

**Partnership for Equality and Capacity Enhancement (PEACE): Towards Implementation of
UNSCRs 1325 and 1820"Project**

FINAL EVALUATION REPORT

December 2012

ACRONYMS

CEDAW	Convention on Elimination of All Forms of Discrimination against Women
CPA	Comprehensive Peace Agreement
CSO	Civil Society Organization
CPN-M	Communist Party of Nepal-Maoist
DCC	District Coordination Committee
HLSC	High Level Steering Committee
MIS	Management Information System
M&E	Monitoring and Evaluation
MoFA	Ministry of Foreign Affairs
MoFALD	Ministry of Federal Affairs and Local Development
MoPR	Ministry of Peace and Reconstruction
MoWCSW	Ministry of Women, Children and Social Welfare
NAP	National Action Plan
NIC	National Implementation Committee
OHCHR	Office of High Commission for Human Rights
SGBV	Sex and Gender-Based Violence
SPA	Seven Party Alliance
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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EXECUTIVE SUMMARY

Designed and implemented jointly by the UN Women Nepal office and the Office of the High Commission for Human Rights, the PEACE project (April 2010 – December 2012) was intended to enhance the capacities of national entities in the formulation and implementation of the National Action Plan on UNSCRs 1325 & 1820. The current external evaluation builds upon the project's mid-term self assessment study. The evaluation attempts to assess the performance of the project in terms of its relevance, effectiveness, impact and sustainability. The evaluation also explores the issues and challenges faced over the project implementation period, and comes up with some key recommendations for future considerations. Study methodology was based mainly on literature review and intensive consultations with the project stakeholders.

Overall, the project was successful to contribute to the government's initiatives of NAP formulation and implementation process. The project has played important role in supporting government institutions in the formulation and implementation of NAP and has contributed to the increase of national capacity. The project has provided support to the MoPR and related ministries in NAP process. The project has been found to be an important intervention to support the peace process in Nepal. The project's operations are seen as inclusive, transparent and efficient, and able to accommodate multiple and sometimes conflicting expectations of stakeholders.

The **relevance** of the project in terms of its design, timing of implementation and the mandates of target beneficiaries was substantial. The study shows how the project managed to remain relevant despite a rapidly changing political context. In terms of **effectiveness**, the study indicates that the project was effective in meeting its objectives. The study also reveals that the project made significant intangible impacts, most evidently in terms of enhanced capacities of the government and civil society institutions. All activities designed to meet the project's immediate objectives were successfully concluded and delivered results as expected. The project was **efficient** as all activities were implemented at a reasonable cost. There was a small balance of unspent funds which indicates that the planned activities were implemented cost-effectively. The project's **impact** was significant as it contributed to the formulation of NAP and consequently activating the government and civil society organisations in implementing NAP. In terms of **sustainability**, the study indicates the high possibility of the continuation of the project's intervention through increased ownership and capacities of the concerned government institutions to take forward NAP process.

Despite its successful conclusion, the project was not free of issues and challenges. The key challenges encountered by the project included – difficulties in managing the activities targeted to the HLSC; lack of formal agreement with the lead ministry i.e. MoPR which resulted in less than expected supports in managing and coordinating project activities.

I. INTRODUCTION

1.1 Conflict and Peace Context

During armed conflict, Women and girls, across the globe, have always been the main targets of warring parties. As a result, women and girls, in many ways, suffer the most during conflict periods. The situation of Nepal was not an exception to this reality during the decade-long armed conflict (1996-2006) that was fought between the state and the then Maoist¹. As such, the socio-cultural norms and values of Nepalese society have always been discriminatory towards women and girls. Such practices reached to their heights during the armed conflict as the women and girls were subjected to various forms of exploitations including sex and gender-based violence (SGBV). Thousands of married women lost their husbands and family members, forcing them, in many cases, to social, economical, physical and mental tortures. Similar was the case with young girls who were displaced and/or forced to join as Maoist combatants, depriving them of their basic human rights to enjoy freedom of thoughts and acts. Despite all these negative impacts, the conflict, however, had some positive results as the women and girls learned to lead their lives more independently by developing leadership skills, becoming aware of their human rights and leading their communities and societies.

The Comprehensive Peace Accord (CPA) signed between the then Seven Party Alliance (SPA) and the Communist Party of Nepal-Maoist (CPN-M) in November 2006 marked the official ending of the decade-long armed conflict. Signing of CPA was followed the peace-building process in Nepal. As a part of the peace process, the Constituent Assembly (CA) election was held in April 2008, which resulted in 33% representation for women, 27% for indigenous people, 9% for Dalits, 28% for Madhesis, and 5% for disabled – a historical achievement nationally, regionally and internationally. However, the violation of women’s human rights and widespread prevalence of SGBV and discrimination against women remain still unabated. The challenge now is to keep the momentum of curbing all forms of violence against women and girls during and after the conflicts and at the same time promoting their active involvement in peace-building process. To realise this goal, implementation of national and international instruments such as Convention on the Elimination of All forms of Discrimination Against Women (CEDAW) and United Nations Security Council Resolutions (UNSCRs) 1325 and 1820 is of great importance.

Recognizing its importance, the Government of Nepal has formulated and adopted the National Action Plan on UNSCRs 1325 & 1820 (here-in-after referred to as “NAP”). The Ministry of Peace

¹ Approximately 17,000 people killed; 6,000 persons maimed; 8,000 children became orphans; 9,000 women lost husbands; 78,708 families displaced etc. (MoPR, 2011 (Shanti -Peace Vol 2(2)).

and Reconstruction (MoPR) is leading its implementation in cooperation of and coordination with a range of government, civil society, media and donor organisations.

1.2 Background to the PEACE Project

UN Women Nepal and Office of High Commissioner for Human Rights (OHCHR) designed a joint project titled '*Partnership for Equality and Capacity Enhancement (PEACE)*' and was submitted to the United Nations Peace Fund for Nepal (UNPFN). After its approval by the executive committee of UNPFN, the project formally started on April 1, 2010 and concluded at the end of December 2012 with a 9 month extension period. Final reporting was done in December 2012. The project was implemented in close cooperation with a number of Ministries, particularly the MoPR as well as civil society organizations.

The main purpose of the project was to contribute to consolidation of peace in Nepal through facilitating the implementation of national commitments to gender equality and women's human rights in line with UNSCRs 1325 & 1820 and CEDAW². The project aimed to achieve its goal mainly by focusing its activities 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.

OHCHR Nepal and UN Women Nepal jointly executed the project, and the later being the lead agency for day to day management of the project. The MoPR was considered as the focal agency for the overall coordination of project activities. Implementation of project activities was entrusted to three partners – *National Women's Commission (NWC)*, *Women's Caucus Secretariat* and *Shantimalika* - through signing of separate contracts with these implementing partners.

