**UN WOMEN PROJECT: ADVANCING IMPLEMENTATION OF UNSCR 1325 ON WOMEN PEACE AND SECURITY IN THE WESTERN BALKANS**

**INDEPENDENT MID TERM EVALUATION**

***by***

***Peter Hosking***

***Senior Consultant***

**Auckland, August 2012**

****

****

**List of Acronyms**

ACIPS Association Alumni of the Centre for Interdisciplinary Postgraduate Studies

AGE Agency for Gender Equality

AP Action Plan on UNSCR 1325

BiH Bosnia and Herzegovina

CSOs Civil Society Organisations

GAP Gender Action Plan

Kosovo\* Kosovo\*, under United Nations Security Council Resolution 1244 (1999)

MOD Ministry of Defence

NAP National Action Plan on UNSCR 1325

NC National Coordinator

NGO Non-Governmental Organisation

OHCHR Office of the High Commissioner for Human Rights

OWMSN Organisation of Women of the Municipality of Sveti Nikole

PAB Project Advisory Board

RAE Roma, Ashkali and Egyptian Women’s Network

RFP Request for Proposals

SEE South Eastern Europe

TPO Trans-Cultural Psychosocial and Educational Foundation

UNSCR 1325 United Nations Security Council Resolution 1325 UNSCR 1325 (including resolutions UNSCR 1820, UNSCR 1888, UNSCR 1889 and UNSCR 1960)

UN Women United Nations Entity for Gender Equality and the Empowerment of Women

YCEO Youth Centre for Equal Opportunities

**CONTENTS**

**i List of Acronyms 2**

**1. Executive Summary 4**

**2. Introduction 6**

**3. Methodology 7**

**4. Constraints 7**

**5. The Project 8**

**6. Project Document 9**

**6.1 Logical Framework**

**6.2 Project Advisory Board**

**7. Field Visits 11**

**7.1 Bosnia and Herzegovina**

**7.2 Serbia**

**7.3 The former Yugoslav Republic of Macedonia**

**7.4 Kosovo\***

**8. Evaluation Criteria 17**

**9. Emerging Issues/Lessons Learned 19**

**10. Recommendations 22**

**APPENDICES:**

**I. Terms of Reference 24**

**II. List of Documents Reviewed 28**

**III. List of Meetings/People Interviewed 29**

**1. Executive Summary**

This mid-term evaluation is not intended as a comprehensive, activity-by-activity analysis of the Project’s framework and results – rather, it focuses at the outcome and output levels in an endeavour to establish whether the Project is on track to achieve its planned outputs; whether its strategy is achieving the outputs; what its long-term impact is likely to be; and whether any mid-course correction is required, particularly bearing mind the potential for future technical assistance.

The evaluation has been undertaken via a desk review of relevant documents and interviews with UN Women personnel as well as field visits to Project partners – civil society as well as official – in all four centres in the region where the Project is being implemented. The main criteria used to evaluate the Project are its relevance, effectiveness, efficiency and impact.

The overall aim of the Project is improved capacity (of key security actors and organisations as well as networks of gender equality and human rights advocates) to implement and monitor the commitments under UNSCR 1325 in national laws, policies, strategies and/or plans in Bosnia and Herzegovina, the former Yugoslav Republic of Macedonia, Serbia and Kosovo\* and in the Western Balkans regionally. There are three Project outputs, two focussed at the national level (on key security actors and women’s organisations) and a third which is mainly regional and addresses collaboration among both government agencies and civil society.

The Project document itself has some short-comings. A results and resources framework was included, along with some indicators. However, the identified baselines could have been stronger, something which has hindered the evaluation to a degree. A more robust results framework was developed after the International Project Manager commenced his assignment. New indicators were developed and baselines established at this stage – these need to be formally incorporated into the Project document.

Also, the Project Advisory Board (PAB) envisaged by the Project document has not been established, presumably because of the absence of an International Project Manager for a year. Since the expertise a PAB would bring is already available to the Project via the various partnerships that have been developed as the Project has proceeded, as well as the International Project Manager, National Coordinators and the Peace and Governance Advisor in Kosovo\* and given the expense involved in bringing together experts and partners from across the region biannually, it is recommended that the PAB not now be established.

*Relevance*

Project relevance has been evaluated in terms of the extent to which Project Outputs (and activities and actions) are relevant to the priorities of the region and to UNSCR 1325 objectives – particularly protection, prevention and participation.

The priority that all States in the region are giving to the process of developing NAPs indicates the national relevance of the Project’s objectives, although it is too soon to determine whether adequate implementation budgets will be provided.

All UNSCR pillars are represented in the range of initiatives covered by the Project. NAPs (and APs) are focussed on responding to the human security of women in each jurisdiction and also aim to prevent discrimination and violence against women in all its forms. Inclusion of women’s organisations in official monitoring bodies is variable but where there is only limited involvement the Project supports women’s CSOs to monitor implementation and develop shadow reports. Relevance of CSO partner activities is to an extent assured by the contracting process – the call for proposals ensures that the activities/actions that are funded under the Project are priorities for civil society.

*Effectiveness*

Measuring effectiveness has been achieved by scrutinising the extent to which the planned outcomes have been or are being achieved. It is apparent from the interviews undertaken and the written reports reviewed and triangulated during the field visits that the activities, on average, are already over 40% complete – and significant advances are being made. Given early setbacks for the Project, including a 10 month delay in recruiting the International Project Manager, this is a significant achievement and the Project is on track to complete a large percentage of activities within its lifespan.

*Efficiency*

Value for money (efficiency) involves establishing how economically resources/inputs (funds, expertise, time, etc.) are being converted to results. It is apparent that a considerable amount is being achieved with very modest funding - many actions are being achieved with less than $50,000, most considerably less than this. Nowhere during the field visits did it appear that funding is being overspent by the Project. The Project’s final delivery rate for 2011 was a healthy 87% and as at 31 May, the project spend rate was 32%, despite the 2012 budget being 75% higher than in 2011. Given that most expenditure tends to accumulate in the second half of the year this provides a clear indication that the Project is on track. It should also be noted that the Project has managed to attract resources in addition to those provided by the Government of Norway.

*Impact*

The securing of NAPs and APs across the region demonstrates the impact the Project is having on the advancement of the implementation UNSCR 1325. Those in place when the Project began (BiH, Serbia) are being strengthened as implementation gets underway and new plans are under development in Kosovo\*, the former Yugoslav Republic of Macedonia and in Albania. Some activities of UN Women’s partners are experiencing challenges with regard to implementation (ACIPS, OWMSN, YCEO) but are demonstrating the capacity to overcome these.

*Sustainability*

It is structural change that most effectively ensures long-term benefits from activities of projects of this nature - usually demonstrated by either legislative change or policy improvements. In the case of NAPs (and APs) the more robust the plans being developed, the more sustainable they are likely to be. This highlights the importance of robust frameworks, support from the national authorities, effective monitoring, particularly by women’s organisations, and adequate budgets. The Project as it now presents is clearly geared towards sustainable outcomes. It is recommended that sustainability could be further strengthened by enhancing the regional features of the Project.

