

Title : Evaluation of the UNICEF Convergence Programme, Nawaeb and Bogia districts in Papua New Guinea

1. Background and Context

Papua New Guinea (PNG) is the largest Pacific Island country in Oceania, globally recognised for its biological, ethnic and linguistic diversity (i.e., more than 1,000 ethnic clans that speak more than 800 languages). The population of PNG is estimated to be 8.9 million, 59% of which are young people of ages 0 – 24. With an annual growth rate of over 2 percent, the population PNG is envisaged to double in three decades. Rural areas host 87% of the population, and 75% of households depend on subsistence agriculture, which is highly vulnerable to changing weather patterns.

The decentralised governance system in PNG includes multiple tiers of Government, each funded largely from the national budget. Capacity is uneven at the provincial and district levels in terms of service delivery and development. Rapid population growth, combined with challenging geography, poor transportation networks and expensive air travel, pose challenges for the provision of basic services and infrastructure. Structural challenges, including national–subnational governance coordination, resource allocation and levels of wastage, and gender bias on the part of service providers, contribute to slow progress in access, coverage, and quality of basic services.¹

Launched in July 2023, the Medium-Term Development Plan (MTDP) IV 2023 – 2027 addresses key priorities in transforming the economy. An estimated K54.381 billion will be required to implement the 12 Strategic Priority Areas (SPAs).² The MTDP IV for PNG identifies key areas of concern for children as early childhood development and education, health, nutrition, protection from violence and exploitation and water, sanitation and hygiene (WASH), as well as poverty, inequality, and climate change. The plan calls for a comprehensive approach to addressing these challenges to ensure that all children in PNG can reach their full potential.

PNG has continued to feel the aftereffects of the COVID-19 pandemic, general election, ethnic violence, and the changing economic climate. In particular, the uncertainties of inflationary pressures continue to dictate economic growth. The Government of PNG sought a one-year relief package of K590 million (US\$167 million) in the 2023 budget to assist households³ to cope with the soaring prices of goods and the inflated cost of living and the core services of police and judiciary, education, and health.⁴

Child deprivation index clearly pinpoints towards hard to reach, climate affected, and vulnerable population with greater need for essential services. Upon analysis Bogia district in Madang and Nawaeb district in Morobe were selected for the Convergence programme. The two districts were distinctively within the highly populated provinces in the country.

2. Description of Convergence Programme

The UNICEF Papua New Guinea Country Program Document (CPD) aims to support government in the progressive realization of the rights of children in Papua New Guinea. The CPD outlines key outcomes and outputs as well as strategies to achieve these results in Health, Nutrition, Education, Water and Sanitation, Social Policy and Child Protection.

Program Convergence is one of the key strategies articulated in the CPD for program implementation to maximize efficiency and delivery of results for children. Convergence programming in the targeted geographical locations requires the focusing and synchronization of resources, services on flagship programs and strengthening multi-sectoral and inter-agency coordination and consultation.

The funding of the convergence program continues a long tradition of the support that UNICEF Australia has rendered to UNICEF PNG, and represents a new partnership between UNICEF Aotearoa New Zealand (NZ) and UNICEF Papua New Guinea. This includes funding from the Australian Government through the Australian NGO

¹ Reimagined Convergence: Activity design document for PNG, UNICEF and MFAT, 2021.

² https://www.treasury.gov.pg/html/publications/files/pub_files/2011/2011-2015.png.mtdp.pdf

³ <https://new.treasury.gov.pg/2023-household-assistance-package>

⁴ https://www.treasury.gov.pg/html/national_budget/2023.html

ANNEX B – LRPS-2025-9195227 – TERMS OF REFERENCE

Cooperation Program (ANCP) as well as private and institutional donors. UNICEF Aotearoa NZ supports this program through the New Zealand Ministry of Foreign Affairs and Trade (MFAT) funded Negotiated Partnership umbrella and with the support of private donors.

The convergence programme goals, stated as the long-term impact of the convergence program, are:

- Address disadvantages in the early years so that infants and young children get the best start in life (survive and thrive) in targeted districts of Nawaeb and Bogia; and
- Protect and empower adolescent girls, boys, and those of other gender identities, to reach their full potential (transform) in targeted communities.

