

DEVELOPMENTAL EVALUATION
UN WOMEN NEPAL COUNTRY
OFFICE

DEVELOPMENTAL EVALUATION

UN WOMEN NEPAL COUNTRY OFFICE



JOINTLY DEVELOPED AND PRODUCED BY UN WOMEN

NEPAL COUNTRY OFFICE
INDEPENDENT EVALUATION SERVICE (IES)

April 2021



TABLE OF CONTENTS

I. INTRODUCTION.....	6
II. PURPOSE, OBJECTIVES AND SCOPE.....	6
III. METHODOLOGY AND LIMITATIONS.....	7
IV. BACKGROUND ON UN WOMEN NEPAL COUNTRY OFFICE	8
V. FINDINGS.....	9
VI. LESSONs LEARNED	16
VII. CONCLUSIONS AND RECOMMENDATIONS	17
ANNEX 1: INTEROFFICE MEMORANDUM – MTR OF NCO SN 2018 – 2022 THROUGH DEVELOPMENTAL EVALUATION	19
ANNEX 2: ADVISORY REPORT TO NCO ON DEVELOPMENTAL EVALUATION	19
ANNEX 3: METHODOLOGICAL NOTE.....	19
ANNEX 4: STAKEHOLDER ORGANIZATIONS CONSULTED.....	19
ANNEX 5: LIST OF DOCUMENTS REVIEWED.....	20
ANNEX 6: UN WOMEN NEPAL PERSONNEL SHORT QUESTIONNAIRE FOR DEVELOPMENTAL EVALUATION.....	22
ANNEX 7: FOCUS GROUP DISCUSSION – GUIDING QUESTIONS.....	26
ANNEX 8: KEY INFORMANT INTERVIEW – GUIDING QUESTIONS	27

ACRONYMS AND ABBREVIATIONS

C4D	Communication for Development
CSO	Civil Society Organization
DE	Developmental Evaluation
EA	Evaluability Assessment
EVAW	Ending Violence Against Women
GBV	Gender-Based Violence
GEWE	Gender Equality and Women's Empowerment
GRIG	Gender Responsive and Inclusive Governance
IES	Independent Evaluation Services
IOM	International Organization for Migration
RO	Regional Office
ROAP	Regional Office Asia Pacific
SN	Strategic Note
ToC	Theory of Change
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
WEE	Women's Economic Empowerment
WFP	World Food Programme

ACKNOWLEDGEMENTS

The Developmental Evaluation team: Bivek Joshi, Rabin Rai and Sabrina Evangelista would like to thank NCO and IEAS senior management for providing vision and being supportive for this exercise. The DE team also extends thanks to all NCO personnel and UN Women stakeholders consulted who opened their minds and took time to engage in this process amidst the COVID-19 pandemic.

Last but certainly not least, we would like to thank the visionary Michael Q. Patton who founded the developmental evaluation approach and coached the team through this process from afar and during a very difficult time. We are grateful for his guidance that helped remind us that it is ok to not know where we are going – it is the path that matters.

I. INTRODUCTION

UN Women, grounded in the vision of equality enshrined in the Charter of the United Nations, works for the elimination of discrimination against women and girls, the empowerment of women, and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action, and peace and security. Placing women's rights at the center of all its efforts, UN Women leads and coordinates United Nations system efforts to ensure that commitments on gender equality and gender mainstreaming translate into action throughout the world. It provides strong and coherent leadership in support of Member States' priorities and efforts, building effective partnerships with civil society and other relevant actors.

In 2018 an evaluability assessment (EA) of the UN Women Nepal Country Office Strategic Note (SN) 2018-2022 identified that the dynamic political context of Nepal and shifting corporate requirements of UN Women greatly affects the design of the SN. To be relevant to both the external and internal complex operating environment, the EA recommended to carry out developmental evaluation (DE) as a way to produce real-time information that could be used for adjusting programming within a complex environment and infuse evaluative thinking throughout the SN period. The 2019 Stage-I of the DE, an initial assessment, confirmed the appetite of the UN Women Nepal Country Office (NCO) team for DE and the relevance for the NCO to carry out the DE to achieve social transformation for all women and girls to enjoy their human rights. In line with the UN Women's corporate guidance to carry out the mid-term review of SN 2018-2022, the NCO proposed to pilot the second stage of the DE for the Mid-Term Review of its SN 2018-2022. This is a summary report of the most recent efforts of the developmental evaluation carried out between August – December 2020.

II. PURPOSE, OBJECTIVES AND SCOPE

The main purpose of this developmental evaluation (DE) is to inform and support the implementation of innovative and adaptive development programme strategies focused on social norm change in a complex and dynamic environment. The DE has generated knowledge and organizational learning on what works and does not work to advance gender equality in Nepal.

This phase of the DE has also reflected on changes in the programming context and adaptations to programme priorities and intervention strategy to innovate in social norm change.

The DE is an ongoing process with different points of data collection. Within the context of UN Women NCO's SN programme cycle, this phase of the DE also served as the MTR of NCO SN 2018-2022, with the potential of identifying the need to revise or retain aspects of the current SN 2018-2022. Furthermore, it will feed into the country portfolio evaluation in 2022. It will further feed into the subsequent process of developing a new SN for the forthcoming cycle.

The main users of the DE include the NCO team at all levels; UN Women Regional Office for Asia and the Pacific (ROAP); key donors and the Government of Nepal and partners, civil society organisations in Nepal. UN Women headquarters are also interested in both the approach of DE and in the findings related to adaptive management and innovations for social norm change.

The primary objective of DE is to "support developmental decision-making and course corrections along the emergent path" of achieving gender equality in Nepal and its progress towards the goal to "achieve gender equality, social inclusion and empower women and girls in Nepal to realize their human rights".

The specific objectives are to:

- i) Document system dynamics, the key contextual factors, both internal to UN Women and external and the extent to which they affect the efforts to stimulate social norm change envisioned through the implementation of UN Women's programme of work (SN 2018-2022).
- ii) Determine the extent to which UN Women has employed adaptive management strategies that facilitate its work to stimulate social norm change.
- iii) Identify innovative strategies and ideas for UN Women Nepal to test in its efforts to measure social norm change as they move forward.
- iv) Provide recommendations on the next phase of DE.

Scope

This DE covers the SN implementation period starting from 1 January 2018 to the time of conducting data collection in the third quarter of 2020. The DE analyses all the activities planned and implemented during the period and scrutinizes the extent to which the NCO has progressed in terms of achieving the planned results in accordance with the Theory of Change (ToC), “If gender discriminatory social norms and practices are reformed, if state institutions and political support for gender equality and social inclusion are strengthened during and beyond the COVID-19 crisis and if women and girls—especially those from vulnerable and excluded groups—are politically and economically empowered with greater resilience and freedom from discrimination and violence to influence decision-making processes at all levels, then, better enjoyment of human rights by Nepali women and girls will be achieved across the humanitarian-development continuum, because an enabling environment for inclusive governance, non-discrimination, economic autonomy, decent work and a violence-free society will have been created through profound changes in institutional capacities and practices, social norms, laws, policies and direct improvements in women’s economic and political influence.” The DE covers the full geographic scope of UN Women’s work in Nepal. This DE also builds on the findings of the EA and the Stage-I of the DE, and findings of other evaluations or research studies conducted under the period.

III. METHODOLOGY AND LIMITATIONS

The DE was driven and owned by the NCO and co-created with the Independent Evaluation Service (IES). Different to other IES-led evaluations, the primary focus of this DE was to facilitate learning and the development of an innovation, rather than accountability or decision-making focused. The DE was gender-responsive, ensuring a transparent and participatory process involving all the relevant internal and external UN Women stakeholders. This was the first DE undertaken by UN Women, thus, although it was in line with (a) the principles of evaluation outlined in the UN Women Evaluation Policy (revised 2020); (b) the UN Women corporate guidance note on MTR of the SN, (c) UN Women results based management guidance in line to the UNDG guidance, (d) guidance on the DE, and (e) theory of transformative evaluation, it also tested and adapted the approach in accordance with the development of the process. The NCO prepared a detailed matrix which illustrated how

the key components of the traditional MTR were covered by the NCO’s monitoring and programming efforts to take stock of the progress made under the current SN 2018-2022.

