

**Final Draft**

*Partnership for Equality and Capacity Enhancement  
(PEACE)*

**Mid-Term Self -Assessment**

*December 2011*

## Abbreviations and Acronyms

CEDAW	Convention on Elimination of All Forms of Discrimination against Women
CPA	Comprehensive Peace Agreement
CPN-M	Communist Party of Nepal-Maoist
HLSC	High Level Steering Committee
MIS	Management Information System
M&E	Monitoring and Evaluation
MoFA	Ministry of Foreign Affairs
MoLD	Ministry of Local Development
MoPR	Ministry of Peace and Reconstruction
MWCSW	Ministry of Women, Children and Social Welfare
MYFF	Multi Year Funding Framework
NAP	National Action Plan
OHCHR	Office of High Commission for Human Rights
UN	United Nations
UN WOMEN	United Nations Women
UNSCR	United Nations Security Council Resolution
NPTF	Nepal Peace Trust Fund
UNPFN	United Nations Peace Fund Nepal

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## 1. Background

### 1.1 National Context

Currently, Nepal is in the process of restoring peace in the country after a decade long internal conflict (1996–2006). The peace building process began immediately after the signing of Comprehensive Peace Agreement (CPA) between the Government and the Communist Party of Nepal-Maoist (CPN-M) in November 2006. Since then the Government has initiated formulating, implementing, monitoring and evaluation of immediate and long-term policies, strategies, plans and programs for the establishment of peace. To help create a conducive environment for sustainable peace, Nepal has received support from various bilateral and multilateral development partners to continue the peace-building process through initiating a number of peace-building related activities. Among others, the United Nations (UN), since the signing of CPA, has been a key partner providing support to the Government through various channels. One of the major supports of UN in peace building process has been the establishment and operationalisation of United Nations Peace Fund Nepal (UNPFN)<sup>1</sup> in March 2007 as a complementary instrument to the government's Nepal Peace Trust Fund (NPTF)<sup>2</sup>.

### 1.2 The Project

The Partnership for Equality and Capacity Enhancement (PEACE) project is one of the several peace building initiatives funded by the UNPFN, under its priority *Cluster E: Rights and Reconciliation* (Annex-1). The project is managed jointly by UN Women Nepal Office and Office of the High Commission for Human Rights Nepal (OHCHR). UN Women- PON is the lead agency in managing this project. The project aims at contributing to consolidation of peace in Nepal through facilitating the implementation of national commitments to gender equality and women's human rights in line with United Nations Security Resolution (UNSCR) 1325 & 1820 and Convention on the Elimination of all forms of Discrimination Against Women (CEDAW)<sup>3</sup>. In order to achieve its goal, the project focuses mainly on capacity enhancement of concerned government institutions in designing, implementing, and monitoring international instruments to protect the rights of women and girls (during conflict and post conflict period) and to promote their participation in the prevention, management and resolution of conflict. The project is under implementation since April 2010 for a period of 24 months.

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<sup>1</sup> UNPFN supports peace building initiatives only through UN agencies operating in Nepal.

<sup>2</sup> NPTF is a government managed multi-donor trust fund established in February 2007.

<sup>3</sup> UNSCR 1325 is on the disproportionate impact of armed conflict on women and girls and the necessity to increase their participation in conflict prevention, management, and resolution. UNSCR 1820 builds on and strengthens UNSCR 1325 in respect of rape and other forms of SGBV in armed conflict situations. CEDAW provides a stronger framework for stopping violence and all types of discrimination against girls and women.

## **2. Objective and Methodology of the Assessment**

### **2.1 Objective**

The project has crossed over half of its implementation period. Hence, it is the right time to see if the project is progressing as planned. In addition, it is also important to assess if the project design and its objectives and activities are relevant to the changing context of the project environment.

In light of the above, the project management decided to carry out an internal assessment, the main purpose of which was to assess the overall status of the project and identify measures and approaches for the effective implementation of the project. The specific objectives were to:

- Appraise the appropriateness of the design and implementation strategy;
- Document the processes adopted in the implementation;
- Identify implementation challenges;
- Document and analyze the lessons learnt; and
- Make recommendations for effectiveness of the project.

### **2.2 Methodology**

The assessment was done mainly through review of project related documents and analysis of the perceptions/opinions and implementation experiences of project stakeholders. Important project documents were collected and reviewed extensively and necessary information were drawn for the assessment. Likewise, the project implementing partners –National Women Commission (NWC); Women's Caucus Secretariat; Shantimalika; and UN Women Nepal Office and related stakeholders including the Ministry of Peace and Reconstruction (MoPR) were visited and discussions held with concerned officials<sup>4</sup> to gather their views on the project design and experiences gained during project implementation. UN Women Nepal Office provided regular guidance and support throughout the assessment process.

### **2.3 Limitation of the Assessment Process**

The assessment is mainly based on the collection and interpretation of qualitative information, and hence the findings are subjective in nature, which, in most of the cases, cannot be subjected to statistical validation. However, the careful analysis of the

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<sup>4</sup> Refer Annex-4 for the list of officials

outcomes of the intensive discussions and interactions with project partners and literature review of related documents justify the validity of the findings of the assessment.

## **2.4 Structure of the Report**

This report has been organized in 6 Sections. The first Section deals with general overview of peace process in Nepal and introduction of the project. Section 2 presents the objective and methodology of the assessment. Findings of the assessment are discussed in Section 3. Section 4 presents constraint/challenges faced during project implementation. Sections 5 and 6 provide lessons learned and recommendations, respectively.

