



# Technical Assistance Report

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Project Number: 39203  
February 2006

## Technical Assistance Kingdom of Nepal: Capacity Building for Gender Equality and Empowerment of Women (Financed by the Gender and Development Cooperation Fund)

## CURRENCY EQUIVALENTS

(as of 15 February 2006)

Currency Unit	–	Nepalese rupee/s (NRe/NRs)
NRe1,000	=	\$0.014
\$1.00	=	NRs71

## ABBREVIATIONS

ADB	–	Asian Development Bank
CPMT	–	central project management team
DDC	–	District Development Committee
DDP	–	district development plan
DPT	–	district project team
DWD	–	Department of Women Development
EA	–	executing agency
GAD	–	gender and development
GEEOW	–	Gender Equality and Empowerment of Women (Project)
MWCSW	–	Ministry of Women, Children, and Social Welfare
NGO	–	nongovernment organization
TA	–	technical assistance
TOR	–	terms of reference
VDC	–	Village Development Committee
WDO	–	Women Development Office
WDOf	–	women development officer

## TECHNICAL ASSISTANCE CLASSIFICATION

<b>Targeting Classification</b>	–	Targeted intervention
<b>Sector</b>	–	Multisector
<b>Theme</b>	–	Capacity development, gender and development
<b>Subtheme</b>	–	Organizational development, institutional development

## NOTES

In this report, "\$" refers to US dollars.

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## I. INTRODUCTION

1. The Asian Development Bank (ADB) approved in December 2004 a loan for the Gender Equality and Empowerment of Women (GEEOW) Project<sup>1</sup> in Nepal to facilitate a process of economic, social, legal, and political empowerment among poor rural women and members of other disadvantaged groups, including ethnic and low-caste women. The Department of Women Development (DWD) of the Ministry of Women, Children, and Social Welfare (MWCSW) is responsible for overall management, implementation, and coordination of activities to meet the outcome of the Project. To reach the project beneficiaries effectively, the day-to-day management of the Project is delegated to the women development officers (WDOs) of the women development offices (WDO), the decentralized DWD offices at district level. During the preparation of the GEEOW Project, it was recognized that additional technical assistance (TA) would be needed to strengthen the managerial and institutional capabilities of DWD not only to manage the activities under the ADB loan, but also to become an institution able to mainstream gender within local governments and to make the district development plans (DDPs) responsive to women's needs. To respond to this need, a concept paper was prepared and endorsed for funding by the Gender and Development Cooperation Fund in April 2004. During the processing missions for the GEEOW Project, the goal, purpose, scope, implementation arrangements, cost, and financing arrangements of the TA were finalized.<sup>2</sup> The TA framework is in Appendix 1.

2. Against the backdrop of continued political instability, escalation of the insurgency, and no credible progress towards creating an environment for holding parliamentary elections since the Parliament was dissolved in May 2002, the Government was dismissed by Royal Proclamation on 1 February 2005, when the King assumed all executive powers, imposed a state of emergency, and suspended some constitutional rights. The state of emergency was lifted on 29 April 2005, bringing some thawing of Nepal's strained relations with the international community. However, the situation of security and constitutional rights remains virtually unchanged. Due to the events and the uncertainties with regard to the future delivery of development assistance, ADB has taken a cautious approach to ensure that its assistance is safely and effectively delivered. As a result, the implementation of the GEEOW Project was delayed and the assessment, planning, and strengthening of the managerial and institutional capacity of the Executing Agency (EA) have not yet started.

## II. ISSUES

3. MWCSW has the mandate to mainstream women's empowerment and gender into all government programs and policies. Programs for empowerment and gender mainstreaming are executed by DWD, which was originally formed as the Women Development Section of the Ministry of Local Development to implement the Production Credit for Rural Women Project in 1982, through its 75 district-level women development sections. The section became a department (the Women Development Department) in 1991, and then was transferred to MWCSW as DWD in 2000. During two decades of experience implementing projects to empower women in rural Nepal, DWD has built a national infrastructure and network that reaches every district of Nepal. DWD staff are noted for their dedication and commitment to development principles and generally enjoy the strong support of line agencies, nongovernment organizations (NGOs), and the community at large. DWD has the mandate to improve the

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<sup>1</sup> ADB. 2004. *Report and Recommendation of the President to the Board of Directors on a Proposed Loan to the Kingdom of Nepal for the Gender Equality and Empowerment of Women Project*. Manila (for \$10 million, approved on 16 December 2004).

