EAST AND SOUTHERN AFRICA REGIONAL OFFICE STRATEGIC NOTE EVALUATION

UN WOMEN

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Acronyms

3R	Recognize, Reduce, and Redistribute
AU	African Union
BPfA	Beijing Declaration and Platform for Action
CEDAW	Convention on the Elimination of all forms of Discrimination Against Women
CO	Country Office
CSW	Commission on the Status of Women
DRF	Development Results Framework
ERG	Evaluation Reference Group
ESA	East and Southern Africa
EVAW	Ending Violence Against Women
FAO	Food and Agriculture Organization
GBV	Gender Based Violence
GEF	Gender Equality Facility
GEWE	Gender Equality and Women's Empowerment
GIHA	Gender and Humanitarian Action
GRB	Gender Responsive Budgeting
GRES	Gender Results Effectiveness Scale
GTG	Gender Thematic Group
HIV	Human Immunodeficiency Virus
HQ	Headquarters
IEAS	Independent Evaluation and Audit Service
IES	Independent Evaluation Service
IOM	International Organization for Migration
LEAP	Women's Leadership, Empowerment, Access and Protection in Crisis Response
LGBTI	Lesbian, Gay, Bisexual, Transgender and Intersex
OECD	Organisation for Economic Co-operation and Development
OEEF	Operational Effectiveness and Efficiency Framework
RCO	UN Resident Coordinator Office
RMS	Results Management System
RO	Regional Office

SDG	Sustainable Development Goals
STEM	Science, Technology, Engineering and Mathematics
UN	United Nations
UN OHCHR	the UN Human Rights Office
UN Women	United Nations Entity for Gender Equality and Women's Empowerment
UNAIDS	Joint United Nations Programme on HIV and AIDS
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNODC	United Nations Office on Drugs and Crime
UNSCR 1325	United Nations Security Council Resolution 1325 on Women, Peace and Security
UNSDCF	United Nations Strategic Development Cooperation Framework
UN-SWAP	United Nations System-Wide Action Plan
US$	United States Dollar
WEE	Women's Economic Empowerment
WPS	Women, Peace and Security
WRD	Women's Resilience to Disasters

1. INTRODUCTION

The inception phase for the Regional Office (RO) portfolio evaluation has involved:

- Document review;
- Scoping interviews with UN Women RO Team Leads; and
- An inception workshop with key UN Women RO staff.

This inception report is intended to provide the framework and plan for the Strategic Note evaluation, including the timeline and workplan for conducting the evaluation.

The rest of the report is set out as follows:

Section 2 introduces the evaluation objectives and scope;

Section 3 provides the context on gender equality and human rights in the region;

Section 4 sets out the preliminary analysis undertaken on the Strategic Note, and areas for further enquiry;

Section 5 sets out the evaluation criteria and questions, which is followed by the evaluation approach and methodology; and

Section 6 sets out the workplan.

The **Annexes** include the stakeholders and documents consulted, the theory of change, further detail on the Strategic Note interventions, human and financial resources analysis, stakeholder mapping, evaluability assessment and country contexts, data collection tools, the data management plan, the composition of the evaluation reference group, and a summary of the inception workshop discussions.

2. EVALUATION PURPOSE, OBJECTIVES AND SCOPE

The purpose of the Strategic Note Evaluation is to deliver a systematic assessment of the work of UN Women's East and Southern Africa Regional Office.

The Eastern and Southern Africa region (ESAR) comprises of 25 countries.[1] UN Women is in 13 of these countries: Burundi, Ethiopia, Kenya, Malawi, Mozambique, Rwanda, South Sudan, Sudan, Tanzania, Uganda, South Africa Multi-Country Office (MCO) and Zimbabwe.[2] The South Africa MCO covers the Southern Africa Customs Union countries, that is, Botswana, Lesotho, Namibia, South Africa and Eswatini. UN Women also has a Somalia Program and has recently established a physical presence in Mogadishu and Hargeisa.

UN Women also supports 11 UN Country Teams (UNCTs) where UN Women is a non-resident agency (NRA)[3]. All are supported by the Regional Office (RO) in Kenya.

The intended uses of the evaluation are:

1. Learning on effective approaches to support improved decision-making.
2. Accountability for UN Women's contribution to Gender Equality and Women's Empowerment.

The primary user of this evaluation is the UN Women Regional Office, who will use the findings to inform the design of the new Strategic Note, strengthen intervention strategies to address gender-related gaps, and promote gender equality and women's empowerment in the region. Additionally, the evaluation will serve accountability purposes by articulating achievements, lessons learned, and existing gaps. It will also support the strategic positioning of UN Women RO in response to the region's evolving context and funding challenges.

Secondary users are expected to be HQ colleagues, inter-governmental stakeholders, regional partners and others working in the region to identify what works to promote gender equality and women's empowerment, and areas that need additional support and opportunities for strategic partnership.

The scope of the evaluation is the Strategic Note, including the Development Results Framework (DRF) and the Operational Efficiency and Effectiveness Framework (OEEF) as the documentation basis for the evaluation. The period covered by the evaluation will be January 2022 to date[4]. All

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[1] Angola, Botswana, Burundi, Comoros, Djibouti, Eritrea, Eswatini, Ethiopia, Kenya, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Reunion (France), Rwanda, Seychelles, Somalia, South Africa, South Sudan, Tanzania, Uganda, Zambia, Zimbabwe.

[2] Where We Are: Eastern and Southern Africa | UN Women – Africa
[3] NRA countries: Angola, Botswana, Comoros, Djibouti, Eritrea, Eswatini, Lesotho, Madagascar, Mauritius/Seychelles, Namibia, and Zambia
[4] The Regional Office Strategic Note (SN) covers 2022-2025. The evaluation data collection is planned for March – April 2025.

activities included in the Strategic Note will be considered, including joint programming.

The specific objectives of the evaluation are to:

- Assess the effectiveness, efficiency and coherence of the regional portfolio, including between the normative, coordination and operational arms, and the extent to which human rights and gender equality have been addressed.

- Identify lessons learned and good practices that can be scaled.

- Provide actionable recommendations to inform the new Strategic Note development, through highlighting gaps and opportunities given the strategic positioning of the regional office.

3. CONTEXT

This section draws mainly from the context analysis undertaken in the development of the 2022-25 Strategic Note and the UN Women regional gender equality profile undertaken in 2023.[5] The section covers 13 countries as listed in the introduction section where UN Women has a presence in.

The East and Southern Africa (ESA) region comprises 25 countries as listed in the introduction section and is home to an estimated 633 million people. [6] The region's population is expected to grow to 1.1 billion by 2050, accounting for 47 per cent or almost half of Africa's population. At present, 42 per cent of the population of the region is below the age of 15, while young people aged 10 to 24 make up about 33 per cent.[7] Fertility rates in the ESA region remain high with an average of 4.1 children per woman of reproductive age (2024). The region's future and its ambitions to achieve the Sustainable Development Goals of Agenda 2030 and Africa Agenda 2063 rely on its

capacity to transform and harness its human capital, particularly its substantial youthful population, as a driving force for economic transformation.

The countries in the ESA region have diverse and complex social, economic, political, governance demographic and gender equality landscapes and systems. They range from countries with weak governance prone to crises that cross borders, to middle-income countries that are relatively stable politically and economically[8]. Countries such as Seychelles, Mauritius, Botswana, South Africa and Eswatini have relatively stable and prosperous economies while others such as Burundi and Somalia are some of the poorest on the continent. 40 percent of the population in the region still lives on under USD 1.90 per day.[9]

The ESA region is not on track to meet the SDG targets by 2030. While the majority of countries have endorsed the SDGs and incorporated them into national strategies and development plans, the lack of funding is cited as the single most critical impediment in the region. Leave No One Behind (LNOB) results highlight that the region is struggling with vast inequities and discrimination.[10]

Significant progress has been made in the region towards gender equality, although issues and inequalities persist. The ESA region has accelerated legal and policy reform aimed at promoting gender equality and women's empowerment and most countries are mainstreaming gender in their development policies and strategies[11]. Most countries in the region have also ratified important women's human rights instruments - including CEDAW, the Maputo Protocol, and UNSCR 1325 - and have established GEWE legislation, institutions, and machinery. However, inadequate allocation of financial and human resources, low availability of gender data, and frail political will are

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[5] East_And_Southern_Africa_Regional_Gender_Equality_Profile-Web.Pdf. The main source of data and analysis for the Regional Gender Equality Profile are UN Women Country Gender Equality Profiles (CGEPs) for Eswatini (2023), Ethiopia (2023), Kenya (2023), Lesotho (2022), Malawi (2022), Mauritius (2022), Namibia (2022), Rwanda (2021), Somalia (2021), South Africa (2022), Sudan (2022), Uganda (2021), Tanzania-Mainland (2023), Tanzania-Zanzibar (2023), and Zimbabwe (2021). Based on the most recent available data sources, data from the CGEPs was updated and integrated to cover other countries in the Eastern and Southern African Region.
6 UNFPA: Population Matters
7 Ibid

[8] Regional Office Strategic Note (SN) 2022-2025
[9] Ibid
[10] Regional Office Strategic Note (SN) 2022-2025
11 United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). (2023). *Accelerating progress towards gender equality in East and Southern Africa: An analysis of trends, challenges, indicators of progress, and good practices to achieve gender equality and women's empowerment in East and Southern Africa*. UN Women East and Southern Africa Regional Office.

among the common reasons for inconclusive and inefficient reforms[12].

East and Southern Africa has witnessed a significant increase in women's political representation due to electoral reforms and the introduction of temporary special measures (TSMs) at the national and/or subnational levels. Southern Africa became the sub-region with the highest share of women in single/lower house (32 per cent), which is closely followed by East Africa (31 per cent per cent).[13] However, substantive participation in decision-making is hindered by political violence, lack of support and entrenched patriarchal attitudes.[14]

Although the number of women, women's groups, and gender experts serving as official negotiators, mediators, signatories, witnesses, or advisory bodies in peace processes has been increasing globally since 1990, women's participation in formal peace processes in Africa and the ESA region remains limited and often symbolic.[15] While thirteen countries in the region have developed Women, Peace, and Security (WPS) National Action Plans (NAPs), their implementation faces challenges, particularly due to under-budgeting. Many NAPs tend to focus on women's political participation and protection from violence rather than taking a more comprehensive approach that prioritizes conflict prevention and recovery.[16]

However, progress has been made in advancing the WPS agenda in the region, including through the development of Regional Action Plans (RAPs) by Regional Economic Communities (RECs) such as the Intergovernmental Authority on Development (IGAD), the East African Community (EAC), the International Centre for Criminal Law Reform and Criminal Justice Policy (ICGLR), and the Southern African Development Community (SADC), with support from UN Women. These RAPs not only promote women's participation at the regional level but also strengthen accountability for the implementation of NAPs at the national level.[17]

Most countries have addressed gender disparities in education through legislative reforms mandating compulsory and free primary education. Most of the ESA countries have an enrollment rate of over 90% in primary school. On average, girls' enrolment at secondary school level increased from 18 per cent to 34 per cent in the region between 1998 and 2018[18]. However, despite these notable improvements, gender disparities still exist and increase as you go up the educational ladder. Although 17 out of 23 countries in the region have adopted legal protections for teen mothers, early marriage, childbearing, and parenting continue to represent the main reason for girls' school drop-out. Further, women are still under-represented in STEM subjects[19].

Despite the progress recorded so far in the region towards gender equality and women empowerment, gender gaps still exist across the region. The region continues to experience high rates of GBV despite promulgating anti-GBV laws and the existence of specialized courts and police units in some of the countries. Female Genital Mutilation (FGM) is still highly prevalent in countries such as Somalia, Djibouti, Sudan, and Eritrea where around 90 per cent of women experience this form of GBV[20.]

The participation of women in the labour force remains lower than that of men and is characterised by high informality, lower job status, and horizontal segregation. Women's disproportionate burden of unpaid care and domestic work reinforces their low participation in the labor market and hinders their ability to participate in leadership. Only five out of 25 countries have established a public childcare system. However, in only one country, the law establishes the free provision of public childcare

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[12] Ibid

[13] Ibid

[14] International Institute for Democracy and Electoral Assistance. 2024. Women's Political Participation - Africa Barometer.

[15] Women's Participation and a Better Understanding of the Political | Global study on the implementation of UN Security Council resolution 1325

[16] Evaluation-UN-Women-support-to-National-Action-Plans-en.pdf

[17] United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). (2023). *Accelerating progress towards gender equality in East and Southern Africa: An analysis of trends, challenges, indicators of progress, and good practices to achieve gender equality and women's empowerment in East and Southern Africa*. UN Women East and Southern Africa Regional Office.

[18] ESA Regional Gender Equality Profile

[19] Ibid

[20] United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). (2023). *Accelerating progress towards gender equality in East and Southern Africa: An analysis of trends, challenges, indicators of progress, and good practices to achieve gender equality and women's empowerment in East and Southern Africa*. UN Women East and Southern Africa Regional Office.

services, while no country provides childcare allowances to parents.[21]

Women's ownership of land, a key productive resource, is very low in the region. In Kenya, women claim just under 13% compared to 36% of men having exclusive ownership of land in 2024[22]. As of 2023, in Mainland Tanzania, 33% of women own agricultural land compared to 47% of men.[23] The ESA gender equality profile report notes that this is particularly worrying as agriculture in the region plays a major economic role, and women occupy a large portion of the agricultural labour force.