## **3. Findings and Discussions**

### **3.1 Design Relevance**

The project design revolves around capacitating national entities to plan, implement, monitor and evaluate the international instruments that protect and promote the rights of women and girls. Specifically, the project has been designed to facilitate the government entities to implement UNSCRs 1325 and 1820, and CEDAW. These instruments strongly advocate for the protection of women's rights (during and after conflict) and representation of women at all decision-making structures and committees for the prevention, management and resolution of conflict. As sustainable peace is not possible without ensuring women's rights and their participation in peace building process, the relevance of the project's aim to protect and promote women's rights through effective implementation of these international instruments is substantial. This fact was reiterated by the representatives of the MoPR; Women's Caucus Secretariat, NWC and other stakeholders during the assessment process. The project partners viewed that the project was an important step towards the preparation and implementation of the National Action Plan (NAP) on UNSCRs 1325 and 1820. However, the design somehow is lopsided to the Duty-bearers since it fails to include activities that directly benefit the Rights-holders.

Despite this, the project fits well within the framework of the government's strategy/policy envisaged in its Three Year Interim Plan (2010/11-2012/13), which recognizes the importance of protecting and promoting women's rights through their meaningful participation in peace building process. This project is also quite in line with the international development partners' Nepal Peace and Development Strategy (2010 - 2015).

### **3.2 Design Process**

The project was designed with full involvement and guidance of the Government, particularly the MoPR, NWC and the Ministry of Women, Children and Social Welfare

(MoWCSW). This process resulted in a high level of ownership of the project by the government. Formulation of the project has taken into account of the lessons learned from the previous programmes implemented in partnership between the Government and UN Women Nepal Office. The scopes of the project are appropriate to achieving the project objective. Likewise, the roles to be played by the project partners are well identified.

### **3.3 Implementation Process**

*3.3.1 Project Management:* The project management team of UN Women Nepal Office headed by a Project Manager, is well set-up and functioning well. The management tasks including partner selection, contract signing, fund disbursement and providing coordination supports to implementing partners are being carried out in a transparent manner. The management team was seen to have a good functional relationship with MoPR, the focal ministry responsible for the project's inter-agency coordination at the central level. However, coordinating with project stakeholders of diverse nature, particularly with HLSC, is found to be a challenging task for the project management team. As a result, the proposed consultation meetings with HLSC had to be postponed for several times. The joint-Secretary of MoPR, who is also the member secretary of HLSC, was in agreement with this observation.

Discussions held with different project stakeholders indicated that there are some rooms for improvement in communication among the project implementing partners. It was noticed that the project implementing partners have little information about each others' scope of work and activities. Though there is a Project Coordination Committee (PCC) under the chairpersonship of joint-secretary of MoPR, setting up of a simple and workable mechanism for better communication and dissemination of project activities among the project implementing partners would be important.

*3.3.2 Implementing Partners & their Roles:* The project has selected three partners- NWC, Women's Caucus Secretariat and Shantimalika- to facilitate the implementation of project activities. It is interesting to note that these three partners have three different roles to play in terms of the project activities they are responsible for implementation. For example: NWC receives technical assistance from the project for strengthening its institutional capacities to monitor the implementation of NAP on UNSCR 1325 & 1820 and CEDAW. However, NWC has no role to implement project activities targeting to other organizations/individuals. Unlike NWC, Shantimalika is purely working as an implementor to strengthen the institutional capacities of the Secretariat of HLSC and concerned line Ministries. The Women's Caucus Secretariat, responsible for ensuring political commitment for the implementation of NAP, on the other hand is both beneficiary and implementor of the project activities.

*3.3.3 Project Implementation Schedule:* The project was started officially in April 2010. However, the implementation of key project activities began only after the selection of

and signing contracts with project implementing partners in August 2011. As a result, the project, at present, is now at its take-off point for full fledged implementation. It has been estimated that approximately 50% of the planned activities are completed so far against the elapse of over three-fourths of approved project duration of 24 months. It is therefore apparent that the project is lagging behind its implementation schedule (refer Annex-2).

Both the internal and external factors were responsible for the implementation delay. The internal factor was the lengthy administrative procedures of the UN Women itself, which took considerable period of time to get approval from its regional and head offices. This resulted in slow start of project activities including staff recruitment at UN Women Nepal Office, which took place only in October 2010. Selection of implementing partners through competitive bidding process, particularly the NGO, was another factor for delay. Thirdly, the signing of partnership agreement with the Women's Caucus Secretariat and NWC could not take place in time due to frequent changes in the executive body of Women's Caucus Secretariat and transfer of secretary at NWC, respectively.

Despite implementation delay, the project implementing partners are confident of completing planned activities of their parts within the given timeframe. However, considering the nature of target institutions and the volume of remaining work, the possibility of completing project activities within the approved project period is very unlikely.

### **3.5 Review of Project Activities**

Appropriateness and relevance of the project activities were reviewed carefully with the project stakeholdres. The consensus was that the planned activities are still relevant and appropriate to achieve the project objectives. No major changes or revisions in the planned project activities were suggested. However, the project stakeholders felt the need of some additional activities targeting conflict-affected women (be they general public or maoist combatants) and their organizations. In addition, the government officials strongly felt that some study visits in the countries with successful history of NAP implementation (on UNSCRs 1325 and 1820) would greatly help them implement NAP in Nepal. Interaction with the Programme Coordinator of UN Women Nepal Office also reflected the strong demand of the Ministries (MoPR, MoFA, MoWCSW) for such study visits. Some of the activities suggested by the stakeholders are:

- Conduct awareness-raising activities to make conflict affected women & their organisations fully aware of the elements of UNSCRs 1325 & 1820 and CEDAW.
- Orientation programmes for women on the contents and implementation process of NAP on UNSCRs 1325 & 1820.
- Sensitize members of various peace committees/structures on the importance of addressing the special needs of conflict-affected women during peace building process.