The convergence programme commenced in 2021 with a budget of US\$4,043,065. It is in the last year of implementation, and expected to end in June 2025. Overall, working closely with the Provincial Governments and District Development Authorities, the programme aims to benefit 3 LLGs in Nawaeb district with an estimated population of 61,744 people (29,637 female and 32,107 male; 14,057 girls, and 15,229 boys); and 3 LLGs in Bogia district with an estimated population of 116,250 people (55,800 female and 60,450 male; 26,467 girls and 28,671 boys). The programme is converged to deliver results in five sectoral areas as Education, Water, Sanitation & Hygiene (WASH), Health & Nutrition, Child Protection and Social Policy. Within the district, the programme focuses on 5 schools and 5 health facilities per district along with their surrounding communities. A mixture of communities were selected from the internally displaced communities of Madam volcanic eruption, hard to reach areas and earthquake zones areas with intended direct beneficiaries from the selected sites.

The implementing partners (IP) were the faith-based organizations of the Archdiocese of Madang (AoM) for Bogia district and Evangelical Lutheran of Papua New Guinea (ELC PNG) for Nawaeb district. The government tier includes national (National Department of Education, National Department of Health, PNG Civil Identity Registration, National Office of Children Services and Family) for national functions. The sub-national level partners include the Provincial and District Administration and Provincial Health Authorities (PHA) for health & nutrition.

Baseline survey: Working closely with implementing partners and the district administration, one of the activities during the programme inception phase was to design the program and its Monitoring, Evaluation, Results and Learning (MERL) framework. UNICEF PNG CO and World Vision International (WVI) partnered in the development of the (MERL) framework, and execution of a baseline survey. The key objectives of the survey were to identify current coverage of key indicators in Nawaeb and Bogia Districts, and to set benchmark of outcome level indicators against which future impact of any potential program could be assessed.

The baseline survey covered 776 households (402 in Nawaeb and 374 in Bogia). These were selected by systematic random sampling. In addition to a household questionnaire, 16 semi-structured interviews were conducted with key informants from government, church, NGOs, businesses and other stakeholders, as well as 20 focus group discussions with community members and leaders. The baseline survey also included an assessment of the status of WASH facilities, a total of 69 schools and 42 health facilities in the two districts. Completed on September 30th 2021, the result of the baseline survey were discussed within the context of national indicator performance and policy, and informed the development of the results framework and monitoring plan for the convergence programme.

In addition to the data from the baseline survey, monitoring and data generation for the convergence programme is executed at the district level, supported by teams of monitors who were trained on rights and results based management (RRBM). The monitors are working from a 5-year District Development plan, district-level costed work plans, and engage in annual work planning and budgeting.

3. Purpose of the evaluation

Rigorous evidence is required to inform any redesign and replication of a convergence program within the new Country Program of Cooperation, hence the purpose of this evaluation is to assess the extent to which the Convergence Programme during the period 2021-2024 addressed disadvantages in the early years so that infants and young children got the best start in life and adolescent girls, boys and those of other gender identities are

ANNEX B – LRPS-2025-9195227 – TERMS OF REFERENCE

protected and empowered to reach their full potential. The evaluation aims to provide evidence with respect to the results of this program on all five (5) converging sectors of UNICEF programming (i.e., Health and Nutrition, Education, WASH, Child Protection, and Social Policy), with a view to future refine the convergence program design and approach.

4. Objectives of the evaluation

The main objectives of the evaluation are:

1. To assess the relevance, effectiveness, efficiency, coherence and sustainability of the Convergence Program from its inception to the present, with particular focus on equity, gender equality and disability inclusion, convergence of programme components and achieving results, as well as the strategic positioning of UNICEF in relation to its child rights mandate.
2. To identify and document key lessons learned, good practices and innovations in implementing the Convergence Program that can inform and support advocacy efforts for replication.
3. To provide a set of forward-looking and actionable recommendations to strengthen programmatic strategies in the design and replication of convergence program, taking into consideration national development priorities and plans and the 2030 Agenda for Sustainable Development in the country.

The evaluation will also include an endline survey, the purpose of which will be to collect quantitative data on the status of the programme, that will complement data from qualitative sources. The main tasks of the survey will be to provide an update of the values for all quantitative output, outcome and impact indicators of the convergence programme that were conducted during the baseline indicators, including the assessment of schools and health facilities.

Intended users: The primary users of the evaluation are UNICEF PNG. Secondary users are the donors that are supporting the convergence programme, the Government of PNG and Implementing partners, and UNICEF EAPRO. UNICEF Country Offices will also draw lessons from programme performance and effectiveness.

