



**PRE-FUNDING of COUNTRY PROGRAMME DOCUMENT**

<p><b>Programme Title:</b> Accelerating the Prevention and Response to SGBV and Early Marriage for Adolescent Girls and Young Women (ages 10 – 24)</p>	<p><b>Recipient UN Organization (RUNO):</b> UNDP</p>
<p><b>Programme Contact:</b>          Name and Title: Ms. Sangji Lee          Address: UNDP Mozambique, Av. Kenneth Kaunda, 921/931          Telephone: 258843965707          E-mail: <a href="mailto:sangji.lee@one.un.org">sangji.lee@one.un.org</a></p>	<p><b>Total Cost</b> of the pre-funding for the Spotlight Country Programme:  <b>USD 180,128.08</b></p>
<p><b>Programme Country:</b></p>	<p>Mozambique</p>
<p><b>Programme Description:</b> The Spotlight Initiative's investment in Mozambique aims to contribute to a country where every woman and girl is free from all forms of SGBV and harmful practices, and thus is able to realize her sexual and reproductive health and rights.</p>	<p><b>Start Date:</b> 26 July 2018  <b>End Date:</b> 31 December 2018  <b>Total duration (in months):</b> 5 months and 5 days</p>
<p><b>Resident Coordinator a.i.</b>  <i>Name of Representative:</i> Ms. Karin Manente  <i>Signature:</i>   <i>Name of Agency:</i> RCO  <i>Date &amp; Seal:</i> 31/07/2018</p>	
<p><b>Recipient UN Organization</b>  <b>UNDP</b>  <i>Name of Representative:</i> Mr. Martim Maya, Resident Representative a.i.  <i>Signature:</i>   <i>Name of Agency:</i> United Nations Development Programme  <i>Date &amp; Seal:</i> 31/07/2018</p>	
<p style="text-align: center;"><b>The UN Executive Office of the Secretary General:</b></p> <p style="text-align: center;"><b>Ms. Michelle Gyles-McDonnough</b>          Director of the Sustainable Development in the Executive Office of the Secretary-General</p> <p style="text-align: center;"><i>Signature:</i> </p>	

## PRE-FUNDING PROGRAMME DOCUMENT

### I. Context Analysis:

The formulation of the Spotlight Initiative (SLI) Country Programme (CP) is progressing well in Mozambique. The virtual consultation held on the 3<sup>rd</sup> of May 2018 between the SLO Secretariat in New York, the UNCT, EU Delegation, the Government of Mozambique and the Civil Society represented a defining moment to move ahead with the Initiative. After the consultation, several technical meetings between the EU and the UN team were carried out to identify the next steps. These include:

- *Joint UN- EU meeting with the development partners to present the main features of the Spotlight Programme (12 June 2018).*
- *Meeting between UN and EU to review the programme development guidelines and agree on a timeline to complete the exercise (19 June 2018).*
- *Selection of a SLI consultant who will work under the leadership of the RC to coordinate, plan and complete the necessary steps related to the development of the CPO.*
- *Consultation with the Civil Society to select the CSO members for the national SLI Reference Group under the leadership of UN Women (27 June 2018).*
- *Meeting between the RC and the Minister of Gender, Children and Social Action to discuss the geographic focus of the SLI programme interventions in the Country (27 June 2018).*
- *Meeting at technical level between the EU and the UN to agree on the SLI programme development timeline (6 July 2018).*
- *A series of pillar consultations facilitated by each of the lead agencies for each of the six (6 pillars) (July 2018).*
- *Multi-stakeholder meeting including a cross-section of critical actors on SGBV including the justice sector including the police, health, social action and education (July 26<sup>th</sup>, 2018).*

During this period, there was agreement with the Government of Mozambique, through the Ministry of Gender, Children and Social Action to focus the Spotlight Initiative on three provinces – Nampula, Gaza and Manica. This allows the project to build on other large-scale initiatives like the *Rapariga Biz* programme currently implemented in Nampula with links to economic empowerment strategies, numerous development interventions in Gaza also linked to economic empowerment for women and effective response to HIV/AIDS and the opportunity to upscale SGBV, SRHR and EM interventions in Manica linked also to economic drivers such as the extractive sector.