- Organise study visits for government officials and parliamentarians in the countries with successful implementation of NAP on UNSCRs 1325 & 1820.

Inclusion and implementation of these suggested activities would re-inforce smooth implementation of NAP thereby ensuring protection and promotion of women's rights. However, it all depends on the availability of project resources.

### **3.6 Achievements/Results: Activities, Outputs and Outcomes**

The activities and expected results of PEACE project are guided by its ultimate goal of contributing to the consolidation of peace in Nepal through creating an enabling institutional environment for planning, implementing and monitoring the NAP on UNSCRs 1325 and 1820. As per the mandate, MoPR is the focal ministry to ensure implementation of NAP under the overall guidance of HLSC. Concerned line ministries/departments on the other hand are to implement NAP activities by streamlining them in their regular work plans. In addition, the civil society and media are to play supporting role in NAP implementation. In general, the implementing partners and target institutions are of the opinion that the PEACE project will have important contribution to the successful implementation of NAP.

The project achievements are assessed in relation to its expected results.

#### ***Output 1.1: Enhanced capacity of High Level Steering Committee (HLSC) to successfully implement its mandate***

A set of key activities are planned to achieve this output level result of enhancing the institutional capacity of HLSC to fulfill its mandate of ensuring implementation, monitoring and reporting of NAP on UNSCR 1325 and 1820. The major activities to achieve this output include mainly training, workshops, and orientations programmes for the members of HLSC and Constituent Assembly.

Activities completed so far and their initial results under this output are presented below.

- **Completion of project introductory workshop.** One of the key achievements of the project has been the successful completion of "project introductory workshop" involving a range of project stakeholders including the government, civil societies, media and international agencies. The workshop was important to make the participants fully aware of the objectives, activities and expected results of PEACE project. The workshop also provided important knowledge to the participants on the current situation of women, peace and security in Nepal. The workshop was participated by about 60 key representatives from government (including HLSC members), civil society, media and international organizations.

The general view of the participants was that this workshop was instrumental to

enrich their understanding on the PEACE project in general, and the elements of UNSCR 1325 and 1820 in particular. They felt that the knowledge gained from this workshop would greatly help them plan, implement and monitor the NAP on UNSCR 1325 and 1820. The commitment demonstrated by the participants for the implementation of NAP is an important achievement of the project.

- **Supporting preparation of NAP on UNSCRs 1325 & 1820.** Another major achievement of the project was its contribution in the preparation of NAP<sup>5</sup> on UNSCRs 1325 and 1820. The government adopted NAP in February 2011 and was launched in Kathmandu (on February 17, 2011) and New York (on February 22, 2011). The PEACE project team was engaged in coordinating these important events.

Preparation and consequently the adoption of NAP by the government is a key outcome as it lays important foundation for the implementation of government's commitments to gender equality and women empowerment. It is however important to see how this process will move ahead.

- **Orientation programme for CA members on UNSCRs 1325 & 1820.** Ensuring political commitment is key to the successful implementation of NAP on UNSCRs 1325 & 1820. With the objective of sharing the elements of UNSCRs 1325 and 1820 and the role of CA members for the implementation of NAP on UNSCRs 1325 and 1820, the project organized two interaction programmes for the CA members. Over 100 CA members were benefited from this event.

The major output achieved in these interaction programmes was that the CA members jointly expressed their commitment for the effective implementation of NAP on UNSCRs 1325 and 1820. It is also expected that the knowledge gained from these interactions will help the parliamentarians to ensure the commitments of their political parties and members for the efficient implementation of UNSCR 1325 and 1820 and CEDAW.

- **Contribution in HLSC meetings.** Facilitating the organization and conduction of HLSC meetings has been an important contribution of the project. UN Women Nepal Office has contributed in all the meetings of the HLSC held so far. As of now there have been three meetings of HLSC.
- **Physical facilities for the Secretariat of HLSC.** One of the basic activities of the project has been equipping Secretariat of HLSC with necessary office facilities such as computers/accessories; fax machine; office furniture etc. This support has been important for the Secretariat to carry out its day-to-day functions effectively.

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<sup>5</sup> UN Women Nepal Office had contributed to the preparation of NAP on UNSCR 1325 and 1820 through its previous projects, in which technical and logistics support were provided to MoPR right from the beginning of the NAP preparation process.

***Output 1.2: Enhanced understanding of concerned government authorities on UNSCRs 1325, 1820 and CEDAW for mainstreaming of women's rights in government programmes and policies***

The activities planned to achieve this output are focused mainly on training and workshops for the government officials responsible for planning, implementing and monitoring international instruments on protection and promotion of women's human rights, particularly women's role in conflict prevention, management and resolution.

Implementation status of the planned activities and their initial results are discussed below.

- **Completion of Sectoral Plan Workshop:** The project supported a Sectoral Plan Workshop<sup>6</sup> involving key officials of 10 line ministries responsible for the preparation and implementation of NAP activities. The main objective of the workshop was to orient officials of the concerned line ministries on the content of NAP and their roles in its implementation. This workshop resulted in the preparation and finalization of Sectoral Plans of 10 ministries, which is an important achievement. Based on these sectoral plans, MoPR is now preparing a project document for submitting at the Nepal Peace Trust Fund (NPTF) for the implementation of NAP in 75 districts.

Providing necessary skills and techniques to the concerned government officials on streamlining NAP activities in their regular work plans was a major achievement of the project. More importantly, the commitments shown by the participants through the preparation of their sectoral plans integrating NAP activities should be considered as an important step towards NAP implementation.

