



GENDER JUSTICE AND PROTECTION PROJECT

(GJP)

PROJECT DOCUMENT

**UNITED NATIONS DEVELOPMENT PROGRAMME
PAKISTAN**

Amir Tariq Zaman 21 March 2007

Ratified by:
Economic Affairs Division (EAD)
As the Chair of the GSP Steering Committee

AMIR TARIQ ZAMAN
*Joint Secretary
Economic Affairs Division
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Gender Justice And Protection Project

SIGNATURE PAGE

Country: Pakistan

UNDAF Outcome(s): CC-G/A-3/II.1 Legislative and policy framework improved and effectively enforced for protection and empowerment of women and girls, and children.

CC-G/A-3/II.2 Effective implementation of CRC/CEDAW through legislation, policies, programmes, capacity building, monitoring, awareness and regular reporting.

PA/A-2/II.1 Percentage of women employed in formal, informal sectors increased.

Expected CP Outcome(s): National Action Plan for the advancement of women jointly adopted, implemented and monitored by the Government, legislature and civil society according to time-bound goals.

- CP Output:**
- Sectoral & macro economic policies (including PRSP), programmes and projects reflect gender mainstreaming and gender responsive budgeting.
 - NCSW is strengthened as a policy review and recommending body.
 - Legislative capacity development programme for women councilors, MPAs and MNAs.
 - Awareness raised among GoP and Civil Society partners on commitments made in CEDAW.
 - Accessible, available, reliable gender disaggregated data

Violence against Women is pervasive across class, religion, ethnicity, religion and rural/urban divide in Pakistan. Violence, and the threat of such violence, is a form of control that affects women's health, their ability to pursue education and employment and contributes to the low social indicators for women's development in the country. Many forms of gender violence are not recognized as a crime or violation of women's rights and even, where subject to criminal law, are not treated accordingly.

It is therefore important to create an enabling environment for respecting, protecting and fulfilling rights of women. The goal of this project is "to bring about a sustainable reduction in violence against women in accordance with the government's policy commitments". The objective of the project is "to create and support mechanism to support a sustainable reduction in Violence Against Women (VAW) in Pakistan. The objective of the project will be realized through targeted interventions for achieving the following outputs:

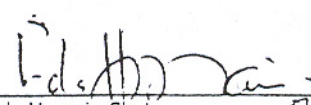
- External resource pools responsive to supporting proposals that aim to address VAW
- Government and CSOs capacity strengthened to access and effectively utilize funds from resource pools for initiatives to reduce VAW
- Good practices in prevention and protection embedded in government policy and processes on VAW

Programme Period:	2007- Dec 2011
Programme Component:	Gender
Project Title:	"Gender Justice and Protection"
Project Duration:	5 Years

Total Funds Allocated:	£ 2,278,533
Budget:	£ 2,129,469
General Management Support Fee	£ 149,064
Total budget:	£ 2,278,533


Allocated Resources:	
• Regular	Nil
• Donors	£ 2,278,533

Agreed by (UNOPS):
(Implementing Partner)


Fida Hussain Shah,
OIC, UNOPS Asia & Pacific

etc 21/3/07

Agreed by (UNDP):


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26/3/07

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ABBREVIATIONS AND ACRONYMS

ADB	Asian Development Bank
CAP	Country Assistance Plan
CIDA	Canadian International Development Agency
CSO's	Civil Society Organizations
EAD	Economic Affairs Division
GEP	Gender Equality Project
GJP	Gender Justice and Protection Project
GJPMC	Gender Justice and Protection Management Committee
GJPFMC	Gender Justice and Protection Fund Management Committee
GoP	Government of Pakistan
GRAP	Gender Reform Action Plan
GSP	Gender Support Programme
HDR	Human Development Report
MDGs	Millennium Development Goals
MoWD	Ministry of Women Development
MTDF	Medium Term Development Framework
NPAW	National Plan of Action for Women
NPDEW	National Policy on Development and Empowerment of Women
PAGE	Program for the Advancement of Gender Equality
PFPP	Pakistan Family Protection Project
PRSP	Poverty Reduction Strategy Paper
PSC	Programme Steering Committee
RPMC	Resource Pool Management Committee
UNDP	United Nations Development Programme
UNOPS	United Nations Office for Project Services
VAW	Violence Against Women

GENDER JUSTICE AND PROTECTION (GJP)

PROJECT DOCUMENT

1. SUMMARY

- 1.1 Deeply structured unequal power relations impede Pakistan's development and underpin gender inequality, the most virulent of which is violence against women (VAW). Pervasive across class, religion and ethnicity in Pakistan, VAW has a high social and economic cost for society; it constitutes a major loss of productive labor in the economy, limits their participation in the development process and reduces their capacity to access resources and services.
- 1.2 The Government of Pakistan's National Strategic Framework for Family Protection (NSFFP), supplemented by the National Plan of Action for Women (NPA) and National Policy on Development and Empowerment of Women (NPDEW), reiterates governmental commitment to addressing family violence in Pakistan. In 2005, the government approved a package of gender policy reform measures, the Gender Reform Action Plan (GRAP), at the federal and provincial levels. These reforms focus on women's empowerment and aim to enhance participation of women across the gender and governance sphere.
- 1.3 There has been a consistent display of policy level commitment by Government recently in the intervention areas of NSFFP. Several reforms (including, enactment of laws on Alternate Dispute Resolution, Police Order, Family Courts, Small Claims and Minor Offences. Local Government Ordinance 2001 etc.) have provided requisite legal/policy framework for supporting the objectives of NSFFP directly or indirectly. Similarly, institutional mechanisms at the interface of government and civil society (including Public Safety Commissions, Insaf Committees, Musalihat Anjuman, District Criminal Justice Coordination Committees, etc.) have also facilitated innovative solutions in the matters of public safety and rights.
- 1.4 Donor interventions to address VAW have included a three-year DFID project namely, Pakistan Family Protection Project, initiated by Ministry of Women Development and Department for International Development, which sought to implement components of NSFFP; however, a number of institutional problems led to the closure of the project.
- 1.5 Many donor-funded initiatives, including the Gender Support Program (GSP) and Gender Equality Project (GEP), and Access to Justice Program (AJP) etc have materialized a concrete resource pool through several funds including Support for Demand Mobilization, Support for GRAP and Access to Justice Development Fund. The availability of these resources provide an opportunity to the government agencies as well as civil society actors to address the issues of family protection and VAW through working in the thematic areas of empowerment, awareness, and institutional strengthening for gender mainstreaming.
1. 1.6 Building upon the opportunities created in Pakistan in the areas of access to justice and rights based governance, GJP has the objective and purpose of "contributing to reduction in violence against women through institutionalization of VAW measures into the gender justice reform and NSFFP frameworks." In this regard, DFID will provide support to GJP for the project period 2007-2011.

2. PROJECT DESCRIPTION

- 2.1. Violence against Women is pervasive across class, religion, ethnicity, religion and rural/urban divide in Pakistan. Violence, and the threat of such violence, is a form of control that affects women's health, their ability to pursue education and employment and contributes to the low social indicators for women's development in the country. Many forms of gender violence are not recognized as a crime or

violation of women's rights and even, where subject to criminal law, are not treated accordingly. The donors have supported the Government of Pakistan to create an enabling environment for respecting, protecting and fulfilling rights. However, there is a need of complementing this law/institution supply approach, with effective citizen-led demand for reforms.

2.2. The **goal** of this project is “**to bring about a sustainable reduction in violence against women in accordance with the government’s policy commitments**”.

2.3. The **objective** of the project is “**to create and support mechanism to support a sustainable reduction in Violence Against Women (VAW) in Pakistan**”. The objective of the project will be realized through targeted interventions for achieving the following outputs:

Output No. 1 “External resource pools responsive to supporting proposals that aim to address VAW”

- a. VAW concerns incorporated in all external resource pools’ systems, and procedures.
- b. Number of VAW proposals funded by external resource pools increased.
- c. Increase in number of external resource pool (Information, Education, Communication) IEC materials incorporating VAW concerns.

Output No. 2 “Government and CSOs capacity strengthened to access and effectively utilize funds from resource pools for initiatives to reduce VAW”

- a. Number and value of Government and CSO partnerships implementing VAW projects increased.
- b. Increase and Number of proposals approved by resource pool committees.
- c. Increase in the number of government officials (female/male) actively engaged in projects funded by resource pools.
- d. Proportion of women directly benefiting from projects supported by resource pools increased.

Output No. 3 “Good practices in prevention and protection embedded in government policy and processes on VAW”

- a. Lessons from good practices used to up-scale VAW initiatives by government departments.
- b. Number of new or revised government policies, procedures and systems incorporating good practices on VAW.