The DE analysed efforts to influence social norms across the thematic programme areas and their interconnections: Inclusive Governance; Economic Empowerment; Ending Violence Against Women and Girls; Gender Statistics; and Women Peace, Security and Humanitarian actions.

Due to the global pandemic COVID-19 and its repercussions, the DE also analysed the extent to which the NCO programme was responsive and aligned to the socio-economic response of the Nepal Government and UN system framework. Given the state of COVID-19 pandemic, remote data collection methods were employed considering the safety concerns and guided by the “do no harm” principle. These included: key informant interviews with a total of 38 stakeholders (28 female, 1 transgender female and 9 male), including 50% of UN Women NCO personnel (N=15) selected through a random sample across each level/type of contract and were conducted by the Regional Evaluation Specialist alone to ensure the respondent felt safe and that the information remained confidential, online survey of UN Women personnel, interactive discussions with UN Women Nepal personnel, and observation of one Gender in Humanitarian Action (GiHA) meeting with stakeholders. A total of 24 NCO personnel responded to the online survey (15 female and 9 male; 77% response rate). To ensure an inclusive process, for those that have very limited English language, the questionnaire was translated into Nepali language and one of the team members walked the individuals through the questionnaire to provide support in filling in the online survey form. The personnel with senior manager roles were not included in the survey to allow for understanding from the perspective of office personnel. Most respondents had worked with NCO for more than 5 years. The team also conducted a content analysis of existing secondary data sources including existing evaluations, research, donor reports, etc., and existing survey of partners and staff.

Given the dynamic nature of the DE, it also meant that the team needed to identify areas for development throughout the DE process. Thus, the team identified the need to dive deeper into UN Women Nepal’s understanding of how their work contributed directly to social norm change. Thus, two workshops were held and a plan for more is suggested in the recommendations.

Limitations

Developmental evaluation is meant to allow for responsive adaptation throughout the process. Although not a limitation, because it was the first DE undertaken by the team and by UN Women, this took some getting used to. It meant that the DE team had to “unlearn” some of the previous training and learnings on how to conduct programme evaluation and be opened to not knowing what the team was looking for or how things would evolve during the process. Due to the COVID-19 pandemic, the DE was not able to consult with rights holders who are meant to benefit from UN Women’s efforts. This was the major limitation, as this presents bias to the study. However, the team was able to speak with key civil society partners that represent rights holders and triangulate information through multiple lines of evidence.

IV. BACKGROUND ON UN WOMEN NEPAL COUNTRY OFFICE

In Nepal, UN Women is currently implementing a five-year SN 2018-2022, focusing on strengthening women’s voice, agency and leadership across sectors to advance women’s rights, provide space for women’s meaningful participation and to demonstrate tangible differences in their lives. UN Women works in partnership with the Government of Nepal (federal, provincial, and local), UN system, civil society and development partners to advance equality and empowerment for Nepali women with a particular focus on women who face multiple forms of discrimination and exclusion. The SN 2018-2022 lays out the agency’s unique role and comparative advantage in supporting national stakeholders in advancing gender equality and women’s empowerment (GEWE) in line with internationally agreed normative standards. The SN is aligned with and contributes to Nepal’s national development priorities as described in its 14th and 15th Periodic Plan, its gender equality commitments, the needs of women’s organisations, and the UNDAF 2018-2022 with a commitment of leaving no one behind. NCO has been taking a developmental lens to the humanitarian crisis across its programming areas, namely: gender responsive inclusive governance (GRIG)

and women’s economic empowerment (WEE). NCO’s programme on GRIG seeks to strengthen women’s substantive leadership and participation in governance systems, whilst the programme on WEE seeks to promote women’s economic security and rights with a focus on increasing women’s access to decent work and sustainable livelihoods. Further, UN Women’s SN 2018-2022 underscores the need for programming across the post-conflict, humanitarian and development continuum in line with the inclusive vision of the Constitution of Nepal and the Sustainable Development Goals. The UN Women NCO’s ToC is as follows:

If gender discriminatory social norms and practices are reformed, if state institutions and political support for gender equality and social inclusion are strengthened during and beyond the COVID-19 crisis and if women and girls—especially those from vulnerable and excluded groups—are politically and economically empowered with greater resilience and freedom from discrimination and violence to influence decision-making processes at all levels, then, better enjoyment of human rights by all Nepali women and girls will be achieved across the humanitarian-development continuum because an enabling environment for inclusive governance, non-discrimination, economic autonomy, decent work and a violence free society will have been created through profound changes in institutional capacities and practices, social norms, laws, policies and direct improvements in women’s economic and political influence.

UN Women NCO has recognised social norm change as a critical development priority and adopted Communication for Development (C4D) as its approach to mobilising awareness and action in challenging the beliefs and social practices which underlie gender inequality in Nepal. Beyond the organisational effectiveness of ensuring corporate visibility, NCO understands that communications serve as a platform on which to ground programming for sustainable development results. In building C4D into its programming, UN Women NCO has also been working with youth networks, the private sector and media to launch initiatives that promote community engagement, using interpersonal, print, mobile, digital and broadcast media. Given the demographic dividend¹, the focus is

¹ The demographic dividend is the accelerated economic growth that may result from a decline in a country’s mortality and fertility and the subsequent change in the age structure of the population. Nepal’s population is currently in Stage II (death rate and birth rate

are low, but death rate remains slightly higher than birth rate), but fast approaching Stage III (death rate and birth rate are low). While both the birth and death rates in Nepal are low, the birth rate is

made on young people and their community gatekeepers (religious leaders, traditional healers, and local government officials), using inter-generational dialogues for deeper public engagement. Moreover, the NCO has been leveraging existing coordination mechanisms for social norm change, bringing together like-minded development partners with civil society groups, local community members and government officials.

The projected funding requirements for the planned programmes for the period of SN 2018 – 2022, were approximately USD 22,022,528 (including non-core USD 16,686,120), and non-core resources mobilized as of December 2020, were approximately USD 8,413,410. Non-core funds are primarily from the Government of Finland, Government of UK, Swiss Agency for Development and Cooperation, Zonta International, and the Chanel Foundation; as well as funding under a Region-wide UN Women programme; and a number of UN Joint Programmes whereby UN Women is funded by the lead UN agencies (IOM; UNESCO; UNDP). As of February 2021, the NCO team consisted of a total of 28 personnel of which 46 percent are fixed terms, 29 percent are service contracts, 11 percent are UN volunteers and 14 percent are consultants.

With the spread of the COVID-19 pandemic even the GEWE gains made in the past decades are at risk of being rolled back. The pandemic is deepening pre-existing inequalities, exposing vulnerabilities in social, political and economic systems which are in turn amplifying the impacts of the pandemic. The impacts of COVID-19 have been felt unevenly, and the crisis has both laid bare and intensified discrimination across intersecting identities such as gender, sexuality, disability, caste, ethnicity and economic status, at the same time as it has created newer fault lines. Depending on how the crisis is addressed, inequalities may become even more pronounced in the longer term, strain the fabric of Nepalese society and erode social cohesion. The pandemic has resulted in an economic slowdown, with key sectors such as services, manufacturing and construction coming to a standstill. The lockdown has triggered unemployment for many throughout the country, mainly affecting the informal sector workers –

still higher than the death rate. According to data from 2011, the crude birth rate (CBR) is around 24 per 1,000 population but the crude death rate (CDR) is only around 7 per 1,000 population. The working age population (between 15 and 64 years of age) has been increasing in Nepal, while the proportion of the young age population has been declining. (Source: <https://nepal.unfpa.org/sites/default/files/pub-pdf/Nepal%20Population%20Situation%20Analysis.pdf>)

estimated at 84.6 % of total labour force – as well as 1.5 million returnee migrants from India and overseas. This is part of an entire generation whose livelihood has been severely affected, with no social safety net to catch them. The potential social costs can be unbearably high. One cannot overlook the economic instability followed up by increased social tensions. In Nepal, the secondary impact of the global pandemic has been significant, with severe losses to an economy dependent on remittances, imports fuelled by remittances, informal labor, and tourism revenues².

