoned or tolerated.

Annex 1: HI-GRID Results Framework

	Desired Results	Indicators	Indicative Targets
End of investment outcomes	Municipalities integrate GEDSI- responsive DRR approaches in their plans and budgeting process.	# of municipality plans and budget reflect the GEDSI responsive DRR approaches.	5 municipalities
		# of municipalities integrated GEDSI budgeting as part of their planning process.	5 municipalities
		# of municipalities allocate budgets to implement jointly developed plans for watershed management.	3 municipalities
	GEDSI responsive innovative DRR solutions and GRID-based value chains and enterprises scaled up in other municipalities in Nepal and two countried of HKH region.	Number of GEDSI responsive solutions scaled up in xx number of other municipalities and replicated in xx HKH countries.	5 solutions 3 new municipalities 2 HKH countries
Immediate outcome 1	IO.1. Municipalities actively engaged in delivering collaboratively designed, GEDSI responsive and evidence based DRR plans.	1.1# of municipalities of the pilor province adopt (in policy, plans, strategies, practice) HIGRID recommended inclusive DRR approaches (described in outcomes 2,3 & 4).	10 municipalities
		% of participation of disadvantage communities in local development planning process and programmes of the pilot areas ¹ . S ²	3 community groups /% of disadvantage people participated in DRR planning
Output 1.1	Selected municipality officials supported to implement GEDSI responsive, and evidence based DRR plans in a collaborative manner.	# of DRR and GEDSI focal points (women and men) from targeted municipalities trained on GEDSI responsive DRR approaches.	15 officicals
Activities	 1.1.1. Conduct joint context analysis and mapping of the policy environment. 1.1.2. Conduct joint Capacity Assessment of relevant municipality officials in GEDSI responsive DRR Planning. 1.1.3. Capacity enhancement of all levels of government bodies considering issues related to DRR across the municipalities. 1.1.4. Supported Municipalities to develop GEDSI responsive DRR strategies. 1.1.5. Support specific participation of differently able people into planning process. 		
Intermediate Outcome 2	IO2. GEDSI responsive DRR solutions including NbS adopted at pilot level and 1 jointly developed watershed management plan scaled up in 1 new watershed.	2.1 # of municipalities of the pilot sub basins adopt GEDSI responsive NbS and DRR solutions which were co-designed, tested and well documented.	At least 7 municipalities

¹The survey design has to incorporate which communities groups are attending (dalit groups, gender) unpacking to be done based on government guidelines

 $^{^2}$ The survey design has to incorporate which communities groups are attending (dalit groups, gender) unpacking to be done based on government guidelines

³ Following the GoN guidelines

	Desired Results	Indicators	Indicative targets
		2.2. # of municipalities scaled up and implement the jointly developed GEDSI responsive watershed management plan	5 municipalities
Output 2.1	Potential integrated DRR solutions including NbS are identified and assessed	# of GEDSI responsive DRR solutions including NbS identified and assessed	At least 2 solutions in the watershed
Activities	2.1.1 Conduct assessment of DRR solutions including NBS for project sites 2.1.2 Conduct GEDSI analysis of the DRR solutions including NBS for disaster risk reduction		
Output 2.2	Output 2.2. GEDSI responsive DRR solutions co-developed with local stakeholders and implemented	# of GEDSI responsive DRR solutions co-developed and piloted	At least 7 solutions
Activities	2.2.1 Develop and support implementation of GEDSI responsive solutions including NbS. 2.2.2 Document best practices of DRR solutions for scaling		
Output 2.3	Municipalities and local stakeholders capacitated to implement GEDSI Responsive DRR solutions.	# of municipalities supported in planning process to integrate GEDSI responsive DRR solutions # No of individuals trained on GEDSI Responsive DRR solutions disaggregated by local organizations, community groups, and municipality officials.	At least 10 municipalities 16 individuals
Activities	2.3.1 Build capacity of municipalities and local organizations to promote GEDSI responsive DRR solutions 2.3.2 Support Municipalities to integrate GEDSI and evidence-based approaches in the DRR plans. 2.3.3 Capacitate municipalities and local communities including youth groups for sustainability of the DRR solutions beyond the project period.		
Output 2.4	Municipality political leaderships engaged on for scaling DRR solutions	# of political leaders participated in cross learning events	Leaders from at least 7 municipalities
Activities	2.4.1. Support HIGRID to facilitate cros	ss-learning events for municipalities and provinces	
Output 2.5	Documentation, review, and analysis of the existing watershed management approach for scaling in 1 additional watershed in the project area.	Existing Nibuwa Tankhuwa Watershed Management plan (Dhankuta) planning process reviewed and documentation and make it available for Ratu Watershed (new) readily available for potential scaling.	1 document
Activities	2.5.1 Systematic review, analysis, and synthesis of te watershed management approach for scaling potential.		
Output 2.6	Co-design and co-implemented integrated watershed management plan in 1 additional watershed in the project area	At least one more municipality supported for adopting integrated watershed management plan based on learnings from Dhankuta	1 plan developed with co- development process
Activities	2.6.1 Co-developing and supporting the implementation of integrated watershed management plan. 2.6.2 Documentation of best practices of watershed management approaches for scaling.		nent plan.