In terms of Leaving No One Behind, all countries in the region have adopted legal protections for persons with disabilities[24]. Women with disabilities are becoming more active in disability rights movements across the region. However, in several countries, strategies and programmes remain under-resourced and underbudgeted, lacking necessary affirmative actions. [25] Most countries in the region have also adopted and improved legislation for protecting persons living with HIV/AIDS, integrating non-discrimination requirements besides prevention and treatment. [26] Awareness about the condition of albinism has increased in the region and political and traditional leaders have progressively denounced violence and discrimination against persons with albinism. In 2019, the African Union adopted a Plan of Action to End Attacks and Other Human Rights Violations Targeting Persons with Albinism in Africa.[27]

The region hosts several key intergovernmental institutions, including the African Union headquarters (Ethiopia), the East African Community (Tanzania), the Southern African Development Community (Botswana), the Intergovernmental Authority on Development (Djibouti), the Common Market for Eastern and Southern Africa (Zambia), and the International Conference on the Great Lakes Region (Burundi). UN Women has established partnerships with these organizations.[28]

Women and youth mainstreaming is a central focus of the African Union Commission's (AUC) Strategic Plan. This is supported by instruments such as the African Union Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa, the Solemn Declaration on Gender Equality in Africa, the African Union Gender Policy, AU Continental Results Framework on WPS and the gender policies of regional economic communities and intergovernmental bodies.[29]

A major challenge in the region is the ongoing conflict in Sudan between the Sudanese Armed Forces (SAF) and the Rapid Support Forces (RSF), which began in April 2023. The conflict has triggered a severe humanitarian crisis, displacing over 12.2 million people and significantly disrupting access to basic services such as healthcare, clean water, and electricity. Infrastructure has been severely damaged, with many facilities targeted or inaccessible due to hostilities.[30]The need for gender-based violence-related services has increased by 100 per cent since the crisis began.[31]

Acute food insecurity has reached unprecedented levels, with more than half the population (30.4 million people) requiring assistance in 2025. [32] Women and girls are disproportionately affected, with 64% of female-headed households facing food insecurity compared to 48% of male-headed households in ten states.[33]

[21] Ibid
[22] Briefing to the Executive Board First Regular Session 2024
[23] Support for land use planning sees over 2000 women farmers in Tanzania become land owners | UN Women – Africa
[24] United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). (2023). *Accelerating progress towards gender equality in East and Southern Africa: An analysis of trends, challenges, indicators of progress, and good practices to achieve gender equality and women's empowerment in East and Southern Africa*. UN Women East and Southern Africa Regional Office.
[25] Mapping of discrimination on disabilities in ESAR | UN Women – Africa
[26] Gender Equality, Women's Empowerment (GEWE) and HIV in Africa: The impact of intersecting issues and key continental priorities | UN Women – Africa
[27] Albinism in Africa | OHCHR

[28] Ibid
[29] United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). (2023). *Accelerating progress towards gender equality in East and Southern Africa: An analysis of trends, challenges, indicators of progress, and good practices to achieve gender equality and women's empowerment in East and Southern Africa*. UN Women East and Southern Africa Regional Office.
[30] Sudan: Sectoral Cash Snapshot, October 2024 - Sudan | ReliefWeb
[31] Sudan humanitarian crisis has catastrophic impact for women and girls, with two-fold increase of gender-based violence | UN Women – Headquarters
[32] Sudan: Humanitarian Needs and Response Plan 2025 - Overview - Sudan | ReliefWeb
[33] gender-alert-women-and-girls-of-sudan-fortitude-amid-the-flame-of-war-en.pdf

The East and Southern Africa (ESA) region continues to face complex and multifaceted conflicts, including the ongoing crisis in Sudan, as well as conflicts in Ethiopia's Oromia, Amhara, and Tigray regions, South Sudan, Mozambique, and the broader Great Lakes region.[34] The region suffered natural disasters: hurricanes, cyclones, drought, flooding, and locusts. Many countries in the region are evaluated to be at high and very high risk of environmental disasters and humanitarian crises and these two scenarios have been proven to exacerbate inequalities and increase vulnerabilities[35]. Ethiopia, Kenya, and Somalia experienced the worst drought in 40 years, cyclones in Malawi, Mozambique. This is situation further provided grounds for violence and increased inequality. These disasters are also key drivers of humanitarian conditions affecting millions of lives and livelihoods of the poor, particularly women and girls in refugee and IDP camps. Increasing humanitarian crisis with Countries such as Ethiopia and Sudan having over 40 million people half of them women in need of assistance amidst reduced funding due to multiple crises globally made it difficult to provide support. As of March 2025, only 6.3% (approximately US$262.2 million) of the required funds had been secured, leaving a substantial funding gap.[36] [70]

Beyond armed conflicts, climate change is increasingly driving competition for scarce natural resources, intensifying disputes and heightening vulnerabilities, particularly in communities that rely on agriculture and pastoralism. These combined with ongoing regional political tensions such as those between Somalia and Ethiopia, as well as among Rwanda, Burundi, the Democratic Republic of Congo, and Uganda in the Great Lakes region underscore the need for coordinated regional responses. Addressing these challenges requires a holistic approach that integrates peacebuilding, climate resilience, and efforts to counter violent extremism, ensuring that interventions are sustainable and responsive to the evolving security landscape.[37]

Political instability remains a pressing challenge, with tensions escalating in several countries, further complicating peace and security efforts. Additionally, violent extremism and terrorism pose significant threats, particularly in Somalia, Kenya, Uganda, Tanzania, and Mozambique, exacerbating insecurity and displacement across the region.[38]

Annex 13 sets out further details on the regional context.

4. PORTFOLIO ANALYSIS

The portfolio analysis summarizes the Strategic Note, its theory of change, the results framework and results management systems and the key interventions. It also analyzes financial and human resources and stakeholders involved in the delivery of the Strategic Note, highlights findings from the evaluability assessment and sets out preliminary observations used to inform the evaluation design.

Strategic Note Overview

The Strategic Note covers the period 2022- 2025. The Strategic Note targets women, especially the poorest and most excluded, as well as the institutions and communities that can contribute to strengthening women's empowerment and gender equality.

As of December 2024, the planned budget for 2022-2025 was US$ 42m. [39] As of September 2024, the total resources mobilized were US$ 30.3m and expenditure was US$ 22.7 m.[40]

Guided by the global Strategic Plan (SP)[41], the Strategic Note aims to contribute to gender equality and women's empowerment by focusing on five regional priorities that address different dimensions of change:

- Sustained engagements with duty-bearers to be more accountable for financing and implementation of gender commitments (systemic change)

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[34] Sudan humanitarian crisis has catastrophic impact for women and girls, with two-fold increase of gender-based violence | UN Women – Headquarters, Addressing gender inequality amid conflict: Humanitarian situation in conflict-affected areas of Northern Ethiopia | OCHA
[35]Ibid
[36] Sudan Humanitarian Needs and Response Plan 2025 | Financial Tracking Service
[37] women-peace-security-and-resilience-annual-report-2022-en.pdf

[38] Gendered-dimensions-of-violent-extremism-responses-Eastern-Africa-en.pdf
[39] Results Management System and Resource Mobilization strategy 2022-25. In the original Strategic Note, the planned budget for the entire SN period was US$ 45m, but this was revised downward in annual budgeting processes.
[40] resources mobilized and expenditure from Atlas and Quantum.
[41] UN Women Strategic Plan 2022–2025

- Enabling safe spaces and convening platforms to coalesce rights holders to hold duty bearers accountable (relational level change)

- Strengthening partnerships and efforts on evidence-based approaches to transform harmful behaviours and practices that perpetuate gender stereotypes and inequalities (social and cultural change)

- Making the connection between action and results through gender data, research and analysis (knowledge for change)

- Advancing GEWE accountability through effective coordination of UN regional mechanisms and platforms (peer influence change).

The Strategic Note also aims to contribute to the UN Women Africa Strategy 2022-25.

Theory of Change

ESARO's strategy is based on a Theory of Change informed by evidence-based gender analysis and developed through a team wide participatory approach. In alignment with the Global SP, the regional strategy articulates the regional strategic impacts aligned with the global, contextualized outcomes and results expected to be achieved during 2022-2025.

The original theory of change was included in the Strategic Note and is set out below (the full theory of change is set out in Annex 2).

1. If constructive engagement is sustained with duty-bearers to be more accountable for financing and implementation of GEWE commitments (systemic change);

2. If safe spaces and convening platforms are enabled to coalesce rights holders to hold duty bearers accountable for GEWE commitments (relational level change);

3. If evidence-based approaches are identified and utilised to transform harmful behaviours and practices that perpetuate gender stereotypes and inequalities (social and cultural change);

4. If gender data and analysis enable the connection between action and results (knowledge for change); and

5. If UN coordination bodies and mechanisms advance GEWE accountability (peer influence change)

Then the RO can contribute to an environment where women and girls are safe, their voices heard and their choices informed; and regional entities that advance women's human rights, reduce barriers of patriarchal discrimination and create equal opportunities for women and girls in their diversity.

The five 'if' statements form the target outcomes that the regional office aims to contribute to.

Figure 1: RO approaches and value add to deliver the triple mandate

The diagram below sets out the main approaches used by the RO to deliver its five target outcomes. These were developed based on a review of key documents and feedback from the inception workshop (see Annex 1).
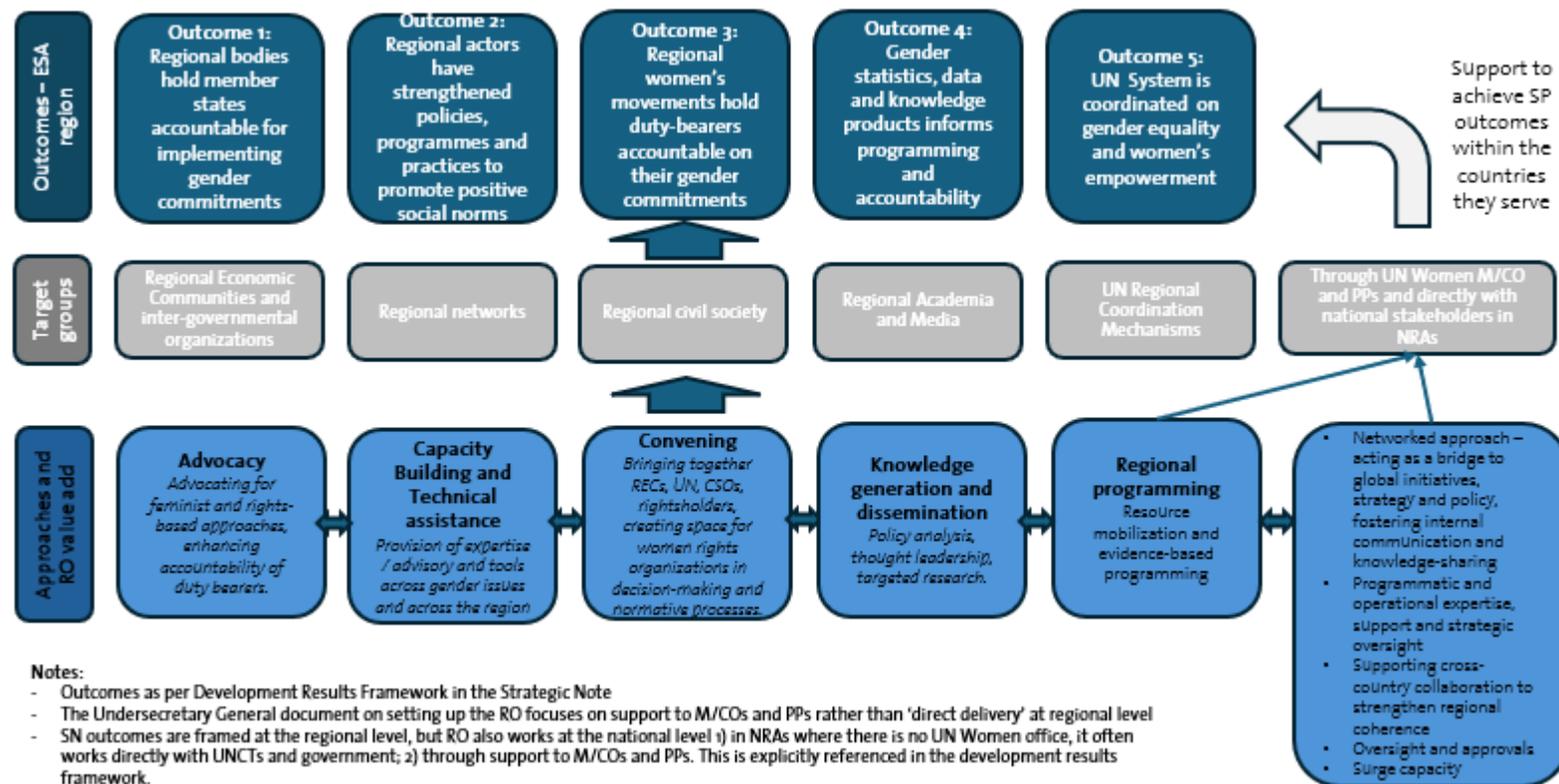
Notes:
- Outcomes as per Development Results Framework in the Strategic Note
- The Undersecretary General document on setting up the RO focuses on support to M/COs and PPs rather than 'direct delivery' at regional level
- SN outcomes are framed at the regional level, but RO also works at the national level 1) in NRAs where there is no UN Women office, it often works directly with UNCTs and government; 2) through support to M/COs and PPs. This is explicitly referenced in the development results framework.

Results Framework

The RO selected five of the seven Global SP systemic outcome areas to focus on in the SN. These are the five outcomes set out below. The RO contextualized these outcomes to reflect regional needs and UN Women's comparative advantage and resource capacities (human and financial) in the region. The different thematic areas contribute to these cross-cutting systemic outcomes.

The table below sets out the **Development Results Framework** (DRF) outcomes and outputs. The full DRF includes indicators against the target outcomes and output, many which were drawn from the SP indicator list.