Those hardest hit are women daily wage-workers, women working in the entertainment sector, brick kilns or those who operated their own businesses. A rapid gender analysis showed that 83% of women in Nepal lost their jobs and income during COVID-19 during 2020³.

Recognizing the far-reaching socio-economic impacts of COVID-19, the UN has launched a Socio-Economic Response Framework. At its launch, the Secretary General noted, “the recovery from the COVID-19 crisis must lead to a different economy”. The NCO acknowledges that relevance of DE approach has increased with the outbreak of COVID-19 pandemic as the context has been rapidly changing, interventions are non-linear and are difficult to plan and predict.

V. FINDINGS

This section presents a summary of key findings of the developmental evaluation under each of the three key questions. The specific evaluation questions are referenced for the readers.

How has the dynamic social, economic, political, and humanitarian context, specifically Federalism and COVID-19 influenced progress towards social norm change and the achievement of gender equality and human rights in Nepal?

² COVID-19 Pandemic Response Humanity needs leadership and solidarity to defeat the coronavirus. Available at: <https://www.np.undp.org/content/nepal/en/home/coronavirus.html>

³ A Rapid Gender Analysis on COVID-19 Nepal 2020. Available at: <https://asiapacific.unwomen.org/-/media/field%20office%20eseasia/docs/publications/2020/11/np-rapid-gender-analysis-on-covid-19-nepal-2020-en.pdf?la=en&vs=5043>

This evaluation question allowed the team to explore the external context and the dynamic operating environment within which UN Women Nepal is implementing its work.

Finding 1: With the transition to federalism, government structures are still evolving and combined with the COVID-19 pandemic the gains made towards gender equality and empowerment of women are at risk. The constantly shifting priorities has implications for UN Women’s work in the country necessitating an adaptive management approach.

The Constitution of Nepal (2015) outlines Nepal’s aspiration to become an equitable society based on the principles of inclusion and proportionate participation and calls for an end to discrimination based on sex, caste, geographic region, language, or religion⁴. It guarantees women’s rights as a fundamental right and reaffirms the right to safe motherhood and reproductive health, education, health, employment, equal pay, social security and property rights, the elimination of all forms of discrimination, and the inclusive participation of women in state bodies⁵. With the promulgation of the Constitution in 2015, Nepal moved from a unitary system to a federal system with three tiers of autonomous governments at federal, provincial and local level. The Constitution contains temporary special measures and provisions that guarantees the rights of women, including participation in all state structures and bodies on the principle of proportional inclusion (quota). In the 2017 election, the quota resulted in more than 14,600 women elected representatives entering public office holding around 41 per cent of the elected seats. Nepal began to see early signs of shifts in power and leadership post-election.

Despite the initial gains, the longstanding socio-cultural traditions, norms, and practices including caste-based discrimination and patriarchy have manifested an increased vulnerability for Women, Girls and LGBTIQ in Nepal. They continue to face multiple forms of discrimination based on gender, class, caste, geography, language, religion, and sexual orientation. The need to enact laws and implement policies aiming at multiple forms of exclusion have surfaced as the key priority of the provincial and local government.

With the COVID-19 global pandemic, countries around the world are facing extraordinary challenges as health-related humanitarian crisis has evolved simultaneously

into a socio-economic crisis. While the number of COVID-19 cases were relatively low in Nepal, the gendered impacts of COVID-19 were apparent. Women are likely to be hardest hit by the economic downturn. This includes but not limited to self-employed, domestic and care work, female headed households, home-based workers, women migrant workers. The mobility restrictions put women at greater risk of gender-based violence. Data from the rapid assessment surveys⁶ also showed that, in Nepal, women were more likely to see increased burden of unpaid domestic and care work since the spread of COVID-19.

In addition, political instability along with dissolution of the House of Representative by the Prime minister on 20 December 2020 almost brought the 26 months long tenure of the parliament to an end. However, on 23 February 2021, the Supreme Court issued a verdict on the House of Representatives reinstatement. The political situation in early 2021 has shifted the Country’s development priorities and focus away from the COVID-19 response.

This complex political and current health crisis environment required flexibility and adaptability in how UN Women operated to be able to maximize results for gender equality and women’s empowerment. As explained below, NCO employed different strategies to facilitate adaptive management within this dynamic and complex context.

To what extent is the NCO employing a human rights-based approach in its response and adaptation to the shifting context (internal and external)?

Finding 2: NCO has invested in developing capacities of its personnel to ensure feminist principles are internalized, which has contributed to most personnel feeling empowered and increased credibility among partners.

NCO senior managers indicated that they strongly felt that to truly “disrupt” the roots of patriarchy and achieve the gender equality and women’s empowerment goals they aspire to, they must first invest within the team. They noted that it is only through “walking the talk” and translating feminist principles into action that UN Women can be an effective advocate. While NCO has

⁴ Constituent Assembly Secretariat, Constitution of Nepal, 2015, Preamble.

⁵ Ibid, Article 18, 38, 42.

⁶ <https://data.unwomen.org/resources/surveys-show-covid-19-has-gendered-effects-asia-and-pacific>

implemented several initiatives aimed at creating a “culture of care” and capacitating its personnel, two initiatives contributed significantly towards building a sense of ownership of the mandate of UN Women and drive to act on its behalf within the team:

1. Cognitive coaching and adaptive leadership programme:

To promote transformative and feminist leadership within the Office, NCO has nurtured a culture of self-directedness and adaptive leadership skills among its personnel and NCO partners. The cognitive coaching and adaptive leadership programme promotes: modelling self-directedness; feminist purpose and principles; inspiring shared vision based on personal and collective reflexivity; empowering and enabling others to act; challenging patriarchal norms and oppressive power and encouraging integration of heart, mind, and body. NCO has identified cognitive coaching and adaptive leadership as the primary tools to equip personnel to practice inclusive leadership and governance on an everyday basis. The goal of adaptive leadership is to develop NCO's collective identity and capacity as collaborators, inquirers, and leaders. Over the last four years, NCO has been organizing a series of courses on “Foundations of Coaching” and “Adaptive Leadership”. These courses have focused on the purposes of coaching, building relationships of trust, rapport, analyzing and applying the different states of mind as well as listening to each other with intention. Since 2018, NCO has invested significantly in its personnel amounting to approximately USD 70,000⁷.

The NCO has shifted the traditional staff satisfaction survey to self-directed assessments based on cognitive coaching and adaptive leadership. The 2020 NCO personnel survey aimed to engage the groups and individuals at the NCO in a process of self-directed change, which provided an opportunity and space for NCO personnel to assess themselves on how they have been utilizing the cognitive coaching skills – the five states of mind: consciousness, efficiency, craftsmanship, flexibility, and interdependence.

2. Inclusive approach to trainings and meetings:

The NCO actively promoted leadership of staff in various aspects of organizational functioning. This includes practices such as power sharing by deepening the ‘leadership bench’ among personnel and across units; self-representation and self-reflection on issues such as

harmful practices in Nepal (e.g., Chhaupadi, GBV) that personnel may encounter in their own homes.

NCO holds a weekly all-personnel meeting to discuss the immediate priorities as well as for sharing real-time information, updates, and learnings. Language interpretation is also made available to the support staff as needed. The weekly programme, partnerships and resource mobilization meetings are also open to all-staff as an extended learning opportunity. Additionally, the “Reading Circle” initiated by NCO in 2020 was identified as a safe space for NCO personnel to discuss, exchange thoughts and learn from each other around a range of topics related to GEWE.