- **Support to strengthen M&E system of NWC:** The project has been supporting NWC for improving its existing monitoring and evaluation mechanism through the placement of one management information system (MIS) expert and one monitoring & evaluation (M&E) officer. The MIS expert, with the assistance of the monitoring officer, has been facilitating NWC to review its existing MIS mechanism, identify areas for improvement and refine the existing system and train the NWC staff to operationalise the improved system.

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<sup>6</sup> The project provided technical support to the Ministry of Peace and Reconstruction (MoPR) through recruitment of a consultant to support the Ministry for designing and conducting the Sectoral Plan Workshop, which was held in July 2011.

It is expected that the improved MIS system will help NWC to fulfill its mandate of monitoring the implementation process of NAP on UNSCRs 1325 and 1820 and CEDAW.

- **District level consultation meetings:** The project organized two district level consultation meetings for sharing the implementation process of NAP on UNSCRs 1325 and 1820. Participated by the representatives of District Coordination Committee (DCC)<sup>7</sup>, Local Peace Committee (LPC), local peace builders and other relevant stakeholders, the meetings were instrumental to enhance the understanding of the participants on the process of NAP implementation and the roles of district level stakeholders.

These preliminary consultation meetings are key to ensure the effective implementation of NAP activities. Hence, it can be said that completion of these meetings is of great significance in realizing project objectives.

- **Assist MoPR to conduct NGO consultations:** With the support of the project, MoPR conducted one consultation meeting involving the NGOs engaged in the areas of women, peace and security issues. The objective of NGO consultation was to find out the activities of each NGO towards NAP implementation and avoid duplication so that the initiatives can be consolidated and the resources for NAP implementation can be properly utilized. The NGO consultation was beneficial in terms of avoiding the duplication of implementation activities between the NGOs who are actively implementing NAP related activities at the district levels. The consultation also provided an opportunity to NGOs to discuss about the Information, Education, Communication (IEC) materials that contains the information related to NAP on UNSCRs 1325 and 1820 and avoid duplication in preparing for the same.

This consultation meeting was useful to avoid duplication of activities related to NAP implementation.

The activities accomplished to-date and their initial results are showing positive indications towards meeting the overall project objective. A note of caution however is that the attainment of the overall project objective will depend entirely on the degree and quality of the initiatives taken by the target institutions to implement the NAP on UNSCRs 1325 and 1820 and CEDAW.

### **3.7 Sustainability of Project Intervention**

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<sup>7</sup> DCC is the responsible committee for the implementation of NAP at the district level. The DCC is Chaired by the Chief District Officer (CDO) and Co-Chaired by the Local Development Officer (LDO).

Success of project interventions is judged by the degree to which they are self-sustaining. Though it would be too early to assess the sustainability of project interventions, some of the activities such as technical supports provided to the target institutions in the form of trainings, workshops, human resources (e.g. placement of consultants, office staff etc.) and physical facilities (e.g. computers & accessories, fax, telephones, furnitures etc.) are good initiatives to enhance the institutional capacities of target institutions. However, the project must ensure that the target institutions are capable enough to sustain those interventions after the withdrawal of project support. Similarly, the project must ensure that the project activities such as trainings/workshops/orientations are producing expected results. For this, a system needs to be in place to follow-up and assess the progress of the activities expected to be performed by target officials/institutions.

#### **4. Implementation Challenges: Present and future**

Some key challenges that the project is experiencing and is likely to continue in future are highlighted below.

- The project by its nature is highly sensitive to the changing political environment of the country. Specifically, the frequent change of ministers in different ministries including MoPR directly affects the composition of HLSC. Change in the composition of HLSC results in the need of re-orientating new members about the project objectives and scopes. This consumes considerable time and resources and above all affects timely implementation of project activities.
- Frequent changes of key officials in Women's Caucus and NWC have been another challenge for the project. For example, changes in the leadership of Women Caucus and NWC took a considerable period of time for the negotiation and signing partnership agreement, causing slow start of project. The partnership agreements with these two implementing partners were signed only in August 2011, after more than a year of project approval date.
- Planning and implementing project activities targeted to the members of HLSC is seen to be a highly challenging task as its members include high profile people including the Ministers and Secretaries. The experience so far reveals the difficulties to bring the members together in required time to participate in project activities. As a result, the project implementing partners have been experiencing difficulties to schedule project activities related to HLSC members. The fact that the project had to postpone the scheduled consultation meetings with HLSC members for several times is an indication of the challenges being faced by the project. This has hampered assessing support needs of HLSC without which it is difficult to proceed with other activities targeted to HLSC. The possibilities of the continuation of this challenge in the coming days cannot be totally ruled out.

- Despite their sincere willingness to support/coordinate project activities, the MoPR officials due to their other responsibilities and priorities are found to have difficulty to provide timely supports to the project. As a result, there are chances of delays in implementing some of the project activities. This situation is likely to continue in the days ahead.
- Making the sectoral ministries and departments capable to streamline NAP activities in their regular plan and implement them accordingly will be a major challenge in the coming days.

## **5. Lessons Learned**

Based on the findings of the assessment, a number of lessons can be learned which are presented below:

- Transparent procedures and guidelines for the partner selection results in the selection of capable organizations for the implementation of project activities. For example, the transparent process and guidelines followed by UN Women Nepal Office has resulted in the selection of Shantimalika NGO, which has the credibility of implementing women and peace related activities efficiently.
- Operational complexity results in implementation delays. As mentioned earlier in this report, the lengthy process of UN Women for fulfilling its internal formalities to provide approval to its field office has resulted in project implementation delay.
- The role of the MoPR is key to mobilize the members of HLSC in fulfilling their mandate of planning, implementing, monitoring and reporting the status of NAP on UNSCRs 1325 & 1820. In this connection, the implementation of project activities targeted to enhance the capacity of HLSC requires a close coordination with MoPR.
- Timely assistance of project management team to implementing partners in planning/implementing project activities, coordinating with project stakeholders and managing overall project activities is key to project success. It has been found that the project management team is providing necessary supports to its partners effectively. As a result, the partners feel confident to accomplish the project assignments entrusted to them.