The pre-funding allocation responds to some critical gaps identified by the technical team in designing and implementing a comprehensive and ring-fenced approach to SGBV in the public sphere in Mozambique. This includes closing the baseline gap due to the lack of updated SGBV data for Manica, the definition of a strategy for engagement with the

private sector in general as well as specifically in the three provinces as well as the social mobilization of the Mozambican public to take ownership of and contribute to the Spotlight Initiative over the next 3 years.

## II. Programme Strategy

*The main objective of pre-funding proposal is three-fold:*

- 1- Making the development of the Country Programme as inclusive, participatory and transparent as possible by involving the different stakeholders throughout the formulation process.*
- 2- Ensuring high-level visibility of and the communication about the Spotlight Initiative .*
- 3- Build momentum for implementation and transformative results by narrow critical information gaps, expanding public awareness of SGBV and their role in its elimination and engaging with critical sectors such as the private sector to ensure a comprehensive response to SGBV in public spaces.*

The next 5 months and 5 days of activities will leverage evidence-based promotion with targeted engagement strategies for implementation in general as well as to ensure that the workplace is also not left behind in efforts to provide a comprehensive framework for addressing SGBV, early marriage and SRHR in Mozambique. In addition to continued deep engagement within the UN system and with key strategic partners at the central level on the initiative, specific actions will be undertaken to engage with the public in the lead up to the Launch of the project and its inception in January 2019 as well as the private sector. Activities will range from technical meetings, data collection and updating of the baseline/revision of key indicators, advocacy and promotional activities and outreach to key target audiences. Given the expansive nature of the SLI and the role that coordination and adaptive governance will play, a pre-inception workshop is also planned to review, update and agree on key implementation principles with key national and sub-national actors.

## III. Description of activities

The pre-funding allocation will support the following activities under two main areas of Action:

### **Stakeholder Engagement**

- 1. Three technical meetings with the participation of technical experts from EU, UN System, Government of Mozambique and Civil Society (national level workshops). These meetings aim to inform and develop the workplan and the budget for each Pillar at the output level as well as to better define key elements for transformative impact. One of these will be held with civil society on August 2<sup>nd</sup> for example to review all six pillars of SLI Mozambique (see Agenda in Annex 3) and another subsequently after the project launch. The second meeting will include a broader engagement with government partners (potentially on August 10<sup>th</sup>) to seeks inputs into the comprehensive draft of the project document before submission for comments to the EU and then the SLI Secretariat. A third meeting will serve as a pre-inception workshop to engage the CSO Reference group on*



implementation principles, M&E, communications and knowledge management to make more effective their contribution to the project's success. This will be held in November/December after the official launch and to prepare the groundwork for implementation in 2019. Estimated costs for these events will include venue, catering as well as flights and DSA for CSOs from the 3 provinces.

2. *One multi-stakeholder workshop* bringing together a wide range of participants from national and sub-national level to validate the final draft of the Country Programme document and finalize its content. Estimated costs for this event venue, catering, as well as road transportation, flights and DSA for participants.

3. *Launch of the Spotlight Country Programme* through a High-Level visibility event in Mozambique with the participation of (but not limited to) High-Level authorities from the Government of Mozambique at national and sub-national level, EU Delegation, UN System, Civil Society, donors' community, private sectors, media. Estimated costs for this event should include venue, catering, transportation, and DSA for participants from outside of Maputo, particularly from the three provinces targeted by the SLI: Nampula, Gaza and Manica. This advanced budget also finances the production of materials including banners, posters and flyers which will be used beyond the launch of the programme but as part of the ongoing promotion of EVAWG and the raising of public consciousness of the issue.

4. *Baseline Study/Annual Workplan* – the prefunding will also support the partial implementation of baseline analysis and updating of the annual workplan with more refined indicators and means of verification. Specifically, and in collaboration with INE and critical information/data collection points- the Ministry of Health and the police, the SLI team will engage the professional services of a consultant to carry out a deeper review of the available information and make recommendations that would accelerate Outcome 5 under Pillar 5 – Data. The budget allocation will also support capacity building/training of key personnel (two workshops) on key areas for effective reporting and M&E which will also be linked to activities in 6 (integration of SGBV in the DHS).