<sup>2</sup> The TA first appeared in *ADB Business Opportunities* (internet version) on 19 May 2005.

quality of life, increase the socioeconomic status of women, and bring gender equity in Nepalese society. It focuses specifically on the income-poor and disadvantaged women and their households through the implementation of the countrywide Women Development Program.

4. In its 10th National Plan and Poverty Reduction Strategy, the Government explicitly recognizes the strong need for reducing poverty by promoting gender equality and empowering poor women, particularly in the poorer rural areas of Nepal. The Plan seeks to address gender, ethnic, and caste-related disparities by mainstreaming gender in the implementation of key sectoral programs, empowering women, and mainstreaming the historically excluded communities. At the same time, the Government is implementing the decentralization strategy of the Local Self-Governance Act of 1999 as an effective means to facilitate participation of the rural poor in decision-making and development processes. The Act envisages therefore a significant change of mandate for line agencies at the district level and below. As planning decisions will be made at the Village Development Committee (VDC) level and then consolidated into DDPs approved by the District Development Committee (DDC), line agencies will gradually be devolved to be accountable to deliver programs on behalf of the DDC rather than their central ministries. Agriculture, health, and education are the first line agencies to be fully devolved, and DWD will follow in due course. As a step toward this devolution, the mandate of DWD has also changed, and in July 2003 a cabinet ruling was issued to define WDO as the focal agency at the district level for matters relating to women, minors, the disabled, the aged, and NGOs, i.e., representing the full mandate of MWCSW.

5. The change in the DWD mandate will require WDO to act as facilitator and coordinator at the district level for issues concerning women and gender equality, rather than as an implementor of programs. At the district level, WDO will have to (i) plan, monitor, coordinate, and evaluate the implementation of gender-related projects; (ii) network with NGOs and other stakeholders working for women's rights; and (iii) establish and develop WDO as the central information unit for matters relating to women. At the central level, DWD will become more of an oversight agency to ensure that women have appropriate access to development programs. These changes present important opportunities for promoting gender equality and empowering women. However, DWD needs substantial capacity building to carry out this new mandate effectively and to make the transition from being a direct service deliverer to being a catalyst and facilitator in mainstreaming gender issues.

6. DWD is not only the newly recognized gender focal point at the district level but also the EA of the ADB-funded GEEOW Project. The Project's objective is to improve the socioeconomic conditions of poor rural women, including ethnic and low-caste women, through a process of empowerment by (i) improving their access to and control of assets and strengthening their capabilities; (ii) building group support and solidarity to undertake collective action to engage, influence, and hold institutions accountable; and (iii) reforming government institutions to include previously marginalized women and to increase the access of women to mainstream assets and development opportunities. As the causes of disempowerment of women are interwoven to such a degree that one cannot be tackled in isolation from the others, the Project is adopting a holistic and cross-sectoral approach. The Project will use participatory processes that enable the targeted women to determine their own strategies for empowerment. The GEEOW Project, building on lessons learned from DWD past programs, adopts an approach that is new to DWD. In addition, given the new role of DWD, WDO will procure the services of other agencies, such as community-based organizations, NGOs, private sector providers, and district line agencies,

and will oversee them in project implementation.<sup>3</sup> A substantial capacity building for DWD to implement the GEEOW Project successfully is needed.<sup>4</sup>

7. To clarify goals, roles, and strategies between MWCSW and DWD; to facilitate implementation of gender programs, and to provide training, a full organizational audit of MWCSW was carried out in 2003 by the Mainstreaming Gender Equity Program of the United Nations Development Programme. To complement this audit, a full institutional audit of DWD, the context of MWCSW and other institutions dealing with women's and gender issues, was planned to be carried out at the start of the GEEOW Project, to ensure that (i) DWD's capabilities match its new roles and responsibilities, not only as gender focal point at the district level but also as EA of an innovative development project; and (ii) DWD human resource and professional development plans for staff at all levels are set out in accordance with the needs of the department. Given the nature of the institutional audit, its outcome is needed not only for implementing the GEEOW Project but also for other ongoing DWD development activities. Therefore, this TA is designed to proceed with planning capacity building for DWD and start the institutional audit before the GEEOW Project so as to have the human resources and professional development plans for DWD staff finalized before any capacity-building activities are planned and implemented.<sup>5</sup>

8. To fulfill the expanded and new role of facilitating, monitoring, supervising, and technical backstopping rather than project implementation, DWD's capacity at all levels needs to be enhanced. The central-level DWD will require upgrading of systems capability to monitor, evaluate, and report; and improved capacity to push on with gender mainstreaming activities within line ministries. At the district level, WDO staff will need training and professional development to monitor the work of and coordinate with various implementing agencies, such as district line agencies, NGOs, and other agencies involved in empowering women.