Outcome 1: Regional actors in ESA have strengthened policies, programmes and practices on gender equality which challenge gender stereotypes and promote positive social norms

Outputs: Regional and national entities in ESAR have strengthened capacities to design, implement and monitor evidence-based policies and programmes which seek to reduce harmful practices and change gender stereotypes; Regional entities have strengthened access to evidence and learning on promising practices for advancing positive social norms through their policies and programmes; Effective coordination efforts across partners that promote positive social norms and challenge gender stereotypes including patriarchal masculinities; and Gender equality partners have increased skills to advocate for gender equality from their respective platforms

Outcome 2: Regional women's movements, networks and organizations use their voice, leadership and agency to hold duty-bearers accountable for their commitments to gender equality and empowerment of women and girls

Outputs: Increased capacity of regional, women's movements, networks and organizations to exercise their voice, leadership and agency to monitor implementation of Beijing Platform for Action and other global and regional normative frameworks and commitments; Women's movements, organizations and networks supported to generate knowledge products; Regional solidarity and safe spaces supported for diverse gender equality advocates and organizations to influence advocacy agendas related to GEWE

Outcome 3: Regional bodies in ESA hold Member States accountable for implementation of GEWE commitments

Outputs: Relevant regional entities capacity strengthened to support Member States implement selected normative frameworks; Relevant regional entities capacities strengthened to assess progress of MS on the implementation of selected normative frameworks; Relevant regional entities have capacities to integrate gender equality into fiscal laws, policies and standards; Financial entities in ESA are able to apply gender related conditionalities in their financing agreements

Outcome 4: Gender statistics, sex-disaggregated data and knowledge products are produced and used to inform policy making, advocacy and accountability for delivering results on gender equality and empowerment of women and girls in ESA region

Outputs: Normative frameworks, standards, guidance notes and protocols are developed by stakeholders to regulate and inform the production of gender data, statistics and research on GEWE; Stakeholders and UN Women R/M/COs have strengthened capacity to produce, use, monitor and report on gender data, statistics and research; Increased demand for and adoption of evidence-based planning, programming and decision-making at regional and country level; Gender data and statistics are systematically collected, available and disseminated as knowledge products

Outcome 5: The UN system in ESA region is coordinated, and coherently and systematically contributes to progress on gender equality and empowerment of women and girls

Outputs: UNCTs in ESAR (including Non-Resident Agency countries - NRA) have capacity to implement UN Gender Equality Commitments; In ESAR, UN crisis related planning and strategies integrate gender equality commitments; Regional thematic interagency mechanisms mainstream gender in their priority areas; UN Women M/COs in ESAR provided with technical support to strengthen their internal and external coordination functions

The **Operational Effectiveness and Efficiency Framework** includes the following goals to support intended development results:

1. Clear evidence base generated from high-quality evaluations for learning, decision and accountability
2. Resource Mobilization in East and Southern Africa Region strengthened
3. Efficient administration and shared services for program, project, finance, procurement, HR, ICT and admin, travel and other processes
4. With its unique and inclusive culture, UN Women is an employer of choice with a diverse and highly

performing cadre of personnel that embodies UN values.

5. UN Women promotes a culture of risk management, accountability, harmonization of business practices and transparency in its operations

6. UN Women staff in ESARO have the capacity, accountability and security for delivering results in Gender Equality and Women's Empowerment

7. Improved Oversight, Quality Assurance and Country Office operations support

8. UN Women ESARO is a recognized hub of knowledge on achieving gender equality and women's empowerment in the region

9. UN Women Communication capacity and systems provide a foundation for effective advocacy of Gender Equality and Empowerment of Women

10. ESARO systems, tools, mechanisms and structures for Knowledge Management strengthened and used for institutional learning, capacity strengthening, policy advocacy and programming in ESAR.

11. UN Women Offices Achieve DPC/Cost Recovery Targets

12. Increased engagement of partners in support of UN Women's mandate

13. Application of Results Based Management in strategic planning processes in ESARO improved

14. Effective leadership and direction to advance the mandate and mission of UN Women in ESAR

Results Data

The **results-based management system** involves quarterly reporting against output indicators, bi-annual reporting against outcome indicators, and annual reporting as per the UN Women template. A summary of the main results from the Results Management System and Annual Reports is set out in Annex 3. Selected data from these systems will be validated during the evaluation.

Strategic Note interventions

The full list of programmes undertaken during the strategic note, mapped against normative, coordination and operational (national, regional and global programmes) is

set out in Annex 4. The Annex also identifies joint programmes and provides the timeline of implementation.

Some of the key projects across the thematic areas are:

1. **Women Count Phase II** in Kenya, Uganda and United Republic of Tanzania [42] is aimed at improving the production and use of gender statistics globally is part of a broader effort to advance gender equality and ensure that progress toward the Sustainable Development Goals (SDGs).

2. **Advocacy, Coalition Building, and Transformative Feminist Action (ACT) to Ending Violence Against Women** implemented in various countries such as Kenya, Zimbabwe and Eswatini [43] is a holistic approach to eliminating violence against women by recognizing its root causes, securing commitments to action, and transforming systems and norms to ensure lasting change.

3. **Generation Equality: Action Coalitions and Accountability:** Implemented in Kenya, South Africa, Tanzania, Uganda, Rwanda and other countries of the region, is a multistakeholder initiative convened by UN Women in partnership with civil society, youth, governments, the private sector and philanthropists to catalyze partners, increase investments, drive results and accelerate the full and effective implementation of the Beijing Platform for Action and the SDGs.

4. **Prevention of COVID-19 infections among women and girls displaced into IDP and refugee camps in ESAR:** which aimed to strengthen the protection, leadership and empowerment of vulnerable women, men and youth affected by COVID-19 and forcibly displaced into IDP and refugee camps in Uganda and Somalia.

5. **Transformational solutions to unpaid care work in Rwanda, Senegal, and South Africa (3R Unpaid Care Work in WEE):** that was implemented in order to address the inequities in unpaid care. The project works to increase recognition for, reduce, and redistribute unpaid care work in Rwanda, Senegal

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[42] Women Count annual report 2022 | UN Women Data Hub
[43] un-trust-fund-to-end-violence-against-women-annual-report-2023-en.pdf

and South Africa to remove structural barriers to women's full and equal participation in the economy.

6. **EU Spotlight:** a global, multi-year partnership between European Union and United Nations to eliminate all forms of violence against women and girls by 2030 with interventions in Mozambique, Uganda, Malawi and Zimbabwe.[44]

7. **UN Support for Peace and Security in the Great Lakes Region:** Jointly implemented by UN Women, UNDP, and UNFPA, this program aimed to promote peace, equality, and stability in the Great Lakes region. It specifically focused on strengthening regional mechanisms, particularly the ICGLR, to advance the Women, Peace, and Security (WPS) and Youth, Peace, and Security (YPS) agendas.

8. **Empowering Every Badge:** Implemented in partnership with UNODC and the Eastern Africa Police Chiefs Cooperation, this initiative seeks to enhance the role of women in senior law enforcement and criminal justice. It aims to strengthen efforts to prevent and counter terrorism, transnational organized crime, and gender-based violence across Eastern Africa.

Additionally, UN Women's coordination work aims to support gender mainstreaming in the UN Sustainable Development Cooperation Framework (UNDSCF), strengthen system-wide capacity to integrate gender, and support implementation of mechanisms to promote accountability across the regional coordination platforms.

Financial and Human Resources Analysis

The financial and human resources analysis draws from January 2022 to December 2024.

The RO has been moderately successful with its resource mobilization. Its annual budget has increased from US$ 8.8m (2023) to US$ 13.8 (2024). The top five donors (Bill and Melinda Gates Foundation, European Commission, Department of Foreign Affairs Trade and Development, Swedish International Development Cooperation, Multi-Donor Trust Fund Office) account for 34.4% of its budget. The RO mobilized 14.5m by 2024 against a target of 16.5m.

As of December 2024, the RO had disbursed US$ 8.1m.

Timeliness of donor reporting has been strong, with 92% of reports submitted on time between January 2022 and December 2024.[45]

The largest area of work is Women Economic Empowerment, accounting for 49% of development results framework expenditure during 2022-25. This is followed by Women's Political Empowerment (39%) and Ending Violence Against Women (18%).

As of December 2024, based on the OneApp Dashboard[46], the regional office employed 70 people in total. Of the 70, 32 were staff, 16 on consultancy contracts and 12 were on service contracts. The 32 staff were comprised of 13 international professionals, 1 JPO, 11 National Officers and 7 General Service staff.

Annex 5 provides more detail on the preliminary financial resources analysis undertaken.

Stakeholder Mapping and Analysis

The main stakeholder groups are as follows:

- **Inter-Governmental Stakeholders**: organizations representing multiple countries with the aim of strengthening collaboration on issues of common interest. In particular, the African Union and Regional Economic Communities and mechanism represent key stakeholders.

- **Civil Society Organizations:** Partners working with UN Women to deliver activities, as well as partners working on different activities aiming to contribute to the same target outcomes. Rights holders that UN Women are aiming to support to achieve gender quality and women's empowerment, including urban/peri-poor women, women leaders and gender advocates, civil society, religious and cultural leaders, and youth.

- **Research and academic institutions**: Researchers working in the areas of UN Women's work.

- **Private sector**: Partners on Women's Economic Empowerment Projects and funders.

[44] Accelerating the push to end gender-based violence in Africa | Spotlight Initiative
[45] Oneapp-Donor Agreement - Power BI
[46] Personnel Dashboard - Power BI

- **UN agencies**: Partners on joint programs, development partners supported by UN Women's coordination work at the regional and country level.

- **Bilateral and foundation donors**: Donors of UN Women's work.

- **UN Women team:** responsible for implementing the Strategic Note.

- **Other multilaterals / regional bodies**: Key partners contributing to same target outcomes.

Evaluability Assessment

The evaluability assessment comprises four areas. Findings are set out below, and implications for the evaluation approach in italics.

1. **Assessment of the CO Strategic Note Theory of Change**: The overall theory of change is relevant and sets out assumptions and causal pathways between outputs and outcomes. This was further developed during the inception workshop, including the hypothesized links between activities, outputs, and outcomes, to strengthen evaluability and support the evaluation's contribution analysis approach.

2. **Quality and completeness of the DRF/OEEF:** The table below summarizes the assessment of the quality and completeness of the Development Results Framework (DRF) and Organizational Effectiveness and Efficiency Framework (OEEF). Annex 7 sets out more detail. *The evaluation will review the existing evidence base against target outcomes and focus on gathering additional evidence to support achievement against target outcomes.*

Measure	Overall Rating
DRF Outcomes	Strong
DRF Outputs	Strong
DRF Framework Indicators	Strong
DRF data quality	Strong
OEEF Outputs	Strong
OEEF Indicators	Strong
OEEF data quality	Strong

The evaluation will also be informed by other reviews and evaluations.

Audits: UN Women Internal Audits of South Africa Multi-Country Office and Zimbabwe Country Office, UN board of auditors' audits of Uganda and Tanzania Country Offices, and the synthesis of regional audits.

Reviews: UN Women Strategic Plan 2022-25 Mid-term Review, UN Women East and Southern Africa 2022-25 Strategic note Mid-term review.

Evaluations: Corporate and regional evaluations undertaken during the Strategic Note period, as identified in the online database, GATE.47 These include the regional evaluations of: Transformative Approaches to Recognize, Reduce and Redistribute Unpaid Care Work (3R programme); the Climate Smart Agriculture Project; and the Prevention of Covid-19 infections among women and girls displaced in IDP and refugee camps – delivered in Somalia and Uganda (2023). Relevant corporate evaluations include the evaluations covering capacity building; advocacy; coordination; gender statistics, Women Political Participation; Women's Economic Empowerment; Women, Peace and Security and 2022 meta-synthesis of evaluations.

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47 Evaluation Unit Details: Regional Office for East and Southern Africa (Kenya) (RO)-Global Accountability and Tracking of Evaluation Use -   GATE System

Preliminary observations and document review

The scope of the evaluation and evaluation questions is guided by the existing evidence base, from corporate and regional reviews and evaluations. The evaluation team undertook a review of key corporate and regional documents, to guide the refinement of the evaluation questions and evaluation matrix through highlighting of key areas to explore. A summary of areas to be explored in the evaluation is set out below.

The section below sets out some of the key issues that emerged from the scoping interviews, inception report, and reviews and evaluations of Regional Office SN and programmes and UN Women Corporate Evaluations that will be explored further in this evaluation as well as evidence that will be used for the evaluation. The key areas for further exploration are arranged according to the DAC/OECD evaluation criteria for ease of reference:

Effectiveness

The *RO SN Mid-term review (2023)* identified that there was good progress made against target outcomes despite constraints in capacity. The review raised the following recommendations:

- Increased collaboration with regional CSOs and women's movements working on women and girls' issues in the region.
- Strengthen generation and use of gender data.
- Continue to strengthen the integration of gender in Humanitarian Response Plans and strategies especially for crisis affected countries and NRAs where possible.
- Enhance the RECs capacity to deliver on women, peace and security agenda and commitments in the region.
- Strengthen the coordination unit to be able to respond to increased unforeseen requests specifically from NRAs for technical support in GEWE interventions which require deployment of human resources to be placed in their countries.
- Shift from capacities strengthening to technical GEWE support in both NRAs and countries where UN Women is physically present.
- Focusing on fewer key priorities where UN Women has a stronger comparative advantage

The *regional evaluations of 3R, CSA, LEAP and capacity development* identified good effectiveness, with the following barriers: the need to complement operational work with policy change work, the need to ensure adoption of tools and platforms developed as part of the programme, the need to ensure sufficient project timeframe and to support social norms change, the need to institutionalize systems for designing capacity development initiatives at the diagnosis and follow-up stage, and clarifying the role of the RO vs the country office, in particular the strategic and convening role and the role of the RO as Knowledge hub.

The *Strategic Plan mid-term review* affirmed that the Entity's unique value addition in humanitarian settings is of a catalytic, advisory and technical nature and based on its partnerships with women-led and women-focused organizations. There is a need to better articulate and support this offering.

The evaluation will explore these identified enablers and barriers to effectiveness, and any progress since these evaluations. The evaluation will also explore the humanitarian-development-peace nexus as an area of growth for UN Women, looking at how well this is integrated into UN Women programming and identifying opportunities for strengthening this nexus given the conflict/security dynamics in the region.

On knowledge products, the *Corporate Evaluation of UN Women Policy Advocacy* identified that knowledge products uptake and use is not always well tracked, and that generally the effects of norms change are not well captured.

The *UN Women African Union MoU Evaluation* identified the need for UN Women to come up with effective and implementable cooperation agreements with continental bodies and Regional Economic Communities.

The evaluation will explore these areas as part of the review of effectiveness across thematic areas.

Relevance and Coherence

The Dalberg Independent Review of the UN System's Capacity to Deliver on Gender Equality (2023) found that coordination represents only 3.3% of UN Women's budget and that the three parts of its mandate are not yet consistently working in a mutually reinforcing manner. It calls for UN Women to better focus its operational work, where other UN entities lead programme delivery and UN Women focuses on technical coherence and backstopping. Similarly, the *Corporate Evaluation: Coordination on EVAWG* raises the question of whether there is sufficient funding to coordination.

The evaluation will explore the value add of the ESARO, its perceived relevance and coherence, and what opportunities are there to strengthen coherence across the way it delivers the triple mandate.

The Africa Strategy 2018-21 mid-term review identified

the need to strengthen the relevance of the strategy by implementing a M&E framework, formulating the Africa strategy to address the core issue of cross-regional collaboration and be more contextually relevant to the continent and less a repeat of the Global SP (e.g. the Strategy as a platform for building synergies and collaboration, not just representing the programme results), and clarifying governance structure accompanied with reporting lines, group TORs and clearly delineated roles and responsibilities to operationalize the strategy and provide accountability for implementation.