The personnel survey conducted for this DE asked whether NCO personnel had opportunities for learning: 83% of the survey respondents agreed to a great extent, while the rest somewhat agreed. The cognitive coaching programme was identified by most NCO personnel consulted as providing profound benefits both personally and professionally. Respondents noted that the cognitive coaching and adaptive leadership programme inspired them to act not only in the workplace but also at home. Several provided examples of how they have integrated the learnings and applied the lessons in their daily lives, ultimately contributing to a change in behavior; some indicated this has also had ripple effects within their own home or team pointing towards family or friends adopting the practices.

When asked whether NCO respondents felt empowered at work, 75% agreed to a great extent, while 25% somewhat agreed. Interviews revealed that the cognitive coaching, leadership training and opportunities and inclusive approach to NCO meetings were key factors contributing to their sense of empowerment. Respondents noted that “self-directed leadership” which has been advocated for within the team has inspired them to build their own confidence to be able to speak up in meetings at NCO or in public foray.

**“I am so proud of my workplace!”
– anonymous NCO personnel**

While it is commendable that the majority felt empowered, this could be an area for further exploration to ensure that all personnel feel empowered to a great extent. Several external stakeholders consulted from within the UN system also noted that they were impressed with the UN Women NCO personnel, and they

⁷ Source: Atlas expenditure for the period of January 2018 – December 2020

saw them as a credible voice for women’s empowerment and gender equality in Nepal.

Finding 3: NCO is responsive to the recent historical/evolving context in Nepal and its programme of work has been relevant given the funding constraints.

In recent years, NCO has demonstrated its adaptability to the changing contexts including federalism, 2015 earthquake and COVID-19 pandemic response. As noted above, election quotas helped bring more than 14,000 women into public office in 2017. This was achieved through concentrated advocacy from many actors, including UN Women who advocated for incorporation of substantive equality and non-discrimination provisions in the country’s constitution, increasing participation of women as candidates and voters in the electoral processes, and enhancing women’s representation in decision-making positions in major political parties and the security sector. The elected women from traditionally excluded groups were among the 180 beneficiaries of a training on leadership and political participation by Sabah Nepal under UN Women’s partnership with a consortium of six excluded women’s networks, an initiative of UN Women’s economic empowerment programme⁸.

Building on the experience from 2015 earthquake response, NCO adopted a developmental lens in responding to humanitarian crises, including COVID-19. NCO structured its response to COVID-19 in line with the four pillars of the UN Women’s Humanitarian Strategy (2015-2017), namely: (a) evidence base; (b) targeted intervention; (c) coordination; and (c) capacity development support to government and Civil Society Organizations (CSO). Additionally, a total of USD 660,200 were reprioritized for COVID-19 response in negotiation with the respective donor⁹. Gender equality and social inclusion were prioritized across the response. NCO’s Comprehensive Relief Package aimed at helping to address the immediate needs of women and excluded groups in the COVID-19 context. While advancing the long-term agenda on Gender Equality and Social Inclusion (GESI), the package aimed to help women and the most vulnerable people to quickly bounce back from shock and take self-directed steps to resilience and recovery, helping ensure that the COVID-19 response

leaves no one behind. Furthermore, NCO extended “care” support to its partners which enabled them to reflect on their concerns and challenges and they noted that it strengthened their sense of confidence knowing that they did not have to face this crisis alone. There was a call for interventions to foster healing of mind and body, overcoming guilt, and creating safe space for women to share their stories and ideas on how to deal with the pandemic¹⁰.

In terms of an area for strengthening a couple NCO personnel survey respondents noted that the office could strengthen its approach to ensuring application of the leave no one behind or do no harm principle and enhance value for money analysis of efforts so that NCO can ensure money is being invested where it is needed the most and in the best way to achieve maximum impact. Enhanced capacity of both personnel and partners to monitor would support better information for decision-making.

Many stakeholders, including NCO personnel, consulted identified the need for NCO focus to shift more to the community level in line with federalism and with the aim to truly influence social norm change. Currently efforts were seen to be more visibly focused on the central level, and stakeholders believed that to influence social norm change, UN Women efforts need to be brought closer to sub-national level. Nevertheless, with the funding constraints, it is also important for NCO to not spread too thin. Ways for exploring how to leverage partnerships that enable the expansion of linkages at sub-national level could be further explored.

Finding 4: NCO has facilitated a coherent approach among development partners to be more responsive to the needs of the most marginalized and excluded peoples.

Leveraging on the Coordination mandate NCO has been supporting the harmonization of efforts among international development partners, developing common positions, coherent and well-pitched collective campaigns to advance GESI and address harmful practices and discriminatory social norms. For example, in 2018, NCO collaborated with the Ministry of Federal Affairs and General Administration (MoFAGA) and the Ministry of Women Children and Senior Citizens (MoWCSC), ‘International Development Partners Group – Gender Equality and Social Inclusion Working Group’

⁸ UN Women NCO Annual Report 2017

⁹ UN Women NCO AWP 2020 Addendum Note

¹⁰ UN Women Quarterly Report, Q3 2020

and the UN Country Team Gender Theme Group in conducting seven provincial workshops on GESI and federalism. During the workshops, NCO facilitated discussions on various types of support to be provided to elected women representatives and continuously highlighted the importance and urgency of this support. As a way forward, MoFAGA replicated the similar workshops in 50 municipalities as a pilot initiative.

The response by the NCO to the COVID-19 pandemic was an opportunity to see the adaptive management approach of the office in action. The NCO adopted a comprehensive rights-based approach to support women from excluded groups. Within the first 10 days of the pandemic, NCO drafted a set of advocacy messages for inclusion of GESI in the COVID-19 response submitted to the Resident Coordinators Office, which was then adopted by the Humanitarian Country Team (HCT). The comprehensive package included 1. Cash based support; 2. In – kind support; 3. Support for women’s organizations/ networks; 4. Policy Advocacy and Coordination. The comprehensive relief package aimed at contributing towards addressing the immediate needs such as food, energy, essential supplies, information and communication, health including psycho-social support, financial and digital services, and support in livestock and poultry management for rural women - enabling them to focus on livelihood and resilience. NCO reported that as of August 2020, it had provided 85,000 meals, in-kind¹¹ support to 1,600 women from excluded groups¹², cash to 600 households, and reskilling to 350 women home-based workers. Several women were also supported to register for identity cards and citizenship so that they could open a bank account. Monitoring efforts were still underway thus the DE team has not validated the reach of the efforts.

Stakeholders reported that the comprehensive support package supported by the NCO was able to reach the most vulnerable. For example, the package focused on female-headed households, including many women without legal identity certificates who were not able to receive the relief packages provided by the government. The Government package only provided food relief, while the comprehensive package provided access to other

immediate needs, such as dignity kits and sought to enhance agency of women at community level through psychosocial support.

Finding 5: NCO facilitated inclusive platforms of exchange for development partners that bring diverse voices representing the most marginalized groups, which facilitated awareness-raising of their priorities.

NCO supported the Inter-Generational Feminist Women’s Movement in Nepal through the Thought Workshops to bring rights holders together to build bridges and support each other. This supported dialogue among women leaders from diverse backgrounds and ages to reflect on the strengths, weaknesses, gaps, and challenges of the women’s movement and start a dialogue to generate evidence for collaborative actions on common issues of equality and empowerment.

In collaboration with the CSOs the Story Kitchen, NCO supported a story telling approach with women survivors of the armed conflict. The storytelling approach was found by partners to facilitate truth telling, community building between women who had been affected, to empower the women survivors, and link them with a support system. More than 27 audio stories were documented with NCO support. With a view to stand against the impunity, women wrote, edited, and recorded their own story to save the truth¹³. This demonstrated a shift of power to the rights holders as they were the authors of their own stories. Based on these stories, NCO coordinated intergenerational dialogues (IGDs) - a tool to engage different generations from local communities about transforming social norms and addressing harmful practices and conflict-related issues. The IGDs covered harmful practices; control over resources; leadership and decision making; division of labour; mobility restrictions; and issues affecting religious minorities. Actions to address the issues and ensure non-repetition by future generations were negotiated and adopted by the participants. The stories are being used to inform the development and implementation of the National Action Plan - II on Women Peace and Security which is specific to conflict related sexual violence. The action plan was submitted to

¹¹ This included dry rations, medicines, hygiene products (sanitary napkins, masks, sanitizers, soaps), baby food, and clothes.