	Desired Results	Indicators	Indicative Targets
Output 2.7	Municipalities and local stakeholders capacitated to implement an integrated watershed management plan.	# of municipalities supported in planning process to integrate watershed management plan. # No of individuals trained on GEDSI Responsive integrated watershed management disaggregated by local organizations, community groups, and municipality officials ⁴	5 municipality 13 individuals
Activities	2.7.1 Building capacity of municipalities and local organizations to implement integrated watershed management plan. 2.7.2 Capacitate municipalities and local communities including youth groups for sustainable watershed management approaches beyond the project period.		
Intermediate Outcome 3		# of local organizations/ groups disaggregated by NGOs, SMEs, Farmers groups (especially from vulnerable groups) supported for pro-poor value chain and enterprise development.	At least 16 organizations/ groups
		# of municipalities that include new provisions for effective GRID livelihood opportunities and enterprise development in their plans and budgets.	2 municipalities
		# of new incubation centers set-up in pilot basin demonstrate upgraded business model towards sustainability.	2 new incubation centres
Output 3.1	Potential pro-poor value chains are identified, and their supporting mechanism is assessed.	# of pro poor value chains reviewed and assessment report with details on supporting mechanism readily available for implementation reference.	6 value chains
Activities	3.1.1. Conduct a market assessment of potential value chain options including exiting social protection schemes, subsidy, insurance that can support enterprise for the poor. 3.1.2 Conduct GEDSI analysis of those value chains and enterprises for equitable outcomes.		
Output 3.2	GRID-focused value chains and enterprise developed and implemented.	Number of value-chain enterprises supported that use GRID approach	3 value-chains 3 enterprises
Activities	3.2.1 Developing and supporting the implementation of GRID-focused value chains based on access to agro-extension services, access to finance and access to digital platforms		
Output 3.3	Local organisations capacitated on developing pro-poor value chains and enterprises through strengthening support services.	# of municipalities supported # of local organization supported	5 municipalities 10 local organizations 10 farmer groups

⁴ At the output level we are supporting the development of watershed plans but while explaining that in Ratu we are bringing them the fresh practices. Whatever they do with project support it is output level but when the municipalities are able to fund/ take the activities further themselves, it creates outcome level changes. LoA the outcome targets must be discussed and the responsibility/burden will be shared. ICIMOD's support should go down gradually while the municipalities uptake the solutions themselves.