The evaluation will review alignment of ESARO to Africa strategy and also review extent of cross-regional collaboration and support to the AU LO.

The regional evaluations of 3R, CSA and LEAP identified strong relevance to national priorities, *providing a key source of evidence for the SN evaluation.*

Scoping interviews highlighted the need for greater prioritization, given the RO's multiple responsibilities across country office support, work at the regional level, and different corporate and regional priorities.

Efficiency

The *Strategic Plan mid-term review* found that funding remains very tightly ear-marked, and more needs to be done to promote loosely earmarked and multi-year non-core funding, to support longer-term programming. Similarly, the *Meta-synthesis of Evaluations* identified the need to balance longer-term vs short term interventions and to influence donor mind set, to try and move towards more flexible funding to enable UN Women to be more strategic.

The evaluation will explore effective approaches and opportunities for the RO to support COs to secure more long-term flexible funding.

Country Office Internal Audits highlighted the important contribution of the Regional Office in supporting country offices, for example through delivery of training of trainers. Procurement was a common area highlighted in both country office audits (Zimbabwe and SAMCO) where additional regional office support was required.

The evaluation will draw on the internal audits as key sources of evidence for RO support and also identify opportunities for further support.

The regional evaluations of 3R, CSA and LEAP identified

generally good efficiency, but some challenges with late selection of implementing partners, delays in procurement, capacity constraints in country offices, and delays in disbursement of funds, attributed to various reasons.

The evaluation will examine any lesson learning from these regional programmes and approaches the RO has used to support the efficiency of regional programming delivery.

Scoping interviews highlighted that the turnover and vacancies at management level have affected the strategic direction of the Regional Office. Additionally, capacity gaps have been exacerbated by competing priorities. *This will be further explored as part of the evaluation.*

Human rights and gender equality, sustainability

The *Strategic Plan mid-term review* found that good models are emerging, but adherence to the principle of LNOB remains uneven across programmes. The *Corporate Formative Evaluation of UN Women's Support for Capacity Development of Partners* identified that greater attention to including marginalized groups (LNOB) in capacity development is required.

The regional evaluations on Climate Smart Agriculture, 3R and LEAP identified good sustainability mechanisms in place. The 3R evaluation showed that the programme targeted the neediest and most vulnerable women in the three countries in which it was implemented in line with the LNOB principle. Resources were strategically allocated with a view to enhancing sustainability.

The *ESARO Capacity Development Evaluation* noted that the sustainability of the CD initiatives was affected by design flaws and lack of follow-up. The *Corporate Evaluation of UN Women Capacity Development* initiatives concluded that the sustainability of current initiatives has been hampered by the short-term nature of initiatives. The *Corporate Evaluation on Women, Peace and Security* identified the importance of sustainability strategies for national action plans.

The evaluation will explore the application of LNOB principles across RO programming, and the RO support to COs on LNOB. The evaluation will also explore enablers and barriers to sustainability, and any lessons learned for the RO. The evaluations will provide evidence on the sustainability mechanisms in place for regional programmes.

6. METHODOLOGY

The evaluation will use a mixed-methods, contribution analysis approach. This section introduces the methodology for the inception phase, the evaluation criteria and questions, the overall approach, sampling, data collection and analysis approach, ethics, risks and limitations and mitigation, and the dissemination plan.

Inception phase

The inception phase was undertaken between December 2024 – January 2025 and involved the following:

1. An **inception workshop** with key UN Women RO staff, which included discussion and finalization of the evaluation questions and areas of focus, brainstorming on the Regional Office added value, links across the triple mandate and strategic partnerships to provide preliminary information for further analysis by the evaluation team. The evaluation team also used the inception workshop to recap the evaluation process and agree next steps. A summary of the key discussions and agreed next steps from the inception workshop are set out in Annex 8.

2. **Document review** to inform the evaluability assessment, portfolio analysis, stakeholder mapping, and provide preliminary observations for further exploration during the evaluation. A full list of documents reviewed is set out in Annex 1.

3. **Scoping interviews** with 12 UN Women RO Team Leads, covering their reflections on key areas of progress and challenges within their areas of work, progress against the RO Strategic Note mid-term review recommendations, suggestions for stakeholders to consult and reflections on the theory of change.

Evaluation Criteria and Questions

The table overleaf sets out the evaluation criteria and questions, and a summary of the proposed approach.

Key evaluation question	Indicators	Data sources and data collection methods
Relevance, Effectiveness and Coherence		
Is the Regional Office contributing to the target outcomes set out in the Strategic Note to advance gender equality and the women's empowerment in ESA Region?		
How effective was the regional office's **coordination and normative work in contributing to target outcomes** and the **integration** across the triple mandate? *What outcomes have been observed (expected and unexpected)?* *What were the enablers and barriers to achieving target outcomes?*	Evidence of changes in target (and unexpected) outcomes as set out in the Strategic Note and of UN Women's contribution, using contribution analysis to assess the evidence for the achievement of key outcomes and UN Women's contribution through different approaches. Evidence of internal and external enablers and barriers to achieving target outcomes, and of approaches which were effective and not effective. Evidence of synergies across thematic areas working towards systemic outcomes and opportunities to strengthen reporting against SP outcomes. Opportunities to strengthen UN Women's normative, operational and coordination work, e.g. considering the gender equality acceleration plan and Strategic Plan priorities	**Documents:** monitoring and reporting data, annual reports on outcomes, lessons learned, UN regional reports, SWAP scorecard. **Interviews and Focus Group Discussions:** UN Women, UN agencies, partners, stakeholders able to comment on achievement of outcomes – other stakeholders working in the sector, donors, intergovernmental bodies, civil society. **Survey:** UN Women RO, COs and external stakeholders.
How effectively and coherently are Regional Office efforts (across the triple mandate) **supporting and amplifying the work done at the country level**?	Evidence of Regional Office efforts supporting synergies and amplifying the work done at the country level. Evidence of Regional Office supporting country office to deliver programming coherent with UN Women Strategic Plan	**Documents**: regional programme evaluations. **Interviews:** regional and CO programme personnel to understand added value of regional programmes. **Survey:** UN Women RO, COs and external stakeholders.
How effectively has the Regional Office positioned itself to support the gender responsiveness of **humanitarian-development-peace (HDP) nexus programming?**	Evidence of Regional Office support provided to the humanitarian development and peace community to strengthen gender responsiveness. Clear articulation of UN Women's contribution in the region to HDP programming, aligned to global humanitarian strategy. Support provided to COs to support gender responsiveness of HDP at the country level	**Documents:** regional humanitarian strategy, training reports, guidance manuals. **Interviews:** regional and CO personnel; other stakeholders in the humanitarian community including donors, UN agencies, civil society, intergovernmental bodies. **Survey:** UN Women RO, COs and external stakeholders.
How effectively has the RO developed strategic partnerships with the most	Evidence of effective partnerships with implementing partners	**Documents**: Review of MOUs / partnership agreements for strategic partnerships and regional

relevant stakeholders and managed these partnerships to deliver target outcomes?	and strategic partners that lead to tangible outcomes Evidence of new partners engaged effectively. Review the effectiveness of partnership identification and management, including partners mapping process undertaken during the Strategic Note development	programming. **Interviews:** UN Women personnel and strategic partners. **Survey:** UN Women RO, COs and external stakeholders.
How relevant and coherent were the RO's areas of focus?	Assessed against regional needs, work done by other stakeholders and RO's comparative advantage. Alignment with UN Women Africa Strategy and Strategic Plan Extent to which focus areas have been strategically prioritized	**Documents**: Strategic Note, Quarterly review meetings documentation, annual reports, Team Lead meetings. Needs assessment and regional gender equality profiles. Meeting notes of UN regional coordination mechanisms. **Interviews:** UN Women RO personnel, UN Development Coordination Office, UN agencies overseeing regional prevention strategies (Great Lakes and the Horn of Africa) key stakeholders working on gender equality and women's empowerment, donors, DCO, civil society and intergovernmental bodies. **Survey:** UN Women RO, COs and external stakeholders.
Efficiency		
How efficient is the regional office structure, regional structure and regional office support multi-/country offices?		
Is the **RO structure** fit for purpose to deliver the Strategic Note and support offices in the region?	Evidence of effectively funded RO, using a mix of core, extra-budgetary, institutional budget and programmatic funding Effective structure facilitating effective points of contact for HQ and country offices Fit for purpose office structure and capacity to deliver on the Strategic Note	**Documents:** Functional review, organogram, corporate regional architecture documents, HR strategy, job descriptions, annual workplans cover notes **Interviews**: UN Women HQ, RO personnel and Country Offices
Is the **regional structure** (across NRAs, PPs, M/COs) and delegation of authority coherent and optimized to support delivery?	Evidence of RO guiding UN Women presences in the region in a strategic way to maximize gender equality and women's empowerment impacts in the region, aligned to corporate guidance	**Documents**: Presence Governance Framework, business case documents, delegation of authority. **Interviews**: UN Women HQ, RO and CO (selected countries) personnel, including those posted in NRAs, and head of RCOs who supervise the Gender coordination specialists in the NRAs. **Survey:** UN Women RO, COs and external

		stakeholders.
How efficiently has the RO supported offices in the region to deliver results?	Efficiency of RO support to offices across operations; programmatic; coordination; knowledge management; resource mobilization; communications; planning, monitoring, and reporting Responsiveness of RO's support to changing contexts	**Documents**: Global Service Tracker, Community of practice surveys and meeting notes, quarterly business review meeting notes, documents for strategic note development and workplan development **Interviews**: UN Women RO and CO personnel **Survey:** UN Women RO, COs and external stakeholders.
Human rights and gender equality, sustainability		
How sustainable and inclusive is the Regional Office's programming?		
Has the portfolio been designed and implemented according to human rights, LNOB and inclusivity (including disability) principles?	Programme design incorporates inclusivity, assessed against UN Women's approach to disability inclusion and intersectionality	**Documents:** programme concept notes, list of partners **Interviews:** UN Women RO personnel, donors, intergovernmental bodies, civil society including partners. **Survey:** UN Women RO, COs and external stakeholders.
How sustainable are Regional Office intervention results?	Evidence of Regional Office taking deliberate steps to identify and implement approaches likely to support sustainability Evidence of systems to support sustainability, such as i) strengthened capacity; ii) national/regional ownership; iii) financial commitment; iv) local accountability and oversight systems; v) norms change.	**Documents**: donor and partner reports; exit strategies **Interviews and survey** with UN Women RO and CO personnel, DCO, donors, intergovernmental bodies, civil society including implementing partners. **Survey:** UN Women RO, COs and external stakeholders.

Evaluation Approach

The evaluation approach is theory-based. Contribution analysis will be used to assess UN Women's contribution to target outcomes as set out in the theory of change (see Annex 2) and as reported by the Regional Office in annual reports (see Annex 3 & 4 for a summary of key achievements that the evaluation team will seek to validate). The evaluation will also use mixed methods, drawing on both quantitative data (primarily financial and from the survey) and qualitative data (from document review, interviews and focus group discussions).

Gender equality and human rights will form a critical component of the evaluation in the following ways[48]:

Stakeholder analysis and methodology: The stakeholder analysis has been used to select a diverse group of stakeholders to engage in the evaluation, including women and men, as well as those most affected by rights violations, and those who are marginalized and may be difficult to reach. The evaluation will carefully consider outreach efforts to ensure their participation. Data will be triangulated across different sources and stakeholders.

Evaluation criteria and questions: An evaluation criterion has been added that focuses on gender equality and human rights. Associated evaluation questions have been developed. For sampled interventions, the evaluation team will assess outcomes against The Gender Results Effectiveness Scale (GRES)[49] developed by UNDP, see below:

The Gender Results Effectiveness Scale

Reporting: Human Rights and Gender Equality issues will be covered in all sections of the report (findings, lessons learned, recommendations)

Data Collection

Secondary data collection

The evaluation team will start with a **document review** of key documents identified through scoping interviews with the UN Women RO Team Leads. Internal documents include monitoring data and activity reports, evaluations and reviews, meeting notes, progress reports, and community of practice documents. External documents include national and regional documents on progress against gender equality and women's empowerment and reporting against commitments on gender equality.

Findings from the document review will be used to further tailor the interview guides for different stakeholders. The evaluation team will remain open to new insights and reflections from interviewees while also testing and building on findings from previous reviews and evaluations. For stakeholders who have been previously interviewed as part of the SN development process and mid-term review, the evaluation team will avoid where possible covering areas already previously covered.

Primary data collection

The evaluation applies a **purposive sampling approach** to ensure a diverse range of perspectives is taken into account. A full stakeholder mapping has been undertaken with the support of the RO, through document review and scoping discussions with Team Leads (see Annex 6).

Stakeholders selected for consultation are based on:

- Stakeholders able to validate the RO's reported contributions to target outcomes (see Annexes 3 & 4).

- Key country office personnel supported by the RO purposively selected to include a good mix across countries and thematic area, based on the scale and nature of support provided by the RO;

- Strategic partners for the RO – across civil society, development partners, intergovernmental bodies, media, UN agencies and academia; and

- External stakeholders whom the RO is not yet partnering with, but who work in important areas of work for the RO.

The evaluation team will prioritize incorporating perspectives of vulnerable groups (including those with disabilities), youth as well as men. Feminist, youth-led and activist organizations will be consulted to get their insights.

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[48] Building on the Integrating Human Rights and Gender Equality in Evaluation -- Towards UNEG Guidance

[49] The Gender Results Effectiveness Scale (GRES)

Interviews and **Focus Group Discussions** with key informants identified through the stakeholder analysis, comprising 65 Key Informant Interviews.

It is envisaged that the majority of interviews will be done virtually. Depending on the number of interviews secured, the evaluation team may conduct in-person travel to interview representatives of the regional economic communities that the Regional Office works with.

Two surveys of 1) UN Women Regional Office personnel (targeting 30 respondents) and Country Office personnel (targeting 50 respondents) and 2) external stakeholders – donors, UN agencies, civil society, intergovernmental bodies, government partners engaged in regional programmes, etc. (targeting 30 respondents). The surveys have been piloted with one-two individuals from each category.

In total, the evaluation team is proposing to gather primary evidence from interviews, focus group discussions and surveys from a sample of approximately 175 stakeholders.