Output No. 4 : “Projects from CSOs & Governments in following priority areas”

- a) **Capacity building** — programmes that train judicial, criminal justice, education, or health professionals on existing laws and policies; initiatives that build skills and systems for using gender-responsive budgeting or monitoring mechanisms to track implementation; projects that assist claim holders in accessing justice, etc..
- b) **Advocacy and awareness raising** — media advocacy or campaigns to build awareness of community members, educators, men, youth, journalists, or other constituencies to understand and apply existing laws and policies on ending violence against women; targeted advocacy with the parliaments, judiciary, law enforcement, health professionals or others to allocate financial and human resources to increase action on an existing plan to end violence against women, etc.

- c) **Action-oriented Research and Documentation** — participatory research that demonstrates innovative responses to applying new laws and policies to address violence against women in the context of customary or traditional law; documentation (multi-media, print, etc.) that shows how to move from policy making to implementation and enforcement, including what are effective strategies and lessons learned, etc.
- d) **Legal Aid** : Projects showing innovative, non-conventional and practical means for provision of legal aid for victims of VAW, particularly from backward far flung areas.
- e) **Up-scaling promising practices** — plans to strategically build alliances with and between government entities, agencies, donors, etc. to expand implementation of proven approaches and responses to implementing laws, policies and plans.

2.4. Embedding best practices in prevention and protection in government policy, processes and budgets involves firstly, a comprehensive dialogue amongst all stakeholders. These dialogues may be held at national, provincial as well as at the district levels, to be participated by elected representatives, CSOs working on VAW, government agencies, bench, bar, Musalihat Anjuman Support Services (MASS) as well as the representatives from donors. These dialogues will be used for assessing the results of the projects interventions and finalizing a list of best practices, which could feed into policy reform processes and which could be replicated elsewhere. These good practices would ideally cover all aspects of VAW including detection, prevention, protection as well as rehabilitation. A comprehensive communications strategy will be developed to ensure dissemination of these best practices. A review of government systems and procedures will also be undertaken to ascertain and identify channels for routing the recommendations in a most effective manner and to recommend strategies for cementing good practices in prevention and protection in government policy and processes. Additionally, for supporting these recommendations, commitments will be sought from government (federal, provincial and district levels) for providing sufficient resources through budgetary allocations to support elimination of VAW.

3 PROJECT APPRAISAL

3.1 Background

- 3.1.1 UNDP and DFID are committed to supporting Pakistan achieve its MDG and PRSP targets. DFID's country assistance plan for Pakistan, developed in consultation with GoP, includes a sub outcome to support gender initiatives in order to increase accountability of the state towards its citizens.
- 3.1.2 **Government policies and programmes:** The Government of Pakistan has ratified the Convention for the Rights of the Child (CRC) in 1990, the Beijing Platform of Action in 1995 and the Convention for the Elimination of Discrimination Against Women (CEDAW) in 1996. Constitutional Provisions, such as Article 32, clearly state a commitment to gender equality and protection of women and children. The Government endorses the Millennium Development Goals (MDGs). The Pakistan Plan of Action for Women (NPAW) was drawn in accordance with the Beijing Platform of Action. One of the twelve priority areas in the NPAW is dedicated to eliminating Violence Against Women (VAW). To provide policy framework for this priority area, the National Strategic Framework for Family Protection (NSFFP) was developed in 2001. The National Policy on Development and Empowerment of Women (2002), reiterates Government's policy commitment to gender equality issues. More recently in 2005, the Government has prepared national and provincial Gender Reform Action Plans (GRAP). The Ministry of Women Development and its provincial women development departments are the implementing partners for GRAP.
- 3.1.3 The GSP is designed to work in close coordination with government and civil society organizations to promote and lobby for the delivery of policy commitment on gender equality. The projects initiated under GSP's three institutional pillars, i.e. political empowerment, institutional reform and economic opportunities are meant to facilitate and support government's policy framework. The presence of various government ministries and provincial departments, donors and civil society in the GSP steering committee is evidence of the commitment and support of all the stakeholders to work towards gender equality.

3.1.4 **DFID policies and programmes:** DFID Pakistan through its Country Assistance Plan (CAP) is committed to support the Government of Pakistan in its efforts to reduce poverty through the achievement of the Millennium Development Goals (MDGs). Working towards gender equality is therefore a strong component of DFID-P's CAP. This commitment is also reflected in the specific gender based initiatives of DFID-P which include:

- 1) Support to conduct the largest ever survey of Social Audit of Abuse Against Women (SAAAW);
- 2) Gender Equality Project providing support to a number of government and civil society initiatives on gender empowerment;
- 3) Gender Education Policy Support Project; and
- 4) DFID's Family Protection Project (PFPP) which supported the strategic components of the Government of Pakistan's National Strategic Framework on Family Protection (NSFFP).

3.1.5 **Others donors:** DFID, Norway, CIDA, Swiss Agency for Development & Cooperation (SDC) and UNDP have provided the funding for GSP. GSP will also facilitate access of the government and civil society to the following resource pools under this project /VAW component:

- a) the Governance Reform Resource Pool (\$20m) of the *Support for Demand Mobilization Governance Reform project* (to be funded by DFID and implemented by ADB).
- b) The Gender and Governance resource Pool (\$2.6m) of the *Support for implementation of GRAPs project* (ADB).
- c) Resources available under the \$25 million *Access to Justice Development Fund* (ADB).

3.2. APPROACH

3.2.1 This proposed project under UNDP's Gender Support Programme offers an opportunity to harmonize the approach of government, donors and civil society to address gender issues by strengthening and improving an existing mechanism. The GSP addresses a wide range of themes under its three pillars: institutional, political and socio-economic. It allows the donors to promote and lobby with the government at policy level to fulfill its obligations to protect, promote and provide poor women and other marginalized groups their legally enforceable entitlements. More specifically, the support will ensure the following:

- a) Greater involvement of government ministries in gender and development initiatives.
- b) Identify and support innovative opportunities for women empowerment like supporting Musalihat Anjuman as Alternate Dispute Resolution mechanisms.
- c) External (donor) resource pools are responsive to supporting initiatives that aim to address VAW.
- d) Government and CSOs capacity is strengthened to access and effectively utilize funds from existing resource pools (DFID supported and external ones) for initiatives to reduce VAW.
- e) Good practices in prevention and protection are embedded and disseminated in government policy and processes on VAW.
- f) Women elected representatives lobby for greater access of marginalized people to their entitlements and rights.
- g) National policies (incl. PRSP, on micro finance), programmes and projects effectively support the economic empowerment of women.

- 3.2.2 GSP's Programme Steering Committee (PSC) is chaired by Economic Affairs Division (EAD) and includes representation from various government ministries donors and CSO representatives. It therefore provides a mechanism with broad government ownership to ensure policy making leverage in the politically and culturally sensitive gender context of Pakistan. This approach will positively influence a range of other government programs for which external resources have been committed such as access to justice and gender equality.
- 3.2.3 The impact of policy level lobbying through GSP is visible through the recent achievement of one of its supported initiative-*Gender Justice Through Musalihat Anjuman (MA)*. The project aims to promote and safeguard the rights and entitlements of women and vulnerable groups by institutionalizing community supported dispute resolution mechanism in the form of MAs at the Union Council. The Law Department, Government of NWFP has notified the MA Rules 2006 on 30th January 2006. Some prominent features of the initiative include the following: a) inclusion of at least one woman member out of three members of each MA; b) referral of domestic violence, child abuse, exclusion of females from inheritance cases, exchange marriage cases, sexual harassment etc. to the MAs and project resource pools.
- 3.2.4 Learning from the now-terminated FPP-1 project of DFID, support to GSP will provide a buffer against engaging another independent implementing agency which might face problems in delivering on sensitive issues like VAW and has to re-build relationship with government from scratch. Furthermore, in line with the portfolio review 2005 of DFID-P to invest in fewer larger initiatives, investing in GSP is a more cost effective way to influence and increase the market for gender equality initiatives, especially on Gender Justice and Protection (GJP).
- 3.2.5 The key stakeholders of the project include various government ministries and agencies such as Economic Affairs Division (EAD), Ministry of Women Development (MoWD), Ministry of Local Government and Rural Development (MoLG&RD), Ministry of Law and Human Rights, National Commission on the Status of Women (NCSW), Law and Justice Commission, donors including DFID, SDC, CIDA, Norway, Private sector, Civil Society Organizations (CSO's) and UNDP.
- 3.2.6 The framework of DFID's proposed support to GSP was presented to the GSP Programme Steering Committee including national project directors. Consultations were held with donors focusing on: i) improving and coordinating donor input into project approval system; ii) refining the M&E framework of GSP. Consultations were also held with provincial and district governments and CSOs particularly with those supporting measures to reduce violence against women. Upon project approval, an inception workshop will be conducted with wider donor, government and civil society participation.