## **6. Recommendations**

Following recommendations are made based on the analysis of the findings from the review and the various inputs and feedback provided by the project stakeholders.

- Simplify operational procedures to avoid implementation delays.

- If possible, design and implement additional activities that directly benefit the rightsholders
- Encourage MoPR not to rely on a single person to facilitate and coordinate the project implementation. Hence, motivate MoPR to delegate functions to subordinates. It has been observed that the responsibility of coordinating PEACE project activities entirely rests on the Joint-Secretary, who is also the Member-Secretary of HLSC. As a result, it has been difficult for him to provide sufficient time for project coordination.
- Increase information sharing among project stakeholders through establishing and operationalising a simple mechanism. Apart from PCC meeting, suggestion would be organizing monthly/bi-monthly meetings of implementing partners to share implementation status (plan, progress, issues etc.). This would help understand project partners about the overall project status and plan and implement their activities in a coherent manner. In addition, create a forum where they can regularly provide and discuss their findings during the project implementation process.
- Explore the possibilities of coordinating and collaborating with projects, if any, of similar nature being implemented through other agencies (NGOs, INGOs, GOs), and share lessons learned.
- Draw and apply lessons learned from the activities implemented so far for improving the design and implementation of future project activities and share those lessons learned with all stakeholders.
- Continue endeavors to keep close coordination with MoPR to facilitate smooth project implementation.
- Encourage collaboration and coordination among implementing partners in planning, designing and implementing project activities to ensure synergy.
- When required, train and equip project partners to enable them to carry out monitoring and overseeing the projects from the start of the implementation. Assist them in adopting outcome-based project management, monitoring and reporting system.
- Consider for a no-cost-extension period of at least 6 months for the following reasons:
  - The project plays significant role in facilitating the implementation of NAP on UNSCRs 1325 and 1820. The process of NAP implementation has just begun and therefore is in its premature stage. The project needs to closely follow-up NAP

implementation process and provide necessary supports to make this process stable. The joint Secretaries of Women's Caucus Secretariat and MoPR were also of the opinion that the project's support is essential until the NAP implementation process takes a definite course. For this, the project requires some additional time.

- The project's target groups also include high profile people such as politicians (Minsiters, CA members) and beureacrats (Secretaries, Joint Secretaries). Therefore, the planning and implementing the project activities targeted to these groups depend upon the availability of their time. Hence, there is a possiblitiy that the planned activities targeted to these groups may not be completed within the approved project period.
- The project suffered from slow start due to operational complexities. Hence, it needs some additional time to catch up with the delayed activities.



## **Annex**

***Annex-1: UNPFN's Activity Cluster***

<b>No</b>	<b>Activity Clusters</b>	<b>Objective</b>
A	Cantonment/Re-Integration	Improve living conditions in the cantonments that Maoist army personnel; register/verify and reintegrate former Maoist army personnel, late recruits and minors; and dispose of mines and other unexploded devices
B	Election/Governance/Mediation	Provide technical advice and logistic support on elections, constitutional issues; and provide assistance to restore government at local level
C	Recovery/Quick Impact Projects	Provide support to time-sensitive and high impact projects to particularly vulnerable communities where the absence of 'peace dividend' would represent a proximate threat to the peace process
D	Security	Restore law and order especially in the countryside
E	Rights and Reconciliation	Assist initiatives related to transitional justice, national monitoring mechanisms of the peace process and local reconciliation

## Annex-2: Planned Vs Actual Achievement

Activity no.	Planned Activities	Planned Delivery Date	Current Status/Progress
1.1.1	Conduct project introductory workshop with central level stakeholders	March 2010	Done- December 24, 2010
1.1.2	Hold consultations with HLSC members to assess support needs.	April 2010	Postponed four times after the planning. The new schedule has been scheduled for the second week of November
1.1.3	Provide orientation to HLSC members on the elements of UNSCRs 1325 and 1820.	April 2010	After the completion of above activities only this meeting will take place
1.1.4	Support HLSC in developing the NPA on UNSCRs 1325 and 1820.	April-June <sup>8</sup> 2010	Done
1.1.5	Support HLSC to hold workshop on the key elements of NPA on UNSCRs 1325 and 1820 with decision making officials of sectoral ministries and the ministries' roles and responsibilities in its implementation.	August –October 2010	Reason 1.1.3
1.1.6	Support HLSC to hold workshop on the key elements of NPA on UNSCRs 1325 and 1820 with civil society and media and their roles and responsibilities in its implementation	September- November 2010	Reason 1.1.3
1.1.7	Integrating the experiences of activities 1.1.5 & 1.1.6, prepare training package for district stakeholders to be involved in the implementation of NPA on UNSCRs 1325 and 1820.	January-March 2011	Shantimalika has already started doing it.
1.1.8	Pilot-test the training package in 5 selected districts and refine the training package for replication	April-June 2011	Shantimalika is planning for it
1.1.9	Provide technical assistance to HLSC to prepare and submit periodic report to UN on implementation status of UNSCRs 1325 and 1820.	November- December 2010 & 2011	MoPR has to make this decision
1.1.10	Equipment, furniture and other amenities for effective functioning of the HLSC Secretariat.	March-April 2010	Done
1.1.11	human resources (1 project Secretary and Project Officer) for smooth functioning of the HLSC Secretariat	March-April 2010	Done
1.1.12	Logistic support for meetings of HLSC on UNSCRs 1325 and 1820.	As per the decision of HLSC in 2010 & 2011	Done
1.2.1	Train the staff of MOPR, MWCSW and MOFA on CEDAW, UNSCRs 1325 and 1820 and mediation skills.	April-May 2010 & March-April 2011	One training has been completed on the first week of November.