5. Scope of Work

The evaluation will generate evidence of UNICEF contribution in achieving development results for children at the district level in Nawaeb and Bogia, and make evaluative judgements applying the OECD/DAC evaluation criteria of relevance, effectiveness, efficiency, coherence and sustainability, and equity consideration on gender equality and disability inclusion. The evaluation is not expected to address the longterm impact of the convergence programming approach beyond what will be captured under the effectiveness criterion.

Geographical coverage is confined to Bogia district in Madang and Nawaeb district in Morobe Papua New Guinea. **Temporally**, the evaluation will cover the programme duration, beginning in 2021 until the time of evaluation data collection. **Thematically**, while the unit of analysis will be the convergence program as a whole, targeting all the five sectors of the programme (i.e., Health & Nutrition, Education, Child Protection, WASH, and Social Policy) – will be assessed on how equity, gender equality and disability inclusion have been approached.

Evaluation questions: Guided by the OECD/DAC criteria, the evaluation aims to answer the following evaluation questions:

<i>Evaluation criteria</i>	<i>Evaluation questions</i>
Relevance	<ol style="list-style-type: none"> 1. To what extent was the convergence programming approach able to target the most vulnerable beneficiaries and become accepted/favored by program beneficiaries and stakeholders? 2. How do stakeholders consider convergence programming compared to traditional sectoral program delivery modes?
Coherence	<ol style="list-style-type: none"> 3. To what extent there a shared understanding of programmatic convergence among UNICEF PNG sector teams, and between UNICEF, government, and Implementing partners, and were the necessary adjustments made to ensure that the programme implemented in a coherently?

ANNEX B – LRPS-2025-9195227 – TERMS OF REFERENCE

Effectiveness	<p>4. To what extent has the Convergence Program achieved its outcomes, or is likely to achieve them, including any differential results across gender, disability, income level, etc.? What results have been achieved through convergence, and what are the other major factors influencing the achievement (or not) of programme outcomes?</p> <p>5. How were the sector implementation strategies and/or policies, sectoral programs, planning documents, and activities effective in contributing to the overall outcome of the Convergence strategy?</p> <p>6. To what extent was the program Direct Cash Transfer to districts and engagement with district authorities effective in achieving program outcomes?</p>
Efficiency:	<p>7. To what extent did the monitoring and reporting systems provide credible data/evidence on the performance of the programme and planned results?</p> <p>8. Were resources (funds, human resources, time, expertise etc.) secured, allocated and utilized efficiently and strategically to track and achieve results, including equity and gender-related objectives?</p> <p>9. To what extent has the program structure, and the office structure supported the management/coordination of the convergence program? Were the chosen strategies and approaches the most cost effective and efficient? Were there alternatives to the convergence programming approach that would have worked better and what are those?</p>
Sustainability:	<p>10. To what extent are the net benefits of the Convergence Program sustainable at the district level? To what extent have the program strategies adopted by UNICEF contributed to or were designed in a way that they will contribute to sustainability of results, especially equity, gender and disability inclusive-related results?</p> <p>11. To what extent have the convergence program strategies, plans, and tools, particularly those with an equity, gender and disability focus, been institutionalized in systems, policies, mechanisms and strategies among government, NGO/civil society, and other partners and stakeholders? Will the strategies/plans/tools be more widely replicated or adapted?</p>

The evaluators are expected to refine the questions further during the inception phase, and to develop sub questions as part of the evaluation matrix to further focus the evaluation, albeit without expand the scope of the evaluation

6. Approach and methodology:

Based on the objectives of the evaluation, this section indicates a possible approach, design, methods, and processes for the evaluation. Methodological rigor will be given significant consideration in the assessment of proposals. Hence bidders are invited to interrogate the approach and methodology outlined in the ToR and improve on it, or propose an approach they deem more appropriate. In their proposals, bidders should clearly articulate a clear sampling plan, and give due regard to triangulation of sources and methods, as well highlight ethical considerations and methodological limitations, and mitigation measures.

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms and Standards. The detailed evaluation design will be developed by the evaluation team during the inception phase, in close consultation with the UNICEF Evaluation Specialist managing the evaluation, and key evaluation stakeholders. The design should specify how data collection and analysis methods integrate gender considerations throughout the evaluation process, including to the extent possible, inclusion of girls and boys, women and men, children with disabilities and parents of children with disabilities as well as a range of Convergence Program stakeholders. It will also be important for proposers to identify appropriate ways to engage community members in the evaluation, particularly children, adolescents and their caretakers, to ensure their voices are included.