In the course of the evaluation, five issues emerged that warrant consideration at the mid-point of the Project – “regionality”; partnership strategy; the opportunities presented by the Universal Periodic Review; potential risks from evolving UN Women strategy; and potential risks from lack of clarity about regional/versus national roles and responsibilities. The most important recommendations addressing these are summarised here:

* There should be increased attention to regional dimensions of the Project which might include: the development of knowledge products and other regional public goods; a Community of Practice; and increased regional networking to provide both NCs and national experts with information about broader regional experiences on UNSCR 1325 implementation.
* The Project should look to work with partners with more resources – to build on UN Women’s leading role as women’s champion, at least in UN system, and the intellectual capital it has garnered to build partnerships and promote regional capacity building initiatives with other development partners (not limited to UN agencies) and governments.
* The Project should examine how the UPR can be utilised to advance the Project’s goals – whether by enhancing civil society capacity to leverage their advocacy or through engagement with States parties (not just those from the region) and the possibility of developing a knowledge project arising out of the resulting regional experience.
* UN Women should clarify for Project staff and UN Women leadership at the country level its strategy in relation to CSOs and its proposed brokering role between civil society and governments, should train them in its implications and should resource them to undertake this amended role.
* UN Women should also develop guidelines to clarify the respective roles and accountabilities of regional and country staff where they overlap at the country level.

**2. Introduction**

Mandated by the monitoring, evaluation and learning framework in the Project Document, this evaluation has been undertaken to provide an independent in-depth mid-term assessment of progress towards the achievement of the Project’s outcomes/outputs against planned results. The evaluation has been based on four criteria - relevance, effectiveness, efficiency and impact. Since it is a mid-term evaluation, its focus is on establishing whether the Project is on track to achieve planned outputs; whether its strategy is achieving the outputs; what its long-term impact is likely to be; and whether any mid-course correction is required, particularly bearing mind the potential for future technical assistance. The Terms of Reference for the mid-term evaluation are in **Appendix I.**

This evaluation would not have been possible without the dedicated support of all the UN Women personnel and all UN Women partners in the Project.

**3. Methodology**

As a mid-term evaluation, the aim has not been to undertake a comprehensive activity by activity analysis of the Project’s framework and results – this would not have been possible for 20 activities and over 50 actions currently underway in the region. Rather, the focus has been at the Outcome and Output levels, in an endeavour to identify what is working, what is not and what changes in direction might be required for the last eighteen months of the Project or to prepare for any altered focus that might be needed for any future technical assistance.

To these ends, a desk review was undertaken of the broad range of documentation provided at the commencement of the evaluation, including evaluations of earlier UN Women initiatives in the region in relation to UNSCR 1325 (in this report, the expression includes related resolutions UNSCR 1820, UNSCR 1888, UNSCR 1889 and UNSCR 1960). A full list of the documentation reviewed is in **Appendix II**.

Field visits were undertaken in all four centres covered by the Project to obtain a broad understanding of the work being done under this initiative and, through “snapshots” of particular activities, to triangulate information obtained from written reports about the effectiveness of the Project’s in-country and regional initiatives. Reflecting a rights-based and catalytic approach, the empowerment of the Project’s beneficiaries has been a particular focus. Semi-structured face-to-face interviews (a limited number with the assistance of an interpreter) were undertaken in each centre with as many Project partners, both official and non-governmental, as possible. The Project’s three National Coordinators (in Bosnia and Herzegovina, the former Yugoslav Republic of Macedonia and the Republic Serbia) were also interviewed along with the Peace and Governance Adviser (in Kosovo\*) and project management.

The evaluation has also been informed by feedback during the presentation of preliminary evaluation results on 28 June 2012 at a meeting in Bratislava attended by:

* A representatives of the Norwegian Ministry of Foreign Affairs
* The Project Manager
* A representative of Sub-Regional Office for the Central and South Eastern Europe, Bratislava
* Three national project coordinators (in Bosnia and Herzegovina, the former Yugoslav Republic of Macedonia and the Republic o Serbia)
* The Peace and Governance Adviser – holding a project coordination function (in Kosovo\*)
* Civil society project partners in Bosnia and Herzegovina, the former Yugoslav Republic of Macedonia, Kosovo\* and the Republic of Serbia

**4. Constraints**

It proved a challenge to interview an adequate range of beneficiaries and other interlocutors in the time allocated to the information gathering period (8 working days including travel time spread across four States). Nonetheless, in the end a sufficiently representative group of stakeholders was interviewed to enable the necessary triangulation of data. Not every partner could be consulted. Rather, a “snapshot” of activities was examined in each centre – data about other activities was limited to the documentation review.

**5. The Project**

Stabilisation in the Western Balkans in the wake of the conflict that attended the disintegration, from 1991, of the former Republic of Yugoslavia has proved elusive, and ethnic and religious divides have continued to impede progress towards political and economic consolidation at the country level, and regionally.

The success of the major reforms underway in the region is dependant not just on political commitment and the active involvement of the public and the organisations that represent them, but also on due attention to women’s needs and protection of their human rights. The plight of women in the conflict years requires no less. Thus, women’s equal participation in the reforms and their outcomes (institutions, policies, services, budgets, etc.) needs to be assured for long-lasting peace and stability and success in establishing full-fledged democracies in the Western Balkan region. Participation by women in the range of reforms and negotiations underway has been limited, although bolstered by the EU integration process which is currently the main driving force behind efforts to build democracy in the region.

UN Women, in the presence of UNIFEM, has been active in the region on peace and security since 1999. The early focus was on strengthening the efforts of women’s non-governmental organizations (NGOs) particularly in Kosovo\*. Later, the police and the judiciary came to be included, mostly in Kosovo\* though increasingly in Bosnia and Herzegovina.

Support to partners in the years up to 2010 was geared towards several objectives:

* identifying and addressing women’s immediate needs in post-conflict settings;
* facilitating inter-ethnic dialogue;
* supporting effective networking and gender equality advocacy at the country and regional levels; and
* training in gender equality and women’s rights for security actors, the judiciary and civil society organisations (CSOs).

The current Project builds on the UNIFEM work described above, concentrating mostly on those parts of UN SCR 1325 that address:

1. the representation of women in decision-making related to the post-conflict situation;
2. capacity development of duty bearers and rights holders in implementing and monitoring relevant commitments to women, peace and security;
3. the special needs of women and girls in conflict and post-conflict and local initiatives of women and their organisations related to rehabilitation and reintegration in post-conflict and the protection of the human rights of women and girls that relate to electoral system, the police and judiciary;
4. advocacy work related to ending impunity on crimes related to sexual and other violence against women during the wars;
5. networking, consultations and exchange of good practice at national and regional levels between various actors.

The Project’s development goal is to contribute to sustainable and democratic state-building in the region. The overall aim is improved capacity of both key security actors and organisations as well as networks of gender equality and human rights advocates to implement and monitor the commitments under UNSCR 1325 in national laws, policies, strategies and/or plans in Bosnia and Herzegovina, the former Yugoslav Republic of Macedonia, Serbia and Kosovo\* and in the Western Balkans regionally.

Project activities are grouped under the following three outputs – two focussed at the national level (on key security actors, and women’s organisations) and one mainly regional (collaboration among both government agencies and NGOs):

* Output 1: Improved individual and institutional capacities of the key security actors at different levels to formulate, implement and effectively monitor the commitments under UN SCRs 1325, 1820,1888 and 1889 (and CEDAW);
* Output 2: Increased capacities of women's organisations to effectively advocate for women's and girls' human rights and needs in conflict and post-conflict situation and monitor commitments under relevant international and national frameworks (CEDAW, UNSCR resolutions, national laws, strategies and action plans); and
* Output 3: Enhanced regional cooperation, coordination and networking among specialized governmental and non-governmental actors towards fulfilment of women's and girls' human rights and security needs in South East Europe/ Western Balkans.

Key partners and primary beneficiaries include security actors such as the ministries of defence, police, judiciary, parliaments (selected Committees and women’s caucuses), women’s and human rights organisations and networks working to protect and promote women’s human rights security and women’s participation in public life and in decision-making. Ultimate beneficiaries of the project are women, victims of war (including those experiencing sexual violence), women exposed to inter-ethnic and religious frictions/multiple discrimination and women in security sector (and in decision-making). The Project was amended in September 2011 to add three new partners from the former Yugoslav Republic of Macedonia – the Ministry of Labour and Social Policy and two NGOs.