The project's strategy was guided by a human rights-based approach with focus on forging strategic partnerships, inclusive participation, capacity development, lobbying and advocacy, linkages and coordination, programme integration and sustainability. Emphasis was placed on linking the elements of this project with other ongoing programmes of UN agencies and other development partners, particularly in the areas of governance, peace and security to ensure programme effectiveness and synergy. The project sought to make significant contribution towards sustainable peace through inclusive development, which is the key priority of the current Interim Plan of the Government of Nepal as well as United Nations Development Assistance Framework (UNDAF).

² 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.

With a view to avoid duplication and build synergy with other ongoing relevant initiatives through fostering programme linkages, a Project Coordination Committee (PCC) was established. The PCC was chaired by the Joint Secretary of MoPR, who is also the member Secretary of High Level Steering Committee (HLSC), and co-chaired by UN women Programme Coordinator. The members of PCC also included the Chair and Co-Chair of Peace Support Working Group (PSWG) on UNSCR 1325 and representatives from Ministry of Foreign Affairs (MoFA), Ministry of Women, Children and Social Welfare (MoWCSW), UN Women and OHCHR. The Project Manager of the project worked as the member secretary of PCC. The PCC provided strategic guidance and inter-agency coordination and cooperation.

II. STUDY BACKGROUND

2.1 Study Rationale

The project management had carried out a mid-term self assessment of the project towards the end of year two i.e. during October-December, 2011. The key findings of the assessment highlighted the relevance of the project in the current context of the NAP implementation process. The assessment also emphasized important areas to focus on in future which, among others, included sensitization programmes on UNSCRs 1325 and 1820 at the district level, strengthening the coordination between the central and district stakeholders, learning and sharing opportunities to the implementation committee members. Moreover, the recommendations of the assessment also pointed out for no-cost extension of the project to catch up with the delayed activities. Following the recommendations of the assessment, the PCC requested for a no cost extension phase of 9 months, which was approved by the Executive Committee of the UNPFN on June 29, 2012.

As the project was coming to an end on December 31, 2012, the project management decided for conducting an independent final evaluation of the project to assess its overall achievements.

2.2 Objective & Scope of the Study

The final evaluation follows close to the midterm self-evaluation done in December 2011, which examined a wide range of implementation aspects, as well as outputs generated. The final evaluation therefore, focuses on the emerging impact of the interventions and to what extent the Project has achieved its immediate objectives. More specifically, the evaluation examines whether the Project has achieved its immediate objectives. It also includes consideration of whether the means of action have made contributions toward achieving relevant project outcomes and national development strategies. The focus therefore is on assessing the emerging impact of the interventions and the sustainability of the Project's benefit and the local partners' strategy and capacity to sustain them. It also looks at strengths and weaknesses, opportunities and challenges and any internal & external factors that have affected the achievement of the immediate objectives and the delivery of the outputs.

2.3 Guidance to Evaluation process

For guiding the process of evaluation and providing feedback and inputs, a Reference Committee was formed comprising one representative each from PCC, UNPFN and UN Women Nepal. The Reference Committee was chaired by the Chairperson of the PCC and the Programme Support Manager of UN Women Nepal working as the Member Secretary.

2.4 Study Methodology

2.4.1 Evaluation questions

The Terms of Reference provided for this study spelled out in great detail the Key Evaluation Questions that should be addressed. These key questions were taken in to account while designing and executing the evaluation process. *Annex-1* shows the detailed Evaluation Questions that are addressed.

2.4.2 Evaluation criteria

The information and data provided by the project management was supplemented by periodic project reports of and consultation with implementing partners in order to assess qualitative dimensions not captured in the data base. A high degree of reliance was placed on opinions and feedback received from project stakeholders, for assessing project benefits, impacts and other evaluation questions.

2.4.3 Data/information Source

The main sources of information and data for this study consisted of: i) Policy documents of Nepal Government and donors; ii) published and unpublished project related documents; iii) project data-base; and iv) consultation meetings/interviews with concerned officials of the project stakeholders.

2.4.4 Data/Information collection methods

Desk Review

Following the Terms of Reference of the evaluation study along with the guidance of the Reference Committee, the available project documents were collected, reviewed, analyzed and required information and data were extracted for the study. The key documents reviewed and analyzed are presented in Annex----

Personal Interviews

A series of meetings and personal interviews were organized with various project stakeholders. The project implementing partners (NWC; Women's Caucus Secretariat; Shantimalika), UN Women Nepal Office, UNFPN support office and related stakeholders including the MoPR, District Coordination Committee (DCC) members and Local Peace Committee (LPC) members were consulted intensively to gather their views on the overall aspects of the project. The list of persons met during the evaluation process is shown in Annex-....

2.4.5 Data/Information analysis

Both the quantitative data available from the Project's data base and the qualitative data collected through personal interviews and meetings were carefully analyzed and presented in appropriate forms. The quantitative data was supplemented by qualitative data for addressing issues not covered in the data base, and for triangulation/validation of data being reported.

2.5 Stakeholder participation in evaluation process

Concerned stakeholders were involved in providing their feedback on issues being addressed in this evaluation. Following the evaluation mission, and according to its recommendations, the findings of the evaluation were shared with project stakeholders.

2.6 The Evaluation Schedule

The study was carried out during 06 – 28 December 2012. Altogether a total of 10 working days were assigned for the evaluation.

2.7 Study Limitations

The present study had to be completed within a short span of time. As a result, it was not possible to go out of Kathmandu valley for gathering information related to the project. However, the information gathered through intensive consultations and meetings with a range of project stakeholders in Kathmandu, Lalitpur and Kabhre fairly represented the opinions and views of all project stakeholders.

2.8 Report Organisation

This report has been organized in five Chapters. The first Chapter presents the context of armed conflict and peace process in Nepal including a brief introduction of the project. Objective and methodology of the study are discussed in Chapter 2. Findings of the evaluation study are discussed in Chapter 3. Challenges encountered during project implementation are discussed in Chapter 4. Lastly, the Conclusion and Recommendations are dealt in Chapter 5.

III. STUDY FINDINGS

As outlined in the Terms of Reference (ToR), the study is based on a set of evaluation questions designed to cover the Development Assistance Committee (DAC) criteria of *Relevance, Effectiveness, Efficiency, Impact, and Sustainability*. The findings also cover brief assessment of the project activities and their initial results; project coordination and management; and issues/challenges encountered during project implementation period.

3.1 Accomplishment of Activities as specified in project log-frame

The findings of the review of detail activities planned and implemented under each of the expected project outputs are summarised below.

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

The activities accomplished to achieve this output level objective and their initial results are as follow.

Activity1.1.1: Conduct project introductory workshop with central level stakeholder.

Implementation phase of the project was started with a "project introductory workshop" involving 60 representatives from the government institutions, civil society organisations (CSO) and media. The workshop was important to make the participants fully aware of the objectives, activities and expected results of PEACE project. This event was also instrumental to disseminate the elements of NAP among the project stakeholders.