5. *Spotlight Communication Campaign* including the Launch of *Did You Know* and *Will You* Campaigns engaging the public on SGBV, child marriage and harmful practices, which will be shared via the Spotlight Initiative in Mozambique website. This activity will also include the production and distribution of promotional items including flyers, pamphlets, short videos documenting the programme formulation and dialogue process and the High-Level Country Launch. The key enabling actions will focus on empowering messages (*Did You Know* and *Will You* campaigns) to be developed as a challenge to public and private misconceptions that perpetuate harmful stereotype and practices through audio-visual materials and text messages. The text messaging campaign will be implemented in collaboration with cell companies. These will also engage public consciousness and social solidarity in keeping with recommendations from the recent multi-stakeholder workshop (July 26<sup>th</sup>) and specifically engage the faith sector. In addition to the production of the above-mentioned materials, the budget will also cover the professional services of a webpage for web designer and other website maintenance fees. This vehicle for the



sharing of information and engagement with the public on an ongoing basis leading up to and during the implementation of Phase 1 and 2 will be the dedicated Spotlight Mozambique webpage/website.

### **Catalytic Programming**

In keeping with the desire of quick impacts, several enabling actions have been identified which should help to accelerate implementation and results under the SLI in 2019 onwards. These include:

6. *Accelerating the integration of GBV in national surveys and data systems.* This pre-funding allocation will provide targeted specialist expertise (a consultant) which will work closely with INE as well as UNFPA and UN Women to facilitate the integration of GBV in national surveys particularly the Demographic Health Survey (DHS). The DHS is currently under preparation and the acceleration of this planned support in the next few months will facilitate and foster greater mainstreaming and integration of indicators identified by the Spotlight programme as well as support critical discussions and the costing for such integration efforts on a long-term basis. The pre-funding will also support result of the survey and the combination of all three surveys will serve to inform the Launch of the campaigns in (4) of this proposal but also accelerate implementation of Outcome 5 of the overall SLI initiative in Mozambique. The consultant will specifically for the identification and integration of key GBV/EVAW questions in key modules of the national surveys in collaboration with National Statistics Institute (INE) and will also support the building of capacity (linked with 5) on integrating and mainstreaming of SGBV in data collection and analysis in all relevant areas.
7. *Accelerating SGBV Response in the Mozambican Private Sector* is an enabling action and accelerator to the gender-responsive and gender-transformative impact of the SLI investments in Outcomes 3 and 4. The focus in this activity is to fill a key gap in engagement on SGBV and HPs to-date in Mozambique by initiating expanded engagement with the private sector to make the workplace a safe public space and to create the foundation for access to essential services that can be facilitated through employer/workplace protocols. Specifically, the advanced budget will engage professional services to analyze the existing environment in the private sector to engage on SGBV, HP, early marriage and the SLI project also intends to engage the sector in adopting specific packages (low-cost/low-interest) that can support the livelihood opportunities of victims of violence. This package of activities lays the foundation for that longer term work including establishing a baseline for the engagement of the sector on SGBV, HP, early marriage and SRHR via an assessment of the status, potential and willingness of private sector to contribute to end SGBV, HP and SRHR in the targeted provinces and nationally as well as the develop of an engagement and monitoring strategy comprising targeted communications to raise awareness and seeking the elimination of all forms of harassment in the workplace. A meeting with private sector actors will validate the assessment and engagement strategy and is the followed by specific outreach on the adoption of voluntary commitments and the design of specific financial packages for victims of violence. All proposed activities will be linked with existing programming on

Safe Public Spaces, Women’s Empowerment Principles, HIV/AIDS and SRHR within and outside the private sector. Consultants to be hired under this activity will work specifically on:

- An assessment/mapping of the status, potential and willingness of private sector to contribute to the end of SGBV, HP and SRHR in the targeted provinces and develop an engagement and monitoring strategy;
- The development of or the design of alternative models for the financing of businesses of SGBV survivors and the promotion of their integration in the banking supply chain<sup>11</sup>; and
- Support to early adoption by select PS stakeholders of voluntary commitments to eliminate GBV in the workplace and to commit to hiring survivors of violence.