Data collection tools are set out in Annex 9.

All data will be disaggregated by sex and gender. Data will be managed as per the data management plan, set out in Annex 10.

Analysis

The evaluation matrix forms the framework for analysis. Qualitative data will be analyzed using an excel analysis grid developed based on the evaluation matrix that will categorize responses against evaluation questions and stakeholder category. Quantitative data will be analyzed in Stata, to identify patterns and trends. Data analysis will disaggregate data by sex and geographical region. The evaluation team will also review data on programme reach by sex, age, location and disability, where available. The evaluation team will use the debrief meetings with RO staff and the presentation of preliminary findings to validate findings and identify if there are other avenues that need to be further explored.

Contribution towards each target outcome will be analyzed using the format below.

Target Outcome

Evidence for achievement
Achievement – strength of evidence (Strong / Moderate / Weak)
Evidence for UN Women contribution
UN Women contribution – strength of evidence (Strong / Moderate / Weak)
Contribution of other factors / realization of key assumptions

Ethics

The evaluation will comply with the relevant UNEG and UN Women standards on ethics.[50] Specifically, the evaluation will be delivered as follows:

Integrity:

The evaluators will ensure compliance with the Code of conduct, and to deliver the evaluation with honesty, professionalism and impartiality. The evaluators are independent from the program delivery and will document any areas of disagreement between the evaluation team and the CO, and changes to the evaluation findings.

Accountability:

The evaluation follows a transparent process through the inception report and sampling approach. Analysis will be transparently done using an analysis grid and Stata. All evaluation findings will be clearly mapped to the evaluation objectives and evaluation questions, with clear reference to the underlying evidence.

Beneficence:

The evaluation team will seek informed consent, clearly explaining the purpose of the evaluation and how the information will be used. Explicit oral consent will be sought. The evaluators will also highlight potential benefits and harm to participating. All responses will be kept confidential, so there is limited expected harm to participants. Evaluators will highlight that participants can stop the interview at any point. In case of any potential ethical issues, the evaluators will refer cases to local services.

Respect:

The evaluation will meaningfully engage evaluation stakeholders, and not only as subjects of data collection.

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[50] The evaluation will adhere to UNEG and UN Women Ethical Guidelines and Code of Conduct, UNEG guidance on integrating Human Rights and Gender Equality in evaluations with gender responsive and human rights approaches integrated into the approach

The evaluation team will share the evaluation brief with all evaluation stakeholders and respondents. To ensure fair representation of different voices, the sampling approach takes into consideration coverage of different categories of stakeholders, including those hard to reach.

Risks and Limitations

Stakeholder fatigue and availability of stakeholders: considering some may have also taken part in other UN Women evaluations. The evaluation team will work closely with the regional office and country offices to ensure balanced coverage of key stakeholder voices. The evaluation team will also draw on existing evidence, documents and analysis.

Identifying the regional office contribution vis a vis the country office contribution to results: This may be challenging given the strong interlinkages and collaboration between regional office and country offices and will require in-depth discussion with regional office and country office stakeholders.

Linkages to Strategic Planning process: the evaluation consultations are expected to provide information useful for the new Strategic Note development process. However, as at the time of the inception report, the strategic planning specialist post (responsible for leading the SN development process) has not yet been filled, which may affect the level of planning and collaboration possible.

Dissemination and Use

The table below sets out the dissemination plan for the targeted primary and secondary users.

Dissemination approach	How this will be tracked
RO Evaluation team to share two-page brief and host a meeting to discuss findings and next steps.	Uptake of findings and extent to which meeting results in concrete, actionable next steps Number of stakeholders the brief is shared with Number of attendees at webinar

Dissemination approach	How this will be tracked
Regional partners and others working in the sector Evaluation team to share two-page external facing brief	Number of stakeholders the brief is shared with

The Regional Director will lead the follow-up process to facilitate the use of evaluation findings and is responsible for issuing a management response within 6 weeks of evaluation report finalization.

WORK PLAN

IEAIS and the evaluation reference group and management group will provide quality assurance. The evaluation will be completed by July 2025.

Evaluation Management and Quality Assurance

The Director of IEAIS and Chief of IES will review and sign off on all evaluation products, which will comply with relevant guidance. [51] Supported by the evaluation consultants, the Team Lead will be overall responsible for the evaluation, including data collection, analysis and reporting. The evaluation will also be subject to the Global Evaluation Report Assessment and Analysis System (GERAAS) process, which assesses the quality of the report, and the level of confidence readers can place on the evaluation.

The Evaluation Reference Group and Management Group (see Annex 11 for composition and terms of reference) are responsible for providing technical review and support and ensuring a high quality, transparent process. The peer reviewer will support with providing another layer of review.

Evaluation Plan

The table below sets out the overall timeline.

Task	Date
Validation of draft Inception Report by the Peer reviewer, IEAS leadership and Evaluation Reference Group (ERG)	February 2025
Final Inception report addressing comments from the Peer reviewer, IEAS leadership and Evaluation Reference Group (ERG)	February 2025

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[51] UN Women Evaluation Policy, UNEG Norms and Standards for Evaluation

Task	Date
Data collection	March 2025
Data analysis, presentation of preliminary findings and draft report	April 2025
Draft report reviews by the Peer reviewer, IEAS leadership and Evaluation Reference Group (ERG)	May 2025
Final Report addressing the comments of the Peer reviewer, IEAS leadership and Evaluation Reference Group (ERG)	June 2025
Presentation of the final report	June 2025
Brief summarizing the findings of the report	July 2025

ANNEXES

Annex 1   List of stakeholders consulted and documents reviewed

Annex 2   Theory of Change

Annex 3   Summary of Results data and non-core funded programmes

Annex 4   Key results by thematic area

Annex 5   Financial resources analysis

Annex 6   Stakeholder mapping

Annex 7   Evaluability assessment

Annex 8   Inception Workshop

Annex 9   Data Collection Tools

Annex 10   Data Management Plan

Annex 11   Evaluation Reference Group and Management Group Members

Annex 12   Terms of Reference

Annex 13   Regional context

Annex 1: List of stakeholders consulted and documents reviewed

UN Women Regional Office Stakeholders consulted

- HR Business Partner - ESA

- Regional Knowledge Management and Research Specialist

- Regional Coordinator, Ending Violence Against Women

- Regional Director

- Programme Analyst Humanitarian and DRR -ESA

- Regional Policy Specialist – WEE

- Regional Policy Specialist – WPS

- Regional Policy Specialist – EVAW

- Regional Project Coordination Specialist, Generation Equality

- Regional Resource Mobilization Specialist

- Regional Statistics Specialist Gender

- Thematic Coordination Lead for Generation Equality & Gender-Based Violence Action Coalition

- Monitoring and Evaluation Specialist-ESA

Regional Office Documents / systems reviewed

- ESARO UN Women Strategic Note (2022-2025)

- UN Women Strategic Plan Mid-term Review

- UN Women Indicator Monitoring Guidance Note (2022-2025)

- UN Women Monitoring Evaluation and Research Plan (2022-2025)

- UN Women Regional support services

- UN Women Partners Normative Frameworks (2022-2025)

- UN Women Data and Statistics partnerships for SN (2022-2025)

- UN Women ESARO 2022 Annual Report

- UN Women ESARO 2023 Annual Report

- GEF Regional Strategy

- UN Women Eastern and Southern Africa. Retrieved from Where We Are: Eastern and Southern Africa | UN Women – Africa

- WEE (CSA and 3R)

- Coordination (AU Liaison Office evaluation)

- Humanitarian (LEAP / Covid-19)

- Capacity development 2014-17

- RO SN MTR and previous evaluation

- Disability inclusion strategy / intersectional approach

- Corporate evaluation reports – capacity building, advocacy, coordination, gender statistics, WPP, UN Women's support to National Action Plans, Women, peace, and security, WEE, meta-synthesis (2022)

- *Dalberg Independent Review of the UN System's Capacity to Deliver on Gender Equality (2023)*

- Audits (2022 An internal audit by *UN Women's* Internal Audit Service (*IAS*) was conducted in SAMCO and Zimbabwe while external audits led by the *United Nations Board of Auditors (*UNBoA) were conducted in Uganda and Tanzania Country Offices)

- UN Women's Approach to Disability Inclusion and Intersectionality

Annex 2: Theory of Change

The diagram below sets out the theory of change included in the ESARO Strategic Note 2022-25. The evaluation team developed the RO approaches and value add to deliver the triple mandate (Figure 1) to further map out the key approached used by the RO to contribute to the target outputs and outcomes.

Goal	ESARO seeks to be a catalyst for accelerating change on gender equality across the region through efficient and effective leadership, coordination, capacity development and technical support to its stakeholders				
Theory of Change Statement	- If constructive engagement is sustained with duty-bearers to be more accountable for financing and implementation of GEWE commitments (systemic change); - If safe spaces and convening platforms are enabled to coalesce rights holders to hold duty bearers accountable for GEWE commitments (relational level change); - If evidence-based approaches are identified and utilized to transform harmful behaviors and practices that perpetuate gender stereotypes and inequalities (social and cultural change); - If gender data and analysis enable the connection between action and results (knowledge for change); and - If UN coordination bodies and mechanisms advance GEWE accountability (peer influence change) Then the RO can contribute to an environment where women and girls are safe, their voices heard and choices informed; and regional entities that advance women's human rights, reduce barriers of patriarchal discrimination and create equal opportunities for women and girls in their diversity				
SP Impact Areas	Governance and participation in public life	Women's economic empowerment	Ending violence against women and girls		Women peace and security/ Humanitarian/DRR
RO Impact Areas	1. An environment where women and girls are safe, their voices heard and they make informed choices		2. Regional entities that advance women's human rights, reduce barriers of patriarchal discrimination and create equal opportunities for women and girls in their diversity		
Outcomes	1. Entities ESA region increase gender financing and hold Member States accountable for implementation of gender commitments (Linked to RO Impact Area 2)	2. Regional actors in ESA have strengthened policies, programmes and practices on gender equality which challenge gender stereotypes and promote positive social norms (Linked to RO Impact Area 1)	3. Regional women's movements, networks and organizations use their voice, leadership and agency to hold duty-bearers accountable for their commitments to gender equality and empowerment of women and girls (Linked to RO Impact Area 1)	4. Gender statistics, sex-disaggregated data and knowledge products are produced and used to inform policy making, advocacy and accountability for delivering results on gender equality and empowerment of women and girls in ESA region (Linked to RO Impact Area 2)	5. The UN system in ESA region is coordinated, and coherently and systematically contributes to progress on gender equality and empowerment of women and girls (Linked to Impact Area 2)
Outputs	Output 1.1: Relevant regional entities capacity strengthened to support MS implement selected normative frameworks Output 1.2: Relevant regional entities capacities	Output 2.1: Regional and national entities in ESAR have strengthened capacities to design, implement and monitor evidence-based policies and programmes which seek to reduce harmful	Output 3.1: Increased capacity of regional, women's movements, networks and organizations to exercise their voice, leadership and agency to monitor implementation of normative frameworks and commitments	Output 4.1: Normative frameworks, standards, guidance notes and protocols are developed by stakeholders to regulate and inform the production of gender data, statistics and research on GEWE	Output 5.1: UNCTs in ESAR (including Non-Resident Agency countries) have capacity to implement UN gender equality commitments Output 5.2: In ESAR, UN crisis related planning and strategies

	strengthened to assess progress of MS on the implementation of selected normative frameworks Output 1.3: Relevant regional entities have capacities to integrate gender equality into fiscal laws, policies and standards Output 1.4: Financial entities in ESA are able to apply gender related conditionalities in their financing agreements	practices and change gender stereotypes Output 2.2: Regional entities have strengthened access to evidence and learning on promising practices for advancing positive social norms through their policies and programmes Output 2.3: Effective coordination efforts across partners that promote positive social norms and challenge gender stereotypes including patriarchal masculinities Output 2.4: Gender equality partners have increased skills to advocate for gender equality from their respective platforms	Output 3.2: Women's movements, organizations and networks supported to generate knowledge products Output 3.3: Regional solidarity and safe spaces supported for diverse gender equality advocates and organizations to influence advocacy agendas related to GEWE.	Output 4.2: Stakeholders and UN Women R/M/COs have strengthened capacity to produce, use, monitor and report on gender data, statistics and research. Output 4.3: Gender data and statistics are systematically collected, available and disseminated as knowledge products Output 4.4: Increased demand for and adoption of evidence-based planning, programming and decision-making at regional and country level	integrate gender. Output 5.3: Regional Thematic inter-agency mechanisms mainstream gender in their priority areas Output 5.4: UN Women M/COs in ESAR provided with technical support to strengthen their internal and external coordination functions
Assumptions	• A limited number of GEWE related frameworks can be prioritized • Collaborate with select UN entities and relevant stakeholders is effective • Human and financial resource available • Political will from regional intergovernmental entities for such work • Regional Political stability	• Enabling environment (legal frameworks that are GE compliant; • Existence of groups of women willing to engage at all levels to push for change • Governments will implement their Generation Equality Forum commitments • UN Women has the technical and financial capacities to support programming in this area • UN Women has access to	• Donors are willing to allocate resources for the implementation of these programmes • Proven models exist for social behavioral change in ESAR • The models can be replicated across the ESAR/can be contextualized and scaled • The CO/Actors/CSO's need the support from ESARO to implement these programmes. • There is a demand by the actors/CSOs/COs to implement such	• Donors are willing to allocate resources for the implementation of these programmes • Country offices buy in and support the gender data and statistics agenda • The NSOs/CO/other actors need the support from ESARO to implement these programmes • There is a demand from NSOs and ministries of women in the region to implement work around gender data and statistics.	• Countries in ESA region have signed Cooperation Frameworks (UNSDCF) • UN System in country level have committed to implement the frameworks • Current UN Reform processes will adequately address overlaps and duplication in mandates • All countries on track with the reporting requirements for Beijing and CEDAW • CSOs are committed to partner with UN Women • Functional and

		flexible and long-term funding for this work	programmes/Prioritization of behavior change programmes.		Organizational structure within ESARO aligned to regional needs
Risks	• No/low buy-in from intergovernmental bodies • Challenge with choice due to the many GEWE frameworks • Limited capacity and resources (human and financial) to monitor all the frameworks • Competition from other UN agencies to track the frameworks	• Political instability • Lack of political will • Inadequate human and financial resources • Competing security, development, and humanitarian priorities crowd out gender equality priorities	• Relevant stakeholders (CO, CSO's etc.) are not interested in implementing the programme • RO is unable to raise sufficient funding for implementation of programmes • Short-cutting designs to fit budgets/shorter time frames thus, affecting the quality of programmes. • ESARO is not perceived as a valuable partner.	• Relevant stakeholders (NSOs, Ministries of Gender etc.) are not interested in implementing the programme • Regional Office is unable to mobilize funds, beyond Women Count II for the implementation • Other actors will enter the arena which may result in duplication if not properly coordinated by UNECA. • ESARO is not perceived as a valuable partner	• Lack of commitment by UN system toward GEWE frameworks – non-allocation of adequate resources, political goodwill • Change in priorities – e.g. caused by natural or manmade disasters. • Lack of alignment of Country Offices with RO coordination roles and functions.