¹² The programme identifies the following as excluded groups: Sexual and gender minorities, single women, adolescent women and girls, women with disabilities, women living with HIV/AIDS, pregnant and lactating women, Muslim women, indigenous women,

Dalit women, Ethnic women, women migrant workers and returnees, sex workers, domestic workers, trafficked women, homeless/destitute women, women involved in wage work and daily labour, including home-based workers, women street vendors, waste pickers, conflict affected women.

¹³ The stories are available at: <https://breakingsilenceendingimpunity.org/>

the cabinet by the Ministry of Home Affairs for endorsement.

NCO's work supporting coalition and movement building, including with vulnerable and excluded women's groups, for collectivization and joint advocacy for women's empowerment was acknowledged by the Government, Development Partners, UN Agencies and CSOs consulted. Stakeholders consulted identified the NCO efforts to focus on intersecting forms of discrimination and provision of platforms and space for representation from diverse perspectives, such as LGBTIQ persons, youth, representatives of excluded women's group (such as people with disabilities, Dalit, and indigenous), and engagement of men as well.

For example, the Gender in Humanitarian Action Task Team (GiHA-TT) chaired by UN Women, served as a constructive virtual dialogue platform, honoring diversity of voices, demonstrating thought leadership and enabling greater coherence for coordination of efforts around GESI in the HCT. Several respondents indicated that GiHA-TT platform has been crucial to bringing together the key actors to discuss the immediate needs of the most vulnerable and marginalized groups as well as strengthening their leadership in humanitarian response. The supreme court's landmark judgement also commended the work of GiHA-TT on women's rights in the context of COVID-19 as a coordination platform to end gender-based violence. The GIHA also supported the development of the GESI checklist prepared by the MoWCSC UN Women for the monitoring of the Quarantine centres. The checklist is a practical tool to assess the safety, dignity and service provisions of quarantine centres for women, girls, children, persons with disabilities, LGBTIQ members and other vulnerable and excluded groups. Additionally, in 2020, NCO developed and published [11 Gender Equality \(GE\) Updates](#)¹⁴. The GE Update was a communication tool to convey ground realities to the concerned duty bearers to inform gender responsive response and recovery interventions.

The DE team observed one GiHA meeting where at the maximum there were 130 participants from civil society, UN system, government, and other development partners. Simultaneous translation allowed for the meeting to be inclusive. The discussion was on a pre-identified topic: harmful practices during COVID-19, where stakeholders representing civil society, government and media were invited to speak.

Participants were invited to enter comments or questions in the chat box. The DE team observed high engagement and active debate challenging each other on the topic. Interviews with external stakeholders praised the GiHA meetings identifying them as a place for bringing diverse stakeholders together raising the issues faced by the most vulnerable groups, but also recommended that an action-oriented approach be taken moving forward so that commitments are made and tracked.

What innovative strategies and approaches for stimulating and measuring social norm change are being developed and implemented and to what extent are they contributing to an understanding of what works?

Finding 6: NCO is planting the seeds for an approach to innovation, which is nascent within UN Women more broadly (HQ/RO).

NCO can be considered an 'early initiator' within UN Women in the AP region when it comes to innovating for social norm change. Although there was no existing overarching strategy or documented approach for innovation, elements have been embedded throughout its programme of work. Enabling factors included: senior management support, investment in capacities for innovation (obtained through the cognitive coaching and leadership programme), and space for innovation.

Senior managers recognized that innovation requires risk taking and failure. This was an important message that was heard throughout the DE – and the very reason NCO was open to attempting the DE itself. Senior managers communicated the belief that without risk taking and failure UN Women would not advance towards its goal. However, they also recognized that it has been challenging to take risks in a risk-averse organization.

One such example of a failure experienced by NCO was the experience promoting leadership through the formation of a "Change Management" team. While the members of the team demonstrated high enthusiasm in the beginning the change management team did not function at optimum level and thus dissolved. One reason for the failure was that it was seen as a "top-down" approach not inclusive or reflecting the perspectives of all personnel. The lessons learned from the experience were used for the adaptive leadership

¹⁴ UN Women NCO Annual Report 2020

trainings and NCO's effort to promote the second tier of leadership to expand the leadership bench. The NCO demonstrated its flexibility, openness to ambiguity and courage to take risk during innovation.

Discussions and data collected pointed towards an opportunity for formalizing the NCO approach to innovation, perhaps in line with a broader regional strategy for innovation. At the level of NCO, one respondent noted that a core team dedicated to innovation could be established and this team could help to facilitate brainstorming on new ideas and exchange of knowledge on experience from other units in UN Women or other organizations.

Operationally, the NCO has made concentrated efforts to promote the leadership and economic empowerment of the rights holders through the procurement of services and goods from women vendors and homebased workers (especially those from the most excluded groups). Furthermore, NCO has piloted an innovative business model for excluded women by introducing e-rickshaw services by women for women, a space dominated by men. The initiative aims to strengthen the leadership role of excluded women, particularly the returnee women migrant workers, in economic activities and contribute to NCO's efforts towards social norm change by promoting the non-traditional businesses.¹⁵

NCO has demonstrated commitment to innovation without formal support or guidance from other areas of the organization. NCO personnel also pointed towards challenges within the organization that impeded innovation by the office. For example, people feel overwhelmed with work and cannot balance the work and at the same time find time for dedicating to innovation (i.e. reading, learning, being inspired). Some have pointed towards heavy documentation requirements (such as partner agreements), while others are wearing multiple hats (monitoring, coordination,

programme management) and feel overwhelmed by the amount of work.

Finding 7: NCO is driving forward an approach to measuring social norm change, despite limited organizational support. There is opportunity for diving deeper into NCO's efforts by defining how they are directly linked with specific social norms and weaving the various strategies developed together.

Although social norm change is implicitly underlying all of UN Women's efforts, headquarters has not published or provided offices with any internal guidance or resources specific to social norm change (although they are embedded within EVAWG resources) and measurement of these efforts. In 2015, the ROAP collaborated with Australian Aid, Korean Women's Development Initiative and UNFPA to host a forum on preventing violence against women through social norm change, with a resource package that provides evidence and tools to support social norm change¹⁶. However, overall, there was limited formal support from headquarters on social norm change efforts.

Nevertheless, NCO has recognized social norm change as a critical element of its efforts towards breaking down patriarchy and achieving gender equality and women's empowerment. NCO has taken several steps to make social norm change a front and central aspect of its work. During the period under review NCO undertook four key initiatives:

1. The adoption of C4D across its programmatic efforts as an approach to mobilizing awareness and action in challenging the discriminatory social norms which underlie gender inequality in Nepal.¹⁷
2. Application of the gender @ work framework throughout its strategies¹⁸.

¹⁵ This initiative was implemented through UN Women's programme on "Advancing Women's Economic Empowerment (AWEE) - Ensuring Nepal's Sustainable and Equitable Development" in five districts of Nepal.

¹⁶ UN Women, Australian Aid, Korean Women's Development Initiative and UNFPA, Preventing violence against women and girls through social norm change, 2015; <https://asiapacific.unwomen.org/-/media/field%20office%20eseasia/docs/publications/2016/11/social-norm-report-25-nov.pdf?la=en&vs=2312>

¹⁷ The NCO adopted Communication for Development (C4D) approach to bring about positive social norms change for advancing gender equality and women's empowerment. As an approach, C4D seeks to build understanding of people, their beliefs and values and the social and cultural norms that shape their lives. It involves directly engaging with people to identify their problems, empower them to be able to propose possible solutions / alternatives, and

build their capabilities to take action to bring desired changes for positive new social norms.