### **III. THE TECHNICAL ASSISTANCE**

#### **A. Impact and Outcome**

9. The impact of the TA is DWD's transition from being directly delivering development programs for women to being a catalyst and facilitator in promoting empowerment of women and mainstreaming gender and therefore to fully take on its new roles and responsibilities. The outcome is the strengthened institutional and managerial capabilities of DWD to efficiently and effectively manage, coordinate, and monitor its development programs, in line with its new role and mandate as gender focal point at the district level and lower administrative level. In particular, the TA will assist DWD, as EA of the Project, in building new and strengthening existing capacities and skills to ensure that the needs of GEEOW beneficiaries are met and to monitor that results have been achieved, through training for the central project management team (CPMT) and district project team of the GEEOW Project. This will help DWD become an institution able not only to influence and guide national, district, and lower level administration units in incorporating gender issues in their policies, programs, and projects, but also to manage, supervise, and monitor agencies implementing development activities for meaningful empowerment of women.

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<sup>3</sup> Outsourcing of activities is already ongoing based on DWD working manuals. However, these manuals will be revised at the outset of the GEEOW Project.

<sup>4</sup> The GEEOW Project is specifically designed to respond to some of the underlying causes of the insurgency and will therefore be implementable even in conflict-affected districts.

<sup>5</sup> The institutional audit is foreseen by the GEEOW Project as a prerequisite for all Project activities.

## **B. Methodology and Key Activities**

10. The TA will concentrate on strengthening (i) the management capacity of the DWD and WDOF, and (ii) DWD capacity for advocacy, by providing consulting services for 2 years. After the institutional audit is implemented and on the basis of its results, the consultants will assist in (i) planning, designing, and implementing appropriate institutional strengthening and training packages for DWD; (ii) developing the capacity of DWD to play its new advocacy role for empowerment of women and gender equality; and (iii) developing the local capacity of DWD in outsourcing the implementation of subprojects and manage, monitor, and evaluate subcontracts. At least a 1 year overlap with the GEEOW Project's implementation is expected, when the capacity-building activities funded under the Project and this TA will complement each other to allow implementation of the human resource and professional development plans for DWD staff, at both central and district levels. The TA will have two components: (i) institutional audit, and (ii) training.

### **1. Institutional Audit**

11. The first activity of the TA will be the external institutional audit of DWD, a process by which the institutional development specialists check that procedures are in place across DWD, the context of MWCSW and other institutions dealing with women and gender issues, to ensure that (i) quality, integrity, and standards of provision and outcomes are in place; and (ii) capabilities (skills and training) match the new roles and responsibilities expected from DWD, from VDC level up to the central Government. The TA will assist in setting out the human resource and professional development plans for all levels of staff DWD, based on the needs and capacity assessment performed during the full institutional audit at the start of the TA. DWD and the consultants will develop a 5-year training plan for DWD staff at all levels to be implemented during the TA and the GEEOW Project. Training activities in the 5-year professional development plans that are not implemented under the TA will be carried over to the GEEOW Project.

### **2. Training**

12. The TA will build the capacity of the management and technical staff of DWD at central, district, and lower administrative levels. Based on the findings of the institutional audit, the TA will support training for DWD staff as needed. The subjects, to be further defined based on the findings of the institutional audit, are tentatively (i) planning and gender budgeting, (ii) structure and policy-making process of the national Government, and how to prepare messages and information about priority issues for women at the community level that will be relevant to national agencies; (iii) selection of implementing agencies for outsourcing project activities; (iv) procurement of goods and services and recruitment of consultants; and (v) definition and identification of project performance monitoring indicators, including qualitative and process indicators. Training will be a combination of (i) on-the-job training, by working with the consultants' team; and (ii) training programs for which the modules and materials will be developed under the TA and transferred to the CPMT of the GEEOW Project once the TA is completed.