<sup>8</sup> As per the work plan of MOPR, NPA will be finalized by June 2010.

<b>Activity no.</b>	<b>Planned Activities</b>	<b>Planned Delivery Date</b>	<b>Current Status/Progress</b>
			Others are under the planning
1.2.2	<i>Provide technical support to MOPR for preparing gender-responsive policies and programmes.</i>	Ongoing through 2010 & 2011	Sectoral plan has been developed.
1.2.3	<i>Provide equipment support to NWC for compilation and processing of M &amp; E information</i>	September-October 2010	Done
1.2.4	<i>Provide the services of Information Management Expert to design and implement information management system for tracking the implementation of UNSCRs 1325 and 1820</i>	March-May 2011	Under the process
1.2.5	<i>Provide training to NWC staff and its partners on M&amp;E mechanisms, information collection and processing techniques for monitoring the implementation of UNSCRs 1325 and 1820</i>	May-June 2011	Under the process. Basan Ji is planning it.
1.2.6	<i>Provide orientation to peace and gender focal points of sectoral government ministries on the objectives and scope of NPA on UNSCRs 1325 and 1820 and their roles and responsibilities in its implementation</i>	September-November 2010	Shantimalika is planning for it.
1.2.7	<i>Organis e training-cum- workshops for planning focal points of sectoral government ministries on integrating the activities of NPA on UNSCRs 1325 and 1820 in their regular programmes as per their roles and responsibilities in its implementation</i>	January-March 2011	Shantimalika is planning
1.2.8	<i>Integrating the experiences of activity 1.2.7,develop workshop model for district level line agencies of sectoral ministries for integrating the activities of NPA on UNSCRs 1325 and 1820 in their regular programmes</i>	April-June 2011	Shantimalika is planning
1.2.9	<i>Pilot-test the workshop model in 5 selected districts and refine the model for replication</i>	July-September 2011	Shantimalika is planning
1.2.10	<i>Support women's caucus in CA in holding orientation and advocacy consultations to ensure political commitment to implementation of UNSCRs 1325 and 1820</i>	July 2010-June 2011	Women's Caucus has completed 1 training the others are under the process

***Annex-3: List of Persons Consulted during the Assessment***

Mr. Badri Pokharel  
Secretary,  
National Women Commission

Mr. Sadhu Ram Sapkota  
Joint Secretary  
Ministry of Peace and Reconstruction

Mr. Sudarshan Khadka  
Joint Secretary  
Women's Caucus Secretariat

Ms. Nilam Barma  
Coordinator  
Women's Caucus

Mr. Dilip  
Programme Officer  
National Women Commission

Mr. Basanta  
MIS Consultant  
National Women Commission

Ms. Sharada Pokharel  
Founder Member  
Shantimalika

Ms. Rachana Bhattarai  
Project Manager, PEACE  
UN Women Nepal Office

10. Mr. Yamun Yadav  
Programme Support Manager  
UN Women Nepal Office

11. Ms. Sangeeta Thapa  
Programme Coordinator  
UN Women Nepal Office

#### ***Annex-4: Checklist used during the Assessment***

##### **a. National Women's Commission (NWC)**

1. NWC's General understanding of the project.
2. Their understanding on the process followed during the project design/formulation process. Their comments if any.
3. Their involvement/inputs in project design/formulation.
4. Their opinion on the overall project design- its relevance to the present context.
5. Their exact role in the project implementation process. Their comments on their role, if any.
6. Their specific opinion on the Implementation Arrangement and their views for improvement, if any.
7. Current status of the project- progress, challenges, issues
8. Based on their experience till now, do they see the necessity of any changes/refinement in the planned project activities
9. Support (training, logistics, etc.) received so far from the project
10. Management Information System design to monitor the implementation of NPA on UNSCR 1325 & 1820 (current and future)

##### **b. Santimalika**

1. Their knowledge/understanding on the project design process.
2. Their participation/involvement in project design/formulation process.
3. Do they think that the project is relevant to the present context of Nepal? If yes, how? And If No, WHY?
4. Do they have idea on the overall implementation arrangement of the project?
5. If Yes, do they think this arrangement is fine? Or do they have some suggestions for further improvements?
6. Their exact roles/responsibilities project implementation.
7. What have they achieved/done so far on their part i.e. implementation progress; issues, challenges and mitigation measures adopted and/or planned?
8. Do they think the project progress is in line with the original time line? If Not, WHY and How?
9. Based on their experience so far, do they think the project targets and activities are relevant and can be achieved within the stipulated timeframe?
10. Do they think that the present project activities can be further improved (by adding new and deleting the current ones)?
11. Do they think the proposed/planned activities can contribute to the overall project objective?
12. Do they think the project coordination mechanism envisaged in the project design is appropriate for smooth project implementation? If not, what is/are their suggestion (s)?

13. Is/Are there any major issue/s that is/are hindering project progress?
14. Any suggestions/recommendations for smooth project implementation?