As a rights-based initiative, the Project gives emphasis to both duty-bearers and rights-holders. At the national level, the focus is on improved capacity of key security actors to formulate, implement and effectively monitor UNSCR 1325, and on the increased capacity of women’s NGOs to advocate for women’s human rights and post-conflict needs. At the regional level, the focus is on enhanced regional co-operation, coordination and networking for the security needs and human rights of women and girls – for duty-bearers, women police officer networks, networking among MoDs etc and for rights-holders – the Regional Women’s Lobby for Peace Security and Justice in South East Europe (RWL), women’s court etc.

Activities are predominately at the national level, where there are 15 activities and 31 “actions” underway in 2012 under Output 1 and 14 under Output 2. There are just 5 regional activities, with 9 “actions” in 2012. Funding has a similar distribution.

The total budget is 14,300,000 NOK, provided by the Government of Norway, together with in-kind contributions provided for the first year of project implementation by the Government of Iceland (a Peace and Security Adviser based in Sarajevo, Bosnia and Herzegovina) and from UN Women core funds. Additional funds have been secured from the Government of Hungary and the Austrian Development Agency. .

**6. Project Document**

***6.1 Logical Framework***

A results and resources framework was included in the current project document, along with some indicators. However, the identified baselines could have been stronger.

For example, Outcome indicators in the project document as drafted were:

* Number of Action Plans (or improved strategies) for the implementation of UN SCR 1325
* Proportion of women in national and regional institutions and mechanisms for prevention, management and resolution of conflict
* Extent of exclusion of women’s and civil society organisations in mechanisms for the implementation of APs on SCR 1325/relevant frameworks
* Annual allocation of funds disbursed for implementation of commitments to women and their organisations to address peace and security/programmes/measures

With regard to the above, the indicators could have been more precise and better baseline information would have proven of benefit.

A more robust results framework was developed after the International Project Manager commenced his assignment. New indicators were developed and baselines established at this stage. For example, in relation to the Outcome, two indicators were specified:

* Project focus nations that have developed UNSCR 1325 NAPs
* Extent to which elaboration and implementation processes manifest an inclusive and multi-sectoral approach through NAPs that reflect:
* applicable baseline information
* mobilised political commitment
* government, civil society and public cooperation
* realistic NAP goals, objectives and activities
* NAP activity prioritisation
* A confirmed and sufficient implementation budget
* Clear activity implementation timeframes
* Linkages to other planning instruments
* Clear / simple monitoring and evaluation framework
* An empowered lead implementation body

In addition, where relevant, baseline data has been added. Thus, the baseline for the first indicator is that there are no NAPs in the former Yugoslav Republic of Macedonia, Kosovo\* and Albania. Means of verification for the indicators and clear assumption/risk statements were added.

The attention given to making the Logframe more robust can have effect only for the second half of the Project, but has given the whole exercise a results-based approach that the project document, or at least its results framework, previously lacked. As this new logframe is not formally part of the Project, it is recommended that this be regularised at some convenient opportunity.

***6.2 Project Advisory Board***

The Project provides for the establishment of a Project Advisory Board (PAB) to “be set up on the outset of the project implementation”. Selected experts in the area of women, peace and security, partners in the project and other key stakeholders were to be invited to participate on the Board, which would meet on a bi-annual basis. The Norwegian Ministry for Foreign Affairs, as the donor, would also be represented in the Project Advisory Board. The role of the Advisory Board was to be the provision of high level technical support “to assure that the project maintains its relevance and is responsive to the developments in the region and in abovementioned fields of expertise.” More specifically, the Advisory Board would:

• provide guidance and advice on the external environment (political, social, economic) and developments therein that could affect project implementation and the sustainability of the results;

• discuss and advise on possible changes in the project strategies resulting from any such developments, in order to ensure achievement of project results;

• advise on and advocate for the key changes targeted by the project;

• provide further support as needed to catalyse the achievement of project results.

In the event, the Project Advisory Board was not been established, presumably because of the absence of an International Project Manager for a year.

Within the specific context of the regional UNSCR 1325 project, operational in Bosnia and Herzegovina, Kosovo\*, the former Yugoslav Republic of Macedonia and the Republic of Serbia, the necessity for a Project Advisory Board is questionable. The expertise it would bring is already available to the Project via the various partnerships that have been developed as the Project has proceeded, the International Project Manager, National Coordinators and the Peace and Governance Advisor in Kosovo\*. In addition, bringing together experts and partners from across the region biannually would be a costly exercise with little benefit for the Project. The Norwegian Ministry of Foreign Affairs questions whether it would be appropriate for it to be represented on the PAB anyway in any more than an observer’s role and agrees that there is little to be gained from establishing a PAB at this point.

**7. Field Visits**

This section of the report summarises observations made during field visits to the four centres from the region covered by the Project. It does not purport to be a full account of each interview carried out or every site visit – rather the focus is on notable achievements, significant features and emerging challenges to the particular Project activities and actions being undertaken. Nor does it review every activity or each action taking place in the particular country – just those with which the particular interviewees have been involved.

Field visits were initially proposed by the Project team but independently confirmed on the basis of their relevance and geographical and thematic spread.

***7.1 Bosnia and Herzegovina***

In the first country to initiate a National Action Plan on UNSCR 1325 (NAP – although in BiH it is officially known as an Action Plan – AP), the Project has, since commencement, organised a training workshop for technical staff from the relevant ministries and for civil society organizations on prioritising of AP indicators. This was followed by a report from the workshop that included recommendations for next steps. More recently, the focus has been at the local level – training of trainers and, following the gathering of baseline data on the local security situation, the development of municipal UNSCR 1325 action plans, currently in 3 municipalities. There is potential learning in these innovative actions at the local level for other NAPs in the region.

The Project provides support to the AP Coordination Board, led by the Agency for Gender Equality (AGE) in the Ministry of Human Rights and Refugees. AGE is also responsible for the implementation of a national Gender Action Plan (GAP). However, at the State level many of the Agency’s activities are related to GAP rather than to UNSCR 1325. The first AP Annual Report has now gone through the Parliament.

Three NGO partners were included in the BiH field visits – Medica Zenica, the Transcultural Psychosocial and Educational Foundation (TPO) and the Association Alumni of the Centre for Interdisciplinary Postgraduate Studies (ACIPS). All were selected in 2011 following an open call for proposals to advance the Project’s goals.

Medica Zenica is a highly respected CSO with long experience working with the survivors/witnesses of sexual war crimes. Current cooperation revolves around the establishment of standards for rehabilitation and psychosocial support by grass-roots organisations and the development of a manual on engagement with war crimes survivors which has been uploaded onto the NGO’s website and 300 copies printed. Additionally, Medica established networks of support and protocols for cooperation in 2 cantons for institutions and organisations, with the objective to provide support to victims/witnesses in war crime cases, sexual violence and other criminal cases. Two local partner organisations have been assisted by Medica Zenica to establish self-help groups for survivors of wartime sexual violence and torture and the organisation hopes to receive support to work in an additional Canton in the Federation and an additional Region of the Republika Srpska. There appears to be significant potential for this insightful BiH experience to benefit other countries in the region, particularly Croatia and Kosovo\*, making use of UN Women’s knowledge-sharing expertise.