Annex 3: Summary of Results data and non-core funded programmes

This annex synthesizes secondary results data for the Development Results Framework (DRF) and the Organizational Effectiveness and Efficiency Framework (OEEF) as reported by the Regional Office.

Summary of progress against indicators

The table below sets out the summary of progress against indicators for the DRF outcomes and outputs (by thematic area) and OEEF as at Q3 2024.

Red	No change from baseline / achievement far from target
Orange	S0me progress towards target
Green	Target reached or surpassed

Table 1: Summary of progress against indicators for the DRF outcomes and outputs (by thematic area) and OEEF as at Q3 2024.

Outcome / Indicator	Baseline value (2021)	Target (2025)	2024 Q3 value
Outcome: ESA_D_1.1 Regional actors in ESA have strengthened policies, programmes and practices on gender equality which challenge gender stereotypes and promote positive social norms			
ESA_D_1.1A Number of institutions with policies and practices to address gender-based discrimination and/or combat gender stereotypes	0	4	2022: 0 2023: 3 **Cumulative: 3**
Outcome: ESA_D_1.2 Regional women's movements, networks and organizations use their voice, leadership and agency to hold duty-bearers accountable for their commitments to gender equality and empowerment of women and girls			
ESA_D_1.2A Number of laws, policies, strategies, processes, mechanisms and agreements on gender equality and women's empowerment adopted	2	3	2022: 0 2023: 4 **Cumulative: 4**
Outcome: ESA_D_2.1 Regional bodies in ESA hold Member States accountable for implementation of GEWE commitments			
ESA_D_2.1A Number of governments that undertake national review processes in response to global/regional intergovernmental outcomes	19	8	2022: 0 2023: 10 **Cumulative: 10**
ESA_D_2.1B Number of regional entities that have increased capacities to design and implement institutional reforms/strategies/policies that promote gender equality and women's empowerment	0	4	2022: 1 2023: 4 **Cumulative: 5**
ESA_D_2.1C Number of adopted and costed National Action Plans on Women, Peace and Security with monitoring indicators	2	8	2022: 3 2023: 2 **Cumulative: 5**
Outcome: ESA_D_2.2 Gender statistics, sex-disaggregated data and knowledge products are produced and used to inform policy making, advocacy and accountability for delivering results on gender equality and empowerment of women and girls in ESA region			
ESA_D_2.2A Proportion of gender-specific Sustainable Development Goals (SDGs) indicators with available data with ESARO support (UNFPA, UNICEF)	2	5	2022: 57 2023: 52 **Cumulative:109**
ESA_D_2.2B Number of national plans and strategies that integrate gender statistics as an objective or strategy with ESARO support (UNFPA, UNICEF)	2022 :1	1	2022: 2 2023: 1 **Cumulative: 3**
ESA_D_2.2C Number of countries demonstrating use of gender statistics, analysis, and policy-relevant research with ESARO support (UNFPA, UNICEF)	2022: 3	2	2022: 2 2023: 2 **Cumulative: 4**
Outcome: ESA_D_2.3 The UN system in ESA region is coordinated, and coherently and systematically contributes to progress on gender equality and empowerment of women and girls			

Outcome / Indicator	Baseline value (2021)	Target (2025)	2024 Q3 value
ESA_D_2.3B Number of UNSCDFs in ESAR that mainstream gender equality perspectives across cooperation framework outcomes	4	23	2022: 2 2023: 3 **Cumulative: 5**
ESA_D_2.3C Number of thematic inter-agency mechanisms (OIBCs, regional collaborative platforms, GTGs, EVAW and other thematic mechanisms) that effectively address gender mainstreaming in priority areas.	0	TBD	2022: 1 2023: 11 **Cumulative: 12**
ESA_D_2.3D Number of countries in ESAR implementing disaster reduction, resilience, or recovery initiatives that integrate gender	2	1	2022: 2 2023: 2 **Cumulative: 4**
ESA_D_2.3E Fraction of ESA UNCTs that conducted the comprehensive UNCT-SWAP Gender Equality Scorecard in the past four years, and met or exceeded requirements for at least 60% of UNCT-SWAP standards (derived from QCPR indicator 1.4.15)	TBD	TBD	2022: 5 2023: 7 **Cumulative: 12**

Source: OneApp Results Management System

Operational Efficiency and Effectiveness Framework

SN OEE Output / Indicator	Statement	Baseline (2021)	Target (2025)	2023 value
ESA_O_3.2 Application of Results Based Management in strategic planning processes in ESARO improved				
ESA_O_3.2A	Number of ESAR country offices in donor reporting Tier 1	4	8	2022: 4 2023: 6
ESA_O_3.2B	Number of Tier II countries with improved quality of reports	3	8	2022: 3 2023: 3
ESA_O_3.2D	Percentage of donor reports submitted on time	80%	98%	2022: 84.5 2023: 80.6
ESA_O_5.2 Improved Oversight, Quality Assurance and Country Office operations support				
ESA_O_5.2A	% ongoing projects on track / delivery rate	70	90	2022: 78 2023: 69
ESA_O_3.3 UN Women Offices Achieve DPC/Cost Recovery Targets				
ESA_O_3.3A	X% of UN Women Offices achieving DPC / Cost Recovery targets	25	50	2022: 30 2023: 100
ESA_O_2.2 Increased engagement of partners in support of UN Women's mandate				
ESA_O_2.2A	Number of partnerships regional office engages in disaggregated by types	4	6	2022: 0 2023: 6
ESA_O_1.3 UN Women staff in ESARO have the capacity, accountability and security for delivering results in Gender Equality and Women's Empowerment				
ESA_O_1.3A	Implementation rate for regular resources	80	95	2022: 94.7 2023: 90
ESA_O_1.3B	Implementation rate for other resources	80	95	2022: 74.6 2023: 69
ESA_O_1.3E	Percentage of Country Offices reporting on Greenhouse Gas emissions for travel and operations	60	90	2022: 0 2023: 65
ESA_O_2.3 Resource Mobilization in East and Southern Africa Region strengthened				
ESA_O_2.3A	Value of funding received from (a) public partners (b) private sector	0	$3,000,000.00	2022: 1.9m 2023: 2.5m
ESA_O_2.3B	Value of funding received from UN entities	77922	$1,000,000.00	2022: 0 2023: 0

SN OEE Output / Indicator	Statement	Baseline (2021)	Target (2025)	2023 value
ESA_O_2.3C	Value of contributions received through pooled and thematic funding mechanisms	220334.40	$1,000,000.00	2022: 100,000 2023: 0
ESA_O_2.3D	Percentage of UN-Women's country offices in ESAR that implemented dedicated initiatives to engage with non-traditional partners (modified to attribute to ESAR)	50	90%	2022: 0 2023: 67
ESA_O_2.3I	Number of new Strategic Notes in ESAR with a dedicated partnerships strategy	4	13	2022: 5 2023: 67
ESA_O_1.4 UN Women promotes a culture of risk management, accountability, harmonization of business practices and transparency in its operations				
ESA_O_1.4A	Percentage of risk units meeting Enterprise Risk Management policy and framework requirements	50	80	2022: 86 2023: 90
ESA_O_1.4B	Percentage of offices compliant with business continuity plans and processes, Occupational Safety and Health requirements, UNSMS Security policies	70	95	2022: 100 2023: 100
ESA_O_2.4 UN Women Communication capacity and systems provide a foundation for effective advocacy of Gender Equality and Empowerment of Women				
ESA_O_2.4A	Number of media mentions about UN Women's work in ESA region	98	140	2022: 435 2023: 216
ESA_O_2.4B	Number of partnerships developed for communications and advocacy purposes	3	15	2022: 12 2023: 12
ESA_O_2.4C	Number of communication products developed, supported and disseminated by ESARO per year	102	150	2022: 140 2023: 290
ESA_O_2.4D	Number of capacity building initiatives conducted for CO communications focal points	4	10	2022: 6 2023: 6
ESA_O_2.4E	Number of unique visitors to UN Women Africa English website	119,951	180,000	2022: 198,504 2023: 126,000
ESA_O_2.4F	Number of social media followers on UN Women Africa platforms	112,900	200,000	2022: 161,800 2023: 182,300
ESA_O_3.4 ESARO systems, tools, mechanisms and structures for Knowledge Management strengthened and used for institutional learning, capacity strengthening, policy advocacy and programming in ESAR.				
ESA_O_3.4A	Number of countries supported by UN Women ESARO to engage in knowledge generation and exchange	0	2	2022: 8 2023: 15
ESA_O_1.2 A clear evidence base generated from high quality evaluations for learning, decision and accountability				
ESA_O_1.2A	% of financial resources invested in evaluation in ESA region	1.8	3%	2022: 2 2023: 2
ESA_O_1.2B	% of COs in ESAR with certified M&E officer/focal point who completed UNW e-learning course 'Gender Responsive Evaluation	80	98%	2022: 83 2023: 98
ESA_O_1.2C	% of planned evaluations that are initiated or completed within the year	84	95%	2022: 84 2023: 100
ESA_O_1.2D	Percentage of evaluations reports rated "good and above"	62.5	100	2022: 75 2023: 100
ESA_O_5.1 Efficient administration and shared services for program, project, finance, procurement, HR, ICT and admin, travel and other processes				
ESA_O_5.1A	Average time taken to review submissions to the ESARO project appraisal committee to support M/CO/PPs program/project appraisal process	10	5 days	2022: 5 2023: 6
ESA_O_5.1B	Percentage of projects in ESAR complying with partner agreements management requirements	92	95%	2022: 75 2023: 100

SN OEE Output / Indicator	Statement	Baseline (2021)	Target (2025)	2023 value
ESA_O_3.1 Effective leadership and direction to advance the mandate and mission of UN Women in ESAR				
ESA_O_3.1A	Number of ESAR's senior leadership whose capacity is strengthened through coaching, training and reinforcement of our Leadership values	2	13	2022: 0 2023: 5
ESA_O_3.1B	Percentage of ESAR Senior Leaders that participate in and lead their teams through the Leadership Dialogue	40	100	2022: 0 2023: 40
ESA_O_4.1 With its unique and inclusive culture, UN Women is an employer of choice with a diverse and highly performing cadre of personnel that embodies UN values.				
ESA_O_4.1A	Percentage of International Professional staff (P1-D1) from Programme countries	50	75	2022: 64.3 2023: 54.5
ESA_O_4.1B	Average time it takes to select a candidate/complete a recruitment process	60	70	2022: Medium 30-69% 2023: Medium 30-69%
ESA_O_4.1C	Extent to which personnel perceive UN Women to empower, engage and nurture their workforce in order to strengthen inclusive culture	50	58	2022: 50 2023: 55
ESA_O_4.1D	UN-Women has: A: Certified to the Secretary-General and the UN-Women Executive Board that it has reported all allegations of Sexual exploitation and abuse (SEA) that have been brought to its attention and has taken all appropriate measures to address such allegations, in accordance with established rules and procedures for dealing with cases of staff misconduct. B. i, Developed a sexual harassment action plan using a victim-centred approach for their actions; ii. provided a report on the actions taken to their respective governing bodies.	Yes	Yes	2022: True 2023: True
ESA_O_4.1E	Percentage of annual performance management and development reviews completed on time	60	80	2022: 78 2023: 65
ESA_O_4.1F	Percentage of staff members completing mandatory trainings	50	85	2022: 90 2023: 60
ESA_O_4.1G	Average time to select a candidate/complete a recruitment process	16 weeks	14 weeks	2022: Medium 30-69% 2023: Medium 30-69%
ESA_O_4.1H	Percentage of the relevant indicators from the UNDIS accountability framework where UN _Women has met or exceeded the standard (QCPR)	50 (2022)	52	2022: 0 2023: 51
ESA_O_2.5 UN Women ESARO is a recognized hub of knowledge on achieving gender equality and women's empowerment in the region				
ESA_O_2.5A	Number of quality demand driven studies, analysis and research undertaken by ESARO in support of country offices and stakeholders in ESA	0	5	2022: 39 2023: 46
ESA_O_2.5B	Number of country gender equality profiles reviewed and updated in support of country policy	5	0	2022: 8 2023: 8

SN OEE Output / Indicator	Statement	Baseline (2021)	Target (2025)	2023 value
	and programming on gender equality and women empowerment			
ESA_O_2.5C	Biennial Publications Reader Surveys undertaken and results used to improve quality of ESARO publications	0	1	2022: 1 2023: 1
ESA_O_2.5E	Level of plagiarism of UN Women ESARO publications	35	15	2022: 15 2023: 15

Source: OneApp Results Management System

Key achievements and activities against outcomes

The table below summarizes the key achievements and activities against target outcomes, as reported in the annual reports. The evaluation will seek to validate these reported achievements with external sources (through document review and interviews).