## **C. Cost and Financing**

13. The total cost of the TA is estimated at \$353,000 equivalent comprising \$88,000 in foreign exchange and \$265,000 equivalent in local currency. The Government has requested

ADB to finance \$300,000 equivalent, covering the entire foreign exchange cost and \$212,000 equivalent of the local currency cost. The TA will be financed on a grant basis by the Gender and Development Cooperation Fund, administered by ADB. The Government will finance the balance of the local currency cost, equivalent to \$53,000, by providing two counterpart and three support staff, office space with proper communications facilities in DWD, one vehicle, and other related facilities. The detailed cost estimates and financing plan are in Appendix 2.

#### **D. Implementation Arrangements**

14. DWD will be the EA for the TA and will be responsible for overall coordination with ADB. One TA director (DWD director level) and one counterpart staff will be assigned to the TA. The TA director will be responsible for day-to-day management of the TA and overseeing implementation of the institutional audit. The counterpart staff will be responsible for managing the capacity building activities. The TA director will closely coordinate with the soon-to-be-established CPMT of the GEEOW Project and its project manager. DWD will provide full administrative and technical support to the consultants.

15. The TA will be implemented over 2 years and is expected to begin in December 2005 and to be completed in December 2007. Consulting services for the TA will total 76 person-months: 4 person-months from an international (institutional development specialist) and 72 person-months from domestic consultants. The expertise required for domestic consulting services, in person months, is as follows: institutional development specialist (18), project management expert (24), gender planning specialist (18), and procurement specialist (12). These skills are viewed as relevant to DWD capacity-building needs. Outline terms of reference (TOR) for the consultants are in Appendix 3. However, the specific TOR for the TA consultants may be refined, as appropriate, following completion of the institutional audit. The international specialist, in close cooperation with the domestic institutional development specialist, will be responsible for implementing the institutional audit. All consultants will be recruited on an individual basis by ADB, in accordance with the *Guidelines on the Use of Consultants* and other arrangements satisfactory to ADB for engaging domestic consultants. The consultants' reporting requirements will include (i) an inception report within 3 weeks of TA commencement, (ii) a final report summarizing the achievements of the TA and what is left to be implemented under the GEEOW Project, and (iii) brief bimonthly progress reports, when other reports are not due. Equipment for the TA activities will be financed by ADB in accordance with ADB's *Guidelines for Procurement* and will become property of the Government upon completion of the Project.

#### **IV. THE PRESIDENT'S DECISION**

16. The President, acting under the authority delegated by the Board, has approved ADB administering technical assistance not exceeding the equivalent of \$300,000 to the Government of Nepal to be financed on a grant basis by the Gender and Development Cooperation Fund for Capacity Building for Gender Equality and Empowerment of Women, and hereby reports this action to the Board.

## DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions and Risks
<p><b>Impact</b>            Changed role of DWD from directly delivering development programs for women to being the gender focal point at district level and lower administrative level</p>	<ul style="list-style-type: none"> <li>• Development activities of local bodies (DDPs) reflecting women's and disadvantaged ethnic/caste groups' priority needs</li> <li>• DWD outsourcing development activities</li> <li>• Gender issues of local communities brought to the attention of district and national agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Progress reports of DWD development programs</li> <li>• Quarterly progress reports of the GEEOW Project</li> <li>• Minutes of meetings of DDCs</li> <li>• DDPs</li> <li>• Interviews with VDCs, NGOs</li> </ul>	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>• There is political commitment to fully decentralize Government decision-making process at district level and lower administrative level.</li> <li>• DDC members accept and understand new role of DWD staff.</li> </ul> <p><b>Risk</b></p> <ul style="list-style-type: none"> <li>• Budget allocation for DWD programs is enough.</li> </ul>
<p><b>Outcome</b>            Strengthened institutional and managerial capabilities of DWD, in line with its new role and mandate as gender focal point</p>	<ul style="list-style-type: none"> <li>• Number of outsourcing contracts with development partners</li> <li>• Number of project activities monitored by DWD staff</li> <li>• Number of evaluation reports on DWD development activities</li> <li>• Performance of DWD in managing and monitoring GEEOW Project and other development programs</li> </ul>	<ul style="list-style-type: none"> <li>• Progress reports of DWD development programs</li> <li>• Work plans of DWD staff</li> <li>• Quarterly progress reports of the GEEOW Project</li> <li>• Joint ADB/DWD review missions</li> </ul>	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>• Trained staff are retained in DWD for at least 3 years.</li> <li>• Audit recommendations are supported by MWCSW and DDC members.</li> <li>• Training modules are relevant and appropriate.</li> </ul> <p><b>Risk</b></p> <ul style="list-style-type: none"> <li>• DWD staff at village level cannot work due to lack of security.</li> </ul>
<p><b>Outputs</b></p> <ol style="list-style-type: none"> <li>1. Institutional audit of DWD</li> <li>2. Human resources and professional development plans for all levels of DWD staff</li> </ol>	<ul style="list-style-type: none"> <li>• Audit completed</li> <li>• Human resources and professional development plans finalized</li> <li>• Training modules</li> </ul>	<ul style="list-style-type: none"> <li>• Consultant inception reports and work plans within 3 weeks</li> <li>• Bimonthly consultant progress reports</li> <li>• Joint ADB/DWD review missions</li> </ul>	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>• The GEEOW Project starts in August 2005.</li> <li>• Training activities in the professional development plans that are not implemented under the TA will be carried over to the</li> </ul>