**Timeline:** A more detailed project timeline is attached as Annex 3 to this pre-funding document.

Key milestone timelines include:

- Meeting of the CSO Reference Group, August 2<sup>nd</sup>, 2018
- Validation workshop of CPD – September 2018
- Launch of Did You Know and Will You Campaigns – September – December 2018
- Updating of project indicators and means of verification via baseline analysis– September- October 2018
- Launch of Spotlight Initiative (High Level Event) – November 2018 (on November 25<sup>th</sup> ideally the 1<sup>st</sup> day of the 16 Days Campaign)
- Identification of key SGBV indicators for the upcoming DHS by – November 2018
- Pre-inception Technical Workshop with central level authorities – December 2018
- Advocacy meeting/Voluntary commitments from Private Sector on EVAWG – December 2018

As per the attached timeline, the EU-UN SL team in Mozambique has identified critical activities which will facilitate the completion of the SL/ CPD and build key foundations for its successful implementation.

#### **IV. Management arrangements**

*Describe the management arrangements and coordination set up planned to implement the pre-funding activities.*

*Under the oversight of the RC, the responsible pillar lead or agency will organize the pre-funding activities on programme document development as per the attached timeline and will facilitate the technical discussion on their pillars with support from SU focal points from each agency. Catalytic activities will also be led by agency Leads for Pillars 4 and 5. Progress on implementation will be provided to the SLI Technical Team and will be provided to the RC in September and the end of*

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<sup>11</sup> Actions for the integration in the banking supply chain refer to the potential for banks and other sectors to undertake gender-responsive procurement and thus create sustainable markets for the services of enterprises led by SGBV survivors.



**Spotlight  
Initiative**  
*To eliminate violence  
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December 2018. Coordination of all activities will be done with the RCO for Mozambique and will also engage other agencies including possibly select AFPs.

UNDP as the recipient of the funds, on behalf, of the RCO will provide financial and procurement support to activities being implemented under the Advanced Budget and will also link its work on governance and institutional capacity-building to the work on the private sector engagement as well as integration of GBV in national surveys and data systems to be implemented by UN Women and UNFPA responsively in keeping with the overall Pillar Leads for the Mozambique SLI.

*The RCO will lead on the knowledge management and communication of the programme development process and provide logistical and operational support to upcoming workshops related to that process as well as for other pre-funding activities. The regular reporting by the Technical Team will facilitate the continued flow of information between stakeholders and inform the accelerated public awareness and promotion of the SLI programme.*

Table 1

**ADVANCE BUDGET REQUEST - Detailed Budget**  
**SPOTLIGHT COUNTRY PROGRAMME DEVELOPMENT PROCESS**  
CC Mozambique

#	Key Activities	UNDG Categor Y	Unit quantity	Unit Cost (USD)	Duratio n	Time unit (Months, Days or Lump sum)	Total (USD)		
<b>1</b>	<b>CPD TECHNICAL MEETINGS (x3) including Strengthening CSO Reference Group</b>								
			Flights/Road Transport (6 members of the CSO Reference x2)	5	6	\$350	2	Days	\$ 4,200.00
			DSA (6 members of the CSO Reference group x 2)	5	6	\$232	2	Nights	\$ 2,784.00
			Coffee break/lunch (2 days/20 people)	7	20	\$35	2	Days	\$ 1,400.00
			Venue including coffee break and lunch (39 people)	7	39	\$35	2	Days	\$ 2,730.00
			<b>SUB-TOTAL</b>						<b>11,114.00</b>
<b>2</b>	<b>MULTISTAKEHOLDER WORKSHOPS (x1 - One-day validation workshop)</b>								
			Flights/Road Transport (18 people)	5	18	\$350	2	Days	\$ 12,600.00
			DSA (18 people/2 nights)	5	18	\$232	2	Days	\$ 8,352.00
			Venue including coffee break and lunch (70 people)	7	70	\$50	1	Lumpsum	\$ 3,500.00
			Professional Services (Translation)	4	1	\$1,200	1	Day	\$ 1,200.00
	<b>SUB-TOTAL</b>						<b>25,652.00</b>		
<b>3</b>	<b>SLI HIGH LEVEL LAUNCH EVENT</b>								
	Venue including coffee break and lunch (80 people)	7	80	\$50	1	Lumpsum	\$ 4,000.00		