**c. Ministry of Peace and Reconstruction (MoPR)/HLSC**

1. Their General opinion about the project.
2. Their understanding/knowledge on the process followed in designing the project?  
And their specific inputs in project design process?
3. Do they think the project is relevant to the present context of Nepal? If yes, how? and  
If No, WHY?
4. What do they think about the overall implementation arrangement  
(coordination/steering committees, executing and implementing agencies etc?) of the  
project?
5. Based on the implementation experience till now, do they think the present  
implementation arrangement is realistic? If not, what is/are their suggestion (s)
6. What do they think about their organisation's role in this project?
7. What do they know about the overall project status at present? What issues/challenges  
they see currently and in future? And their role to resolve those issues/challenges?
8. Do they think the project progress is in line with the original time line? If Not, WHY?
9. Based on their experience so far, do they think the project targets and activities are  
relevant and can be achieved within the stipulated timeframe?
10. Do they think that the present project activities can be further improved (by adding  
new and deleting the current ones)?
11. Do they think the proposed/planned activities can contribute to the overall project  
objective?
12. Any suggestions/recommendations for further improvement of the project design and  
implementation process?

**d. Women Caucus**

1. Their general understanding about the project.
1. Their knowledge on the process followed to design the project.
2. Their involvement during the design process?
3. Do they think the project is relevant to the present Nepal's context?
4. Do they know who are involved in the Implementation of this project?
5. Their roles/responsibilities in the project implementation?
6. How can women caucus influence political commitment to the implementation of  
NPA on 1325 and 1820?
7. Do they know the implementation status of the project at present?
8. Do they know the current challenges and issues of the project? Do they foresee future  
challenges that the project might have to face? If Yes, what are they, and what are the  
possible mitigation measures?
9. Do they see the necessity of any changes/refinement of project activities
10. Support (training, logistics, etc.) received so far from the project

**e. UN WOMEN - PON**

1. Methodological inputs to carry out the self-assessment.
2. Their opinion on the overall project design, and implementation process.
3. Project Progress till now.
4. Is the implementation of project activities going on as planned? If not, what are the activities that are behind the schedule and why? DO they feel that the project can be completed within the stipulated timeframe though some of the project activities are lagging behind the schedule? If not, what do they think to complete the project?
5. What do they think about the overall project coordination mechanism including the steering committee? Are the various structures created for project implementation functioning as expected? If Not, what can be done to make them effective?
6. Based on the lessons learned so far, do they have any proposals to improve the project in terms of content and implementation process?



### ***Annex-5: Reference Documents***

1. PEACE Project Document, 2010
2. Quarterly Progress Report, Jan – March 2011, PEACE Project
3. Quarterly Progress Report, April – June 2011, PEACE Project
4. Independent External Review of UNPFP, August 2011, Organisation Development Center (ODC)
5. Three Year Plan (2010/11 – 2012/13), Government of Nepal
6. Nepal Peace and Development Strategy (2010 - 2015)
7. UNSCR 1325 and 1820
8. CEDAW
9. Comprehensive Peace Agreement, 2006

## ***Annex-6: Consultant's Terms of Reference***

### Terms of Reference Consultant For

Mid-Term Assessment and Development of Performance Monitoring Framework for "Partnership for Equality and Capacity Enhancement (PEACE): Towards Implementation of UNSCRs 1325 and 1820"; and  
Development of Performance Monitoring Framework for "Sustaining the Gains of foreign Labour Migration through protection of rights of migrant workers";

#### **1. Background**

Created by the United Nations General Assembly on 2 July 2010 to accelerate progress in meeting the needs of women and girls worldwide, UN Women, the UN Entity for Gender Equality and the Empowerment of Women is a dynamic and strong champion for women and girls, providing them with a powerful voice at the global, regional and local levels. UN Women is operational from 1st January 2011,

Grounded in the vision of equality enshrined in the Charter of the United Nations and guided by global and regional inter-governmental agreements, such as CEDAW, the Beijing Platform for Action, Security Council resolutions 1325 and others, and the Millennium Development Goals, the mandate of UN Women is to work 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.

In Nepal, UN Women (previous UNIFEM) opened its office in Kathmandu in 2001. UN Women Nepal initiated its intervention in Nepal from small income generation activities for women in the eighties; and gradually expanded its work to providing technical expertise to the National Planning Commission for engendering the planning process and strengthening the Ministry of Women, Children and Social Welfare, which was set up immediately after the Beijing Conference in 1995. Since then, through its interventions, UNIFEM has been able to make significant contributions in achieving gender equality and women's empowerment by adopting rights based approach and using an empowerment framework. Currently, UN Women is supporting interventions in 28 districts of Nepal. From 2002, under UNIFEM's Regional Arab States and Asia Pacific Programme on Empowering Women Migrant Workers (WMWs) in Nepal has led to rights based initiatives with assistance to the passage of the Foreign Employment Act, incorporation of the WMW issue in the national agenda, establishment of the organization of returnee WMWs, National Network on Safe Migration etc. Building on the learning of this Regional Programme, a project on "Sustaining the Gains of Foreign Labour Migration through Protection of Rights of Migrant Workers" has been secured with financial support of the European commission to deepen UN Women's initiatives on

migration. The goal of the project is to create an enabling environment for women and men migrant workers to enjoy their rights to benefit from safe migration opportunities. It will achieve this goal by targeting two main areas: (i) improving the institutional policies, practices of the government and non government service providers; and (ii) By improving the capacity of WMWs and the migrant families to claim their rights to access and utilization of information and services on safe migration. With this goal the project expects to produce the following results: (i) increased capacity of government and non-government service providers and media to implement and monitor foreign employment Acts and Regulations, (ii) increased capacity of foreign employment recruiting agencies and their networks to effectively implement Code of Conduct (iii) increased knowledge of migrant workers about various processes and procedures of safe foreign labour migration and (iv) local service mechanisms established and functional to cater needs of migrant workers and their communities.