¹⁸ In order to better understand and address social norms defined by gendered power relations and structures, NCO has adopted the Gender at Work (G@W) Analytical Framework as a tool to analyse and design its interventions for the Strategic Note Period (2018 – 2022); by foregrounding questions on power, voice, agency, privilege and resources. The framework is organised along two dimensions (informal – formal, and individual – systemic) and four quadrants: consciousness and capabilities (informal-individual); resources (formal-individual); social norms and deep structures (informal-collective); and policies/rules (formal-collective). The G@W framework posits that collective social change is most likely to be possible and sustained when these multiple levels of influences are addressed in a more synergistic manner.

3. Employed co-creation methodologies such as storytelling and design challenge in collaboration with donors and other key stakeholders to take forward its efforts towards measuring social norm change¹⁹.

NCO has developed specific strategies²⁰ for each thematic area of work. While it is good practice to articulate the vision for each area and the interlinkages between, clarity on the specific norms that were sought to be changed were not clearly identified and the linkages with respect to innovating for and measuring social norm change were unclear. The storytelling approach was also under development as the DE was underway. While the storytelling was meant to be deductive and through the stories the norms were meant to be identified and then tracked over time, the linkages of the storytellers with the specific efforts of UN Women were unclear. The idea proposed was to collect stories from across a large segment of society; however, this would not solve the issue of UN Women being able to clearly link its own efforts to social norm change.

Therefore, as part of the developmental approach of this DE, the DE team hosted a workshop to explore NCO personnel understanding of social norms and how they saw their work influencing these. Although the NCO personnel had participated in previous workshops on social norm change, they had defined social norm change at a broad level without connecting specific activities or outputs with the strategies or to measurement. Due to time constraints, the workshop could only meet for 90 minutes, which just barely scratched the surface. The online interactive white board Mural was utilized to engage the participants in defining norms, voting on which to prioritize, and identifying the related efforts of NCO. However, it became clear that much more time was needed – particularly to ensure that everyone had the same understanding of social norm change, and to be able to dig deeper into the definition of the norms that NCO was targeting through their work, and the measurement aspects. The DE team learned that the ROAP Ending Violence against Women (EVAW) team was

working with a social norm expert as part of their partnership with the Prevention Collaborative; the DE team tapped into this partnership to bring the work forward. Expert Lyndsay McLean was engaged to lead a workshop that would support NCO to define the social norms that the NCO seeks to change and link those with the efforts. The first workshop focused at the higher level on ensuring a shared understanding of social norms, and a series of subsequent workshops was recommended: to map how the NCO will influence key social norms; and measure these norms.

Finding 8: Knowledge sharing between offices in the region could be better supported by the regional/global level to share these experiences and inspire others.

The team identified limited exchange between Nepal and other country offices on the topics explored in this DE – innovation and social norm change. The ROAP does not have a regional strategy on innovation. The ROAP EVAW team has been developing a regional EVAW strategy which mentions social norm change; they have also been supporting the storytelling efforts of the NCO, while also supporting other country offices to develop their own strategies for EVAW. During the first wave of COVID-19 in 2020, there was a high amount of exchange through a weekly platform for sharing organized by the regional humanitarian team. Through something as simple as a weekly meeting, offices were inspired by each other and built off each other's responses to the pandemic.

VI. LESSONS LEARNED

Lessons learned from the developmental evaluation process are outlined below. These may be helpful for consideration in carrying out a developmental evaluation.

1. **Schedule time for innovation.** Developmental evaluation is supporting a process of innovation – and innovation requires time. One of the key findings from the Nepal DE was that it is important that personnel feel supported to innovate, which can be done by scheduling in time for reflection (for example through DE), being creative, reading together, engaging with

¹⁹ The NCO has adapted innovative co-creation initiative to foster social norm change using storytelling. UN Women and MFA believe women and girls are the best sources for self-identifying indicators for complex and hard to access dimensions of change in gendered power relations and social norms. To this end, the co-creation initiative, which has been implemented in collaboration with Gender at Work, has explored the use of a mass storytelling tool to track UN Women and MFA strategic goals and interpreting programmatic contributions to changes in social norms and gender equality

(empowerment). Furthermore, NCO, along with the ROAP is collaborating with the World Design Organization innovative solutions to end violence against women through a cross-sectoral collaboration among designers, global thought-leaders, youth and experts on gender equality and gender-based violence.

²⁰ The strategies include; (a) strategy on gender-responsive and inclusive governance, (b) strategy on women's economic empowerment, (c) communications strategy, (d) draft gender-based violence strategy, (e) Resource mobilisation strategy, and (f) communication for development approach paper.

- peers. Scheduling and supporting time for “nothing” can facilitate innovation.
2. **Develop internal capacities.** Developmental evaluation requires a shift in thinking – it requires programme managers and evaluators to “un-learn” some of the standard approaches adopted – namely sticking to a pre-defined framework. It requires the office to be “ok” with the unknown and adapt as it moves forward. The office may not know or be able to articulate what it wants to achieve but will know when it is achieved. It requires systematically documenting and reflecting to identify the “touchpoints” on where to innovate by adapting and testing new approaches. Innovating requires competencies and skillsets –at Nepal CO and the DE team found that the high investment in staff capacity around issues core to the mandate of UN Women have contributed to the ability of the office to innovate and resulted in increased credibility of the office from the perspective of external partners. The very process of the DE was also a capacity building exercise, contributing an evaluative lens on how to approach challenges.
 3. **Learn by doing.** The very mandate of UN Women to achieve gender equality is an ambitious goal. Achieving gender equality requires systems change. Social norm change drives all of UN Women’s work and the definition of these norms that UN Women seeks to influence to achieve GEWE is critical for driving programming initiatives. The DE demonstrated that it is important to not only focus on systems within the countries that UN Women is operating in, but its own internal organizational systems and internal understanding of how to achieve GEWE. While there needs to be broader corporate support, guidance, and systems for defining and measuring social norm change, the DE demonstrated that when it comes to pushing the dial forward, the office needs to think about how to embed innovation into our internal systems so that the change can truly be fostered from within, which requires taking risks and learning by doing. The DE team heard from Nepal CO senior management “we cannot be afraid to fail, as this is how we learn, this is how we innovate. We learn by doing”.

VII. CONCLUSIONS AND RECOMMENDATIONS

Conclusion 1:

NCO has created an enabling environment for innovating for social norm change. The adoption of an adaptive management approach, as demonstrated most recently through its COVID-19 response efforts, has demonstrated this commitment. NCO senior management have clearly communicated its commitment to innovating for social norm change and supported some specific efforts (e.g. storytelling). However, further work must be done to embed its approach for innovation and ensure it is not lost with changes in personnel. This must be done in coordination with the Regional Office (RO) and Headquarters (HQ) to ensure that an organizational approach is defined and guidance for how to further a culture of innovation is established. Further, the lessons learned should be captured and communicated with other offices so that they can feed into an understanding on how to shift norms within the organization with the aim of ultimately shifting norms outside of the organization.

Conclusion 2:

NCO has stimulated change from within by exemplifying what it means to be a feminist organization. By investing in its most critical asset: its people, NCO has built a cadre of competent, motivated individuals who are ready and able to innovate and have helped to build trust and credibility amongst its partners. NCO has also invested in its partners by bringing them along with these efforts and demonstrating what being inclusive means through its coordination and convening efforts, which raise the voices of the most excluded. This foundation is critical for NCOs ability to innovate for social norm change.

Conclusion 3:

While NCO has clearly committed to social norm change at a visionary level, the next step will be to bring this to a practical level to ensure that these innovative efforts (i.e. storytelling) are clearly linked to NCO’s programming and advocacy efforts. This requires more thinking and research to understand the norms building on the UN’s report on community perception survey on harmful practices²¹ and clearly mapping NCO’s GRIG, WEE,

²¹ Harmful Practices in Nepal: Report on Community Perceptions, available at <https://un.org.np/resource/harmful-practices-nepal-report-community-perceptions>

resource mobilisation, and draft GBV strategies for influencing discriminatory norms and existing harmful practices. Building capacities to measure these will also be key moving forward. NCO could also continue developmental evaluation as a means for providing evidence and supporting adaptive management. Engagement of NCO personnel in the process is essential.