A stakeholder analysis will be conducted to ensure the views of all relevant key actors are incorporated in the evaluation. A Theory of Change (ToC) approach (including reconstructing a theory of change for the Convergence Program) will be used to better understand how and under what conditions UNICEF interventions under the

ANNEX B – LRPS-2025-9195227 – TERMS OF REFERENCE

Convergence Program are expected to lead to long-term program impact. Discussions of the ToC will focus on mapping the assumptions behind the desired changes and the causal linkages between the interventions and the intended Convergence Program outcomes and impact. As part of this analysis, the implementation of the Convergence Program over the program period will also be examined, covering the extent to which UNICEF has demonstrated the capacity to adapt to the changing context in the focus districts and responsiveness to changing needs and priorities will also be looked at. Where possible and appropriate, the evaluation should seek to obtain evidence as to what may or may not have occurred in the absence of the convergence programme.

The evaluation should use methodological triangulation that involves multiple data sources, methods, and quantitative and qualitative analytical approaches. Importantly, a baseline survey is available and an endline survey of the convergence programme will be part of the evaluation methods. These data sources should inform the evaluation questions. The evaluation questions must be used to develop the approach and methodology, which will in turn determine the data collection strategies, instruments, sampling strategy, and the analysis plan.

It is expected that the Convergence Program evaluation apply a strong equity, gender and disability inclusive focus by: (i) including equity and gender in evaluation criteria and evaluation questions; (ii) making evaluation methodology and data collection and analysis methods equity and gender-responsive; and, (iii) reflecting equity and gender analysis in evaluation findings, conclusions and concrete recommendations and action points that can be addressed in the redesign or replication of the Convergence Program.

Evaluation team and management arrangements

Evaluation Team: The PNG Country Office will contract with an institution (consulting firm, research institute, university, or a consortium) with the appropriate capacity to carry out a complex, multi-faceted evaluation. Based on their understanding of the task, the contractor should offer **a team of senior and mid-level evaluation professionals and/consultants**. It is envisioned that the Convergence Program Evaluation can be executed by a team leader, a mid-level international consultant/evaluator with specialized expertise in executing household surveys, and a mid-level local consultant/evaluator. Additional expertise will be enlisted through subcontracting arrangements (e.g., recruitment of enumerators, and national personnel required to enhance the capacity of the core team).

Desired skills and competencies for the evaluation team: The core evaluation team must offer the following demonstrated experience, knowledge and competencies:

- Advanced university degree in one or more of the disciplines relevant to evaluation (social policy, economics, demography, anthropology, public health).
- For the role of team leader, and minimum of ten years of experience in conducting similar or related strategic programme evaluations or evaluative reviews, including proven track record of evaluation or evaluative review of similar large multisectoral and multi-stakeholder country programs supported by UN or UNICEF. A minimum of 8 years active post-qualification experience is required for the other members of the core team.
- An excellent understanding of evaluation principles and methodologies, including experience in applied qualitative and quantitative research and analytical techniques, tool development and adaptation with translation and experience in costing, an awareness of human rights (incl. child rights), gender equality and equity in evaluation and UNEG norms and standards.
- Knowledge of program theories and strategies employed in each of the convergence program outcome sectors.
- A work record in East Asia and the Pacific.
- Excellent command of English, with a proven ability to prepare high-quality reports.
- Demonstration of capacity to carry out the evaluation and complete deliverables.
- The proposed team must submit **at least three samples** of evaluation products they developed (reports, policy briefs, database, Powerpoint presentations, etc.), at least two of which were authored by the team leader, to showcase their ability to organise their work and/or communicate evaluation results effectively

Significant advantages

- Previous work experience in Papua New Guinea.

ANNEX B – LRPS-2025-9195227 – TERMS OF REFERENCE

- Record of top ranked evaluation reports by GEROS.

In the review of the proposals, while adequate consideration will be given to the technical methodology, significant weighting will be given to the quality, experience (CVs and written samples of previous evaluations).

Evaluation management: The Evaluation Manager will be the UNICEF Multi-Country Evaluation Specialist in close coordination with the UNICEF PNGCO-Convergence Programme Officer and UNICEF EAP Regional Office (EAPRO) Evaluation Advisor, under the overall guidance and responsibility of the UNICEF PNG Representative.