This 2-year project will reach out directly to approximately 26,160 people through trainings, workshops and consultations, and benefitting over 59,400 households of migrant workers eventually benefitting approximately a 300,000 population of the programme districts. The intended target beneficiaries of this project are women migrant workers and their families in fifteen selected districts: Jhapa, Morang, Susari, Rasuwa, Sindhupalchok, Dhading, Chitwan, Sarlahi, Makwapur, Kaski, Gulmi, Rupandehi, Nawalparasi, Dang and Kanchanpur.

Similarly, in Nepal, UN Women's programme on Women, Peace and Security builds on the past work of UNIFEM and emphasizes on increasing participation and representation of women in the decision making processes. In the context to the new opportunities provided by ongoing political transformation processes, UN Women will continue to work with government functionaries, political parties, the Constituent Assembly (CA), UN agencies and civil society organizations for a gender sensitive new Constitution. UN Women has been supporting the government of Nepal and civil society organizations to promote implementation of UNSCRs 1325 and 1820.

To reinforce the ongoing efforts, UN Women and OHCHR are jointly implementing a project 'Partnership for Equality and Capacity Enhancement (PEACE): Towards Implementation of UNSCRs 1325 and 1820' aimed at enhancing the capacity of the government and civil society for effective implementation of UNSCRs 1325 and 1820 and thereby contribute to the promotion of women's participation in peace processes and protection of the rights of women affected by conflict.

The goal of this project is to contribute to consolidation of peace in Nepal through facilitating the implementation of national commitments to gender equality and women's human rights. The PEACE project is focused on the capacity strengthening of the government agencies and civil society organizations for the implementation of UNSCRs 1325 and 1820. The duration of this project is two years (April 1, 2010-March 31, 2012). The project is funded by United Nations Peace Fund in Nepal (UNPFN).

## **2. Rationale and Objective**

UN Women is working in the area of empowering women migrant workers programme for the past 8 years through its partnerships with the government and non government agencies including the organization of returnee Women migrant workers. Based on its experience and the need of the country, UN women has designed a project on “Sustaining the Gains of foreign labour migration through protecting of migrant worker’s rights” which is aimed towards building the institutional response capacity to ensure safe migration at the national level and to address the capacity gaps of the rights holders to claim their rights and entitlements.

Similarly, in UN Women's joint project with OHCHR "Partnership for Equality and Capacity Enhancement: Towards Implementation of UNSCRs 1325 and 1820, there is a provision for a mid-term self assessment of the project toward the end of the first year. The recommendations and lessons learnt from the mid-term assessment will contribute towards finetuning the scope and focus of the project in the context of endorsement of the National Action Plan (NAP) by the government.

In this context, UN Women would like to ensure that the implementation of these both projects are based on sound monitoring and evaluation system that can help in tracking the progress and results.

In this regard, a participatory workshop involving the partners and other relevant stakeholders to develop the performance monitoring framework has been envisaged in the project document.

Though the log frame is part of the project document and will be used for tracking and monitoring of the activities, equally important is to have a system in place along with the baseline indicators. For this purpose, UN Women is seeking the services of an expert to develop a performance monitoring framework (PMF) specific to the need of the project including that of EC and PEACE and guide the process towards the establishment of baseline data. The expert would work closely with the concerned programme staff and partners to develop PMFs for both the EC project on migration and the PEACE project which could be incorporated in the Work Plan of both the project of the UN Women as well as that of the partner’s.

## **3. Methodology and Scope of Work**

An external consultant will be hired and will be responsible for methodological integrity of the design process and for completion of design of the M&E framework for both projects. Under the EC project, the expert will in close consultation with the implementing partners, support UN Women team in designing a format to undertake

baseline for the 15 project districts. He/she will formulate questionnaire to be asked during the baseline based on the project requirements fitting to the criteria of EC and also conduct oral testimony on the field by doing field based focus group discussions in at least one out of 15 districts of project and based on which the consultant will help to come up with core M&E indicators.

In PEACE project, the expert will conduct the mid-term self assessment. He/She will organize a participatory workshop involving the partners and other relevant stakeholders to develop the performance monitoring framework, and the benchmark for the project will be established accordingly. The consultant will carry on the mid-term assessment after completing the EC's assignment

The consultant will carry out following activities:

- Project document review
- Preparation of format/questionnaire for the baseline
- Mid term self assessment of the PEACE project
- Organise a participatory workshop with the partners
- Field test of the questionnaire
- Design of PMF which may result in refinement of indicators based on log frame.
- Debrief to UN Women Programme Management Team on

#### **4. Outputs/Deliverables**

- Mid term self assessment report for PEACE project
- PMF for PEACE project
- PMF for migration project

#### **5. Time Frame**

No of effective working days= 30 days (October 12- Dec 12, 2011)

#### **6. Qualification or Specialized Knowledge/Experience Required**

- Masters Degree with 7 to 10 years of work experience in the area of strategic planning and programming, programme management, monitoring and evaluation, especially in the area of gender women's empowerment and gender equality.
- Comprehensive understanding of the context of Nepal with understanding to the context of international labour migration from Nepal.
- Strong background in Human rights Based Approach programming and Results Based Management.
- Knowledge on the European Commission Monitoring and Evaluation criteria
- Strong analytical and writing skills in English.
- Experience of working on these issues for the UN system would be an added advantage.

- Experience on women, peace and security issue would be an added advantage

## **7. Language and Computer Skills**

Excellent oral and writing skills in English and Nepali  
Excellent computer skills in MS Word and Excel

## **8. Reporting Modality**

The Consultant will work under the overall guidance and supervision of Programme Support Manager with project specific guidance provided by the Programme Managers for Migration and PEACE projects; and in consultation with other relevant programme staff at UN Women Nepal. The Consultant will work from home and will require partial presence at UN Women Office over the assignment period.