Recommendation 1

Work with the RO (and HQ) to share NCOs internal capacity efforts by organizing a series of learning sessions for the region (and open to others) on specific topics such as cognitive coaching and adaptive leadership, and a community of practice in teams.

Recommendation 2

Tie the different strategies of NCO together to ensure coherence and facilitate NCO's development of a plan for measuring social norm change across initiatives of NCO in alignment with the Strategic Note and in parallel strengthen both NCO personnel capacity as well as that of partners to measure the progress. Continue the workshop series to help define social norms that NCO seeks to influence and engage partners in this process at key points moving forward to ensure relevance, ownership and commitment.

Recommendation 3

Build upon the enabling factors in support of innovation and institutionalize mechanisms to support innovation. Develop a risk appetite statement that establishes NCO's intention to test new or unknown approaches in the spirit of innovation. Establish a core team to invest time in supporting innovation in the office to support brainstorming new ideas, finding innovative solutions as well as finding and sharing examples.

Recommendation 4

Leverage interagency coordination, joint programmes, technical and strategic partnerships with the Government that allow NCO to expand its reach at the sub-regional and community level to support social norm change efforts.

ANNEX 1: INTEROFFICE MEMORANDUM – MTR OF NCO SN 2018 – 2022 THROUGH DEVELOPMENTAL EVALUATION

[Available upon request]

ANNEX 2: ADVISORY REPORT TO NCO ON DEVELOPMENTAL EVALUATION

[Please see attachment]



Final_Advisory_Report_without_annex.pdf

ANNEX 3: METHODOLOGICAL NOTE

[Please see attachment]



Methodological_Note-27Aug_2020.pdf

ANNEX 4: STAKEHOLDER ORGANIZATIONS CONSULTED

1. Nepal Administrative Staff College
2. Embassy of Finland
3. UN RCO
4. Women's Rehabilitation Centre (WOREC)
5. SABAH Nepal
6. The Story Kitchen
7. Nagarik Awaaz
8. Member of the Parliament
9. Oxfam Nepal
10. UN Women Regional Office for Asia and Pacific
11. Gender at Work
12. UNDP
13. UNFPA
14. UN Women HQ
15. The Prevention Collaborative
16. Edge Effect
17. UN Women Regional Office for Europe and Central Asia
18. UN Women Nepal CO

ANNEX 5: LIST OF DOCUMENTS REVIEWED

Internal Documents

1. Key Strategies:
 - a. UNDAF 2018 – 2022
 - b. 15th National Periodic Plan (Nepali version and UN Women’s inputs)
 - c. CEDAW
 - d. NCO Strategic Note 2018 – 2022
 - e. AWP’s 2018, 2019 and 2020
 - f. Gender Responsive and Inclusive Governance Strategy
 - g. Women’s Economic Empowerment Strategy
 - h. Communication for Development Strategy 2019 – 2022
 - i. Communication and Advocacy Strategy 2019 – 2022
 - j. Resource Mobilization Strategy 2018 – 2022
 - k. Draft Diversity Strategy 2029 – 2022
2. Progress Reports
 - a. Annual Narrative Reports (2018 and 2019)
 - b. Performance Monitoring Frameworks – Progress Update
 - c. Donor reports – (15 narrative reports)
3. Evaluation and Assessment Reports:
 - a. Evaluability Assessment of NCO SN 2018 – 2022
 - b. 2018 Audit Report
 - c. Advisory Report of Developmental Evaluation (Stage 1)
 - d. Thematic Evaluation of Women’s Economic Empowerment Programme
 - e. RGA – Gender Differentiated Consequences of COVID-19 on Women’s and Men’s Economic Empowerment in Nepal in partnership with the Ministry of Women Children and Senior Citizen and Nell
 - f. Joint RGA of COVID-19 in Nepal (Care- Nepal)
 - g. UNCT Gender Scorecard Report
4. COVID-19 Preparedness, Response and Recovery:
 - a. COVID-19 Nepal Preparedness and Response Plan
 - b. Draft Nepal Socio-economic Recovery Framework
 - c. UN Women NCO AWP 2020 Addendum Note
 - d. Gender in Humanitarian Action Taskforce Team – Meeting Minutes
 - e. Programme Document – Preparedness and Response to COVID-19 in Nepal
 - f. ToR for Community Kitchen Support Programme
 - g. MPTF proposals submitted
 - h. UN Women Nepal COVID-19 response-Blazing trains in the Humanitarian Development Continuum
5. Key Programming Efforts
 - a. Provincial and Local Governance Support Programme – Programme Document
 - b. Draft ToR for Feasibility Analysis of Basic Income for Women in Nepal
 - c. Measuring Social Change Through Storytelling
 - d. Initiative with World Design Print
 - e. Concept Note - Disability and Human Rights: Access to Services and Opportunities.
 - f. other proposals submitted between 2018-2020
6. Other Initiatives

- a. Concept Note - Strengthening Workplace Diversity in UN Women-Nepal Country Office: Challenges, Breakthroughs and Insights.
- b. Feminist Movement – Joint Feminist Position Paper
- c. Joint Collaboration with UNDP Accelerator Lab
- d. A study on Harmful Practices in Nepal
- e. Sahi Ho! Campaign
- f. Provincial Fact Sheets and GE Situation Analysis
- g. Internal Reading Circle

Reference Documents

- 1. Advancing Learning and Innovation on Gender Norms
- 2. APPLYING THEORY TO PRACTICE: CARE’s Journey Piloting Social Norms Measures for Gender Programming - CARE
- 3. Changing Social Norms: The Importance of Organized Diffusion for Scaling Up Community Health Promotion and Women Empowerment Interventions – Save the Children
- 4. Innovation Pathways for Gender Equality – UN Women
- 5. Skills, attitudes and behaviours that fuel public innovation – Nesta
- 6. Playbook for Innovation – Nesta
- 7. Continuity and change in social norms for Nepali adolescent girls: the drivers and inhibitors of early marriage and education – ODI
- 8. A ‘How To’ Guide to Measuring Women’s Empowerment – Oxfam
- 9. Advancing Learning and Innovation on Gender Norms – Emma Samman
- 10. Measuring Social Norms – STRIVE
- 11. Formative Evaluation of the UNFPA Innovation Initiative – UNFPA
- 12. Evaluation of Innovation in UNICEF Work (Synthesis Report) - UNICEF

ANNEX 6: UN WOMEN NEPAL PERSONNEL SHORT QUESTIONNAIRE FOR DEVELOPMENTAL EVALUATION

UN Women Nepal Personnel Short Questionnaire for Developmental Evaluation

We greatly appreciate your candid inputs to the Nepal CO Developmental Evaluation. The response is anonymous and any identifying information will not be linked with a specific response.

1. What type of contract are you currently on?

- SSA
- SC
- NOA/B/C
- FTA P2/3
- FTA P4/5
- UNV
- JPO

Other

2. What was your sex at birth?

- Female
- Male

Other

3. What gender do you currently identify with?

- Female
- Male
- Gender non-conforming
- Prefer not to say

4. How long have you worked with UN Women Nepal CO?

- Less than 1 year
- 1-2 years
- 3-5 years
- More than 5 years

5. Please indicate the extent to which you agree with the below statements with regard to NCO personnel. The next question will ask the same but how you feel on an individual level.

	Do not agree	Somewhat agree	Agree to a great extent	I don't know
NCO personnel benefit from an effective 'culture of care'	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
NCO personnel feel empowered	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
NCO personnel collaborate across teams effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
NCO personnel have opportunities for leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
NCO personnel have opportunities for learning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. Please indicate the extent to which you agree with the below statements on an individual level.

	Do not agree	Somewhat agree	Agree to a great extent	I don't know
I benefit from an effective culture of care	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel empowered in my team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I collaborate across teams effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have opportunities for leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have opportunities for learning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. Based on the training opportunities you have received from UN Women (e.g. cognitive coaching, collaborative leadership, etc.) what are some of the ways you are integrating the learnings into your own daily life?