TPO coordinated with 10 local NGOs to document women’s contribution to peace-building and reconciliation in Bosnia and Herzegovina communities that were divided by the war from 1992-1995. TPO had conducted a baseline study (essentially, street polls) which indicated only about 22% of the population were aware of the role of particular women as peace makers in their communities. The prepared materials will serve as testimonies of women’s role as peacemakers and also be able to be used to train women peace-builders. Initially it appeared that Edinburgh University had an involvement – which raised the issue why support from UN Women was also required – but in the event Edinburgh was not able to raise its own funding, and therefore withdrew.

The aim of ACIPS activities is to provide gender-sensitive trial monitoring on wartime sexual violence and to collect sex-disaggregated data from the war chamber of the BiH court that might lead to targeted capacity development of judges. A total of 14 cases have been monitored in the 11 months to mid-April 2012 (133 hearings in total). However, although ACIPS received the permission of the President of the BiH Court to have full access to closed court proceedings (a condition of UN Women support), particular judges have not been so cooperative and certain trials were denied to ACIPS monitors. Monitors have been unable to get access to 13 closed trials where rape was an issue and were able to attend only 6 open hearings - and these involved rape not by the defendant but by someone else. The main reason for the difficulties encountered is the practice of closing not just trials where rape is in issue but also those involving organised crime which is politically sensitive – so future access is likely to depend on de-linking the two types of proceedings.

The project ends in mid-September and the report will include only limited data from monitoring, but is likely to propose the continuing need for trial monitoring from local groups (3 are already showing interest). Although Bosnia is the country in the region that has the highest number of wartime rape victims, and likely the greater number of perpetrators, witnesses, trials etc, this particular activity, and the issues it is raising, has significance for the wider region and beyond.

***7.2 Serbia***

In Serbia, the UNSCR 1325 NAP was adopted by the Government in December 2010, with limited civil society involvement. Here, the Ministry of Defence is the lead agency and the Interior Ministry chairs the NAP Multi-sectoral Coordination Body. Currently, the most significant issue in support for the implementation of the NAP arose from a two-day workshop organised by UN Women for representatives of ministries and the CSOs involved on NAP indicators and defining accountability under the plan. The workshop outcome was 14 developed indicators, although it has been difficult to secure commitment to these indicators, particularly from the MoD.

UN Women is also supporting a network of 8 NGOs in the development of their proposed UNSCR 1325 NAP indicators (numbering 48) as well as a NAP implementation shadow report which is at the first draft stage. UN Women works with both NGOs that were involved in the development of the NAP and those who weren’t. Mediating in an overall environment of government / civil society distrust is a difficult role to finesse, but is having its successes – for example, the recent decision of the MOD to take the “confidentiality” stamp off NAP documents. Two other initiatives with the MOD – designing a “person of trust” mechanism (a gender equality anti-discriminatory reporting structure) and a NAP website are also proceeding.

Three NGOs were interviewed in Belgrade – the Belgrade Centre for Security Policy (BCSP), the Belgrade Fund for Political Excellence (BFPE) and Women in Black. Only the first two were involved in the development of the NAP.

BCSP is an independent security policy think tank of 15 years standing with a strong emphasis on evidence-based research and policy development. It receives significant funding from the Norwegian Ministry of Foreign Affairs, so that coming through UN Women is a relatively small proportion. It is supporting several NAP actions, including monitoring the 14 NAP indicators (with a focus on structural issues). BSCP is also developing a policy paper on discrimination against women in the Serbian Police Service, which is on the point of being printed. A slight hitch has developed in that the author is having difficulties with her Ministry, despite it being a relative “safe” report, which will have to be resolved before publication. The set-back does demonstrate the sensitivities in trying to secure change in the highly charged security environment in the region. Other activities include a policy paper on gender in peace-keeping, now at the proof-reading stage and a very successful capacity development workshop for journalists on gender mainstreaming in the security sector.

BFPE was the other CSO included in drafting the NAP. It has organised workshops with Members of the National Assembly on the integration of gender equality and women’s empowerment in the security sector. BFPE holds a different perspective from BCSP, and especially Women in Black, on the way forward and the perceived need to “move on”. Like the military, BFPE considers there to have been broad public discussion on the NAP but others would disagree. However, working with BFPE does have the advantage of bringing the credibility needed for active engagement with the National Assembly and the Government.

Women in Black is a long established highly credible feminist/peace activist organisation fighting impunity for war rape by Serbian forces and providing assistance to war deserters. The NGO is excluded from the working group that developed the NAP and the Multi-sectoral Coordination Body, but endeavours to secure changes from the outside and consider themselves successful in getting some changes – for example, the pressure that led to the change of heart in the MOD towards the confidentiality of NAP documentation. Following a one-day consultation organised by UN Women for representatives of 14 Serbian grass-roots CSOs, Women in Black was elected to lead independent CSO monitoring of the NAP on resolution 1325 implementation, and of the NAP shadow reporting, and publishes a 50 page monthly newsletter on UNSCR 1325 implementation.

These three organisations represent the broad spectrum of approaches to the resolution of sexual war crimes and the implementation of the women, peace and security agenda in Serbia. It is important that UN Women continues to enable CSOs to remain part of the process, even if (or even because) some of these groups are excluded officially. Their experience and that of their constituency, is an essential ingredient of transparent and enduring resolution of the events of the 1990s.

***7.3* the former Yugoslav Republic of *Macedonia***

The Macedonian government, following discussions with UN Women, sought technical assistance in preparing a NAP on UNSCR 1325. Here, the process is coordinated by the Ministry of Labour and Social Policy and has advanced rapidly with government commitment. Technical problems in securing a MOU between the MoLSP and the MoD have been overcome and in February 2012, there was a regional lessons-learned roundtable to facilitate NAP development. A NAP entry point assessment has been finalised and translated prior to dissemination. In September 2012, there will be capacity development training (with UN Women HQ assistance, as in Serbia) on the development of NAP indicators. Cooperation across the region has clearly contributed to the swift progress being made in the former Yugoslav Republic of Macedonia.

Two of the project’s NGO partners were interviewed – the Youth Centre for Equal Opportunities (YCEO), Skopje and the Organisation of Women of the Municipality of Sveti Nikole (OWMSN). Both had been selected through an open call for proposals to strengthen security and reconcile differences in multi-ethnic communities in the municipalities of Kumanovo, Kichevo and Struga. Their work builds on positive results achieved under the United Nations Joint Programme, “Enhancing Inter-Ethnic Community Dialogue and Collaboration.”

The YCEO (in reality, the youth branch of the NGO National Council for Gender Equality) focusses on the promotion and enhancement of inter-ethnic dialogue among young women and men and the empowerment of young people from different ethnic groups for participation in peace-keeping and decision-making processes. YCEO has trained youth in inter-ethnic dialogue in three sessions (subsequently evaluated – with follow-up including a Facebook group, a group of volunteers for multi-ethnic activities and a mailing list). The first of three subsequent seminars (in Kichevo) was a disappointment to the Youth Centre because of the non-attendance of two Commissioners for Gender Equality (positions mandated by the Ohrid Agreement). Although the Youth Centre planned for 20 – 25 participants, and 22 attended, the absence of the Gender Equality Commissioners from the local administration and the decision of the Mayor the day before the seminar not to attend, (despite persistent approaches from both UN Women - which sent letters of invitation - and the organisers, was a disappointment. The Youth Centre expects to overcome this hurdle, with UN Women help, for the subsequent seminars.

OWMSN has a background in providing free legal aid for women victims of domestic violence. Its first activity was an assessment of the role of women in the promotion of inter-ethnic dialogue in local policy development in the designated municipalities, via a survey of 600 respondents, 200 in each of the municipalities. The first of the subsequent seminars it organised (in Struga) had its set- backs. Those attending from ethnic Albanian NGOs were concerned at the lack of materials in the Albanian language and this added to local tensions among NGOs at the seminar. With hindsight, Struga may not have been the ideal choice for the first seminar and funds ought to have been made available for translation. A different approach is planned for subsequent seminars. Nonetheless, the advances NGOs like OWMSM are achieving are ground-breaking and clearly warrant on-going support.