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#	Key Activities	UNDG Category	Unit quantity	Unit Cost (USD)	Duration	Time unit (Months, Days or Lumpsum)	Total (USD)
	Professional Services (Videographer)	4	2	\$110	1	Lumpsum	\$ 220.00
	Flights/Road Transport (15 people)	5	15	\$350	1	Lumpsum	\$ 5,250.00
	DSA and Terminals (15 People)	5	15	\$232	1	Lumpsum	\$ 3,480.00
	Banners/posters/other promotional materials	2	6	\$150	1	Lumpsum	\$ 900.00
	Professional services (Translation)	4	1	\$1,200	1	Day	\$ 1,200.00
	<b>SUB-TOTAL</b>						<b>\$ 15,050.00</b>
<b>4</b>	<b>BASELINE STUDY/ANNUAL WP</b>						
	Consultancy fees for the review and updating baseline indicators and means of verification (partial) for Spotlight Initiative including the limited analysis of existing information	4	1	\$350	20	Days	\$ 7,000.00
	Flights/Road Transport (9 people)	5	9	\$350	1	Days	\$ 3,150.00
	DSA (9 people)	5	9	\$232	1	Days	\$ 2,088.00
	Venue, coffee break and lunch (45 people)	7	45	\$50	1	Days	\$ 2,250.00
	<b>SUB-TOTAL</b>						<b>\$ 14,488.00</b>
<b>5</b>	<b>SPOTLIGHT COMMUNICATION CAMPAIGN</b>						
	Consultancy fees for development of the SLI Mozambique Communication and Visibility Strategy and Workplan	4	1	\$350	16	Lumpsum	\$ 5,600.00
	Contractual services for website maintenance	7	1	\$250	5	Days	\$ 1,250.00
	Media production for <i>Did You Know</i> and <i>Will You Campaigns</i> including a video and SMS campaign	4	1	\$4,000	1	Lumpsum	\$ 4,000.00
	Contractual services for translation of key messages in local languages	7	1	\$250	8	Lumpsum	\$ 2,000.00

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#	Key Activities	UNDG Category	Unit quantity	Unit Cost (USD)	Duration	Time unit (Months, Days or Lump sum)	Total (USD)
	Printables including banners and flyers on key SGBV, HP and SRHR issues	2	6	\$200	1	Lumpsum	\$ 1,200.00
	<b>SUB-TOTAL</b>						
	<b>Programme Acceleration Activities</b>						
<b>6</b>	<b>INTEGRATION OF SGBV IN NATIONAL SURVEYS (DHS)</b>						<b>\$ 14,050.00</b>
	Consultancy fees for identification and integration of key GBV/EVAW questions in DHS	4	1	\$350	65	Days	22,750.00
	Capacity Building (Coffee/Lunch break) for 20 people x 2	7	20	\$35	2	Days	1,400.00
	Printables including banners and flyers	2	3	\$200	1	Days	600.00
	<b>SUB-TOTAL</b>						<b>600.00</b>
<b>7</b>	<b>ACCELERATING SGBV RESPONSE IN THE MOZAMBIKAN PRIVATE SECTOR</b>						<b>24,750.00</b>
	Consultancy fees for mapping and assessment of the private sector, SGBV and SRHR	4	1	\$350	70	Days	\$ 24,500.00
	Venue (mid-range cost) including coffee break & lunch (85 people)	7	85	\$50	1	Days	\$ 4,250.00
	Professional services (Translation)	4	1	\$1,200	1	Day	\$ 1,200.00
	Flights/Road Transport (21 people)	5	21	\$350	1	Days	\$ 7,350.00
	DSA (21 persons)	5	21	\$290	1	Nights	\$ 6,090.00
	Venue (Coffee Break/Lunch) for 20 people	7	20	\$50	1	Days	\$ 1,000.00
	or the design of alternative models for the financing of businesses of SGBV survivors and the promotion of their integration in the banking supply chain	4	1	\$350	25	Days	\$ 8,750.00

#	Key Activities	UNDG Category	Unit quantity	Unit Cost (USD)	Duration	Time unit (Months, Days or Lumpsum)	Total (USD)
	Consultancy Fees to support innovative programming on SGBV and voluntary commitments by the private sector	4	1	\$300	22	Days	\$ 6,600.00
	Media Production (Videos/PASAs) including use translation into local languages	4	1	\$3,500	1	Lumpsum	\$ 3,500.00
	<b>SUB-TOTAL</b>						\$ 3,500.00
	<b>TOTAL Direct Costs</b>						\$ 63,240.00
	<b>Indirect Support Costs (7%)</b>						\$ 168,344.00
	<b>TOTAL COSTS</b>						\$ 11,784.08
							\$ 180,128.08

**GUIDANCE:**

- Please establish a budget of a minimum of USD 100,000 and maximum of USD 200,000, this budget will come out of the Country Programme allocation, it is not an additional amount.
- Only one UN agency may receive and manage the advance budget. This agency will be decided by the RC.
- Consider activities required beyond the submission of the Country Programme Document, covering July 2018 - December 2018.
- We encourage you to include any activities that will accelerate the operational and programmatic start of the implementation once the Programme received its Phasel funding.
- It is not advised to include the costs of a full time consultant to cover the whole pre-funding period (this should be a UN contribution), short consultancies for very specific needs could be included.