<b>Design Summary</b>	<b>Performance Targets/Indicators</b>	<b>Data Sources/Reporting Mechanisms</b>	<b>Assumptions and Risks</b>
3. Training of DWD staff	prepared based on the audit recommendations <ul style="list-style-type: none"> <li>• Program for on-the-job training prepared</li> <li>• DWD staff trained according to plans</li> </ul>	<ul style="list-style-type: none"> <li>• Audit report</li> <li>• Human resources and professional development plans</li> </ul>	GEEOW Project.
<b>Activities with Milestones</b> 1.1 By month 1, review of DWD policies, plans, decrees, operating guidelines, organizational structure, personnel management system, and financial management system 1.2 By month 3, institutional audit of DWD implemented. 2.1 By month 4, human resources and professional development plans for all levels of DWD staff finalized 2.2 By month 4, 5-year training program for DWD staff finalized 2.3 By month 4, TORs of consultants team refined based on the needs assessment 3.1 By month 5, training material and modules developed 3.2 By month 5, program for on-the-job training developed 3.3 By month 6, training program started 3.4 By month 20, 50% of the training activities implemented 3.5 By month 22, carried out feedback and evaluation of training, with their findings incorporated into training plan and modules to be continued by the GEEOW Project 3.6 By the end of the project, transfer of materials, plans, and knowledge to the director of the GEEOW Project			<b>Inputs</b> <ul style="list-style-type: none"> <li>• ADB \$300,000</li> <li>• Government \$53,000</li> </ul> <b>ADB Inputs</b> <ul style="list-style-type: none"> <li>• International Consultant \$78,000</li> <li>• Domestic Consultants \$174,000</li> <li>• Equipment \$10,000</li> <li>• Training \$18,000</li> <li>• Administration and support cost \$5,000</li> <li>• Contingencies \$15,000</li> </ul>

ADB = Asian Development Bank, DDC = district development committee, DDP = district development plan, DWD = Department of Women Development, GEEOW = Gender Equality and Empowerment of Women, MWCSW = Ministry of Women, Children, and Social Welfare, NGO = nongovernment organization, TA = technical assistance, TOR = terms of reference, VDC = Village Development Committee.

**COST ESTIMATES AND FINANCING PLAN**  
(\$'000)

Item	Foreign Exchange	Local Currency	Total Cost
<b>A. Asian Development Bank Financing (ADB)<sup>a</sup></b>			
1. Consultants			
a. Remuneration and Per Diem			
i. International Consultants	72.0	0.0	72.0
ii. Domestic Consultants	0.0	158.4	158.4
b. International and Local Travel	6.0	15.6	21.6
c. Reports and Communications	0.0	0.0	0.0
2. Equipment	0.0	10.0	10.0
3. Training, Seminars, and Conferences			
a. Facilitators	0.0	5.0	5.0
b. Training Programs	0.0	10.0	10.0
c. Training Material Production	0.0	3.0	3.0
4. Surveys	0.0	0.0	0.0
5. Miscellaneous Administration and Support Costs	0.0	5.0	5.0
6. Contingencies	10.0	5.0	15.0
<b>Subtotal (A)</b>	<b>88.0</b>	<b>212.0</b>	<b>300.0</b>
<b>B. Government of Nepal Financing</b>			
1. Office Accommodation and Transport	0.0	20.0	20.0
2. Remuneration and Per Diem of Counterpart Staff	0.0	20.0	20.0
3. Workshops and Others	0.0	13.0	13.0
<b>Subtotal (B)</b>	<b>0.0</b>	<b>53.0</b>	<b>53.0</b>
<b>Total</b>	<b>88.0</b>	<b>265.0</b>	<b>353.0</b>

<sup>a</sup> Gender and Development Cooperation Fund, administered by ADB.  
Source: ADB estimates.

## OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. The front-loaded consulting services are designed to strengthen the management and institutional capacity of the Department of Women and Development (DWD) and the implementation and management of the Project. The team of consultants (Table A3) will do the following:

- (i) Assist in designing and implementing appropriate institutional strengthening programs for DWD.
- (ii) Assist in designing and delivering appropriate training packages as required.
- (iii) Assist DWD in increasing its capacity in project management, monitoring and evaluation, contracting and procurement, financial management and accounting.
- (iv) Assist in early start-up and implementation of the project by helping develop and institutionalize procedures and establish the project institutional framework and management structures.

**Table A3: Summary of Consulting Requirements**

Consultant	Person-Months	
	International	Domestic
Institutional development specialist	4	
Institutional development specialist		18
Project management expert		24
Gender planning specialist		18
Procurement specialist		12
<b>Total</b>	<b>4</b>	<b>72</b>

Source: Asian Development Bank estimates.

### A. Institutional Development Specialist (international, 4 person-months)

2. The institutional development specialist (IDS) will have at least 15 years of experience with human resources and change management in the public sector. Experience with implementing policies associated with gender mainstreaming and employment equity will also be necessary.

3. The IDS will work with DWD at the central Project Management Unit to develop organizational and institutional capacity-building frameworks for DWD to address the identified capacity needs. The IDS will lead the institutional audit of DWD. Specific tasks are as follows:

- (i) Review overall vision/mission and mandate of DWD and how the DWD contributes to the mandate of the Ministry of Women, Children and Social Welfare (MWCSW) as facilitators and coordinators for gender mainstreaming across the government.
- (ii) Review recent work plans and reports for DWD and other relevant departments of MWCSW and assess actual contributions made by DWD to the overall mandate of both DWD and MWCSW.
- (iii) Review DWD organizational and management structure.
- (iv) Review the allocation of business across different DWD divisions in the context of its vision/mission.

- (v) Review mechanisms in place for planning and monitoring work plans for DWD and how those mechanisms link to the work planning process of MWCSW.
- (vi) Review the staffing structure of DWD, i.e., number of staff, classifications, and job descriptions, and assess DWD institutional capacity at central and district levels.
- (vii) Review structures and procedures in place to carry out work plans from each division of DWD and the DWD management reporting systems and requirements.
- (viii) Review human resource capabilities and requirements of DWD and prepare a long-term human resources development plan that incorporates a detailed plan for developing DWD.
- (ix) Assess the extent to which the capabilities and experience of staff in DWD match expectations of outputs from DWD in the work plans and vision/mission of both DWD and MWCSW; and give recommendations for different skills and capacities required to carry out the revised mandate of DWD and MWCSW.
- (x) Assess mechanisms in place at DWD that facilitate leadership and innovation from the staff and recommend changes to existing structures and procedures that will facilitate and encourage leadership and innovation as DWD's new role evolves.
- (xi) Assess coordination mechanisms in place between internal divisions of DWD (particularly between district and central levels), and between DWD and MWCSW and other branches of the government (including DWD and other government agencies at the district level), and recommend new procedures, mechanisms, capacities, and tools that might be appropriate to facilitate greater coordination, especially in areas such as monitoring and evaluation.<sup>1</sup>
- (xii) Once the results of the audit are finalized, also review and refine the specific terms of reference (TOR) for the technical assistance (TA) consultants. Formulate an overall TA work plan, and monitor and report periodically on the progress of activities, guide the activities of the consultants, and manage administration and the budget.