Activity1.1.2: Hold consultation with HLSC members to assess support needs

The purpose of this activity was to ensure that the capacity development activities planned and implemented targeting HLSC are in line with their actual needs. Discussions held with the project implementing partners indicated that apart from informal consultations with some of the HLSC members, it was not possible to organize a formal session to assess the support needs of HLSC. However, the intensive consultations with the HLSC secretariat, the support needs of HLSC was identified and designed accordingly.

Activity1.1.3: Provide orientation to HLSC members on the elements of UNSCRs 1325 & 1820

The objective of this activity was to make the HLSC members conversant with the NAP so that they could fulfil their mandate of overseeing and steering NAP implementation process effectively. Despite relentless efforts of the project implementing partners, this activity could

not be accomplished as it was not possible for the project management to bring the HLSC members together. Nevertheless, information about the elements of UNSCRs and NAP were shared with the HLSC members in different occasions such as HLSC meetings, and various project related trainings and workshops. These means of communicating messages about NAP process contributed to make the HLSC members fully aware of their roles/responsibilities in NAP implementation process.

Activity 1.1.4: Support HLSC in developing the NAP

By the time this project was approved and started in April 2010, the process of formulating NAP was in its initial stage. Considering the importance of NAP, the project provided necessary supports to HLSC in its formulation process. The key supports of the project included organising and facilitating district level consultations meetings held between April –August 2010 and contributing to the launching of NAP in Kathmandu (on February 17, 2011). This was one of the key contributions of the project. The project stakeholders including the MoPR consider that the contribution of the project in bringing the NAP document in its final shape was significant.

Activity 1.1.5: Support HLSC to hold workshop on the key elements of NAP on UNSCRs 1325 and 1820 with decision making officials of sectoral ministries and the ministries' roles and responsibilities in its implementation.

The project organized a Sectoral Plan Workshop³ involving key officials of 10 line ministries responsible for the preparation and implementation of NAP activities. The main objective of the workshop was to provide orientation to the 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.

The project also supported to conduct a series of district level consultation meetings for sharing the implementation process of NAP with the representatives of District Coordination Committee (DCC)⁴, Local Peace Committee (LPC), local peace builders and other relevant stakeholders. These meetings were instrumental to enhance the understanding of the participants on the process of NAP implementation and their roles and responsibilities in it.

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

³ 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.

⁴ 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).

sectoral plans integrating NAP activities should be considered as an important contribution of the project towards NAP implementation.

Activity 1.1.6: Support HLSC to hold workshop on the key elements of NAP on UNSCRs 1325 and 1820 with civil society and media and their roles and responsibilities in its implementation

The project provided necessary supports for conducting consultation meeting with civic society and media organisations engaged in the areas of women, peace and security issues. The objective of the consultation meeting was to find out the activities being carried out by different civil society and media institutions towards NAP implementation and avoid duplication so that the initiatives can be consolidated and the resources for NAP implementation can be properly utilized. The consultation meeting also provided an opportunity to discuss about the Information, Education, Communication (IEC) materials that contain the information related to NAP on UNSCRs 1325 and 1820 and avoid duplication in preparing for the same.

The project also provided technical support to MoPR to develop a booklet containing a synopsis of the NAP; which has been disseminated in districts for awareness raising. The booklet has also been translated into 6 different local languages such as Newari, Maithali, Bhojpuri, Tamang, Magar and Tharu; which are ready to be disseminated in the districts where these languages are spoken.

Activity 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 NAP on UNSCRs 1325 and 1820.

The original idea of this activity was to design a training module which could be used to train the district stakeholders in planning and implementing their activities related to NAP. However, the intensive consultations held with the district stakeholders resulted in the need of a manual/guideline containing - the synopsis of UNSCRs 1325 & 1820; NAP and its implementation process; and the key roles/responsibilities of the concerned district stakeholders. Hence, it was decided to go with the needs of the district stakeholders. As a result, the project produced two Manuals, one each for the DCC and government line-agencies.

Activity 1.1.8: Pilot-test the training package in 5 selected districts and refine the training package for replication.

The project in coordination with the MoPR tested the draft manuals on implementation of NAP in five districts namely Dolakha, Rupandehi, Surkhet, Ilam and Dadeldhura. These draft manuals were finalised after incorporating feedback received from the district stakeholders. Review of these manuals suggests that these materials could be highly useful for the NAP stakeholders for

providing them guidance while planning and implementing NAP. All the respondents during the evaluation process expressed that these manuals are very useful for them.

Activity 1.1.9: Provide technical assistance to HLSC to prepare and submit periodic report to UN on implementation status of UNSCRs 1325 and 1820.

Interviews with the project stakeholders indicated that there was no direct input of the project in preparing Universal Periodic Reports (UPR). Other project activities targeted to NWC, HLSC and government and non-government entities were expected to contribute to this activity.

Activity 1.1.10: Provide Equipment, furniture and other amenities for effective functioning of the HLSC Secretariat.

Secretariat of HLSC was equipped 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. This support was well received by the HLSC secretariat.

Activity 1.1.11: Provide human resources (1 project Secretary and Project Officer) for smooth functioning of the HLSC Secretariat

This activity was dropped due to its irrelevance during project implementation.

Activity 1.1.12: Logistic support for meetings of HLSC on UNSCRs 1325 and 1820.

The project contributed in organizing and facilitating all HLSC meetings that were held during the project period. The first HLSC meeting, after the endorsement of NAP took place on December 14, 2011 to update the HLSC members on the implementation status of NAP and endorse project document to be submitted to Nepal Peace Trust Fund (NPTF) for funding. The participating civil society organizations and government agencies jointly met identified challenges faced in implementation of the NAP and discuss the measures to overcome these challenges. MoPR also provided orientation to help to the HLSC members understand women, peace and security issue in relation to the NAP.

The second HLSC meeting after the endorsement of the NAP also took place in this quarter on July 31. This meeting was organized by the Shantimalika in consultation with the MoPR. The objective of this meeting was to update the HLSC of the different activities carried out by the CSOs for NAP implementation in the districts. In this meeting, the CSOs who are the members of the HLSC presented their works for the implementation of the NAP in the districts.

The meeting was successful in bringing the HLSC members together to discuss on the implementation status of the NAP.

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.

Activity 1.2.1: Train the staff of MoPR, MoWCSW and MoFA on CEDAW, UNSCRs 1325 and 1820 and mediation skills.

With the objective of providing orientation to the key government officials on the key elements of UNSCRs 1325 & the content and process of NAP, the project organised a training programme in September 2012. Participated by the central level officials of different ministries, the training programme was successful to provide basic knowledge about the NAP to the decision-making government officials.

Activity 1.2.2: Technical support to MoPR for preparing gender-responsive policies and programmes.

The project hired one consultant to facilitate MoPR for preparing a guideline on developing gender responsive policies and programmes. This guideline has been finalised and is expected to be useful for the government ministries to plan and implement gender responsive projects and programmes.

Activity 1.2.3: Provide equipment support to NWC for compilation and processing of M & E information

Provided as planned.