***7.4 Kosovo\****

Kosovo\* is where UNIFEM began its work in the Western Balkans. Considerable experience in the UNSCR 1325 implementation has been acquired in the intervening years which has been applied across the region and is now formally bearing fruit in Kosovo\* itself. Like BiH, responsibility for UNSCR 1325 coordination now rests with the Agency for Gender Equality, but the agency is more strategically placed in the Office of the Prime Minister (although now delegated to the Deputy Prime Minister). Following the establishment of a technical working group with the support of UN Women and OHCHR, the decision has been taken to develop a NAP and there have been two seminars to this end in 2012. The first established a working group of the relevant government agencies, line ministries, UN Women, OHCHR and CSOs. The second, held just the week before the field visit, focussed on defining the NAP pillars and objectives, and preparing a NAP development road map. Some activities have been completed somewhat later than anticipated, reflecting that all those involved are on a learning curve, but the third seminar will happen shortly and the process is expected to be complete by November. Technical and financial support from UN Women includes the organization of workshops, and the provision of a NAP working group facilitator (national consultant) and technical contributions to NAP development processes. The need for further UN Women support will be reassessed after the November 2012 passage of the NAP.

It also warrants recording that, since 2008, UN Women has chaired an influential mechanism called the Security and Gender Coordination Group (SGCG). Its role is to:

* enhance coordination and information sharing between international and local organisations engaged in security issues;
* promote joint strategic actions aimed at increasing women’s safety and security in Kosovo\*; and
* ensure that women are equal contributors and participants in shaping security policies and institutions in Kosovo\*.

The group includes representatives of Kosovo\* authorities; women’s organisations; and international organizations (UNCT, EU, EC, NATO, OSCE).

In addition, UN Women is supporting the establishment of the Kosovo Police Association, a body that will create a venue for women police officers to identify and overcome challenges and problems women in the police face in their daily work such as gender mainstreaming, sexual harassment, participation as decision makers, career development opportunities, child care etc., all of which create retention problem for the Kosovo Police.

Two NGOs were interviewed – the Roma, Ashkali and Egyptian (RAE) Women’s Network and the Regional Women’s Lobby – the sole regional organisation interviewed during field visits. The former, informally established in December 2000, has enjoyed support from UN Women for several years, initially mentored by the Kosovo\* Gender Studies Centre, at the time a UN Women partner organisation. The group responded on its own account for the first time to a recent RFP – as the NGO partner with OHCHR and UN Women in an activity to support the security needs of Roma, Ashkali and Egyptian women and ensure their full participation in economic, political and social life. At the time of the field visit, the initial workshop was in the latter stages of planning – capacity development of 12 members of the network in financial management.[[1]](#footnote-1)

UN Women supported the establishment of the Regional Women's Lobby for Peace, Security and Justice in South-East Europe (RWL) which comprises high profile women politicians and civil society activists from the 7 South East Europe (SEE) region. The organisation’s objectives are to:

* improve human security;
* promote women's rights and participation in decision-making processes; and
* break down the barriers of ethno-centric politics.

RWL undertakes high-level political analysis and advocacy with the aim of increasing women’s participation in and influence over political decision-making, thus contributing to the implementation of resolution 1325. Founded with 18 members, there are currently 24 in the organisation, led by the Deputy Prime Minister of Kosovo\*.

UN Women also provides technical support to the RWL Secretariat through a part-time local consultant whose role is to facilitate RWL members’ communication, maintain the RWL website and support the dissemination and translation of RWL media statements. UN Women will also support (along with UNDP) the upcoming RWL conference in Zagreb sponsored by the Government of Croatia.

A particularly successful informal dialogue between women MPs from Kosovo\* and the Republic of Serbia was arranged, with UN Women’s support, in Budva, Montenegro, when MPs discussed the political and security situation in the region and the way forward. These informal meetings (the next is in Zagreb in October) will continue in an effort to address on-going tensions between the two governments and for official dialogue to address security issues. RWL also facilitated inter-ethnic dialogue within Kosovo\* in June.

The organisation is currently heavily dependent on its Chair who needs not just the secretariat support currently provided by UN Women, but an analytical component to assist with both research and organisational issues like strategic planning. Until the Government of Finland provided support for inter-ethnic dialogues, UN Women has been RWL’s only donor. While RWL represents an important achievement for UN Women and has secured international recognition, it will need on-going support for some time (at least the balance of the Project). Further consideration needs to be given to an exit strategy (the issue has been on the table for the past 2 years). RWL itself expects to discuss fund-raising at the meeting in Zagreb, but more active assistance to the organisation to develop a plan to become self-supporting (with the necessary structures and funding) could usefully form the focus of support for the balance of the Project.

**8. Evaluation Criteria**

*Relevance*

The evaluation has assessed Project relevance in terms of the extent to which Project Outputs (and activities and actions) are relevant to the objectives of UNSCR 1325 – particularly protection, prevention and participation – as well as the priorities of the countries in the region.

All UNSCR pillars are represented in the range of initiatives covered by the Project. NAPs (and APs) are focussed on responding to the human security of women in each jurisdiction and also aim to prevent discrimination and violence against women in all its forms. Inclusion of women’s organisations in official monitoring bodies is variable but where there is only limited involvement the Project supports women’s CSOs to monitor implementation and develop shadow reports.

Relevance of CSO partner activities is to an extent assured by the contracting process – the call for proposals ensures that the activities/actions that are funded under the Project are priorities for civil society. Inter-ethnic dialogue, justice and support for the survivors of war rape and promotion of women in legislatures and other decision-making positions all promote UNSCR 1325 pillars.

The priority that all States in the region are giving to the process of developing NAPs also indicates the relevance of the Project’s objectives, although it is too soon to determine whether adequate implementation budgets will be provided.

*Effectiveness*

Effectiveness has been measured by examining to what extent the planned outcomes have been or are being achieved. Although as noted it was not the purpose of this mid-term evaluation to assess implementation activity by activity, let alone examine each action, it is apparent from the interviews undertaken, the written reports reviewed and triangulated during the field visits that the activities, on average, are already over 40% complete. One or two are stalled (usually because of delays by the authorities in signing MOUs or taking decisions) and others are approaching completion. Assessed against the new indicators, significant advances are being made. Given early setbacks for the Project, including a 10 month delay in recruiting the International Project Manager, this is a significant achievement and the Project is on track to complete a large percentage of activities within its lifespan.

*Efficiency*

Essentially a question of value for money, establishing efficiency requires a determination of how economically resources/inputs (funds, expertise, time, etc.) are being converted to results. The current evaluation was not concerned with the activity level, although it is apparent that a considerable amount is being achieved with very modest funding. Many actions are being achieved with less than $50,000, most considerably less than this. Nowhere during the field visits did it appear that funding is being overspent by the Project.

Another measure of efficiency at the halfway point in a programme is to assess the amount spent against the completion rate of activities and overall achievements. As noted above, Project activities are approaching the halfway point. Information from Sub-regional Office, Bratislava, indicates that the Project’s final delivery rate for 2011 was a healthy 87% and as at 31 May, the project spend rate was 32%, despite the 2012 budget being 75% higher than in 2011. This spend rate is the highest of any of the UN Women CEE projects and given that most expenditure tends to accumulate in the second half of the year provides a further indication that the Project is on track.