**NB. Travel costs in this budget include Road and Flights because the province of Gaza is next door to that of Maputo the capital and so driving is the preferred option. For stakeholders from Nampula and Manica, flights will be necessary. The costs provided here are an average including the costs of insurance and petrol for road transport. As lunch is being provided for most related trips - the DSA has been reduced to 80% in line with UN rules to USD 232.00.**

Table 2  
**ADVANCE UNDG BUDGET REQUEST- UNDG Category Budget SPOTLIGHT COUNTRY PROGRAMME DEVELOPMENT PROCESS**  
COUNTRY: Mozambique Responsible UN Agency: UNDP

UNDG BUDGET CATEGORIES	TOTAL USD	
	Spotlight	(USD)
1. Staff and other personnel		
2. Supplies, Commodities, Materials		2,700.00
3. Equipment, Vehicles, and Furniture (including Depreciation)		
4. Contractual services		
5. Travel		86,520.00
6. Transfers and Grants to Counterparts		55,344.00
7. General Operating and other Direct Costs		23,780.00
<b>Total Direct Costs</b>		-
8. Indirect Support Costs (Max. 7%)		168,344.00
		11,784.08
<b>TOTAL Costs</b>		<b>180,128.08</b>

*The Indirect Support Costs rate shall not exceed 7% of the total of categories 1-7, as specified in the SPOTLIGHT INITIATIVE MOU and should follow the rules and guidelines of each recipient organization. Note that Agency-incurred direct programme implementation costs should be charged to the relevant budget line, according to the Agency's regulations, rules and procedures.*





**Table 3. Activity Timeline for Pre-funding**

#	Key Milestones	Date/Week	Responsible/Convener	Status/Remarks
1	1 <sup>st</sup> CP Multi-stakeholder workshop (including UN, EU, CSO, Govt, and other development partners)	26 July	RCO	Completed
2	1 <sup>st</sup> meeting of the CSO Reference Group; Meeting with Ministry of Health on key Health dimensions of the SLI	2 August	RCO	SLI technical support mission 1-4 August
3	Technical Meeting on draft project document (targeting 70 people)	10 August	UNFPA to identify the venue	Invitations pending
4	Draft CP shared with EU	12 August (tentatively)	RCO	
5	CP submission to the Secretariat and Feedback from the Secretariat	16 -31 August	RCO	
6	Launch of Did You Know? and Will you? Campaigns	September – December 2018	RCO with Pillar Leads	
7	CP Revision and Validation	3-19 September	RCO and Pillar Leads	
8	Technical Meeting – to review updated baseline, revised project indicators on SGBV and means of verification	19 September	EU & RCO	
9	Engagement with Provincial and district stakeholders	September 2018	RCO and Pillar Leads	
10	Final CP Submission to the Secretariat	26 September	RCO	
11	Launch of Baseline Analysis and engagement with INE on DHS indicators	September – November 2018	RCO with Pillar Leads	
11	Launch of the Spotlight Initiative Website	October 2018	RCO	
12	Stakeholder Consultation with the Private Sector based on assessment and proposed engagement strategy	October 2018	UN Women	
13	Launch of the SLI Programme	November 2018 (ideally)	RCO and EU Delegation	



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To eliminate violence against women and girls

		November 25 <sup>th</sup> )		
14	Identification of key SGBV indicators for the upcoming DHS	November 2018	UNFPA/INE	
14	Advocacy Meeting with Bank CEOs on alternative models for financing the businesses of survivors of violence & promoting voluntary commitments on SGBV by key private sector actors	December 2018	UN Women	This will be aligned with Women's Empowerment Principles (WEPs)
15	Pre-inception Technical Meeting with central level stakeholders	December 2018	RCO and Pillar Leads	