8. NCO is effectively working to inform, influence, motivate, engage, empower and mobilise individuals and communities to take action towards transforming discriminatory social norms and practices. (5 stars is to a great extent, 0 stars is not at all)



9. Please provide examples of how NCO is working to achieve the above (Q.8).

10. Do you have any recommendations for NCO regarding its approach to innovating for social norm change?

11. UN Women NCO has effectively adapted its programme of work and paths for achieving its goals to the changing context in Nepal, including federalism and COVID-19. (0 is not at all, 5 is to a great extent)



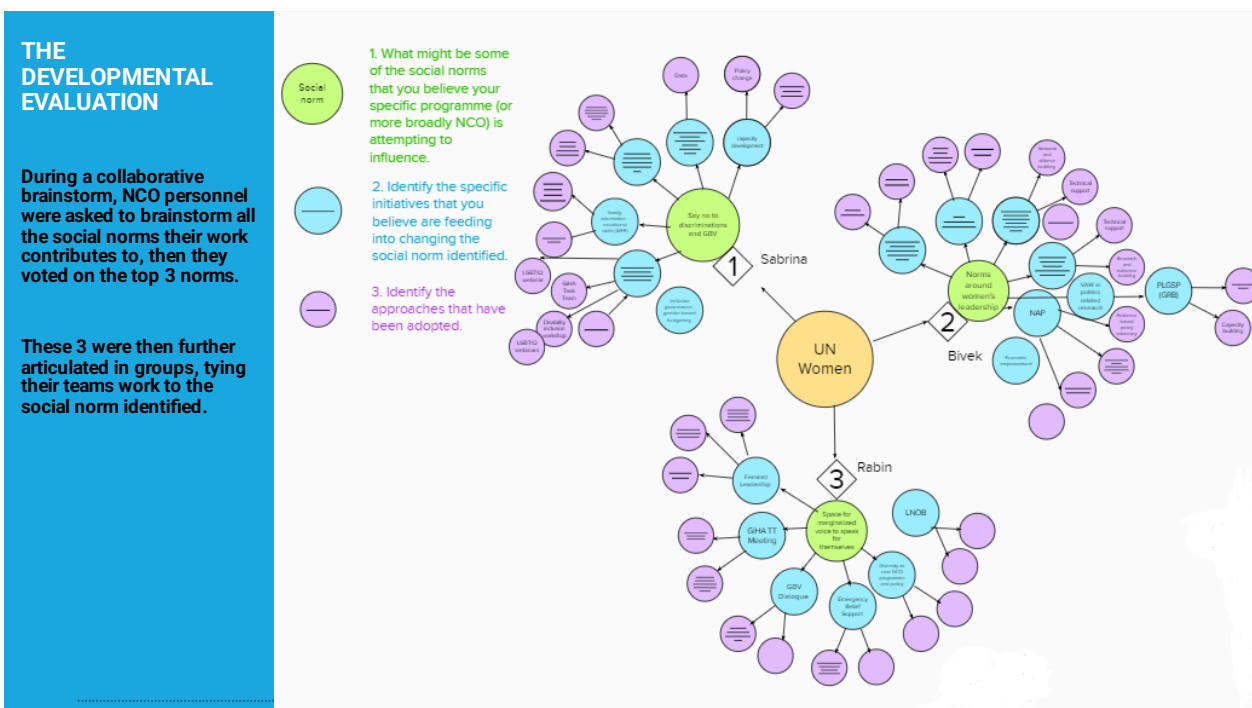
12. Please share an example to illustrate your response to Q. 11 - why/how NCO has / has not adapted effectively.

13. Do you have any recommendations for NCO regarding its approach to adaptive management?

"Adaptive management is an intentional approach to making decisions and adjustments in response to new information and changes in context. Adaptive management is not about changing goals during implementation, it is about changing the path being used to achieve the goals in response to changes."

ANNEX 7: FOCUS GROUP DISCUSSION – GUIDING QUESTIONS

1. Can you identify 2-3 social norms that you believe your specific programme (or more broadly NCO) is attempting to influence?
2. The second question is with relation to how you understand the progress and results of your collective efforts:
 - How do you measure the progress towards the change you are seeking to influence?
 - What are the main barriers or limitations you face in monitoring and measuring the social norm change that you seek to influence through your work? in daily practice? In what ways might these be overcome?
3. Given that the Country office has developed several thematic programme strategies and frameworks (gender @ Work) to implement the SN 2018- 2022, please reflect on what these have meant for your specific work:
 - Have they influenced the focus or approach of your area of work? If so, how?
 - To what extent have these strategies helped you understand the overall UN Women Nepal approach? Please provide examples.
 - Have these strategies/frameworks helped you to better articulate to partners UN Women approach? Please provide examples.
4. Finally, we would like to end by asking you if you have any reflections or ideas to share on how UN Women Nepal can continue strengthening its efforts to adapt programming and innovate for social norm change with partners?



ANNEX 8: KEY INFORMANT INTERVIEW – GUIDING QUESTIONS

1. Can you please reflect on how the current context related to COVID-19 is directly affecting your work to advance gender equality? We understand this is a complex question, so you could highlight 3-4 ways it is affecting your work to progress towards GEWE.
2. Reflecting on this context, what are the key priority issues that you see as necessary to advance gender equality and empowerment of women in Nepal?
 - Short term
 - Medium term
 - Longer term
3. Can you please share any thoughts on how your organization has been able to adapt programme priorities and intervention strategy within this context?
4. We are interested in exploring efforts in Nepal (of both govt., civil society, and development partners) to influence social norms and harmful practices that inhibit gender equality and realization of rights of women. Do you have any reflections on efforts to influence positive social norm change to facilitate achievement of GEWE?
 - What would you point to as the key innovative strategies?
 - What would you point to as the gaps with respect to influencing social norm change?
 - Are you aware of any efforts to measure social norm change? What have been their results?
 - Do you have any examples of where norms around a practice or social relations have shifted positively in Nepal (at a community or wider level)?
 - o How were these changes measured / captured?
 - o Could you point to key success factors?
5. We are interested to hear your thoughts about UN Women's efforts to adapt programming in the context of COVID-19. Were you engaged in consultations with UN Women to identify key priorities for responding to the immediate / medium- or longer-term response to COVID-19?
 - To what extent do you think UN Women has responded effectively to the current context? Do you have any examples?
 - To what extent were consultations reflective of human rights principles – for example facilitating inclusive and participatory process and ensuring fair power relations?
6. Can you highlight for us any efforts (either past or current) by UN Women to influence social norm change towards GEWE?
 - To what extent do you think that the efforts of UN Women are relevant and have potential for stimulating meaningful change? Can you point to any examples of evidence that helps you to make this decision?
 - To what extent is UN Women effectively coordinating with development partners to work coherently on these issues to have bigger impact in these areas?
 - Are there any gaps with respect to UN Women efforts?

7. Finally, we would like to end by asking you if you have any reflections or ideas to share on how UN Women Nepal can continue strengthening its efforts to adapt programming and innovate for social norm change with partners?

UN WOMEN IS THE UN ORGANIZATION DEDICATED TO GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN. A GLOBAL CHAMPION FOR WOMEN AND GIRLS, UN WOMEN WAS ESTABLISHED TO ACCELERATE PROGRESS ON MEETING THEIR NEEDS WORLDWIDE.

UN Women supports UN Member States as they set global standards for achieving gender equality, and works with governments and civil society to design laws, policies, programmes and services needed to implement these standards. It stands behind women's equal participation in all aspects of life, focusing on five priority areas: increasing women's leadership and participation; ending violence against women; engaging women in all aspects of peace and security processes; enhancing women's economic empowerment; and making gender equality central to national development planning and budgeting. UN Women also coordinates and promotes the UN system's work in advancing gender equality.



Planet 50-50 by 2030
Step It Up for Gender Equality

www.unwomen.org
www.facebook.com/unwomen
www.twitter.com/un_women
www.youtube.com/unwomen
www.flickr.com/unwomen