3.3 Economic Appraisal

- 3.3.1 For every 100 boys receiving primary and secondary education in Pakistan there are only 55 girls. This compares poorly with South Asia as a whole, where the equivalent measure is 81 girls. This is despite constitution commitment to "remove illiteracy and provide free and compulsory secondary education within minimum possible period" and this shows in the outcome statistics, where for every 100 literate boys, there are only 65 literate girls. Again this compares poorly with the South Asian region with 80 literate girls for every 100 literate boys. Pakistan ranks 107 out of 140 countries in the Gender Disparity Index. Clearly such disparities in education feed through into the workplace, with only 25% of total professional and technical workers being female.
- 3.3.2 High illiteracy amongst women in Pakistan contributes to illiteracy amongst their children and correlates with a very high birth rate. Uneducated and untrained women are unable to contribute to the formal labour market in Pakistan, limiting the pool of skilled workers in the country. In addition, the GSP covers areas (such as increased political representation of women) in which Pakistan could improve its human rights record, at little or no cost. This could help to improve prospects for foreign investment. Increased political representation of women will also positively affect institutional and policy environment to reduce VAW which is a major factor discouraging women's full economic participation.
- 3.3.3 However, while we can see clear reasons why the empowerment of women will be economically valuable, specific economic assessment of investments in human rights/social justice remains inherently difficult

given the complex relationships at work and context-specific outcomes. Assessment problems are further compounded in so far as the results are themselves dependent on the underlying distribution of rights within society.

3.4 Social Appraisal

- 3.4.1 Women in Pakistan continue to be marginalized and deprived from claiming and exercising their political, social and economic rights. The Participatory Poverty Assessment exercise also shows that women are among the poorest and most vulnerable groups in Pakistan. The entrenched class, caste, ethnicity as well as rural/urban divide, compounded by a gender insensitive policy and institutional environment further affects women's vulnerability in a variety of ways.
- 3.4.2 Addressing gender inequality is a long term process requiring policy change, proper support institutions and behavioural change. The government has put two programmes in place: the National Programme for Women's Political Participation and the National Strategic Framework for Family Protection. These programmes focus on: 1) providing women full and equal participation at all levels of decision making and in all processes of governance; 2) giving an effective response to correct unequal power relations between men and women that lead to gender violence.
- 3.4.3 The Gender Support Programme is a continuation of UNDP's long commitment to address gender equality and women's empowerment through linking up with a diversity of partners in government, the donor community and civil society. GSP will directly benefit the poor, vulnerable and marginalized women in Pakistani society by creating an enabling socio-economic and political environment in which women feel physically safe, are aware of their legal rights, have access to education and information and have the supporting institutions to protect their rights. Participation of women in politics and their presence in District governments throughout Pakistan has inspired marginalized women to join public life and fight for women rights. Similarly GSP's support to protect women from violence will lead to a strengthened government and civil society capacity to access and effectively utilize the resource pools devoted to VAW initiatives. It will also focus on developing good practices in prevention and protection which can be integrated in government policy, processes and budgets.
- 3.4.4 Effective monitoring systems will be key to ensure that multi-tiered, integrated approach involving government(s), civil society and donors to change the lives of the majority of poor women in Pakistan through strategic interventions generates results. Work on policy change and inclusion of good practices to promote gender equality and women's empowerment must ensure that the impact of such support on the beneficiaries, i.e. the poor and marginalized women is continuously monitored.

3.5 Institutional Appraisal

- 3.5.1 GSP is a continuation of UNDP's long term engagement and commitment to work on gender equality in Pakistan. GSP enjoys good working relationship with the Government of Pakistan. Its steering committee is chaired by the EAD. There are particular projects housed within the Ministry of Women Development, Planning and Development, Ministry of Local Government and Rural Development and Ministry of Finance. Other projects such as Women's Political School and Musalihat Anjumans (Alternate Dispute Resolution committees) require provincial and district governments as partners. Government ownership of GSP initiatives gives two important messages: 1) various institutions within the government including the police and judiciary are in favour of gender related policy reform and are in need of training to enable them to perform their role more effectively. 2) GSP is sensitive to respond to the changing needs and sensitive context within which it works.
- 3.5.2 Civil Society is another major strategic partner for the effective implementation of GSP. By being part of the Programme Steering Committee and Component Advisory Committees, Civil Society Organizations (CSOs) have access to an important channel to work with the government, to provide strategic guidance and direction to the GSP. Periodic evaluations of GSP sub projects will ensure that the benefits of capacity building and advocacy do reach the disempowered women.

- 3.5.3 Capacity building is one important component of GSP, in addition to policy analysis, coordination, implementation and monitoring; research and documentation and awareness-raising. Examples of the on-going capacity building initiatives under the three pillars are: training initiatives to support gender responsive budgeting; integration of gender concerns in planning processes through Pⅅ capacity building of women political representatives to enable them to fulfill their mandate; research and advocacy capacity building especially among CSOs to promote an enabling framework for women's equality vis-à-vis men; mobilization of Musalihat Anjumans to dispense justice at local levels; and fostering partnerships with the private sector to provide sustainable financial and non-financial services to women.

3.6 Political Appraisal

- 3.6.1 One of the most vital strengths and achievements of the GSP has been the strong government ownership of gender empowerment initiatives, evidenced by the Planning and Development Department and Ministry of Finance taking the lead in mainstreaming gender in policy planning, programming processes and budgeting processes. Devolution's political strategy is underpinned by service delivery, social regulation and access to justice concerns. High on the reform agenda, therefore, are: improved delivery of social services, access to justice in the form of improved performance by local administrations, courts and police, with greater awareness of basic human rights.
- 3.6.2 During 1995-2005 the government announced specific measures to address VAW including an addition to Criminal Procedure Code to make it mandatory to report all burn cases and consideration of a Domestic Violence Bill, among others. However, many of the announced measures lack consistency and serious follow-up- indicating insufficient will for tackling widespread and complex issue of VAW.
- 3.6.3 There is substantial evidence that change related to eliminating gender inequality and VAW is coming through a dynamic relationship- both cooperative and challenging- between government and civil society, backed by international pressure. In recent years, the Government has taken a more proactive role in responding to violence-related issues in the media, acknowledging that there is an accountability issue to answer. Very significantly, it is doing so through an open invitation to partnerships with NGOs, so rejecting some of the stigma and caginess attached to shelters and NGOs in the past. Other violence-related issues, which were never aired openly, are also now debated in the Parliament (for example, Hudood Ordinance, battering of girls) and media.
- 3.6.4 Through GSP supported initiatives, representation of women in district governments have also led to voice of the poor being heard due to easy access to their political representatives at local level. Added to women councilors becoming vocal and challenging gender inequalities in all walks of life as agents of change, there is also an attempt to provide grievance redressal forums for poor women through Musalihat Anjumans for equitable resolution of disputes.

3.7 Environmental Appraisal

- 3.7.1 Women are the principal victims of environmental degradation, including the very households of the poor, whether in urban or rural areas. In many parts of the world, gender discrimination, which affects access to land rights, to education, to health services, to equal employment, to participation in decision-making and to other basic rights, has real significance for local forms of environmental degradation. It also places women in greater jeopardy, at work or in the home. It is well known that the environment affects women differently, both in terms of income opportunities (for example: specific farm activities, collection of water and fire wood; small-scale textile and other industrial activities; and threats (inadequate sanitation; health effects from in-door smoke from wood-fires; and side effects of enhanced industrial activities).

3.8 Lessons and Evaluation

- 3.8.1 GSP has shown that gender related policy reform cannot take place until the government recognises and addresses the gender equality issues as part of its routine operations. The Ministry of Local Government has taken the lead in ensuring that mechanisms to safeguard the rights and entitlements of poor citizens through Musalihat Anjumans are broadly owned by different government departments and civil society.