	Desired Results	Indicators	Indicative Targets
Activities	3.3.1 Building capacity of local organisations to promote GEDSI responsive value chains and enterprises. 3.3.2 Support Municipalities to include new provisions for effective GRID livelihood opportunities and enterprise development in their plans and budgets (e.g. finding value chain opportunities for food products). 3.3.3. Support youth led incubation centre in pilot areas that demonstrate innovative business ideas for sustainability.		
Output 3.4	Established networks and capacity strengthening systems to scale the approach.	# of Networks established # of partnership established (SMES, municipalities etc) # of online platform established	1 network Atleast 3 partnerships 1 online platform
Activities 3.4.1 Provision of on-line platform extended to the LKRB farmers for 'real-time' evidence informing agricultum anagement. 3.4.2 Establish a network for agri-entrepreneurship promotion 3.4.3 Build a partnership with SMEs to promote innovative solutions and market promotions		griculture investment and	
	IO4: municipalities have skills and knowledge to implement GEDSI responsive DRR budgeting guidelines.	# of policy (DRR) and municipality plans consider (reflects in review) the differential needs of the most vulnerable groups (GEDSI) as identified in relation to poor water risk management and its consequences in LKRB.	7 policy and municipality plans
		# of policy, plans and programs rated as satisfactory or above by GEDSI representative a group for addressing poor water risk management and its consequences.	3 policies, plans and program
		# Pilot municipality adopt the co-designed and co- tested GEDSI solutions in relation to poor water risk management and its consequences.	5 municipalities
Output 4.1	Key and relevant municipality officials trained on GEDSI responsive budgeting	# of municipality officials trained on GEDSI responsive budgeting.	80% of the GEDSI representatives rate their capacity as satisfactory or above by the end of 4 years.
Activities	4.1.1. Conduct training for GEDSI responsive bud	DSI responsive budgeting for DRR and allied sector including social protection	
Output 4.2	Municipality political leaderships capacitated on GEDSI responsive DRR budgeting guidelines.	# of Municipality political leaderships participated in events related to GEDSI responsive DRR budgeting guidelines.	10 municipality leadership
Activities	4.2.1. Conduct events, workshops, organize exposures, and dialogues with political leadership and officials on GEDSI responsive DRR budgeting guidelines.		
Output 4.3	Municipalities supported GEDSI responsive community consultation process for ensuring GEDSI responsive budgeting for DRR.	# of municipalities supported	10 municipalities
Activities	4.3.1 Review and strengthen the existing community consultation process by municipalities 4.3.2 Review of existing practices on participatory monitoring and social audit of GEDSI issues for DRR planning		

Annex 2: Evaluation Sub-questions: These questions can help evaluators in understanding of the major evaluation questions and preparing detailed evaluation matrix.

- To what extent is the project's partnership approach coherent in engaging stakeholders, including municipality governments, civil society organisation, and other partners, in leveraging capacities and resources for improved project outcomes?
- What opportunities exist to further strengthen coherence, collaboration and improved outcomes?
- How effectively and efficiently has the HI-GRID project been implemented in achieving its intended outcomes?
- Is the project implementation modality good/efficient for achieving the EOIOs?
- How well is the project results framework and MEL system functioning in tracking progress, learning, and informing decision-making?
- How effective is the project's partnership approach in engaging stakeholders, including municipality governments, civil society organisation, and others?
- Is there evidence of levels of satisfaction and behaviour change among partners and participating local actions?
- Is the flexible and adaptive approach resulting in effective activities and outcomes? Include evidence.
- What improvements are needed to further strengthen inclusivity and equitable participation in HI-GRID interventions?
- Were GEDSI risk identified by the GEDSI analysis and risk assessment and adequately mitigated? Were GEDSI gaps in participation addressed.
- Does MEL system collect comprehensive sex and/or gender disaggregated data and include gender equality indicators? Is data analysed and used for progress?
- Were people with disability and/or organisations of persons with disabilities (OPDs) meaningfully engaged in project cycle processes (example, design, monitoring, implementation, evaluation) with resources allocated to facilitate their engagement.
- To what extent HI-GRID project interventions designed and managed to ensure end of investment outcomes and sustainability?
- What improvements are needed to further strengthen the outcome orientation and sustainability of the project?
- Is there evidence that demonstrates high level of ownership of the project from partners and local actors?
- To what extent did the project make use of local systems and is there evidence that demonstrates high level of ownership of the program from partners and local actors?