The Evaluation Manager will be responsible for the day-to-day oversight and management of the evaluation ensuring the quality and independence of the evaluation and its alignment with UNEG Norms and Standards and Ethical Guidelines. Other responsibilities include the following:

- facilitation of initial consultations with relevant staff in the UNICEF PNG and arrange for engagement with the reference group for the evaluation;
- technical management of all phases the evaluation, according to the terms of reference and stipulations of the inception report;
- consulting and liaising with the Evaluation Focal Point in the PNG-CO, in key moments in the evaluation;
- facilitating quality assurance processes, including being the liaison between UNICEF and the reference group;
- reviewing all deliverables and and provi
- preparing publishing-ready versions of the reports for issuing by the Director, Evaluation Office.
- providing overall guidance to the evaluation team on UNICEF requirements and standards for evaluative work.

Evaluation reference group (ERG): This group will be created to provide guidance/technical inputs to the evaluation and quality assure all evaluation deliverables (from a technical point of view) which includes the inception report, draft report, and final report. The reference group will include District Government representatives (where possible), representatives of UNICEF Australia and UNICEF Aotearoa NZ, UNICEF PNG Chiefs of Education, Child Protection, WASH, Health & Nutrition, UNICEF Pacific and PNG Multi-Country Evaluation Specialist, the UNICEF EAPRO Evaluation Adviser, with UNICEF PNG Planning & Monitoring Officer as the secretariat.

Ethics, Norms and Standards:

The evaluation needs to adhere to [UNICEF Evaluation Policy](#); to [UNICEF procedure for ethical standards in research, evaluation, data collection and analysis](#); to [UNEG Ethical Guidelines](#); to [UNEG Norms and Standards for Evaluation](#); to [UNICEF Evaluation Report Standards](#); and to the [Global Evaluation Reports Oversight System \(GEROS\) quality standards](#). The evaluation has to consider UNEG Guidance on integrating Human Rights and Gender Equality in Evaluation and UN-SWAP Evaluation Performance Indicators. The final evaluation report should be compliant with UNICEF-Adapted UNEG Evaluation Reports standards and Global Evaluation Reports Oversight System (GEROS) review criteria and prepared according to the UNICEF Style Guide, UNICEF Publication Toolkit and UNICEF Brand Toolkit. Overall quality ratings and evaluation reports are then available on the [UNICEF evaluation website](#).

The evaluation approach, data collection and analysis methods must be human rights based, including child rights based and gender sensitive, and wherever possible evaluation data to be disaggregated by gender, age, socio-economic status, and disability. UNICEF recognizes the critical importance of voices of children in evidence generation and has specific policies to ensure child safeguarding, PSEAH, and ethical evidence generation involving children. Evaluators are expected to familiarize themselves with the procedures and guidelines and ensure the evaluation, data collection and analysis are in line.

The contractor will be required to outline any ethical considerations in their proposal, and the inception report, and to apply for and obtain ethical clearance. It is crucial that the evaluation embraces the views of all key stakeholders, including a fair representation of girls and boys, especially the most marginalized and disadvantaged. The safety and wellbeing of children should always be paramount, hence the inclusion of children

ANNEX B – LRPS-2025-9195227 – TERMS OF REFERENCE

and adolescents in the evaluation should be in compliance with the [Ethical Research Involving Children \(ERIC\) Principles](#), and the UNICEF Procedure for Ethical Standards in Research, Evaluation and Data Collection and Analysis. The evaluator, including enumerators, must read and sign the [UNEG Ethical Guidelines for Evaluation pledge](#) and the [UNEG Code of Conduct in Evaluation](#). All members of the Reference Group and the evaluation team should also complete the '[Evaluation Fundamentals: UNICEF East Asia and Pacific Online Course](#)' on Agora.

Quality Assurance Plan

Assessment of contractual risk

- The contractor fails to perform as per the agreed contract deliverables
- The contractor becomes insolvent
- The contractor fails to submit the required documentation for billing
- The contractor deviates from the approved plan
- Force majeure

Proposed Risk response

- All payments are subject to satisfactory performance of the contractor to be certified by the UNICEF focal person.
- In case of the contractor becomes insolvent, the contract will be terminated.