- 3.8.2 Building synergies around gender in a politically and culturally sensitive environment such as Pakistan is a cost effective way to ensure that reform oriented initiatives to increase women's access to employment, to decision making forums in political and social arenas stay on track. GSP has provided a support forum through which stakeholders working on gender issues can pool their financial and technical resources together to lobby for gender related policy changes in a forceful and consistent manner. GSP's support to the Women's Political School Project has helped build the knowledge level and confidence of 36,162 women with the technical support of civil society organizations.
- 3.8.3 Advocacy and awareness building requires credible and substantive research. GSP partnered DFID in systematic documentation of the extent and trends of abuse against women (evidence base was 23000 women and 1800 men across the country) to support community-based strategies to eliminate abuse against women. GSP's support to NCSW resulted in Commission's recommendation to the government on the repeal of the Hudood Ordinance, and substantive research on honor killings undertaken by NCSW. This persuaded the Government to table its withdrawal in the parliament, resulting in the criminal law amendment act related to honor killings.
- 3.8.4 Indicators to measure progress towards goal/purpose/outputs of this project are objectively verifiable and therefore, set standards against which change can be measured. The targets are set in terms of Quality, Quantity and Time. As indicators of performance and results, these indicators form a good basis to judge success. For instance, to gauge whether the purpose of the project, "strengthening the capacity of Government and Civil Society Organizations for institutionalizing VAW elimination measures into the existing gender justice reform processes" has been achieved, the indicators are:
1. Value (Rs.) of various Reform programs (DSP, AJP, GRAPs) supporting VAW interventions.
 2. Annual increase in the % of government budget (federal, province, local) supporting VAW interventions.

4. **IMPLEMENTATION**

4.1 **Management Arrangements**

- 4.1.1 UNDP's Gender Support Programme will implement the project. UNOPS will be contracted as the implementation agency. Policy guidance, oversight, coordination and strategic decisions are to be provided by the Gender Support Program Steering Committee (PSC), chaired by the EAD. PSC is held annually and has as its members Secretaries or Heads of participating organizations, UNDP, cost-sharing donors and civil society.
- 4.1.2 A PMU will be established by UNOPS under GSP umbrella. It will have the staff as given in Annexures, including positions of a National Project Manager, and 3 Monitoring Officers for Institutional Development, for Social Protection and Inclusion, and Gender Mainstreaming. After its establishment, PMU will appoint consultants for undertaking baseline work on violence against women component under institutional pillar of GSP. PMU will be responsible for exploring funding opportunities with potential partners, day to day monitoring and management of the project and managing a resource pool to provide support to innovative and strategic projects on VAW. PMU would be responsible for mobilization of proposals, which after initial appraisals and short listing by the PMU, will then be tabled to the Gender Justice and Protection Fund Management Committee for funding approval. PMU will also function as a Secretariat for the Gender Justice and Protection Management Committee. The TORs (Terms of Reference) of the PMU, NPM etc are enclosed as Annexure to this project document. The NPM will prepare the Annual Work Plan by 15 Jan every year.
- 4.1.3 The project will have an inception phase of two months to finalize the TORs of the Gender Justice and Protection Management Committee, approval mechanism of the , and project plan for year 1. The inception report will be approved by DFID.

4.1.4 DFID will be part of the project approval process (at both PSC and Gender Justice and Protection Management Committee).

4.1.5 UNDP will be responsible for taking the approval of the project from the GSP Programme Steering Committee.

4.2 **Timing & Duration**

4.2.1 The DFID will provide support to GSP over 5 years (2007 – 2011). The project will have two month long inception phase after approval.

4.3. **Financial Arrangements & Audit**

4.3.1 The total project cost is £ 2 million, under the institutional pillar of GSP. The UNDP and UNOPS guidelines shall be strictly followed for all procedures, utilization of project funds and procurement activities. UNDP will conduct regular Financial Audits by external auditors, and their reports will be provided to the partners.

4.3.2 Annual tranches will be released to GSP, subject to satisfactory performance: The first tranche will be provided upon signing of the project by DFID and UNDP. The second tranche will be released after three months, followed by release of tranche every year.

4.4 **Monitoring and Reporting**

4.4.1. GSP will provide M&E framework for the project related initiatives. PMU will also provide support to DFID team during annual review of the programme.

4.4.2. A **Gender Justice and Protection Management Committee** will be established with key government ministries (MOWD, MoLG&RD, EAD, Ministry of Law/ interior), UNDP and DFID as its members. Learning from PFPP lessons, the membership will be kept small, focused and the chair rotated among the member ministries. The committee may decide to co-opt ad-hoc members on need basis. The project will continue to identify key strategic opportunities to institutionalize this committee.

4.4.3. **Periodic Reporting:** The PMU will submit quarterly and annual progress report to UNDP, and the GSP team will provide it to the partners. A Project Completion Report (PCR) will be prepared three months before completion of the project.

4.4.4. **Mid Term Review:** The project will undertake a mid-term review in 2009, to enable strategic course corrections. An evaluation will be undertaken in 2011 to review key results, lessons learnt.

4.4.5. **GSP Steering Committee:** It convenes once a year under EAD chairpersonship to review progress and explore synergies with other components of UNDP Gender Support Programme. DFID will participate in the annual Gender Support Programme Steering committee to share with the wider GSP partners project progress, seek synergies and build opportunities for cooperation and collaboration with the wider partner base.

5. **RISKS**

- 5.1 The project design has taken account of likely risks and has tried to reduce them as far as possible. The main risks include:
- 5.2 The current positive policy environment and political commitment to address gender inequality rests very much on the present government's relationship with the political parties particularly the religious alliance. GSP will continue to promote strong lobbying to ensure that gender related policy reform becomes part of the government's on-going operations. In particular, ownership of gender equality agenda by government at all levels will remain an important element of GSP. The positive initiatives at federal and provincial level to address girls' education, maternal health and to implement Gender Reform Action Plans are some examples of government's commitment which needs to be built upon.
- 5.3 Creating broader stakeholders' ownership for gender equality could mean too many parallel or complicated decision making structures which can lead to delays in implementation and the intended financial support not being used properly. These risks are partially mitigated by using GSP's existing project approval and decision making mechanisms in the form of a Programme Steering Committee and various sub project committees which involve different stakeholders as per project requirement.

Annexure 1

LOGICAL FRAMEWORK ANALYSIS

<p>Goal: To bring about a sustainable reduction in violence against women in accordance with the government's policy commitments</p>			<p>MOV: Govt of Pakistan's MDG report Human development report. PRSP monitoring reports GoP's Labour Force Survey .</p>
<p>Objective : To create and support mechanism to support a sustainable reduction in Violence Against Women (VAW) in Pakistan</p>	<p>Purpose: Mechanisms in place to support a sustainable reduction in Violence Against Women (VAW) in Pakistan.</p>	<p>X % of increased reporting and prosecution of VAW cases in Pakistan.</p> <p>Y number of government initiatives supporting reduction of VAW.</p> <p>Women report that they have greater access to information and support services to protect them from violence.</p>	<ul style="list-style-type: none"> • HRCP Annual Report • SAAAW Baseline + targeted follow up. • GoP monitoring reports on NPA and CEDAW. • Relevant reports from CSOs. • Annual Development Plan
	<p>Output 1: External resource pools responsive to supporting proposals that aim to address VAW.</p> <p>Output 2: Government and CSOs capacity strengthened to access and effectively utilize funds from resource pools for initiatives to reduce VAW.</p>	<p>1.1 VAW concerns incorporated in all external resource pools' systems, processes and procedures.</p> <p>1.2 Number of VAW proposals funded by external resource pools increased.</p> <p>1.3 Number of external resource pool (Information, Education, Communication) IEC materials incorporating VAW concerns increased.</p> <p>2.1 Number and value of Government and CSO partnerships implementing VAW projects increased by 30% at EOP.</p> <p>2.2 X Number of proposals</p>	<ul style="list-style-type: none"> • Minute of meetings. • External Resource Pool's reports • Project Progress Reports • IEC materials of External resource pools. • Project Progress Reports • Project Approval Committees' minutes. • Reports of the individual projects supported by resource pools.