Activity 1.2.4: Provide the services of Information Management Expert to design and implement information management system for tracking the implementation of UNSCRs 1325 and 1820

The project provided a MIS and M & E consultant for three months (Oct -Dec 2011) to support the NWC to strengthen its monitoring system. As a result NWC has been able to regularly update monitoring information. Following the advice of the consultant, the NWC has set up a monitoring unit with four key staff. Further to its monitoring endeavors, the NWC carried out the monitoring in three districts namely Dhanusha, Palpa and Banke. The result of the survey was shared with the government agencies on June 6-7, 2012. During the sharing program, the government agencies thoroughly reviewed the questionnaire and provided comments. They also suggested that NWC should incorporate the additional government agencies where the

monitoring was required but were missing from the list. Similarly, the survey result was shared with CSOs on June 12-13, 2012 with representatives from 20 CSOs working on women's rights issues.

This was the first time that the NWC had shared the monitoring results; which was made possible by the technical advice and software supported earlier by this project.

Activity 1.2.5: Provide training to NWC staff and its partners on M&E mechanisms, information collection and processing techniques for monitoring the implementation of UNSCRs 1325 and 1820

NWC organized two capacity development events for its staff members on February 11-12, 2012. This training helped the NWC to sensitize its staff on international instruments on women's rights and made them familiar about the newly set up monitoring system supported by this project.

Similarly, the second capacity building event was organized on "Investigation and Monitoring on Women's Rights Cases" (June 21-22, 2012). The members and 18 staff members from NWC participated in the event. The National Human Rights Commission (NHRC) provided resource persons who trained the NWC on violation of women's human rights, human rights monitoring and fact finding, and procedures of human rights investigation.

Both the trainings will support the NWC to further strengthen its monitoring mechanism.

Activity 1.2.6: Provide orientation to peace and gender focal points of sectoral government ministries on the objectives and scope of NAP on UNSCRs 1325 and 1820 and their roles and responsibilities in its implementation

The project in coordination with the MoPR organized orientations to the Gender and Peace Focal Points of Sectoral Ministries on the NAP in October 24, 2011 and March 16, 2012. Eighty officials from the Ministries of Peace and Reconstruction; Home Affairs; Women Children and Social Welfare; Information and Communications; Education; Defense; Foreign Affairs and Local Development were oriented. The representatives from Nepal Police, Nepal Armed Police, Nepalese Army, and NWC were also present.

The government officials said that the orientations were beneficial for them as they have helped in bringing conceptual clarity on women, peace and security issues. The officials were also sensitized on their roles in the implementation of the NAP. The participants also said that the orientation would help them to implement their annual plan that has components of the NAP.

Activity 1.2.7: Organize training-cum- workshops for planning focal points of sectoral government ministries on integrating the activities of NAP on UNSCRs 1325 and 1820 in their regular programmes as per their roles and responsibilities in its implementation

The project in coordination with the MoPR organized orientation to Planning Focal Points of the Sectoral Ministries on the NAP on March 16, 2012 to sensitize the participants on their roles and responsibilities for the effective implementation of NAP. There were altogether 30 participants from different ministries including MoPR, MoWCSW, MoFA, MoFALD, MoE and MoD; and the National Planning Commission and CSOs. The participants fed back that they had heard about UNSCRs 1325 and 1820 but were not familiar with the details and their roles in its implementation

UN Women, as the Chair of the Peace Support Working Group (PSWG) along with the Royal Norwegian Embassy (RNE) supported the MoPR with three consultants. The consultants recruited by UN Women supported MoPR in finalizing the proposals of Ministries of Law and Justice and Women, Children and Social Welfare (MoWCSW). The proposals thus developed by six government ministries have been approved by the NPTF for funding

The major result achieved from this activity is that the MoPR could develop the Sectoral Plan, which laid the groundwork for relevant ministries to develop their own activities and get funded with the projects developed by the six ministries to the implementation of NAP is expected to reach entire country.

Activity 1.2.8: Integrating the experiences of activity 1.2., 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

Refer Activity no 1.1.7 & 1.1.8

Activity 1.2.9: Pilot-test the workshop model in 5 selected districts and refine the model for replication

Refer Activity 1.1.9

Activity 1.2.10: Support women's caucus in CA in holding orientation and advocacy consultations to ensure political commitment to implementation of UNSCRs 1325 and 1820

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

The key result of these interaction programmes was that the CA members jointly expressed their commitment for the effective implementation of NAP. 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 NAP.

Similarly, the project organized a consultation meeting in December 2011 with 45 CA members (both male and female) to help the CA members to understand the linkages between the NAP and issues related with transitional justice. Their commitment is crucial in making the future TJ commissions and policies gender friendly.

Women's Parliamentary Caucus also organized a consultation with sister organizations of different political parties in Parsa district on January 2012 to garner their political commitment for the implementation of NAP on UNSCRs 1325 and 1820. The consultation was attended by high-level guests including Ministers for Peace and Reconstructions and Home Affairs and Secretary of MoPR.

In conclusion – the consultants is of the opinion that Project mostly met the outcome, output and activities as prescribed in the logical framework. The activities accomplished and their initial results are showing positive indications towards meeting the overall project objective. The accomplished activities are found consistent with the beneficiaries' needs and priorities. 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.

3.2 Addressing Evaluation Questions

3.2.1 Relevance

Relevance of Project Design: As a signatory of the UNSCRs 1325 & 1820, the Government of Nepal was to take a lead role in the formulation and implementation of NAP. Being this a new activity, and at the same time lack of required level of capacities of its functionaries in this area, the government had a big challenge to carry forward this activity. In this context, the design of the project aiming at enhancing the state and non-state entities to formulate and implement NAP was of particular importance. Also the project was designed within the overall 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. The design was also quite in line with the international development partners' Nepal Peace and Development Strategy (2010 - 2015) and the mandate of UNPFN.

Relevance to stakeholders' mandate: At a time when NAP was new to the government and non-government entities, its effective implementation on a wider scale was a big challenge for the implementing agencies. The concerned authorities, both at the central and local levels,

were not fully aware of the NAP process and their roles and responsibilities in its implementation. The project's role in facilitating the NAP formulation and implementation process was perfectly in line with the mandate of government and non-government stakeholders that were responsible for NAP implementation.

Timing of the project: The project was designed and launched at a time when the Nepal Government was still in the process of formulating the NAP. Hence, the design and implementation of the project at this point of time with the objective of providing support to the government both during formulation and implementation period was highly relevant.

Relevance to women's needs: The project addressed the need to change socio-cultural norms and attitudes about gender discrimination and protect and promote the rights of women in line with the international instruments such as the UNSCRs 1325 & 1820. The development and design of the activities were both relevant and effective. All activities were tailored to women's needs.