#### **B. Institutional Development Specialist (domestic, 18 person-months)**

4. The domestic IDS will have at least 10 years of experience with human resources and of management change in the public sector in Nepal. He/she will assist the international IDS in carrying out the institutional audit of DWD and therefore the institutional, managerial, and human resource reviews. The domestic IDS will act as deputy team leader and will support activities relating to capacity building and staff development. In the absence of the international IDS, the deputy team leader will carry out activities in accordance with the work plan, particularly the following:

- (i) Using the human resource inventory, assess the current human resources, staff deployment, and skills mix in DWD staff in light of gender mainstreaming.

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<sup>1</sup> The organizational audit should be carried out in a participatory manner that ensures input from staff from all levels of DWD and MWCSW as well as a representational sample from other government agencies with which DWD interacts.

- (ii) Using the institutional assessment, review the roles and functions of DWD in gender mainstreaming, and the TOR for the gender focal points.
- (iii) Review recruitment, deployment, promotion, and career development for DWD women staff for the preparation of affirmative actions.
- (iv) Identify the capacity gap between current human resources in DWD and the tasks required for gender mainstreaming and focal point, and assess training needs of key staff in accordance with the institutional assessment conducted under the TA.
- (v) Define the training and capacity-building needs of DWD staff.
- (vi) Prepare a human resource development strategy for gender mainstreaming with a staff development and training plan.
- (vii) Identify the areas that require strengthening.

**C. Project Management Expert** (domestic, 24 person-months)

5. The Expert will have at least 10 years of experience in management/implementation of externally-funded Projects. He/She will have practical experience in developing creative approaches and support to translate Government gender policies into doable actions. He/she will do the following:

- (i) Assist the project manager in coordinating all activities with the concerned line ministries, implementing agencies, service providers, and district and village development committees.
- (ii) Assist the DWD in conducting workshops at the center and district levels to develop a common vision for the Project.
- (iii) Assist the project manager in formulating annual work plans.
- (iv) Prepare progress reporting formats for the use of the Project.
- (v) Assist DWD/women development staff to identify suitable nongovernment organizations/community-based organizations and developing detailed selection criteria district-specific.
- (vi) Monitor the implementation of quick-impact activities and disaggregate benefits to participants by ethnicity, caste, and gender.
- (vii) Assist the project manager in preparing quarterly progress reports for submission to the Asian Development Bank (ADB).
- (viii) Participate in steering committee meetings for the Gender Equality and Empowerment of Women (GEEOW) Project.
- (ix) Assist in contract management for the execution of projects.

- (x) In collaboration with the project team of the GEEOW Project, prepare statements of work and documents, such as the request for proposal.
- (xi) When required, assist in evaluating of proposals, developing and preparing negotiation strategy, and negotiating contracts.

**D. Gender Planning Specialist** (domestic, 18 person-months)

6. The specialist will have at least 10 years of practical experience in mainstreaming gender in sector projects and in supporting the translation of Government gender policies into doable actions. The specialist will be the principal gender resource advisory person to DWD, providing input and assistance to the central and district project management units and ensuring gender and social inclusion throughout the Project. He/she will do the following:

- (i) Assist DWD to develop and implement a comprehensive gender mainstreaming strategy to strengthen DWD's role as gender mainstreaming agent in the local government.
- (ii) Work closely with the IDS to design and disseminate gender training programs and materials, assist in initial training of project staff and others in gender and social inclusion awareness and methodologies to ensure that all targeted groups participate fully and equitably in project activities.
- (iii) Develop appropriate gender and social indicators to monitor project performance and results.
- (iv) Review project implementation plans and strategies to ensure adequate and appropriate gender-sensitive indicators are incorporated.
- (v) Train women development officers in the districts and provide them with technical backstopping in gender and social inclusion strategies.
- (vi) Review and assess the mandate, organizational structure, and capacity of district and village development committees in integrating gender perspectives into their operations.

**E. Procurement Specialist** (domestic, 12 person-months)

7. The specialist will have a degree in accounting, finance, and/or administration. Having a masters degree is an added advantage. He/she must have at least 8 years of work experience in externally-funded projects. The specialist will (i) help familiarize DWD with ADB's procurement rules and guidelines; (ii) prepare a template of TOR for service providers; (iii) assist DWD in preparing customized bidding documents and requests for proposals, including standardized forms to be used for international and local shopping methods; and (iv) assist DWD in evaluating proposals from service providers. In coordination with the GEEOW project team, the specialist will initiate the procurement process, and participate in selecting the shortlists and pre-qualifying suppliers.