Quality Assurance

- A monthly performance review meeting would be conducted by UNICEF.
- All issues of performance, concerns, suggestions for improvement / corrective actions would be agreed and communicated to the contractor within one week of the quarterly review meeting
- UNICEF focal person would be responsible to ensure that the concerns, suggestions for improvement / corrective actions suggested are implemented forthwith.
- The failure of the contractor to make amendments in the light of the monthly review meeting recommendations would have impact on the contract.

7. Duration

Start Date: 20 February 2025 | End Date: 30 September 2025 | Number of Days: TBD

Task to be Performed	Deliverable(s)/Estimated Completion time/Payment (%)
Phase 1: Inception Phase <p>1.1 Conduct desk review of programme documents and secondary data collection</p> <p>1.2 Conduct a stakeholder mapping</p> <p>1.3 Design the evaluation methodology, which includes the endline survey, assessment of schools and health facilities, key informants interviews, and focus group discussions</p> <p>1.4 Prepare draft inception report (maximum 15 pages and 8,000 words, excluding Annexes) conforming to the UNEG checklist for Evaluation Inception Reports (2010), to include the following:</p> <ul style="list-style-type: none"> • Final set of evaluation questions and validated theory of change • Methodological tools that will be used for data collection on the evaluation questions. • Evaluation framework for synthesizing and analysing data collected. • Confirmation of the field visits, key informant interviews, case studies, focus group discussions, and other data collection methods. 	<p>Deliverable: Inception Report, including evaluation tools, and ethical clearance</p> <p>Completion: 6 weeks from signing of the contract</p> <p>Payment: 20 percent payment</p>

ANNEX B – LRPS-2025-9195227 – TERMS OF REFERENCE

<ul style="list-style-type: none"> Detailed workplan, specifying the key milestones, time schedule, deliverables, sequencing of evaluation activities, and roles and responsibilities. Protocols for engagement with children and other at-risk populations are developed and the field team are trained on the protocols <p>1.5 Appropriate approval and clearance is obtained from accredited ethics review boards, and in accordance with the UNICEF Procedure for Ethical Standards and Research, Evaluation and Data Collection and Analysis (2021).</p>	
<p>Phase 2. Data collection</p> <p>11.1 Preparation for data collection, including piloting of instruments</p> <p>11.2 Recruit and training enumerators</p> <p>11.3 Conduct mission(s) in PNG for in-country consultations with UNICEF PNG staff, implementing partners and other key stakeholders. This will involve a mix of face-to-face consultations, key informant interviews, focus group discussions and field visits to target communities. Equity, disability, gender and social inclusion criteria should be considered when identifying informants in these activities. This should promote participation, including age-appropriate opportunities for children to be involved in this process.</p> <p>11.4 Execution of the endline survey</p> <p>11.5 Preparation of interview reports</p> <p>11.6 Population of evaluation matrix</p>	<p>Deliverables:</p> <ul style="list-style-type: none"> Interviews reports, Populated evaluation matrix Training package for endline survey Training report for endline survey <p>Completion time: Within 8 weeks of ethical clearance</p> <p>Payment: 40 percent payment</p>
<p>Phase 3. Data analysis and drafting, and validation</p> <p>a. Conduct data analysis based on all information collected and prepare a draft evaluation report</p> <p>b. Prepare a PowerPoint presentation on emerging findings, conclusions and recommendations</p> <p>c. Facilitate a participatory consultation workshop (in-country or remote) with UNICEF staff, to review preliminary findings, conclusions and discuss uptake of recommendations</p> <p>d. The draft evaluation report is submitted to the evaluation manager, the reference group and the regional office for quality assurance, feedback</p>	<p>Deliverable:</p> <ul style="list-style-type: none"> Data tables for the endline survey First draft report and comments matrix addressing comments from ERG; PPT from consultation workshop <p>Completion time: Within 6 weeks of data collection finalization</p> <p>Payment: 0 percent payment</p>
<p>Phase 4. Final reporting</p> <p>4.1 Finalise the evaluation report in line with the UNICEF-adapted UNEG Evaluation Report Standards, GEROs and the UNICEF Style Book. The draft and final evaluation report will not exceed 70 pages excluding the executive summary (maximum 5 pages) and annexes.</p> <p>4.2 Powerpoint presentation for the findings and recommendation, to be used in the evaluation reference group meeting</p> <p>4.3 The final report will be approved by UNICEF PNG Rep.</p>	<p>Deliverable: Final report and comments matrix with all issues cleared by ERG</p> <p>Completion time: Within 6 weeks of draft evaluation report acceptance</p> <p>Payment: 20 percent payment</p>