The above discussions clearly indicate that the relevance of the project to the development context of Nepal was substantial. However, despite its high degree of relevance to the development context, some of the activities and arrangements in the design were highly ambitious and to some extent unrealistic. First, the design included unrealistic coordination mechanism by assuming that the HLSC would be appropriate to act as the steering committee of this project. Second, it was also unrealistic to assume that the member secretary of the HLSC would provide enough time to act as the chair of its PCC. Third, some of the activities planned were repeated. For example Activities no and

3.2.2 Effectiveness

The previous section on project outputs/achievements clearly illustrated that in general the project was able to achieve its stated objectives. Review of project progress reports and series of consultations with project stakeholders suggest that compared to the targets, fewer number of events was carried out. However, the completed activities were fairly enough to achieve its objectives. On the whole it can be said that the project was effective as it was able to meet its objectives.

The effectiveness of the project in terms of accomplishing its targeted activities and achieving expected outputs was satisfactory. The project has achieved its objectives reasonably well through implementation of activities primarily designed for awareness raising, capacity development, and sensitizing duty-bearers.

The training manuals for the DCC and government line-agencies were widely disseminated among project beneficiaries and other stakeholders. The training manuals provided detailed information on the content, process and the roles/responsibilities of all stakeholders in the implementation of NAP. The beneficiaries of training expressed positive views of the content.

The project implementing partners have been much more proactive than expected in project

implementation. Good organization, good planning, and sound budgeting together enabled the project to achieve project results.

The project was effective and progressively helped the concerned government bodies and civil society organizations to fulfill their roles and responsibilities in NAP implementation.

3.2.3 Efficiency

In general, the allocation of resources and their management was found satisfactory to deliver expected outputs on time, excepting few variances owing to revision of programs based on changing political environment. The revision of programs in the middle of the year has put Implementing Partners and the target groups at confusion, in some cases. The implementing partners complained about the lack of information in such ad hoc changes made by the project management.

The governance structures and procedures are laid out as policies and manuals for the information of the implementing partners and the target groups. The general management has reviews and consultation forums to reflect upon the activities conducted. However, the highest decision making body, HLSC, has not met as planned raising question for its need given the present level of project performance. There is a need to revitalize the Committee for policy guidance.

The project managed to achieve planned activities with fewer resources than programmed. This suggests that project management reduced costs and avoided waste, managing project activities with reasonable regard for efficiency. Quarterly meetings between implementing partners provided an opportunity to undertake joint financial control of the activities of each partner.

The project benefited from the civil society network and from the specific skills and vast experience of Shantimalika. The use of well-qualified project staff, who remained involved throughout the project, enhanced the project's credibility. The intervention logic was very coherent and efficient for monitoring and evaluating project progress.

The administrative and financial management of the project and the close supervision of activities also played a significant role. The MoUs signed between implementing partners were effective tools for anticipating potential changes to the initial work plan. The regular meetings between implementing partners were held during the project period, and document files seen during the evaluation process show that each activity was given specific and documented attention.

Performance based contracts with the Implementing Partners have proved to be effective and innovative instruments to accomplish the outcome which would not have been possible with the conventional input or output based contracts. The IP's have put extra efforts to generate

employment and forge linkages with appropriate agencies despite all odds mainly as a result of their agreement to performance based contract.

Delays in contract signing with the implementing partners affected the project implementation works some extent. The administrative procedures of UN Women was unnecessarily lengthy and not suited for a short duration project that would demand quick and prompt administrative decisions. The concerns of the clients must be taken into account rather than trying to fit everybody tightly into narrow administrative boxes.

The opportunities to make the best out of the HLSC were generally missed because of lack of involvement of the committee in the project activities. Coordination with the steering committee remained weak.

3.2.4 Impact

Initially the project was designed for two years and was extended for another 9 months, it would be too early to expect far reaching impact based on the outcomes in these two and half years of project implementation period. However, the immediate results produced from the project interventions is praise-worthy and would definitely contribute to the effective NAP implementation which in turn would contribute to restoration peace in the country. The initial impacts obtained in these two and half years are the results of UN women Nepal's engagement in the areas for quite some time in the past and the combined efforts of all organizations involved in project implementation, specifically Shantimalika, which must be acknowledged as it is difficult to attribute the impact to any single organization since there are many in the field doing similar initiatives.

The first and foremost impact of the project is its significant contribution in the formulation and adoption of NAP. The project since its inception was engaged in supporting the government in NAP formulation process through a number of activities such as: assisting MoPR in organising and facilitating district level consultation meetings, facilitating HLSC meetings and providing logistics support to its secretariat to carry out its mandate smoothly, supporting MoPR to initiate preparatory activities, and finally facilitating the launching of NAP in February 2011. Although there were a number of institutions involved in contributing to the adoption of NAP, it can safely be concluded that the project's contribution in NAP was significant.

When NAP implementation was initiated in February 2011, the project was already in its full-fledged implementation phase. The project activities that were planned and implemented during this period targeting capacity building of the concerned government authorities hold special significance. Through the implementation of its key activities, the project helped duty-bearers to improve their understanding on the overall issues of women and more importantly the importance of NAP and their roles/duties in its implementation. As a result, the government line ministries were able to come up with their sectoral plans incorporating NAP activities. So far, 10 ministries have prepared such plans, which incorporate NAP activities. Further, based on

their setoral plans, some ministries have already designed NAP related projects, which are approved by NPTF and are under implementation, while other ministries are in the process of designing and implementing projects that are targeted to contribute to NAP implementation.

Sensitizing CA members about UNSCRs 1325 & 1820 and the NAP was important contribution of the project. The project helped CA members to gain knowledge on and importance of NAP. Moreover, the project was also successful to orient the district level politicians of the major political parties about the importance of UNSCRs and NAP.

At the field level, the role of DCC is critical in facilitating NAP implementation. Hence, the project's support to MoPR in activating DCCs was another key contribution. As the DCCs are key for the implementation and monitoring of NAP, making these bodies aware of their roles/responsibilities and capable of fulfilling their mandates are crucial. The project actively helped MoPR in activating DCCs in 28 districts. In addition, the design, testing, and finalizing of two training manuals and orienting concerned stakeholders on these manuals were good contribution of the project.

The project was also engaged in helping NWC to strengthen its monitoring and evaluation capacities. The project contributed in establishing and strengthening the monitoring and evaluation (M&E) mechanism of the NWC. As one of the key mandates of NWC is to monitor and evaluate the NAP implementation process, and based on this activity provide the government necessary feedback for ensuring its effective implementation, the project's support in this area was commendable. The project's support resulted in improved M&E mechanism of NWC. With project's support, NWC developed monitoring tools including data collection formats, data collecting methods and data entry and processing techniques along with report preparation and dissemination. Moreover, the project's support to NWC to train its staff and partner institutions in M&E system was of great value. Based on the improved M&E mechanism, the NWC has been found capable of monitoring NAP implementation process on regular basis. However, it was noticed that the sustainability of this impact is not guaranteed due to lack of human resources with NWC.

As a result of the project interventions, the civil society organisations are encouraged to play active role in facilitating the implementation of NAP. They however, complained that they do not have direct access to NPTF and UNPFN to design and implement projects/programs that help them contribute to NAP implementation.