While on financial issues, it is recorded that the Project has managed to attract resources in addition to those provided by the Government of Norway. Euro 5,000 from the Government of Austria and another USD 10,000 from the Government of Hungary have been allocated to UNSCR 1325 initiatives in Albania. UN Women HQ has also contributed in-kind assistance to the approximate value of USD 85,000 dedicated to: (i) Gender and mediation capacity development in the former Yugoslav Republic of Macedonia (2011); (ii) the upcoming regional peacekeepers training (2012); and (iii) UNSCR 1325 NAP indicators training in Serbia, BiH (2011), and in the former Yugoslav Republic of Macedonia and Kosovo\* (scheduled for September 2012).

*Impact*

Impact can be demonstrated in relation to the designated Outcome (broadly, advancement of the implementation UNSCR 1325 in the region) with the securing of NAPs across the region. Those Aps and NAPs in place when the Project began (BiH, Serbia) are being strengthened as implementation gets underway and new plans are under development in Kosovo\* and the former Yugoslav Republic of Macedonia are making steady advances. In Albania, now included though not originally covered by the Project, an UNSCR 1325 entry points assessment is complete and a partnership programme of work is underway. Some activities of UN Women’s partners are experiencing challenges with regard to implementation (ACIPS, OWMSN, YCEO) but are demonstrating the capacity to overcome these.

*Sustainability*

Sustainability in the UN system refers to the probability of long-term benefits from programme activities once they are over, including whether it is feasible to continue them in the future. This is broadly reflected in the Project document:

*Sustainability of the project should be ensured through strengthen[ed] individual, institutional and system capacities and the established (and the resourced) implementation and monitoring mechanisms owned by national partners and regional networks. The project activities at a country level will be coordinated through various mechanisms with UN agencies (through UNIFEM/UN Women participation in UNCT thematic groups) and other development and security actors.*

It is structural change that most effectively ensures sustainability, and this is usually accompanied by either legislation or established policy. In the case of NAPs (and APs) the more robust the plans being developed, the more sustainable they are likely to be. This highlights the importance (as the new Project indicators articulate it) of robust frameworks, support from the national authorities, effective monitoring, particularly by women’s organisations, and adequate budgets. The Project as it now presents is clearly geared towards sustainable outcomes.

As noted below, however, sustainability could be further strengthened by enhancing the regional features of the Project.

**9. Emerging Issues/Lessons Learned**

In the course of the evaluation, four issues emerged that warrant consideration at the mid-point of the Project – “regionality”; partnership strategy; potential risks from evolving UN Women strategy; and potential risks from lack of clarity about regional/versus national roles and responsibilities.

***9.1 “Regionality”***

The Project is “regional” in more than one sense of the word. On the one hand, “regional” can mean a collection of activities in a number of countries in a region. In this sense, its “regionality” is an administrative construct. From a management point of view, it is convenient to administer a programme from one central point especially where UN Women does not yet have final regional architecture in place and where in-country operations are very limited. On the other hand, in UN programming, regional programmes tend to focus on:

* comparative analysis, learning and knowledge sharing across a recognised geographical area (region or sub-region);
* awareness-raising and regional networking;
* promoting regional public goods and greater regional integration;
* promoting regional dialogue on emerging and sometimes controversial issues

This Project is a mixture of these two aspects of “regionality”, with a decided emphasis on national initiatives. As noted, there are 15 activities underway at the national level, comprising 31 “actions” in 2012 under Output 1 and 14 under Output 2. There are just 5 regional activities, with 9 “actions” in 2012. Funding allocated to these activities has a similar balance.

The Project would benefit, for the remaining eighteen months, from increased attention to the regional dimensions noted above. This should not prove onerous to organise – regional experience is already being shared in a number of ways, including among national coordinators and national experts as well as among officials and CSOs involved in NAP development. The Project has already produced regional knowledge products like *Networking and Network-building in Support of Women, Peace and Security - Experiences from the Western Balkans* published by the Project in October 2011*.* However, the Project team and its civil society partners are gathering a wealth of experience in various aspects of UNSCR 1325 implementation which could be of wider import. Consideration could also be given to establishing a Community of Practice in either NAP development or UNSCR 1325 implementation more generally and gathering the experience of some CSOs supported by the Project for wider dissemination. The outputs of these initiatives would also contribute to UN Women’s regional portal on women, peace and security.

Two implications of more emphasis on the regional dimension of the Project would involve:

* enhancing the criteria for RFPs – to indicate an advantage for initiatives that might be able to be scaled up to the regional level or where activity experience might be of benefit elsewhere in the region;
* an increased work load for the International Project Manager, whose responsibility it is to oversee the regionally focussed Output 3 – although this could be delegated.

As noted above, the more experience and learning can be passed throughout the region, the more sustainable are Project Outcomes.

***9.2 Partnership Strategy***

UN Women’s formal strategy is, within the United Nations, to support inter-agency initiatives and joint programmes and partnerships with UN entities in areas of their comparative advantage. Within the Western Balkans, and the current Project, a number of partnerships have developed, but there is significant scope for UN Women to work with partners with more resources – it should be possible to build on UN Women’s leading role as women’s champion, at least in UN system, and the intellectual capital it has garnered to build partnerships and promote regional capacity building initiatives with other development partners (not limited to UN agencies) and governments. The resulting multiplier effect – spreading thin resources further – could enhance considerably the achievements of the Project.

***9.3 Universal Periodic Review***

UN Women’s comparative advantage as women’s champion and its trusted role as civil society’s partner both suggest a role for UN Women (in the Western Balkans, not to mention globally) in relation to Universal Periodic Review (UPR) assistance that could enhance Project objectives.

The novel UPR process presents UN Women (alone, or in cooperation with national and/or international partners) with opportunities for engagement with States, civil society and, where relevant, NHRIs to advance UNSCR 1325. For example, the representation of women in decision-making related to the post-conflict situation could be enhanced by States parties making relevant recommendations to regional States as they undergo the UPR and it is not difficult to see how advocacy work related to ending impunity on crimes related to sexual and other violence against women during the wars, not to mention networking, consultations and exchange of good practice at national and regional levels. Although for some countries in the region, UPR (now in its second cycle) may represent little more a cyclical international obligation, the review process is increasingly has the potential to develop into a mechanism that brings sustainable improvements in peoples’ lives and, in the region, in the lives of the victims of war rape and women in general. The potential for enhancing project objectives through the UPR should be examined in some depth.

***9.4 Evolving UN Women Strategy***

As this evaluation proceeded it became apparent that UN Women is contemplating (or is in the process of implementing) a fundamental change in approach to its role – from being “women’s champion” to a more neutral role as a “broker” between civil society and governments. The change, if change it is, is not yet explicit organisation-wide and the strategy involved – pros and cons are beyond the scope of this exercise.

However, there are potential implications for UN Women’s work in peace and security in the region, and the Project, of this new direction. Women’s CSOs have come to rely on UN Women’s advocacy for women within and outside the UN system. UN Women has considerable experience in working closely with women’s organisations, and particularly advocating for them with governments, an important aspect of UNSCR 1325 work in the Western Balkans. Some CSOs whom view with concern the possibility that that support might be modified in future to a more neutral position. UN Women is apparently intending to appoint an NGO Advisory Group to advise its leadership and share their perspectives, expertise and knowledge and provide a channel for on-going collaboration with the organisation.

If this role is to be adopted it is important that frontline staff are informed about the new strategy, trained in its implications and resourced to undertake this amended role. For the Project, any lack of role clarity has risks for how activities are implemented and, ultimately, for the Project’s effectiveness.

***9.5 Project Management and Administration***

Overall management responsibility for the Project rests with the UN Women’s Regional Programme Director, CEE, based in Bratislava. The International Project Manager in Sarajevo, BiH, is responsible for day-to-day management of the Project, supported by the NCs in each country. NCs report direct to the International Project Manager on the implementation of activities related to inter-ethnic dialogue and peace building efforts in partnership with civil society in their countries. There is also a Project Associate responsible for financial and administrative matters.