	<p>Output 3: Good practices in prevention and protection embedded in government policy and processes on VAW.</p>	<p>approved by resource pool committees.</p> <p>2.3 X increase in the number of government officials (female/male) actively engaged in projects funded by resource pools.</p> <p>2.4 Proportion of women directly benefiting from projects supported by resource pools increased from x to y.</p> <p>3.1 Lessons from good practices used to up-scale X% of VAW initiatives by government departments. 3.2 X number of new or revised government policies, procedures and systems incorporate good practices on VAW.</p>	<ul style="list-style-type: none"> • Press reports • Minutes of government meetings. • Reports of concerned government departments. • Government notification.
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Annexure 2

RISK ANALYSIS

RISKS	MITIGATION STRATEGY	IMPACT	PROBABILITY	OVERALL RISK RATING
Inconsistent policy support, and political commitment to address gender inequality as well as pressure from religious alliance may adversely affect GSP endeavors.	Current regime is supportive of gender reforms. Most political parties, in varying degrees, agree to working on gender equality agenda. GSP works on a broad range of initiatives, all of which are 'housed' within various ministries through National Project Directors. These initiatives such as Gender Mainstreaming through P&D Division and Departments or Gender Budgeting through MoF support the government's other on-going initiatives. Examples are: Gender Reform Action Plans (GRAPs), Access to Justice (AJP). Strong and continued evidence based advocacy by GSP will be essential to keep the momentum. DFID's own profile will need to be evaluated on an ongoing basis but the multi donor nature of the project also provides a buffer.	HIGH	MEDIUM	HIGH
Lack of donor harmonization around gender inequality will result in an uncoordinated and uninspiring response.	Donor coordination will be encouraged through joint reviews and more interaction prior to GSP steering committee meetings.	MEDIUM	MEDIUM	MEDIUM
Gender inequality concerns are addressed at federal and provincial levels without taking decentralization into account.	GSP design includes district level partnerships. Steering Committees of sub projects have provisions to include local government departments, judiciary etc. on need basis. The GJP component of DFID support will particularly encourage building linkages between civil society and district governments.	HIGH	LOW	MEDIUM
Top-down, parallel or complicated decision-making project structures might hinder timely implementation. One of the lessons learnt	DFID support to GSP does not require setting up any structures parallel to existing arrangements with government. Additional staff will be hired and housed within the existing GSP structure.	HIGH	LOW	MEDIUM

<p>from FPP-1 was that top-down decision-making structures that did not take into account decentralization do not translate into effective action.</p>				
<p>DFID support is not strategically utilized to address gender inequality.</p>	<p>Release of yearly funds will be subject to satisfactory performance of GSP after annual reviews. Decision on supporting sub projects will be subject to DFID's approval. DFID will be on all project approval committees.</p>	<p>HIGH</p>	<p>LOW</p>	<p>MEDIUM</p>

Annexure 3

TERMS OF REFERENCE

GENDER JUSTICE AND PROTECTION MANAGEMENT COMMITTEE

Functions of the Gender Justice and Protection Management Committee

A Gender Justice and Protection Management Committee will be established with key government ministries (MOWD, MoLG&RD, EAD, Ministry of Law/ interior), UNDP and DFID as its members. Learning from PFPP lessons, the membership will be kept small, focused and the chair rotated among the member ministries. The committee may decide to co-opt ad-hoc members from provinces/ districts on need basis. The project will continue to identify key strategic opportunities to institutionalize this committee.

The GJPMC will meet quarterly and when the need arises to carry out the following functions:

- Approve proposals to be supported from project resource pool in support of project outputs
- Endorse project proposals for submission to the external resource pools to ensure complementation
- Review Reports from project resource pool sub-projects
- Provide a forum for information sharing and ensuring that the best pool of resources for the sub-projects are being utilized
- Ensure that there is no duplication of efforts
- Provide substantive policy guidance to the implementation of sub-projects
- Ensure inter/intra project synergies and linkages amongst sub-projects
- Take lead in advocating and championing policy and institutional reforms in support of elimination of Violence against women.
- Endorse annual report

Composition of the Committee:

The PSC will consist of the following members:

- Rotating Chair: Project Coordinators of various Organizations
- Representative from Ministry of Women Development
- Representative from Ministry of Local Government & Rural Development
- Representative from Ministry of Law/ Law and Justice Commission
- Representative from UNDP
- Representative from DFID
- Representative from GSP-PMSU
- Representatives from civil society
- Secretary / National Project Manager, Project Management Unit

Annexure 4

TERMS OF REFERENCE

PROJECT MANAGEMENT UNIT

Composition of the PMU:

- National Project Manager
- Monitoring Officer for Institutional Development
- Monitoring Officer for Social Protection and Inclusion
- Monitoring Officer for Gender Mainstreaming
- Admin/Finance Officer
- Administrative Assistant
- Driver
- Messenger/Helper

Functions of the PMU:

The PMU will be responsible to service and support

- Sub-project Units
- GSP Steering Committee
- Gender Justice and Protection Management Committee
- Organizations that bring VAW specific proposals to a resource pool

The specific tasks of the PMU will include (but not be restricted to):

- Management of PMU i.e. setting up processes and systems (HRM, information, communication, financial, administration)
- Identification, mobilization and initial processing of proposals on public-private partnership innovations for submission to the Project Steering Committee for funding approval
- Supervision of sub-projects
- Provision of secretarial and information services to PSC
- Development of IEC on VAW for advertising resource pools and reform agendas
- Facilitating of thematic and multi-agency networks
- Results-based reporting of the project to the Project Steering Committee

Annexure 5

TERMS OF REFERENCE NATIONAL PROJECT MANAGER

Purpose and Scope of Assignment:

Effective management and coordination of the project and coordination of sub-projects with special emphasis on creation and development of close working relations with all stakeholders, and especially the Government of Pakistan and civil society.

The Project Manager will undertake the following tasks:

Coordination:

Internal

- Provide strategic coordination support to all sub-projects through information provision, convening of thematic coordination forums, meetings or orientation sessions as appropriate.
- Identify areas for building synergies between projects, highlight duplication of effort, while actively building productive relations with all VAW stakeholders and partners.

External

- Harmonize project interventions with those of other donors/CSOs in pursuit of effective and efficient implementation. Identify areas for cooperation to generate increased recognition of UNDP gender equality initiatives in Pakistan.

Monitoring and Reporting:

The Project Manger will be required to submit:

- Annual project work plan submitted within 15 days of the end of the calendar year.
- One biannual progress report and one annual progress report within 15 days of the end of the half-year or year respectively. The reports will be strategic monitoring tools addressing:
- Consolidated sub-project results and impact
- Key implementation issues and risks affecting work-plan implementation and proposed mitigating strategies.
- Document experiences and strategic lessons learnt
- Budgetary and financial expenditure details.

Implementation:

- Prepare annual management unit support work-plan and budget.
- Facilitate the convening of Project Steering Committee meeting
- Assist project implementation in close collaboration with the Program Officer Gender Unit, to ensure conformity and coherence with project outputs and compliance with PCOM procedures. For example facilitate recruitment, subcontracting, procurement processes to expedite project delivery.
- Facilitate timely budget revisions to ensure effective delivery

Resource Mobilization:

- To assist in the mobilization of external resource pools for GJP sub-projects and prepare agreements in line with resource pool requirements

Qualifications Required:

The Project Manager will have an expert knowledge of the development landscape and sound understanding of VAW issues and gender justice frameworks in local government. Demonstrable experience in program development, management and coordination. A Master's Degree in Social Sciences or related discipline. Possess at least 5-7 years work experience on VAW and gender justice issues, project development & management, preferably with the UN or international development organizations. Excellent written and interpersonal communication skills. Experience of working with NGOs and Government is an added advantage.

The NPM and PMU will report to UNOPS Bangkok, and will seek policy decisions from UNDP Gender Unit and GSP-PMSU.

Annexure 6

TERMS OF REFERENCE

MONITORING OFFICER FOR INSTITUTIONAL DEVELOPMENT

Duties And Responsibilities:

The Monitoring Officer for Institutional Development is responsible for:

Capacity Development:

- Design capacity-building interventions focused on various stakeholders
- Development of materials for capacity building, including orientation and skill training (for access to resources) packages
- Organize regular consultative forums and meetings of stakeholders towards determining strategic interventions in support of NSFFP and information-sharing modalities
- Set in motion, coordinate and support systems, processes and networks for strengthening public-private partnerships to address VAW
- Identify expert inputs to review government systems and procedures and make recommendations where appropriate to embed good practices in prevention and protection
- Build capacity of project stakeholders to effectively represent VAW issues on relevant gender justice forums
- Guide and coordinate the review of the project logframe including:
 - Provide technical advice for the revision of performance indicators
 - Ensure realistic intermediate and end-of-project targets are defined
 - Conduct a baseline study (situation at project start)
 - Ensure all critical risks are identified
 - Identify sources of data, collection methods, who collects data, how often, Cost collection and who analyzes it.

Monitoring and Evaluation:

- Develop an M&E system and indicators for input and output monitoring within the Project and for integrating VAW monitoring with in the resource pool systems
- Strengthen government agencies and CSOs to fulfill their role of catalysts in addressing VAW, more effectively, and to ensure budgetary allocation for action in support of elimination of VAW
- Institutionalize M&E mechanisms to assist in the oversight of the execution of GJP sub-projects

Qualifications:

- Post-Graduate degree in the social sciences or related fields, or equivalent experience;
- Minimum five years experience of formulating, monitoring and evaluating gender projects with particular attention to institutional analysis and gender justice frameworks
- He will report to NPM.