The target institutions involved in project activities derived benefits and underwent a change in attitude. The project helped target institutions and individuals internalize the content and process of NAP implementation and at the same time become aware of their roles and responsibilities. The project therefore had a direct impact on increased knowledge and skills of the target institutions and individuals on NAP. Several initiatives materialized at the district level as a direct result of the project, such as sensitization of NAP among the government, civil society, media and local communities about NAP.

3.2.5 Sustainability

The underlying idea of the project intervention was to play as a catalytic agent in the government's initiatives in moving forward with NAP formulation and implementation. The project had envisaged to provide a starter dose to the government and its partners in this mission so that they could take forward NAP process on their own on a sustainable manner. Although it will be difficult to draw conclusion at present, the technical supports provided by the project 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, furniture etc.) were good initiatives to enhance the institutional capacities of target institutions. Besides, the project's initiative to sensitize the central and local level politicians carries a great significance to earn political commitment for the successful implementation of NAP. Further the initial results of the project intervention such as increased knowledge and skills of government and civil society officials about NAP, activation of DCCs and active initiatives of sectoral Ministries in designing and implementing NAP related projects and programmes suggest the likelihood of the sustainability of the project intervention.

3.3 Management and Coordination of the Project

The overall management of the Project consisted of two structures to provide coordination and guidance. First structure was the HLSC which was supposed to provide overall supervision and strategic guidance for the project implementation. Contrary to the expected role of HLSC in overseeing of and providing strategic guidance to the project, the interviews with the project management and project implementing partners indicated that the role of HLSC in these areas was insignificant.

The second structure was a Project Coordination Committee (PCC), chaired by the Joint Secretary of the MoPR, with representatives from MoWCSW, MoFA, PSWG and OHCHR to provide coordination and oversight. It has been noticed that PCC was also playing limited role to fulfil its expected functions. It is because, the PCC members never had time to get together to review the project implementation process and provide necessary guidance to the project management. As a result, the management had to rely entirely on the joint secretary of MoPR (PCC coordinator) for discussing and coordinating project implementation process. In other words, the PCC was in fact a one-man-show.

The project management team of UN Women Nepal Office, headed by a Project Manager, fulfilled its functions reasonably well. The management tasks including partner selection, contract signing, fund disbursement and providing coordination supports to implementing partners were carried out in 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 HLSC was found to be a challenging task for the project management team. As a result, the level of the accomplishment of project activities targeted to enhance the capacity of HLSC was less than expected.

It was also seen that the changes and revisions made in the original project activities were not recorded properly. During the evaluation process, it was noticed that there were some changes in the content and processes of some project activities. However, these changes were not reflected in the project log-frame. Further no evidences in writing exist about the changes made in project activities.

In conclusion, the project management and its implementing partners, specifically Shantimalika, had to play a critical role in managing and coordinating project activities with minimal supports from the HLSC and PCC. It was interesting to note that Shantimalika even had to organise one HLSC meeting under its own initiative, where as this function in fact falls under the responsibility of the secretariat of HLSC.

3.5 Institutional Relations and Partnership

Generally, the project was successful to maintain required level of cooperation with the project stakeholders including the project implementing partners. The relation with MoPR and the concerned ministries was found satisfactory. However, despite sincere efforts, the project management was seen less effective in dealing with the HLSC. It was mainly because of the frequent changes in the composition of HNSC members. Likewise, the management was found to be less effective in resolving the internal issues of one of its implementing partners i.e. secretariat of women caucus. As a result, the contract agreement with the secretariat of women caucus had to be terminated prematurely. The reason was that there was some problem between the secretariat and the women caucus members regarding the modality of the management and operation of the project activities. The result was the secretariat's inability to move forward with implementing the project activities as agreed. The secretariat felt that the project management should have played a proactive role to resolve its internal issues.

3.6 Factors affecting project implementation

The project was affected by various factors over its implementation period. Both the internal and external factors were seen to cause implementation issues, which are summarised below.

- On one of the key factors for the conceptualization this project idea was the result of keen interest shown by the then chairperson (Ms. Sujata Koirala, Foreign Minister) of the HLSC, who believed that the HLSC and the concerned government entities were in need of some support in formulating and consequently implementing the NAP. However, when the project was started the government was changed, resulting in reshuffling of HLSC. This caused some delay in implementing some of the project activities targeted for HLSC. Because, the new members of the HLSC including the chairperson had to be reoriented about the project objective and activities, which took quite some time.

- Dissolution of CA in May 2012 resulted in non-existence of the Women Caucus Group, which was one of the important stakeholders in ensuring political commitment for NAP implementation.
- Lack of formal MoU between the project and MoPR, the focal Ministry of the project, resulted in some problem in project coordination. In the absence of binding document, the MoPR was not accountable to project results.
- The project's relation with MoPR was entirely based on personal relationship between the project manager and the Joint Secretary. There was no MoU between UN Women and MoPR to implement the project. This arrangement was not strong enough to compel MoPR to actively support the project activities.
- The contract of one of the implementing partners i.e. women caucus group had to be terminated abruptly due to their internal problems. This also hampered project implementation. The activities supposed to be carried out by WC was then had to shifted to Shantimalika which caused disturbances in project implementation
- Conflicting instructions of some government ministries in some cases had caused difficulties in project implementation. The Home Ministry circulated an official instruction to its district offices - District Administration Offices- not to attend any programmes organised by Civil Society Organisations. This instruction had direct impacts on the project activities implemented by Shantimalika, an Non-government organization. As a result, it was difficult to organise project related programmes involving the Chief District Officers, who are the chairpersons of DCCs.
- Coordinating with project stakeholders of diverse nature, particularly with HLSC, was found to be a challenging task for the project management team. The key challenge was the HLSC itself. First, the activities targeted to strengthen HLSC was found very difficult since it was beyond capacity of the project management to bringing the big shots together and have them involved in the project activities. Secondly, the HLSC hardly had time to provide strategic guidance to the project management for steering the project implementation process.
- It was noticed that the project implementing partners had 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 have been important.
- 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 faced difficulties to complete its activities in the original time-frame and had to extend for additional 9 months. The lengthy administrative procedures of the UN Women resulted in slow start of project activities
- 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.

IV. LESSONS LEARNED

Important lessons can be drawn from the experiences of the implementation of the PEACE project which could be useful in designing and implementing future projects/programmes of similar nature.

- A thorough analysis of the capacities of the proposed project stakeholders at the outset of the project design is necessary before defining their expected roles in the project implementation.
- Engaging government agencies in project implementation requires some sort of formal agreement, such as MoU to receive their optimal support for smooth project implementation. For example, it would have been much easier to work with MoPR, MoWCSW and MoFALD if the project had signed an MoU with them. Lack of MoU with these Ministries resulted in some difficulties for the project management to receive full cooperation during project implementation.
- Implementing Partners can establish stronger ties with project stakeholders and therefore building their capacity is good for sustainability and scaling up of project interventions.
- Timely assistance of project management to its implementing partners in planning and implementing project activities is key to project success.
- 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 resulted in project implementation delay.
- Significant results are possible in a short time frame, but sustainability requires strategic follow up and a good exit strategy.