Overall, as noted above, the management and administration of the project can be described as extremely lean. Despite this, the Project has acquired the respect of all its partners and strong loyalty from cooperating CSOs who regularly described their experience of working with UN Women as “responsive”, “flexible”, “supportive”, “knowledgeable”, with an “efficient and helpful” administration. They had few suggestions for what UN Women could do better. These comments are all the more remarkable given comments in the final evaluation of the earlier Project which recorded:

“*Numerous stakeholders criticized UN Women for difficult-to-navigate administrative and financial procedures, lack of planning incl. planning at the operational level. The evaluation could not ascertain the extent to which the administrative burden, including reporting, is caused by the corporate UN Women's rules for disbursement of project funds and the extent to which it reflects sub-optimal planning of operations and/or personal attitudes. The available information suggests that all three reasons could be relevant.”*

The Project reporting lines are clear. However, the “Head of (Project) Office” in each focus country of the 1325 Project has responsibility and is accountable to UN Women HQ for the general performance of the organisation within the country. In-country partners of the regional project may also work with the “country office” and there is obvious potential for overlap and disagreement. To date there have been few practical difficulties, largely because both country and regional personnel communicate effectively and issues are openly debated and resolved. On the ground, individuals are working through the issues effectively, challenging though they sometimes are. There is a need, however, for the situation to be addressed by UN Women and clear guidelines developed and promulgated.

**10. Recommendations**

* The Project Advisory Board contemplated by the Project document should not now be established.
* The new logframe should be formally incorporated into the Project document.
* There should be increased attention to regional dimensions of the Project (Output 3) which might include the development of knowledge products and other regional public goods, a Community of Practice, increased regional networking to provide both NCs and national experts with information about broader regional experiences on UNSCR 1325 implementation.
* The Project should look to work with partners with more resources – to build on UN Women’s leading role as women’s champion, at least in UN system, and the intellectual capital it has garnered to build partnerships and promote regional capacity building initiatives with other development partners (not limited to UN agencies) and governments.
* The potential for enhancing project objectives through the UPR should be examined in some depth.
* UN Women should clarify for Project staff and UN Women leadership at the country level its strategy in relation to CSOs and its proposed brokering role between civil society and governments, should train them in its implications and should resource them to undertake this amended role.
* UN Women should also develop guidelines to clarify the respective roles and accountabilities of regional and country staff where they overlap at the country level.

|  |  |
| --- | --- |
| **APPENDIX I**  **Terms of Reference**  UN WOMEN: SENIOR EVALUATION CONSULTANT | |
| **Location :** | Sarajevo with travel to Kosovo, under SCR 1244, FYR Macedonia, Serbia and Slovakia, BOSNIA AND HERZEGOVINA |
| **Application Deadline :** | 01-May-12 |
| **Type of Contract :** | Individual Contract |
| **Post Level :** | International Consultant |
| **Languages Required :** | English |
| **Starting Date :** (date when the selected candidate is expected to start) | 01-Jun-2012 |
| **Duration of Initial Contract :** | June 1-30, 2012 |
| **Expected Duration of Assignment:** | 17 working days within the given period (June 1-30, 2012) |
| Background | |
| In January of 2011, UN Women launched the project, *Advancing the Implementation of UNSCR 1325 on Women, Peace and Security in Western Balkans*. This initiative is dedicated to the development and strengthening of security sector and civil society capacities to advance the implementation of commitments under UNSCR 1325 (and related Resolutions 1820, 1888, and 1889) in national laws, policies, strategies and/or plans in Bosnia and Herzegovina, Kosovo, under UNSCR 1244, the former Yugoslav Republic of Macedonia, and the Republic of Serbia. The project also contributes to the accelerated implementation of UNSCR 1325 through the improvement of processes, measures, targets and indicators to measure implementation progress. This project outcome is being achieved through the discharge of the following three outputs:   * Output 1: Improved individual and institutional capacities of key security actors at different levels to formulate, implement and effectively monitor commitments under UNSCRs 1325, 1820,1888 and 1889 (and CEDAW); * Output 2: Increased capacities of women's organizations to effectively advocate for women's and girls' human rights and needs in conflict and post-conflict situations and to monitor commitments under relevant international and national frameworks (CEDAW, UNSCR resolutions, national laws, strategies and action plans); and * Output 3: Enhanced regional cooperation, coordination and networking among specialized governmental and non-governmental actors towards the fulfilment of women's and girls' human rights and security needs in South East Europe and the Western Balkans. | |
| Duties and Responsibilities | |
| Under the overall supervision of the Regional Project Manager of *Advancing the Implementation of UNSCR 1325 on Women, Peace and Security in Western Balkans*, the senior evaluation consultant will:   * Provide an independent in-depth mid-term evaluation as to progress towards the achievement of project outcomes/outputs against planned results. The evaluation will assess the project in a comprehensive, systematic and objective manner in terms of relevance, effectiveness, efficiency and impact. The evaluation will also assess the relevance of the project (design and progress) against the extent to which: (i) it is on track to achieve planned outputs; (ii) its strategy has proven efficient and effective in achieving project outputs; and (iii) the long-term impact the project is likely to have. In addition the evaluation will identify good practices and lessons learnt to be used as a knowledge base for developing future technical assistance packages; * Be guided by the internal project monitoring an evaluation framework. Anticipated approaches to be used for data collection and analysis by the consultant are desk review, interviews with key stakeholders, field visits, and other participatory techniques; * Assess the impact of partner grant initiatives financed through the project; * Assess the impact of cooperative initiatives on the regional level; * Examine the efficiency of its management model in planning, coordinating, managing and executing resources allocated for project implementation; * Identify key recommendations and lessons learned through the evaluation process; and * Provide regular feedback to the regional project manager.   The evaluation process is expected to contain three phases:   * Inception Phase (2 days) - the senior evaluation consultant will review documentation, agree on field visits and meetings to be held with the regional project manager, and develop an evaluation inception/work plan; * Data Collection and Field Visit (10 days - including efforts in Bosnia and Herzegovina and regional travel) – the senior evaluation consultant will gather data through individual and group interviews and field visits to Kosovo, under UNSCR 1244, the former Yugoslav Republic of Macedonia, and the Republic of Serbia; * Analysis and Reporting (4 days) – the senior evaluation consultant will prepare a draft evaluation report based on an analysis of findings, and will submit the draft report to the regional project manager for factual review and comments. Subsequently, the senior evaluation consultant will finalize the evaluation report; and * At the end of the mission, preliminary findings and recommendations will be presented to the project advisory board (1 day) in Slovakia.   The main outputs of the evaluation will be:   * A final report in English with findings and recommendations that address the above- mentioned evaluation criteria. The report shall not exceed 25 pages excluding annexes; * A three-page summary of the project evaluation report; and * The presentation of preliminary findings and recommendations.   The evaluation team will be composed of a senior evaluation consultant and a national coordinator or peace adviser (on site) in each of Bosnia and Herzegovina, Kosovo, under UNSCR 1244, the former Yugoslav Republic of Macedonia, and the Republic of Serbia. These national colleagues will facilitate dialogue and interaction during the field visit and will also assist with relevant translations and information gathering during the evaluation report writing process. | |
| Competencies | |
| Integrity   * Demonstrates consistency in upholding and promoting the values of UN Women in actions and decisions, in line with the UN Code of Conduct.   Cultural Sensitivity/Valuing Diversity   * Demonstrates an appreciation of the multicultural nature of UN Women and the diversity of its staff.   Ethics and Values   * Has political acumen; * Creates and promotes an enabling environment for open communication; * Contributes to an emotionally intelligent organization; and * Shares knowledge across the UN, building a culture of knowledge sharing/learning.   Expertise   * Substantive knowledge of the women, peace and security agenda (reflected in UNSCR 1325, 1820, 1888, and 1889) in the Western Balkans and worldwide; * An overall client-oriented approach that meets the standards outlined in the Standards for Evaluation in the United Nations System; * A profound knowledge of relevant international gender/human rights frameworks; * Results-based management (strong organizational and time management skills, and the ability to meet deadlines).   Drafting / Communication   * Excellent interpersonal, communication and interview skills; * Excellent report writing and presentation skills; and * Cultural sensitivity and adaptability – communicates effectively with and relates to people of different cultures. | |
| Required Skills and Experience | |
| Education:   * Degree in law, political science, gender studies, security, or a related discipline.   Experience:   * A minimum of 10-15 years of relevant professional experience, specifically in the area of evaluating international development oriented initiatives and organizations; * A substantial international track record of conducting different types of evaluations, including process, outcome and impact evaluations in different countries with a variety of organizations; * Previous experience with the United Nations and/or other international organisations is considered an asset as is previous work on the women, peace and security agenda; * Strong analytical, writing and communication skills in English; and * Strong computer skills.   Language Requirements   * Fluency in spoken and written English; * Knowledge of Bosnian, Croatian and/or Serbian language is considered an asset.   Evaluation Process:  UN Women applies a fair and transparent selection process that takes into account both the technical qualification of potential consultants as well as the financial proposals submitted in support of consultant applications. Candidate applications will be evaluated using a cumulative analysis method taking into consideration the combination of applicant qualifications and a financial proposal. The contract will be awarded to the individual consultant whose offer has been evaluated and determined as:  a. responsive/compliant/acceptable, and  b. having received the highest score out of below defined technical and financial criteria.  Only candidates obtaining a minimum of 49 points in the technical evaluation will be considered for financial evaluation. The maximum number of points assigned to the financial proposal is allocated to the lowest price proposal. All other price proposals receive points in inverse proportion. A suggested formula is as follows:  Criteria Total points Max. Points Technical Evaluation (80%) 80  Relevant work experience 50 Experience specific to mid-term and final evaluations of UN initiatives 20 Experience in gender 10 Financial Evaluation (20%) 20  TOTAL 100  Application Process:  Qualified candidates are requested to apply online via this website. Applications should contain:   * A cover letter stating your interest in and qualifications for the advertised position. * Financial Proposal (USD daily fee). | |
|  | |
| **UNDP is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidence.** | |