Annexure 7

TERMS OF REFERENCE

MONITORING OFFICER FOR SOCIAL PROTECTION AND INCLUSION

Duties And Responsibilities:

- Undertake field visits to monitor the implementation of activities as may be required
- Develop targets and performance indicators for VAW to be included in monitoring system for project/sub-project activities, and annual reviews and reports
- Conduct Information Systems Assessments to reach agreement on: (1) indicators and targets to be used for monitoring; (2) objective criteria (and data sources) for the evaluation, and (3) means for obtaining the needed information
- Plan and encourage project proposals for strengthening the legal and operational framework and its implementation and redressing the deficiencies
- Communicate with relevant government agencies, relevant NGOs and civil society on this issue and provide advice and support as appropriate with regard to development of relevant implementation and enforcement mechanisms and recommendations
- Develop reliable data sources, employing easily defended methodologies for crosschecking and otherwise improving.
- Based on the AWP and in particular the programme budgets, design the framework for the physical and process monitoring of project activities.
- Promote the development of qualitative and process-oriented gender-sensitive indicators of inputs, outputs, and outcome for program design and for monitoring and evaluation

Qualifications:

- Post-Graduate degree in the social sciences or related fields, or equivalent experience;
- Minimum five years experience of formulating, monitoring and evaluating VAW/ gender-justice related projects and programs
- He will report to NPM.

Annexure 8

TERMS OF REFERENCE

MONITORING OFFICER FOR GENDER MAINSTREAMING

Duties And Responsibilities:

- Develop an effective M&E System and suitable indicators for the system. Promote the development of qualitative and process-oriented gender-sensitive indicators of inputs, outputs, and outcome for program design and for monitoring and evaluation
- Develop relationships with government, multi-lateral and bi-lateral donors and civil society organizations in order to begin collecting baseline data to place the overall VAW elimination effort in perspective.
- Develop targets and performance indicators to be included in monitoring system for project/sub-project activities, and annual reviews and reports
- Keep abreast of developments in the regional and international arena to address VAW and compile and disseminate best practices/lessons learnt to all relevant bodies
- Monitor the existing legal framework as it relates to and impacts upon VAW
- To help develop/refine/institutionalize Project M&E mechanisms for timely reporting to PMUs/PSCs/NSC
- Plan and encourage project proposals for strengthening the legal and operational framework and its implementation and redressing the deficiencies
- Communicate with relevant government agencies, relevant NGOs and civil society on this issue and provide advice and support as appropriate with regard to development of relevant implementation and enforcement mechanisms and recommendations
- Promote a results-based approach to monitoring and evaluation, emphasizing results and impacts.
- Promote the development of qualitative and process-oriented gender-sensitive indicators of inputs, outputs, and outcome for program design and for monitoring and evaluation
- Identify technical expertise to conduct baseline analyses in identified pilot districts and develop performance indicators to progressively gauge the impact of the Project's interventions

Qualifications:

- Post-Graduate degree in the social sciences or related fields, or equivalent experience;
- Minimum five years experience of formulating, monitoring and evaluating VAW/ gender-justice related projects and programs
- He will report to NPM.

Annexure 9

TERMS OF REFERENCE

ADMINISTRATION AND FINANCE OFFICER

Purpose and Scope of Assignment:

The Admin/Finance Officer will work under the direct supervision of the Project Manager. The Admin/Finance Officer will undertake the following duties:

- Assist in the preparation of work plans to be discussed with government/donor/ departments/agencies for implementation
- Assist in the preparation of the monitoring and progress controls set in place by UNOPS.
- Take part in the project's activities design meetings
- Prepare project budget and maintain financial disbursement and monitoring systems for monthly submission to UNOPS Asia Office
- Process financial claims/imprest account and facilitate approval through ensuring appropriate documentation and record keeping in line with UNOPS rules
- Assist with all administrative and logistical arrangements for meetings, workshops and conferences
- Assist in production of publication material (reports, newsletters, brochures etc.)
- Prepare different correspondences on the above matters and ensure follow up system
- Oversee the work of the Administrative Assistant

Qualification Required:

- Master degree preferably in Social Sciences of finance.
- Demonstrated computer skills for data processing (MS Office)
- 5 years experience in coordination of work and good knowledge of standard practices and procedures in finance.
- Excellent written and spoken English.
- Ability to handle accounts.
- Experience with UN agency/project is preferred
- Excellent interpersonal and team working/administrative and organized skills

Annexure 10

TERMS OF REFERENCE

Administrative Assistant

Purpose and Scope of Assignment:

The Administrative Assistant will work under the direct supervision of the Admin/Finance Officer with the overall review by the Project Manager. The Administrative Assistant will undertake the following duties:

- Assists in arranging meetings internal and external.
- Makes travel arrangements for project staff and assists in processing the travel claims.
- Assists in maintaining financial records for project or other office accounts for which responsibility is assigned.
- Assists in calculating and compiling costs estimates and projected budget requirements and preparation of budget statements.
- Assists in preparation of payments requests/travel claims with the supporting documentation and liaison with UNDP for payments follow-ups.
- Acts as leave monitor for project staff members.
- Maintains a proper filing system/inventory for the project.
- Ensures proper and in time filing of documents.
- Maintain a list of addresses/phone numbers of counterparts and relevant GOP/Private Organisation's officials.
- Assist to prepare Power Point presentations; layouts and encoding of documents.
- Oversee the work of office Driver/Messenger & Helper.
- Performs any other duties as required.

Qualifications Required:

- Bachelor's degree preferably in the field of finance.
- Demonstrated computer skills for data processing (MS Office)
- 3 years experience in co-ordination of work and a good knowledge of standard practices and procedures.
- Excellent written and spoken English.
- Ability to handle accounts.
- Experience with a UN agency/project is preferred.
- Excellent interpersonal and team working/administrative and organized skills

Annexure 11

TERMS OF REFERENCE

DRIVER

The Driver will work under the direct supervision of the Administrative Assistant with the overall review by the Project Manager. The Driver will undertake the following duties:

- Ensures provision of reliable and secure driving services by a) driving office vehicles for the transport of authorized personnel and delivery and collection of mail, documents and other items and b) meeting official personnel and visitors at the airport, visa and customs formalities arrangement when required.
- Ensures cost-savings through proper use of vehicle through accurate maintenance of daily vehicle logs, provision of inputs to preparation of the vehicle maintenance plans and reports..
- Ensures proper day-to-day maintenance and log of the assigned vehicle through timely minor repairs, arrangements for major repairs, timely changes of oil, check of tires, brakes, car washing, etc.
- Ensures availability of all the required documents/supplies including vehicle insurance, vehicle logs, office directory, map of the city/country, first aid kit, necessary spare parts.
- Ensures that all immediate actions required by rules and regulations are taken in case of involvement in accidents.
- Responsible for safe travel and comfort of passengers.
- Logs official trips, daily mileage, fuel consumption, oil changes, greasing etc.
- Performs other duties as required.

Qualifications:

- Minimum Matric level and has valid driving license.
- Safe driving record; knowledge of driving rules and regulations and skills in minor vehicle repair.
- Knowledge of driving rules and regulations.
- Minimum 3 years of driving experience preferably with a multi-national organization.
- Good spoken and written Urdu and moderate level of understanding English.

Annexure 12

TERMS OF REFERENCE

Messenger/Helper

Purpose and Scope of Assignment:

The Messenger/Helper will work under the direct supervision of the Administrative Assistant with the overall review by the Project Manager. The Messenger/Helper will undertake the following duties:

- Operate the telephone switchboard and maintains telephone calls registers on agreed procedures.
- Send faxes, distributes the incoming faxes and maintains the fax register on agreed procedures.
- Assist project team members to photocopy documents, prepare sets of reports, binding and stapling.
- Deliver/distribute mail/messages within office and outside the office as and when required/necessary.
- Take messages from outside callers and convey to concerned staff members.
- Cut, paste and file Newspaper Clippings.
- Perform any other duties as required.

Qualification Required:

- Secondary School Certificate.
- 1-year experience in office environment.
- Fluent in Urdu and ability to understand English.