Table 2: Key Achievements and Activities Against Outcomes

Outcomes	Key achievements	Activities
Impact 1	An environment where women and girls are safe, their voices heard and they make informed choices	
Outcome 1.1 Regional actors in ESA have strengthened policies, programmes and practices on gender equality which challenge gender stereotypes and promote positive social norms	Regional bodies adopting new policies on gender equality – 1. African Union adopted a regional action Plan on Ending Violence against women and Girls; 2. Intergovernmental Authority for the Horn of Africa adopted a revised Gender policy and a regional Action Plan on Women, Peace and Security; 3. Southern African Development Community (SADC) approved Indicators for its GBV Scorecard and a SADC gender parity framework	**Advocacy and convening work** – including hosting continental platforms (e.g. regional meeting of financing for gender equality) **Technical inputs** and review, for example of the African Union Regional Action Plan on Ending Violence against Women and Girls **Financial contributions** to policy developments and convenings **Technical support and financing** to women to participate in political dialogue and peace processes **Capacity building** on evidence-based policy and facilitating access to data Supporting **coordinated advocacy** with civil society
1.1.1Regional and national entities in ESAR have strengthened capacities to design, implement and monitor evidence-based policies and programmes which seek to reduce harmful practices and change gender stereotypes	**Capacities of Regional Bodies Strengthened**: - 1. 16 regional institutions and 11 national entities provided with technical assistance and financial support for the development of GEWE policies, strategies, action plans and programmes. 2. Outcomes of the capacity strengthening support include: - strengthened integration of gender perspectives and principles into the operational framework of peace support efforts of the International Peace Support Centre -development and finalisation of Gender Strategies; Regional Action Plan on Women, Peace and Security; (IGAD); Regional Action Plan for Ending Violence against Women in preparation for the development	**Technical support and inputs-**in developing policies, strategies and programmes **Financial contributions** to policy developments and convenings **Capacity building** on gender mainstreaming

Outcomes	Key achievements	Activities
	of a Convention on EVAW (AU); use of the UNCT-SWAP GE Scorecard and the Gender Equality Marker;	
1.1.2 Regional entities have strengthened access to evidence and learning on promising practices for advancing positive social norms through their policies and programmes	Research on VAWG conducted in Central, East, West and Southern Africa in collaboration with Sexual Violence Research Initiative (SVRI), evidence generated and shared with government institutions, regional bodies, civil society, development partners and donors through the Africa Shared Research Agenda for ending gender-based violence (ASRA). Bringing together 103 participants—both users and producers of statistics—from 37 African countries, the forum fostered meaningful peer-to-peer and south-to-south learning and knowledge exchange.	Research on VAWG conducted in Sub-Saharan Africa Beijing+25 Guidance: Published regional notes on implementing Beijing+25 commitments, which were adopted by 12 governments to enhance gender action plans. (Ref: 2023 Annual Report) Global Dialogues: Facilitated regional dialogues that contributed to global debates on normative frameworks, such as CSW and HLPF. (Ref: 2023 Annual Report) Convening stakeholders who produce and use statistics for learning and knowledge exchange
1.1.3 Effective coordination efforts across partners that promote positive social norms and challenge gender stereotypes including patriarchal masculinities	UN Women supported the African Union-led International Conference on Eliminating FGM in Tanzania The ESARO collaborated with the Policy and Programme Division, the AU Liaison Office and COs in Kenya, Tanzania and Uganda to showcase country-level initiatives, collaborating with the CSO Purposeful and the AU Center for the Education of Girls and Women in Africa on taking feminist approaches to social norms change	**Coordination and EVAWG:** Convening multi-stakeholder dialogues with existing EVAW networks, regional bodies, and sister agencies.
1.1.4 Gender equality partners have increased skills to advocate for gender equality from their respective platforms	Adoption of the Common Africa Position Document in preparation for the global convening in March 2024. The co-creation of knowledge and expertise led by UN Women provided relevant data and information that supported the African Member State's consensus building, agreed actions and key messages for CSW68. Stakeholders identified strategic interventions, key challenges, and opportunities for youth participation in governance, peace and security processes in their respective countries. Increased advocacy on issues of gender equality during key commemorative events by the media	**Convening:** The Africa Pre-CSW68 Consultations convened jointly by UN Women, African Union – Women Gender Youth, Directorate, (AU-WGYD); UNECA and UNDP Service Centre for Africa. **Strategic Partnership, Advocacy and campaigns, Knowledge Management**: Capacity strengthening; Engaging youth, media, non-traditional influencers and goodwill ambassadors, and support COTLA members. **Convening** of youth advocates from Ethiopia, Kenya, Somalia, Sudan, South Sudan, Tanzania, and Uganda. **Engaging** media to become a positive tool in advocacy
Outcome 1.2 **Regional women's movements, networks and organizations use their voice, leadership and agency to hold duty-bearers accountable for their commitments to gender equality and**		

Outcomes	Key achievements	Activities
empowerment of women and girls		
1.2.1 Increased capacity of regional, women's movements, networks and organizations to exercise their voice, leadership and agency to monitor implementation of Beijing Platform for Action and other global and regional normative frameworks and commitments	UN Women's support to FEMNET enabled them to convene African women's rights organizations to elaborate common advocacy and policy positions to influence the continental pre-CSW 67 consultations (2022). UN Women played a key role in supporting the Kampala Feminist Declaration, which outlined the collective priorities of Sudanese women for achieving peace. Additionally, UN Women provided backing to the Peace for Sudan Network, a consortium of 49 civil society organizations, enabling them to present the situation in Sudan to the African Union (AU) Peace and Security Council. During this briefing, they shared their experiences and offered recommendations. The AU demonstrated its commitment to fostering an inclusive peacebuilding process by nominating a woman to serve as a member of the official AU Peace Panel on Sudan. Capacity training for GIMAC and Organization of Women in International Trade (OWIT) on the AfCTFA which enabled GIMAC to raise women's rights issues with the AfCFTA Secretariat as well as with the AU Gender Department.	**EVAW; WPS; WLP; WEE:** Support country offices to strengthen national women's organizations in transitional processes; to launch and operationalize AWLN chapters; and to document election experience. Build women movement capacity on WEE issues; train trainers on promoting women and youth leadership in humanitarian action; map women organizations in humanitarian and disaster risk reduction in the region; support consultation between regional women networks; and support regional women rights organizations to develop common policy positions for gender equality and women's empowerment advocacy in normative processes and for a common advocacy effort on EVAW; support annual accountability reviews on the Maputo Protocol and build capacity of non-traditional leaders as EVAW advocates. **Financial support** to FEMNET, to **convene** NGO CSW/Africa members to discuss and come up with a common advocacy position and policy recommendations on the CSW 67 theme which they presented during the continental pre-CSW consultations. (2022)
1.2.2 Women's movements, organizations and networks supported to generate knowledge products	An Africa Shared Research Agenda for ending Gender-Based Violence (ASRA) developed with the support of UN Women and the agenda identified key priority areas for EVAW research through an inclusive process involving representatives of marginalised groups such as persons with disability, women living with HIV and LGTIQ. USD500, 000 availed by the EU to support the research initiative. Study to explore trends in development and government financing of efforts to end violence against women and girls in East and Southern Africa conducted in partnership with Women Educational Researchers of Kenya (WERK). Study will offer insights into resource allocations and budget data gaps, which women's rights organizations can utilize for policy and programming advocacy toward enhanced investment and political will on the issue.	**VAWG:** Support regional organizations to conduct research; support regional CSOs to strengthen EVAW networks; support mainstreaming of disability inclusion across EVAW efforts; strengthen regional networks on EVAW; document what has worked on peacebuilding; support gender equality advocates to raise WEE issues in regional fora.

Outcomes	Key achievements	Activities
	UN Women collaborated with UNFPA ESARO and the South African Research Council (SAMRC) to co-create a regional appraisal tool for assessing country policies, SOPs and guidelines against the standards established by the Essential Services Package, with particular attention to intersectionality and tailoring of services for marginalized groups of women and girls. The tool has been validated.	
1.2.3Regional solidarity and safe spaces supported for diverse gender equality advocates and organizations to influence advocacy agendas related to GEWE.	UN Women, in collaboration with Office of the African Union Special Envoy on Women Peace and Security, the Intergovernmental Authority on Development (IGAD), and the African Women Leaders Network (AWLN) embarked on a joint initiative for solidarity and to address VAWG and support for women's peacebuilding and protection efforts. These efforts led to the Kampala Feminist Declaration that clearly articulates the priorities and demands of women in the transition process in Sudan	**Women Economic Empowerment:** Financial and technical support to gender equality advocates and youth actors to raise WEE related issues in regional fora and engage in WEE related issues.
Impact 2	**Regional entities that advance women's human rights, reduce barriers of patriarchal discrimination and create equal opportunities for women and girls in their diversity**	
Outcome 2.1 **Regional bodies in ESA hold Member States accountable for implementation of GEWE commitments**		
2.1.1Relevant regional entities capacity strengthened to support Member States implement selected normative frameworks	Increased capacities of the SADC Parliamentary Forum member states through a Regional Policy Dialogue on Challenges Women face in Political Participation and Representation in the SADC Region. (2022) Legal and policy recommendations have been made by SADC to member states through a webinar, through *the SADC Gender and Development Monitor 2022* which reviews the current status of women in politics and decision-making in the SADC region, with UN Women technical and financial support. (2022) African Union Commission advanced the development of a Regional Action Plan to End Violence against Women, and reaffirmed its commitment to develop the first Africa Convention on the Elimination of Violence against Women and Girls and advanced new tools to facilitate implementation of existing commitments, such as Partnership Guidelines for engaging Traditional and Faith-based Leaders in Ending Violence against Women and Girls including addressing Harmful Practices and Harmonized and Standardized Data Collection Toolkit on Violence Against Women and Girls and harmful practices. (2022)	**Women's Political Participation:** Supporting COs to support member states on gender assessments of electoral laws; support SADC to develop action plan to meet parity in political decision making targets; engage IGAD to adopt code of conduct for election observers; strengthen partnership with AU to implement WPP commitments in the Maputo protocol and African charter on democracy, elections and governance, capacity building to regional entities on WEE related commitments; support COs to support development and monitoring of 1325 NAPs, support to great lakes project; support to RECs to monitor regional WPS commitments.
2.1.2 Relevant regional entities capacities strengthened to assess progress of MS on the implementation of selected	Technical support provided to SADC for the development of the 2022 Gender Monitor (2022) National Action Plan on Women, Peace and Security	**Women Economic Empowerment**: Map monitoring frameworks for WEE related commitments; support ICGLR gender directorate; thematic assessment of

Outcomes	Key achievements	Activities
normative frameworks	with monitoring indicators were launched and adopted with UN Women Support (Burundi and Somalia). (2022)	gender strategies of Key RECs and Maputo protocol, mapping of implementation of Africa pre-CSW common position document.
2.1.3 Relevant regional entities have capacities to integrate gender equality into fiscal laws, policies and standards	ESARO piloted a regional training on gender equality and macroeconomics, aimed at building government capacity on gender-responsive budgeting and planning (2022).	Gender related capacity building of relevant regional entities to enable integration of GEWE priorities into fiscal laws, policies and standards.
2.1.4 Financial entities in ESA are able to apply gender related conditionalities in their financing agreements	ESARO initiated discussions with the AfDB to establish a continental Gender and Economics working group. (2022)	Build strategic partnerships with key actors to advance the advocacy on investing in women's empowerment at the macro level
Other Country level	• The Zambia Electoral Commission with technical support from UN Women is developing a gender policy to promote gender equality in electoral processes. (2022) • Ministries of Justice and legal affairs, Ministries of Gender, EMBs and Law commissions from 4 countries - S Sudan, Zimbabwe, Mozambique, Tanzania, Malawi collaborated with UN Women to develop assessments of discriminatory laws and attended a regional meeting to discuss progress, gaps and recommendation to accelerate progress for the review, revision and enactment of laws that promote gender equality. • In 2022 ESARO supported Kenya, Mozambique and Uganda in training and the principles of the engendering fiscal stimulus packages.	
Outcome 2.2 **Gender statistics, sex-disaggregated data and knowledge products are produced and used to inform policy making, advocacy and accountability for delivering results on gender equality and empowerment of women and girls in ESA region**	Ethiopia and Uganda used the NEET research country reports to inform user producer dialogues and policy discussions. (2022)	
2.2.1 Normative frameworks, standards, guidance notes and protocols are developed by stakeholders to regulate and inform the production of gender data, statistics and research on GEWE	• ESARO supported the enhanced measurement and monitoring of 32 out of 56 gender responsive SDG indicators through leading the development of training materials and associated metadata for the Minimum Set of Gender Indicators for Africa (MSGIA) (2022) • In partnership with PORTIA, UN Women produced a *Gender Analysis Toolkit for Prioritising SDG Goals* in Q1 of 2022 and *Guidance Note Integrating a gender perspective into implementation of Agenda 2030*. The toolkit has since been used by Portia and the South Africa Human Sciences Research Council to train 32 participants	**Gender and statistics:** Support national and regional coordination mechanisms on gender statistics and mainstreaming gender data; regional capacity building; support country offices to mobilize resources and advocate for improved data use; support regional gender statistics workshops; support creation of regional portal for the Paris21/OECD Bern initiative; gender analysis of current peace agreements

Outcomes	Key achievements	Activities
	from nine African countries to apply these principles in the prioritization of gender across all programmatic and activity areas of the 17 SDG goals in their respective countries and SDG related academic work. (2022) • SADC was supported technically and financially to develop a gender statistics strategy. (2022)	
2.2.2 Stakeholders and UN Women R/M/COs have strengthened capacity to produce, use, monitor and report on gender data, statistics and research.	An assessment of the gender statistics system (data and capacity gaps) in Namibia was completed and validated. The validation workshop included the development of an action plan which will be used by the National Statistics Agency (NSA) and the Ministry of Gender Equality, Poverty Eradication and Social Welfare (MGEPESW) to improve the availability and use of gender data in the country. (2022) Under the Engendering Fiscal Response Packages for COVID-19 Project, UN Women worked with the Government of Kenya to analyze the fiscal response packages and then built capacity of the government entities on gender equality. (2022) Enhanced capacity of R/M/Cos for the production, use and reporting on gender statistics.	**Gender statistics:** Supporting electoral management bodies, document good practice, supporting country offices to operationalize minimum sets of gender indicators; support tool development, automated processes and management information system to produce gender data, support allocation of resources to gender; provide technical and financial support to collection and analysis of sex disaggregated and gender statistics. • 19 AWOME facilitators trained in basic gender statistics methodologies; • 117 regional gender statistics workshop attendees and 60 virtual attendants trained in MSGIA metadata; • 97 online and 117 in-person users and producers of statistics received training on bridging the gap between gender data and policy advocacy; • GENCAP/OCHA Somalia 1 person trained on using DeDoose for qualitative data analysis; • 30 NSA and partners received training in basic gender literacy during the inception workshop of the assessment of the gender data and capacity gaps. (2022) • supported COMESA technically to get their gender statistics program underway, with particular reference to the assessments of gender data and capacity gaps (2022)
2.2.4 Increased demand for and adoption of evidence-based planning, programming and decision-making at regional and country level	Requests from AUC and REC IGAD for support on assessing gender data and capacity gaps, including specifically on Women, Peace and Security.	Modelling of policy options for implementing normative commitments; finalize climate smart agriculture manual and review cost of gender gap; provide technical advisory services; support gender data portals and dashboards; support countries to report on national commitments; support national
2.2.5 Gender data and statistics are systematically collected, available and disseminated as knowledge products	Support provided to the Beijing+30 review and appraisal of the implementation of the Beijing Platform for Action as well as voluntary national	