V. CONCLUSION AND RECOMMENDATIONS

5.1 CONCLUSION

Considering the current development context of the country, the project intervention was timely and important in terms of facilitating the national entities to design and implement the NAP on UNSCRs 1325 & 1820. The project activities implemented in deed helped enhance the capacities of a wide range of beneficiaries to fulfill their duties and responsibilities in the NAP implementation process. The project succeeded in mobilizing government and civil society organizations in NAP process both at the central and local levels. The wide range of activities implemented by the project boosted confidence of target beneficiaries to take forward NAP process. Moreover, the project helped forge closer ties among different stakeholders, such as political parties, government authorities, civil societies and local authorities.

5.2 RECOMMENDATIONS

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

For UNPFN

- Should increase its role in providing necessary supports/backstopping to its projects.
- Should play active role in monitoring project activities. Simply relying on progress reports will not be sufficient to make project effective.
- Should try to influence higher level of government authorities if required.
- Should facilitate for maximum coordination and linkage between its projects to have synergy effects.
- Should coordinate with concerned stakeholders to link UNPFN funded project with NPTF funded projects.
- Should establish a mechanism to review project progress on regular basis.
- Should create a forum in which UNPFN funded projects can meet regularly and share their experiences.
- Should fund projects that play complementary roles to NPTF funded projects.

For UN Women

- Involve key stakeholders in every step of project design to gain their support during project implementation. The Roles/responsibilities of project stakeholders envisaged in the project design should be made clear to the concerned stakeholders right from the design stage, and at the same time some sort of MoU must be signed to ensure their anticipated supports.

- Avoid assuming to get necessary coordination from the concerned government ministries simply on the basis of informal understandings. Meaning, there should be some kind of binding document with the concerned ministries if they are to play active role in the project.
- Establish a realistic and workable project coordination mechanism. The HLSC was supposed to provide strategic guidance to the project, which did not happen because it was simply unrealistic.
- Changes made in the original project activities must be documented through amendment papers and the project log-frame must be revised accordingly. Some changes were made in the original project activities, but were not documented and reflected in the original log-frame.
- Simplify internal administrative and operational procedures to avoid implementation delays.
- Share project progress among implementing partners through monthly/bi-monthly review meetings. It would help understand project partners about the overall project status and plan and implement their activities in a coherent manner.
- 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 of the project activities. Assist them in adopting result-based project management, monitoring and reporting system.
- Avoid partnering with same organizations to strengthen their own institutional capacities.
- Design and implement projects that directly benefit rights holders as well.
- If required, the project management should seek support from higher authorities (e.g. donors and/or UN Women senior management) to get necessary cooperation from concerned Ministries.

For Implementing Partners

- Establish a project management unit with appropriate team of staff for day-to-day management of the project. Negotiation with donors should be done accordingly while signing the contract.
- Improve progress reporting system. If necessary, ask for support from the donors for improving progress reporting system.
- Establish a system of doing follow-ups of completed activities so as to assess their results/impacts.
- Establish a mechanism to plan and implement project activities jointly with other implementing partners.
- Focus reporting on results rather than in detailing out accomplished activities.
- Document lessons learnt and share with stakeholders on regular basis.

ANNEX

ANNEX-1:

Terms of Reference

Final Evaluation of "Partnership for Equality and Capacity Enhancement (PEACE): Towards Implementation of UNSCRs 1325 and 1820" Project

1. Background

UN Women, the UN Entity for Gender Equality and the Empowerment of Women is operational from 1st January 2011. The UN Women was created by the United Nations General Assembly on 2 July 2010 to accelerate progress in meeting the needs of women and girls worldwide. It is a result of years of negotiations between UN Member States and advocacy by the global women's movement and is also a part of the UN reform agenda, bringing together resources and mandates for greater impact.

UN Women has merged and builds on the important work of the following four previously distinct parts of the UN system, which focus exclusively on gender equality and women's empowerment:

Division for the Advancement of Women (DAW, established in 1946)

International Research and Training Institute for the Advancement of Women (INSTRAW, established in 1976)

Office of the Special Adviser on Gender Issues and Advancement of Women (OSAGI, established in 1997)

United Nations Development Fund for Women (UNIFEM, established in 1976)

The key roles of UN Women are: 1) to support inter-governmental bodies such as the Commission on the Status of Women, in their formulation of policies, global standards and norms; 2) to help Member States to implement these standards, standing ready to provide suitable technical and financial support to those countries that request it and to forge effective partnerships with civil society and; 3) to enable member states to hold the UN system accountable for its own commitments on gender equality, including regular monitoring of system-wide progress.

In Nepal, UN Women programme on Peace and Security 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 works with government functionaries, political parties, parliamentarians, UN agencies and civil society organizations. UN Women's work in promoting access to justice focuses on gender responsive transitional justice mechanisms. UN Women supports the government of Nepal and civil society organizations in the implementation of UNSCRs 1325 and 1820. To reinforce the ongoing efforts, UN Women in partnership with OHCHR has been implementing the project 'Partnership for Equality and Capacity Enhancement (PEACE): Towards Implementation of UNSCRs 1325 and 1820' since April 1, 2010. The Project aims 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.

2. Justification

A mid-term self assessment of the PEACE project was conducted towards the end of second year (October-December, 2011) of the project. The key findings of the assessment highlighted the relevance of the PEACE project in the current context of the NAP implementation process. The assessment also emphasized few important areas where the project needs to focus in future which included sensitization programmes on UNSCRs 1325 and 1820 at the district level, strengthening the coordination between the central and districts, learning and sharing opportunities to the implementation committee members among others. During the assessment, the Project Monitoring Framework (PMF) was also developed which further supported in tracking the results of the project.

Moreover, the recommendations of the assessment highlighted the need to extend the project in the current NAP implementation context. Following the recommendations of the assessment, the Project Coordination Committee (PCC) which is chaired by the Joint Secretary of the MoPR, made a decision to send the no cost extension request to United Nations Peace Fund for Nepal (UNPFN) with the revision of few of the project activities as per the ongoing context. The no cost extension of the PEACE project was approved by the Executive Committee of the UNPFN on June 29, 2012.

The project is coming to an end on December 31, 2012. As provisioned in the project document, UN Women would like to conduct an independent final evaluation of the project by an expert to assess the achievements of the project objectives and document lessons learnt. Accordingly, UN Women is seeking the services of an expert to carry out the final evaluation. The expert would work closely with the concerned programme staff and partners of the PEACE project.

3. Evaluation Objectives

Contribute to consolidation of peace in Nepal through facilitating the implementation of national commitments to gender equality and women's human rights.

4. Scope of Work

An external consultant will be hired to conduct the final evaluation. The information of the mid-term self-assessment report and PMF will be thoroughly reviewed during the final evaluation process.