**APPENDIX II**

**List of Documents Reviewed**

* 1. Report of the Secretary-General on Women and Peace and Security – S/2011/598
  2. Overview – UN Security Council Resolution 1325
  3. Norway’s Strategic Plan 2011 – 2013 Women, Peace and Security
  4. Project Document – Women Building Peace and Human Security in the Western Balkans: Implementing SCR 1325
  5. Final Evaluation Report – Women Building Peace and Human Security in the Western Balkans: Implementation of UN SCR 1325: Phase II
  6. Knowledge Product: Women Building Peace in the Balkans (2008 – 2011)
  7. Project Document: Advancing Implementation of UNSCR 1325 on Women, Peace and Security in the Western Balkans
  8. Project Document: Advancing Implementation of UNSCR 1325 on Women, Peace and Security in the Western Balkans - Amendment
  9. Progress Report to Government of Norway: Advancing Implementation of United Nations Security Council Resolution 1325 on Women and Peace and Security in the Western Balkans (2011-2013)
  10. UNSCR Project 2012 Workplan
  11. UNSCR 1325 NAPs
  12. Medica Zenica Report December 2011
  13. ACIPS Report November 2011
  14. ACPS Report May 2012
  15. TPO Report October 2011
  16. BCSP Report November 2011
  17. BCSP Report February 2012
  18. BFPE Report October 2011
  19. WiB Report December 2011
  20. OWMSN Report May 2012
  21. YCEO Report May 2012
  22. Women in Black -  *Always Disobedient*
  23. Regional Women’s Lobby – pamphlet
  24. UN Women – *Hopes are High*
  25. Security and Gender Coordination Group – *Together towards Gender Responsive Security*
  26. Gender Action Plan of Bosnia and Herzegovina
  27. 1325 Project – Revised Logframe
  28. Overview – UNDP SSR and gender (Western Balkans) project
  29. Request for Proposals January 2012
  30. National Action Plan 2010 – 2015 Republic of Serbia
  31. Project Proposal UN Women RAE
  32. Meeting Notes MoD Serbia
  33. UNSCR 1325 Project Delivery Rate 2011 & 2012

**APPENDIX III**

**List of Meetings / People Interviewed**

|  |  |
| --- | --- |
| **Bosnia and Herzegovina** |  |
| Edwin Berry | International Project Manager, UN Women Project UNSCR 1325 |
| Maja Marjanovic | National Coordinator, BiH |
| Samra Filipovic-Hadziabdic | BiH Agency for Gender Equality |
| Sabiha Haskic | Executive Director, Medica Zenica |
| Zilka Spahic-Siljak | Programme Manager, TPO |
| Lajla Zaimonvic Kurtovic  Gorana Mlinarevic | President, ACIPS  Academic Tutor, University of Sarajevo |
| Amna Muharemovic | Head of Project Office, UN Women |
| **Serbia** |  |
| Zorica Skakun | National Coordinator, Serbia |
| Asya Varbanova | Head of Project Office, UN Women |
| Col. Dragan Tatomir  MO Brankica Potkonjak-Lukić  MO Biljana Stojkovic  MO Natasa Mrdak | Department for Strategic Planning (DSP),MoD  Peacekeeping Operations Centre, SAF |
| Jovanka Saranovic  Svetlana Jankovic | Director, Strategic Research Institute  MoD Analytical Group Deputy Head |
| Ivan Zverzhanovski | Team Leader a.i. UNDP/SEESAC |
| Sonja Stojanovic  Maja Bjelos  Gorana Odanovic | Director, BCSP  Researcher  Researcher |
| Irena Cerovic  Nenad Bosiljcic | Executive Director, BFPE  Programme Coordinator |
| Stasa Zajovic  Gordana Subotic | Director/Coordinator, Women in Black  Project Coordinator |
| Dragana Petrovic | Gender Expert, Independent Consultant |
| the former Yugoslav Republic ofMacedonia |  |
| Mirjana Nedeva | National Coordinator the former Yugoslav Republic of Macedonia |
| Professor Lidija Georgieva | Lead Expert UNSCR 1325 Technical Working Group |
| Dragana Drndarevska | President, YCEO |
| Elena Grozdanova  Merdita Saliu | MLSP State Councillor for Gender Equality  Head of Sector for Equal Opportunities |
| Daniela Paneva | Lawyer, OWMSN |
| Dominika Stojanoska | Head of UN Women Project Office |
| Kosovo\* |  |
| Flora Macula | Head of Project Office a.i. and Peace and Governance Adviser |
| Edona Hajrullahu | Head, Agency for Gender Equality |
| Edita Tahiri | Deputy Prime Minister and Chair, Regional Women’s Lobby |
| Shpresa Agushi | Executive Director, RAE Women’s Network |

1. A further NGO, Lawyer’s Association NORMA, (not interviewed by the evaluator), in Kosovo\*, receives support from UN Women to create avenues for inter-ethnic dialogue and to begin the slow process of establishing stable cooperation through the platform of gender based violence (the survivors of which cross all cultures represented in Kosovo\*). [↑](#footnote-ref-1)