Annexure 13

TERMS OF REFERENCE

GUIDELINES FOR PROJECT PROPOSALS

1. Fields of Projects

This project will approve the smaller sub-projects ranging from £10,000 to £60,000, in the fields of:

- advocacy, legal aid, public education and awareness campaigns, build coalitions, involve law-enforcement agencies, judicial and government agencies, train educators, healthcare personnel and police officials to respond to and prevent violence. Many projects strive to alter community attitudes and involve men as allies.
- **Implementation of existing laws, policies and plans of action to address violence against women at global, regional, national or local levels.**

2. Who can apply:

Proposals can be submitted by an organization or jointly by two or more organizations with legal status and fall under any one of the following categories:

- Non-governmental organizations.
- National, provincial or Local governmental agencies.
- Educational and research institutions.
- Local Associations/ Community-based groups

3. Where to submit proposals:

Proposals should be sent, preferably, by e-mail, but may also be sent by mail or fax, to

National Project Manager, PMU. GJP.

4. Criteria used to select proposals for funding:

Project selection shall be made by the Gender Justice and Protection Management Committee, composed of DFID, Government of Pakistan, UNDP Gender Unit, GSP-PMSU, etc taking into consideration the following:

- Quality of proposal, ensuring that there is a strong link between the problem to be addressed and the strategies and measurable results anticipated
- Institutional capacity to implement project
- Reflection of multi-stakeholder participation in formulation and implementation
- Partnerships between government organizations and civil society.
- Innovative aspects of the project.
- Sustainability, replicability, and potential to demonstrate and document models that can be taken to larger scale.

5. Priority Areas for Projects Proposals :

- a) Capacity building** — for instance, programmes that train judicial, criminal justice, education, or health professionals on existing laws and policies; initiatives that build skills and systems for using gender-responsive budgeting or monitoring mechanisms to track implementation; projects that assist claim holders in accessing justice, etc..
- b) Advocacy and awareness raising** — for instance, media advocacy or campaigns to build awareness of community members, educators, men, youth, journalists, or other constituencies to understand and apply existing laws and policies on ending violence against women; targeted advocacy with the parliaments, judiciary, law enforcement, health professionals or others to allocate financial and human resources to increase action on an existing plan to end violence against women, etc.
- c) Action-oriented Research and Documentation** — for instance, participatory research that demonstrates innovative responses to applying new laws and policies to address violence against women in the context of customary or traditional law; documentation (multi-media, print, etc.) that shows how to move from policy making to implementation and enforcement, including what are effective strategies and lessons learned, etc.
- d) Legal Aid** : Projects showing innovative, non-conventional and practical means for provision of legal aid for victims of VAW.
- e) Up-scaling promising practices** — for instance, plans to strategically build alliances with and between government entities, UN agencies, other donors, etc. to expand implementation of proven approaches and responses to implementing laws, policies and plans.

The above projects examples are not exhaustive.

GUIDELINES FOR PROPOSALS SUBMITTED

APPLICATION FORM

Proposals for either call should include the following information and be **limited to no more than eight (8) pages, including budget and results framework.**

Results Framework

A results framework must also be attached with proposed activities, outputs, indicators and Means of Verification. The framework should clarify what the submitting organization(s) sees as the main goals (long-term), outcomes (medium-term) and outputs (immediate-term) resulting from its programmes.

The grantee is responsible for reporting on and achieving the outputs (or immediate-term results) and outcomes or (medium-term results). The goal provides the longer-term vision for the project. The framework calls for results that are specific, measurable, and time-bound to the extent possible.

Proposal Section	Description
<p>Organizational information. (no more than 1 page)</p> <p>In cases of joint proposals, information should be provided about each organization.</p>	<ul style="list-style-type: none"> • Name of organization • Address • Telephone and fax numbers and e-mail address. • Information on legal status • Goal and mandate of organization • Information on prior work on the issue of violence against women /gender • Qualification of key personnel to implement project • Total annual budget of organization(s) applying
<p>Justification. no more than 1</p>	<ul style="list-style-type: none"> • What is the opportunity or challenge that the programme is addressing • What data or evidence supports the opportunity or challenge being addressed

page)	<ul style="list-style-type: none"> This section should relate directly to the objectives/results and strategies.
Results to be achieved. (no more than 1 page)	<ul style="list-style-type: none"> Indicate the concrete immediate and long-term results that the programme will achieve if it is successful. Make these statements measurable and concrete. Indicate who the key target groups will be. The results should be drawn from the results framework.
Strategies. (no more than 1 page)	<ul style="list-style-type: none"> What are the key strategies that the programme will use?. For instance, if capacity building is a key strategy, describe how this will be applied. If up-scaling is a key strategy, describe how this will be implemented.
Workplan. (no more than 1 page)	<ul style="list-style-type: none"> List the key project activities, a timeline for undertaking them, and who will be responsible for each
Evaluation. (no more than 1 or 2 pages)	<ul style="list-style-type: none"> Describe what steps will be undertaken to track and measure the extent to which results described have been achieved / MOV (Means Of Verification) The plan should be built on the indicators included in the results framework.
Results Framework	This framework will include the long-term and immediate results and success indicators for the programme, as well Objectively Verifiable Indicators. (OVI)
Project Budget. (1 page)	<ul style="list-style-type: none"> Amount of funding requested. If partial funding is being sought, please also state the total project budget, and other sources already secured/ potential funding. Budget breakdown. Please be advised that some percentage of total funding requested must be allocated to cover the cost of an evaluation. Also the overhead costs must be kept to minimum.

Annexure 13

TERMS OF REFERENCE

Background Note on UNDP's Gender Support Programme (GSP)

Background

A Gender Programme by UNDP was first established in 1996 as recommended by the mid-term review of UNDP's Fifth Programming Cycle (1993-1998). It was strongly felt that gender should be a specific programmatic area in addition to being a crosscutting theme. The Gender Program became an integral part of UNDP's Country Cooperation Framework (CCF) for Pakistan. The Gender Program Support Project (GPSP) was formulated as a Preparatory Assistance (PA) project, which ended in November 1999 and was followed by the Gender Equality Umbrella Project (GEUP), a three-year project. Though called a project, GEUP for all intent and purposes functioned as a program whose developmental objective was "to reduce gender disparities in Pakistan in order to achieve sustainable human development."

During the mid-term review of GEUP in June 2002, both the evaluators and the Steering Committee strongly recommended that GEUP be upgraded into a Program. The Gender Support Programme, which was designed as a result of the above recommendations in context with the national programmes of Pakistan, has integrated UNDP Pakistan current gender related projects and upcoming initiatives through a program approach.

Goal

The Goal of the Gender Support Programme (GSP) is to eradicate poverty in Pakistan through gender-responsive governance and a rights-based approach to sustainable human development.

Objectives

GSP will provide coordinated policy, technical and managerial support to the Government of Pakistan in the areas of women's political participation, economic empowerment, enabling social environment and institutional strengthening. Specifically, the assistance will be provided in the following areas:

1. Policy analysis, coordination, implementation and monitoring;
2. Capacity development;
3. Research and documentation;
4. Awareness raising

Activities

1. Political Participation

The "Women's Political School" project of the Gender Support Program, led by the Ministry of Women Development in partnership with the Ministry of Local Government, is the largest investment that UNDP has made to support women's participation in political decision-making structures and processes. The aim of this initiative is to build capacities of elected women representatives in public office to address local issues as well as broader gender development issues in public policy formulation and implementation. To date, 48,665 women councillors have been trained to perform effectively their role as political leaders.

The new phase of women's political empowerment initiatives therefore, has to take account of the different levels of capacity building required, both with regard to the tier of government as well as for the resource pool. An effective strategy for gender specific trainings to male councilors, naib nazims, nazims and Union Secretaries is therefore being considered. On the supply side, the capacity development agenda of GSP

strives to strengthen relevant Local Government training institutes to facilitate the process of building gender-responsive systems catering to training needs of political representatives.

2. Institutional Strengthening

This component includes the following components:

1. National Commission on the Status of Women (NCSW)
2. Gender Responsive Budgeting Initiative (GRBI)
3. Gender Justice through Musalihat Anujman (GJTMA)
4. National and International Commitments on Gender and Poverty Issues (NICGAP)
5. Gender Mainstreaming in Planning and Development (GMPnd)

National Commission on Status of Women (NCSW)

The project aims to strengthen institutional capacity of NCSW to enable it formulate and advocate policy recommendations to emancipate women, equalize socio-economic opportunities and eliminate all forms of discrimination against women.

There have been research initiatives by the NCSW e.g. on Hudood Ordinance, which resulted in passing of Women Protection Act, and amendment of the criminal law related to honor killings. Policy Research on Women's Rights to Inheritance and its Implementation, Status of Home-Based Women Workers in Informal Sector and Qisas & Diyat Laws have been conducted and studies/report/research findings have been published.