The consultant will carry out following activities:

Project document review

Preparation of format/questionnaire for the final evaluation

Review of Mid-term Self Assessment of the PEACE project

Field test of the questionnaire

Debrief UN Women Programme Management Team on evaluation progress and milestones

Submission of the Inception Report, Draft and Final Evaluation Report

Presentation of the final evaluation report to key stakeholders

5. Evaluation Questions

The evaluation will be based on the standard OECD DAC evaluation criteria. These questions are intended to make the criteria more precise and accessible, thus optimizing the focus of the evaluation. The choice of evaluation questions determines the subsequent phases of information and data collection, methods of analysis, and derivation of final judgements discussed in the following sections.

The evaluation questions and their rationale will be refined by the evaluator in consultation with UN Women WPS Unit. The proposed key evaluation questions are described in Table 1 below.

Table 1: Evaluation questions and sources of data

Evaluation Questions	Sources of data
Q 1 The relevance of the PEACE project within the broader NAP implementation process?	
1.1 To what extent has this project has been successful for contributing in NAP implementation?	Desk review Interviews with stakeholders
Q 2 How effective is UN Women’s PEACE project in terms of the contents and delivery, in enhancing the capacity of the government agencies and CSOs for the implementation of NAP?	
2.1 To what extent has the capacity of the stakeholders has been enhanced to implement the NAP on UNSCRs 1325 and 1820?	Desk review Interviews with stakeholders
2.2 How effectively has the project enhanced the capacity of the stakeholders for the effective implementation of NAP?	Analysis of implementing partners Interviews with stakeholders
2.3 What factors (either facilitators or barriers) influenced the effectiveness of the project activities?	Interview with project staff Interviews with stakeholders
Q 3 To what extent do project beneficiaries use the lesson acquired through UN Women’s interventions and advocacy for women, peace and security issue?	
3.1 What evidence exists that knowledge acquired through the capacity building trainings are being used to budget allocation by the government for the implementation of NAP?	Desk review Interviews with stakeholders
Q 4 How efficient is the PEACE project?	
4.1 To what extent are PEACE project being administered through the Project Coordination Committee (PCC)? How effective is the partner organization in administering the project?	Interview with the PCC members Interview with the partners
What factors impede the use and sustainability capacity?	Interview with the project staff Analysis of the implementing partners Interviews with stakeholders
4.3. How effective has UN Women been in ensuring adequate human, financial and technical resources towards the project?	Review of cost data

6. Methodology

For guiding the process of evaluation and providing feedback and inputs on the evaluation report, a Reference Committee will be formed comprising the members of the Project Coordination Committee, a representative from UNPFN and the Programme Support Manager of UN Women Nepal. The Reference Committee will be chaired by the Chairperson of the Project Coordination Committee and the Programme Support Manager working as the Member Secretary.

The methodology will largely include, but not be limited to, the following:

Project document review (both original and revised project documents)

Review of project mid-term assessment report and PMF

Interviews and focus group discussions with the stakeholders

The evaluator will have flexibility to come up with additional ideas on evaluation methodology which can be finalized in consultation with the Reference Committee.

7. Outputs/Deliverables

Inception Report

Draft Evaluation Report

Final evaluation report

Power point presentation on the evaluation report

8. Means of verification

Final Evaluation report

Annual report of the project

9. Contributing to DRF/MRF Outputs; and or UNDAF or Joint Programme Outputs or approved outputs in non-core project document

DRF Output 4.1.1: Government and civil society enhanced capacities for planning, implementation, monitoring and reporting on UNSCRs 1325 and 1820 NAP

MRF output 2.3: A clear evidence base generated from high quality evaluations on SP implementation for learning, decision making and accountability

10. Contributing to the DRF/MRF Indicators

DRF Indicator 4.1.1: Key ministries develop work plans for coordinated implementation of NAP on UNSCRs 1325 and 1820

MRF indicator 2.3.1 Number and quality of relevant decentralized evaluations completed at the end of SP

11. Time Frame

Time period – 6-24 December 2012

Number of working days= 10 working days spread over 19 days

12. 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.

Strong background in Human rights Based Approach programming and Results Based Management.

Strong analytical and writing skills in English.

Experience of evaluating projects and programmes will be an advantage.

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

13. Language and Computer Skills

Excellent oral and writing skills in English and Nepali

Excellent computer skills in MS Word and Excel

14. Reporting Modality

The Consultant will work under the overall guidance and supervision of Programme Support Manager of UN Women with project specific guidance provided by the Project Manager of the PEACE project and Unit Manager, Peace and Security. The Consultant will work from home and will require partial presence at UN Women Office over the assignment period.

ANNEX-2:
List of Persons Consulted during the Assessment

Ms. Mohana Ansari
Member,
National Women Commission

Ms. Urmila Devi Bishowkarma
Member,
National Women Commission

Mr. Dilip
Programme Officer
National Women Commission

Mr. Dal Bahadur KC
Under Secretary
Ministry of Peace and Reconstruction

Mr. Sudarshan Khadka
Joint Secretary
Women's Caucus Secretariat

Ms. Nilam Barma
Coordinator
Women's Caucus

Ms. Sharada Pokharel
Founder Member
Shantimalika

Ms. Swechcha
Project Coordinator
Shantimalika

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

10. Ms. Sama Shrestha
Programme officer
UN Women Nepal Office

Ms. Maya Lohani
Chief
Women and children office
Lalitpur

Ms. Sharada Basyal
Chief
Women and children office
kathmandu

Ms. Hemlata Rai
Programme Analyst
UNFPN Support office
Nepal

Mr. Lach fergusson
Peace-Building Advisor Advisor
UNFPN Support office
Nepal

ANNEX-3:
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. DCC

1. Their general understanding about the project.
2. Do they think the project is relevant to the present Nepal's context?
3. Do they know who are involved in the Implementation of this project?
4. Their roles/responsibilities in the project implementation?
5. What are the weaknesses and strengths of the project?
6. How can DCC play its role in the implementation of NAP on 1325 and 1820?
7. Do they know the implementation status of the project at present?
8. Support (training, logistics, etc.) received so far from the project

f. UN WOMEN - PON

1. Methodological inputs to carry out the self-assessment.
2. Their opinion on the overall project design, and implementation process.
3. 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?
4. 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?
5. Based on the lessons learned so far, do they have any proposals to improve the project in terms of content and implementation process?

ANNEX-4:
Reference Documents

1. PEACE Project Document, 2010
2. Three Year Plan (2010/11 – 2012/13), Government of Nepal
3. Nepal Peace and Development Strategy (2010 - 2015)
4. UNSCRs 1325 and 1820
5. CEDAW
6. Comprehensive Peace Agreement, 2006
7. ToRs of Implementing Partners
8. Quarterly Progress Report, Jan – March 2011, PEACE Project
9. Quarterly Progress Report, April – June 2011, PEACE Project
10. Quarterly progress Report, April – June 2012
11. Quarterly progress Report, July –September2012
12. Progress Reports of Implementing Partners
13. Independent External Review of UNPFP, August 2011, Organisation Development Center (ODC)