Gender Responsive Budgeting Initiative (GRBI)

Gender responsive budgeting (GRB) refers to a variety of processes and tools aimed at facilitating an assessment of the differential impact of mainstream budgetary expenditures on women and men with cognisance being given to the society's underpinning gender relations. The specific objectives of this project are to ensure that government spending addresses the needs of women and men equitably and attends to the needs of marginalized groups; that budgets are reviewed and analyzed through a gender lens in order to better understand the contribution and needs of women in the national economy, and that civil society – government partnership promotes transparency in the determination of government priorities and in public spending.

The Project has developed advocacy material which includes Gender Responsive Budgeting Resource Kit, Gender Responsive Budgeting Awareness Raising Material, Training Manual prepared for concerned Government Ministries and Departments. Awareness raising sessions have been held with Parliamentarians, civil society, government officials for a better understanding of gender responsive budgeting and its differential impact on men and women.

This year the sex disaggregated information on civil service employment incorporated in the Government of Punjab Budget Call Circular 2006-2007 paved way for collection of sex-disaggregated data pertaining to line ministries and facilitation of provincial budget unpacking.

Three individual Gender Aware Policy Appraisal (GAPA) studies in Education, Health and Population sectors was commissioned to analyze policies and programs funded through the budget from a gender perspective by asking whether policies and their associated resource allocations are likely to reduce or increase gender inequalities. Gender specific inputs provided in the studies are intended to feed in to the sector review reports, prepared under the Medium Term Budgetary Framework (MTBF) process. The GRBI also initiated a nation-wide Time Use Survey to understand the macro economic implications of unpaid care work.

Gender Justice through Musalihat Anjuman (GJTMA)

The “Gender Justice through Musalihat Anjuman” initiative envisages constitution and mobilization of alternate dispute resolution entities, namely, Musalihat Anjumans (MAs), provided for under Local Government Ordinance 2001. These arbitration platforms have the potential to reduce not only the burden of cases from the local courts but also dispense low-cost and speedy justice. As women in Pakistan are traditionally discouraged from seeking legal redress because of the time, distance and money involved, MAs provide a readily available option for women plaintiffs seeking justice.

Since its operationalization in 2005, the results of this project have been encouraging: Rules of Business for MAs have been formulated that made female representation in the arbitration board mandatory; Musalihat Anjumans constituted under this initiative in 468 Union councils have handled 1075 cases within 10 months and dispensed justice in 685 cases; linkages with the police and judicial community have been emphasized to enhance their buy-in into the ADR process, and the Federal Judicial Academy has been partnered with to deliver training on ADR mechanisms and procedures.

More recently, the project has been up-scaled from 8 to 20 districts across Pakistan (five in each province). This new phase of the initiative will also focus on capacity-building of MAs by mobilizing province level networks titled, MASS (Musalihat Anjuman Support Services); intensifying partnerships between judiciary, police and Musalihat Anjuman for accountable, fair and equitable dispensation of justice, and community advocacy for legal rights of women and men’s role in ending violence.

National and International Commitments on Gender and Poverty Issues (NICGAP)

National and International Commitments on Gender and Poverty project is an injection of human resource support being provided to the Ministry of Women Development for effective implementation and monitoring of the National Plan of Action. The overall goal of this project is to enable effective implementation and monitoring of the National Plan of Action jointly by the Government, legislature and civil society according to time-bound goals.

Gender Mainstreaming in Planning and Development (GMPnd)

The Planning and Development (P & D) Department is an important partner for institutionalizing gender concerns in the planning, monitoring and evaluation of development programmes and this is the objective of the Gender Mainstreaming Project.

The project is making important contribution in mainstreaming gender in development and has trained more than 1200 officers involved in planning at all levels. The sustainability of the project is ensured by institutionalizing trainings in prestigious Government Training Institutes like NIPAs, PIDE, which are meant for senior civil servants. Significant progress is also being made on gender disaggregated data.

3. Socio-Economic Development

Under this pillar, GSP aims to enhance income and employment generation capacities of women in rural and urban areas, with a focus on partnerships with the private-sector to deliver skills development and accessible micro finance services. Two initiatives under GSP are noteworthy in this regard:

- **Gender Promotion through Skills Development & Up-gradation in the Garment Sector (GENPROM):** The enactment Agreement on Textiles adversely affects the garment sector in Pakistan facing chronic skilled labor shortages. Although the largest employer of women in Pakistan, female labor force participation in the T&C sector is substantially lower than in neighboring countries of Bangladesh and Sri Lanka. To ensure that the women workforce in Pakistan, as in other countries in the region, becomes the vehicle for improvements in product quality and export revenues, the GENPROM initiative of the Gender Support Program is providing

on-the-job and paid-for training to the female labor force in the garment sector in sewing, cutting and quality assurance, to name a few. As both implementing and financing partners of this initiative, the manufacturing associations in Karachi and Faisalabad (Pakistan Ready-Made Garments Manufacturers' Association and Faisalabad Institute for Technology and Fashion Design respectively) exemplify private-sector commitment to realizing the untapped potential of its female garment workforce. UNDP is supporting its private-sector partners with the design, roll-out and institutionalization of systems and practices necessary for improving product quality and export performance.

- **Community Empowerment through Livestock Development:** The aim of this initiative is to ensure income and employment generation of rural women through improved livelihoods and food security at the household and community level. Partnerships have been forged with NESTLE in Punjab and ENGRO Food in Sind to develop a cadre of trained women livestock extension agents called Lady Livestock Workers to provide primary animal health care and production services to women at village level. Two features of this initiative are particularly relevant to engaging women villagers in this initiative. First, a mobile training approach, whereby lady veterinarians travel in mobile teams to impart trainings to women in a particular UC/village, makes it easier (in terms of both money and time) for village women to benefit from the trainings. Second, using lady veterinarians to deliver training on livestock management to womenfolk in the village mitigates another barrier limiting rural women's participation in skills development programs. Another equally important dimension of this partnership with the corporate sector is improvement in market access: by bringing, in essence, milk buyers to the livestock producers' doorstep, this alliance with NESTLE and ENGRO eliminates intermediaries and enhances profits of livestock producers, many of whom are women. The intervention also envisages facilitating Lady Livestock Workers with establishing their practice to enhance their social status and incomes.

United Nations Development Programme
Gender Justice and Protection Project

S. No.	Description	First Year Budget (US\$)	Second Year Budget (US\$)	Third Year Budget (US\$)	Fourth Year Budget (US\$)	Fifth Year Budget (US\$)	Total Budget (US\$)	Total Budget (€)
1	Activities							
	1.1 GJP Fund on Violence Against Women	500,000	700,000	750,000	750,000	350,000	\$3050,000	€1,639,785
	1.2 Activities to create access of partners to existing funding opportunities on VAW	50,000	95,000	85,000	85,000	32,509	\$347,509	€186,833
	Subtotal (1.1+1.5)	550,000	795,000	835,000	835,000	382,509	\$3,397,509	€1,826,618
	Admin Cost (7%)							€127,864
	Sub total (GJP fund)							€1,954,482
2	<u>PROJECT PERSONNEL (GSP/GJP staff)</u>							
	2.1 National Project Manager (SC 10/Min)	35271	37,739	40,381	43,208	46,232	\$172,286	€109,049
	2.2 Monitoring & Evaluation Officer (SC9/Min)	26,645	28,510	30,505	32,641	34926	\$116,393	€82,380
	2.3 Monitoring & Evaluation Officer (SC8/Min)	18019	19,280	20,630	22,074	23619	\$97,761	€55,711
	2.4 Monitoring & Evaluation Officer (SC8/Min)	18019	19,280	20,630	22,074	23619	\$97,761	€55,711
	Subtotal (2.1-2.6)							€302,851
	Sub total: Administration Cost (7%)							€21,200
	Subtotal (2)							€324,051
3	<u>DUTY TRAVEL/MISSIONS</u>							
	3.1 Duty Travel	To be funded by GSP.	To be funded by GSP.	To be funded by GSP.				
	3.2 Mission Costs (UNDP)							
	3.3 Mission Costs (UNOPS)							

3.4 Evaluation Missions (mid term)

Sub Total (3.1-3.4)

To be
funded
by GSP.

4 RENT/EQUIPMENT

4.1 Rent

4.2 Equipment (expendable)

4.3 Equipment (non-expendable)

Sub-Total (4.1+4.3)

To be
funded
by GSP.

5 MISCELLANEOUS

Miscellaneous (petty exp not related to
expenditure in above heads

5.1

To be
funded
by GSP.

Sub-Total (5.1)

Total Budget (1-5)

6

Total Budget for GJP Project

£2,278,533

Note: Exchange Rate Used : 1£ = 1.86 US\$