Outcomes	Key achievements	Activities
	reviews to the High-Level Political Forum.	communication plans; organize user-producer dialogues; train policy makers on data use; develop and roll out capacity development materials; support academic institutions to develop research papers; support knowledge products and data stories.
Other countries		
Outcome 2.3 **The UN system in ESA region is coordinated, and coherently and systematically contributes to progress on gender equality and empowerment of women and girls**		**Capacity building of UN system** (UNCTs, ROs, GTGs) on application of UN tools and guidance (SWAP-Scorecard, the Gender Equality Marker and the Gender Theme Group Standards and Procedures) to improve integration of gender considerations in the implementation of UNSDCFs and other joint UN plans. **Capacity building of UN Women M/CO staff** to provide in-country expertise.
2.3.1 UNCTs in ESAR (including Non-Resident Agency countries - NRA) have capacity to implement UN Gender Equality Commitments	4 CFs supported, 2 (South Sudan and Zambia) have specific gender outcomes, Tanzania and Kenya have mainstreamed gender. (2022) Malawi, Angola, Mauritius/Seychelles supported to mainstream gender within their CFs (2023) Supported countries to submit SWAP scorecard scoring 60%+ Zimbabwe (CR 2022) Tanzania (CR 2022)	Co-developed regional gender strategies with UN-Habitat, UNEP, and FAO to align with the UNSDCF priorities. Support DCO Peer support group and RCs on gender mainstreaming; SWAP scorecard action plan and SG's Systemwide strategy on gender parity, use of UNINFO gender markers, build capacity of youth focal leaders to report on Youth 2030 UNT scorecard; roll out GTG standards. • Provided training to GTGs in Somalia, Zambia and Namibia (2022) • Group training for 22 UNCTs (presence and NRA countries) on the SWAP-scorecard assessment process and inter-agency teams of Botswana, Mauritius, Madagascar, Ethiopia, Tanzania, Comoros and Namibia. (2022) • Peer reviewed CFs and CCAs (2022) • RO provided technical support in the training UN technical level staff from the six (6) countries developing new Cooperation Framework (Djibouti, DR Congo, Ethiopia, Mali, Namibia and Sierra Leone) (2022) • revised GTG standards and procedures were rolled out during a capacity strengthening session targeting gender focal points of UNCTs from the entire

Outcomes	Key achievements	Activities
		continent (done jointly with WCARO) including members of the Regional Gender Thematic Groups. The training was attended by 80 participants who included 32 from ESAR (16 countries). (2023) • Annual training for 21 UNCTs in ESAR on the UNCT SWAP Gender Equality Scorecard and Gender Equality Marker untaken. Country-tailored training for UNCT/GTGs undertaken in Somalia, Kenya, Rwanda, Comoros, Eritrea, Mauritius/Seychelles, Djibouti and Mozambique. (2023) • The training elicited further requests to UN Women for country-tailored technical support and guidance in supporting the operationalization of Gender Theme Groups in Kenya, Rwanda, Somalia, and the scorecard reporting for Mozambique and Kenya. (2023) • Annual training for **ESAR UNCTs** on gender mainstreaming (19 UNCTs reached) (2024) • Country tailored support on UNCT SWAP-Scorecard/GEM and GTG standards (7 UNCTs reached - South Africa, Namibia, Botswana, Eswatini, Lesotho, Malawi, Kenya (2024) • Strategic Planning and Coordination Specialists in prioritized NRAs recruited (Mauritius/Seychelles, Djibouti, Comoros, Zambia, Madagascar), augmenting support that ESARO is providing to UNCTs on gender mainstreaming and prioritization (2024) • 14 UNCTs submitted their AR by end of 2023, analysis from the dashboard will be able track 2024 performance (2024) • Kenya and Somalia have been supported to develop/review Action Plans (2024) • Mapping of Scorecard Action plans implementation scheduled for 2025 by way of survey (2024)

Outcomes	Key achievements	Activities
2.3.2 In ESAR, UN crisis related planning and strategies integrate gender equality commitments	Sudan and Somalia integrated gender into HNO / HRP. Gender integrated in 2 DRR frameworks (Africa Programme of Implementation for Sendai Framework for DRR and IDDRISI initiative) (2022-3) Supported Kenya National Drought Management Authority to mainstream gender in national plans (2023) Supported Malawi post disaster recovery framework (2023)	Establish a GIHA regional network, building on needs assessment and training of trainers; promote gender equality and women's empowerment in key for a; support country offices to mainstream gender in key humanitarian action plans; support Cos to implement humanitarian projects; train women led and youth organizations on effective engagement in humanitarian action; support country offices to carry out GIHA training. - Sudan and Somalia supported to mainstream gender in HNO and HRP (2022) - Supported **Malawi** – Post disaster needs assessment and **Sudan** – response plans (2023) - Through the Humanitarian Advisory Team (comprising of Reps from Ethiopia, Sudan, South Sudan, Uganda, Mozambique and Somalia), UN Women articulated its humanitarian offer. (2023) 2 (Sudan, Ethiopia and South Sudan HRPs). RO provided technical support during gender assessments to inform HRPs. (2024) - Somalia has formed a GIHA working group to support gender mainstreaming efforts. (2024)
2.3.3 Regional thematic interagency mechanisms mainstream gender in their priority areas	Supported regional gender working group to collaborate on advocacy events such as 16 days (2022) Led the compilation and finalization of the metadata of the Minimum Set of Gender Indicators (MSGIA) (2022) Finalized the CSW study which covered 25 countries in ESAR, focused on CSW63-CSW66 (2024) Africa-wide study to assess gender mainstreaming within current generation of CCAs/CFs– currently on	Convened regional workshops to share best practices on gender integration into SDG planning and implementation. (Ref: 2022 Annual Report) Support gender mainstreaming in regional social protection and WEE initiatives; coordinate with PSEA and EVAW focal points in sister agencies; positioning of gender equality and women's empowerment with regional UN coordination platforms, support to

Outcomes	Key achievements	Activities
	going, validation expected in Nov/Dec 2024 (2024)	mainstream gender in non-resident agency countries. ● Relaunched regional gender working group with work plan (UNHCR, UNESCO, UNFPA, UNICEF, UN Women, UNDP, OHCHR, WFP and IOM) (2022) ● Participating in The Regional Coordination Platform (RD level) (2022) ● Participating in DCO regional Peer Support Group (PSG) (2022) ● Review of the degree of gender mainstreaming within CCA/CF - Africa-wide study - UN Women ESARO in collaboration with UNDCO and WCARO (2024) ● CSW Study on implementation of CSW Agreed Conclusions (2024) ● UN Women accepted as a co-convenor of the OIBCS: 1,3,5; member of 2,4,6 (2024) ● ESARO contributed to the mid-year Continental Report on progress and achievements (2024) -
2.3.4 UN Women M/COs in ESAR provided with technical support to strengthen their internal and external coordination functions	- country office **CoP meetings** which covered the SWAP-Scorecard assessment and Action Plan and Gender Parity; **in country missions** (Sudan, SAMCO and Somalia) and inputs to M/CO Coordination Strategies (Ethiopia; Sudan) (2022) - The revision of the ESARO Coordination Strategy continued with comprehensive mapping of GEWE in COs/NRAs/RECs and consultations with key stakeholders (2023-24) - The Regional Office provided technical inputs in the development of the guidance note for the beijing+30 comprehensive national-level review process. (2023) - Finalization of the ESARO Coordination Strategy in progress (2024)	Organize webinar on mainstreaming gender in key UNDS processes, launch he ESAR youth advisory group; support coordination focal points; assess the degree of gender mainstreaming in UNSDCF and CCA across Africa; coordinate generation equality forum initiatives. -

Outcomes	Key achievements	Activities
	- Quarterly COPs for all UN Women Coordination FP continues as platforms for sharing of best practices on thematic issues, normative work, etc. - On-demand country-tailored support to M/COs (Kenya, SAMCO, Malawi, Somalia, Rwanda, Sudan) (2024) - **EVAW**:11 COs benefitted from ESAR PSEA FP ToT convened with OCHA to enhance UN Women's engagement in regional and country PSEA Networks and compliance of corporate workplan on PSEA; (2024)	

Non-core funded programmes

The table below sets out the list of non-core funded regional programming, as per Quantum[52], along with actual budget values across the Strategic Note cycle. The evaluation will explore the value added by these regional programmes to country level programming.

Table 3: Non-core funded programmes

Project Name	Donor	Start	Finish	Budget	Thematic Area
ESA Women Count Phase II	● Bill And Melinda Gates Foundation ● Swedish International Development Cooperation ● UN Women ● Italian Ministry for Foreign Affairs ● Irish Aid	2022	2025	2,965,562	Gender Statistics
ESAR A.C.T. to EVAW	● European Commission	2023	2026	724,865	EVAW
3R ESARO	● Department of Foreign Affairs Trade and Development ● Government of Germany	2022	2025	516,044	WEE
Every badge counts	● United Nations Office on Drug and Crime	2024	2025	382,278	WPS
Women Peace and Protection	● Multi-Donor Trust Fund Office ● Peacebuilding Fund	2022	2025	382,210	WPS
Generation Equality: Action Coalitions and Accountability	● Bill And Melinda Gates Foundation ● Open Society Institute	2022	2025	379,468	Generation Equality
Prevention of COVID-19 infections among women and girls displaced into IDP and refugee camps in ESAR	● Government Of Japan	2022	2023	317,676	Humanitarian
Regional Project on Peace & Security in the Great Lakes Region	● Multi-Donor Trust Fund Office	2018	2022	227,133	WPS
Women Economic Empowerment	● Government Of Republic of Korea ● United Nations Children's Fund ● Department Of Foreign Affairs Trade and Development	2023	2024	163,306	WEE

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[52] This list is derived from Quantum. Projects funded by core or a budget with zero were excluded. Programmes funded by multiple donors have been merged.

Project Name	Donor	Start	Finish	Budget	Thematic Area
Building the Resilience of Food Systems in Mauritius and Seychelles by leveraging on sustainable agricultural practices	● MPTF-SDG Fund	2022	2023	119,755	WEE
POWER-Programme SRMNCAH	● Austrian Development Agency	2022	2022	64,009	EVAW
Economic Empowerment of Women	● United Nations Development Programme ● Un Women			60,697	WEE
Care and disability ESARO	● Multi-Donor Trust Fund Office	2024	2026	40,000	WEE
SPF3 Humanitarian Action	● Swedish International Development Cooperation	2022	2025	30,000	Humanitarian
Implementation of Beijing +30 & Sustainable Development	● UN Department of Economic and Social Affairs	2024	2025	25,200	Coordination
SPF 3_Outcome1 WPP	● Swedish International Development Cooperation	2023	2026	20,000	WPP
UN Women and WHO Joint Programme: Strengthening Methodologies and Measurement and Building National Capacities for Violence against Women Data	● JP UN Women as AA	2022	2023	16,000	EVAW
Women, Peace and Security Global Programme	● United Nations	2022	2022	15,264	WPS
SPF 3 Governance (outcome 2)	● Swedish International Development Cooperation	2022	2025	14,942	WPP
MEGWC Africa-Gender Statistics	● Swedish International Development Cooperation ● Irish Aid	2022	2023	7,559	Gender Statistics

Source: Quantum

Annex 4: Key results by thematic area

The table below summarizes the key results reported and areas of influencing by thematic area, drawn from document review and the scoping interviews with the RO Team Leads.[53] The evaluation's contribution analysis will focus on verifying these reported results and UN Women's contribution to these results.

Table 4: Key Results by Thematic Area

| Thematic area	Key results reported	Key areas of norms influencing
Ending Violence Against Women and Girls	• Thought leadership, through hosting knowledge exchanges, drawing on evidence and deepening relationships with regional bodies. For example, through supporting development of the Africa Shared Research Agenda with Sexual Violence Research Initiative, review of the African Union Regional Action Plan for Ending Violence against Women and in the preparations for the development of a Convention on EVAW. • Collaboration with sister agencies, on the regional GBV working group, chairing disability inclusion working group and informal LGBTQI collaboration, and convening partners in joint planning processes for example for the 16 days of activism. • Work on Action Coalition on Gender Based Violence (GBV), with dedicated resources to strengthening movements and investing in women's rights organizations. • Strengthening women's movement and partnerships with WROs	Intersectionality of VAWG, Disability and LNOB
Women's Political Participation	• Capacity building and mentorship of women leaders, WROs and youth advocates on women's political participation • Technical, financial and convening support to regional and national institutions to develop gender parity frameworks, legal frameworks, policies, strategies action plans, accountability mechanisms and advocacy initiatives on WPP that will facilitate the integration of gender into the electoral cycle. • Evaluation knowledge products that provide practical, evidence-based guidance in promoting women's leadership and political participation.	• Encouraging norms that support women in political and leadership roles at all levels. • Violence against women in politics
Humanitarian Action	• Supporting CO develop programmes and mobilize resources for women and girls affected by disasters • Provision of technical support and capacity building strengthened Women Initiative for Development Organizations (WLOs) engagement and influence in humanitarian action. • Technical support and advocacy to strengthen the integration of gender in key crisis related strategies and plans.	Discourage norms that promote VAWG and sexual exploitation during humanitarian situations Discourage norms that undermine the leadership and agency of women in humanitarian and DRR

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[53] Given gender statistics and coordination have their own outcomes and is covered in Annex 2, it is not separately covered here.

Thematic area	Key results reported	Key areas of norms influencing
	• Development of knowledge products and tools for mainstreaming gender in humanitarian situations • During Cyclone Freddy's response in Malawi, RO deployed staff to strengthen UN Women coordination role and response capacities by providing gender perspectives during the Post Disaster Needs Assessment with UNDP, WB and government, whose results informed the government's recovery framework. • UN Women is an active member of the Africa Working Group for DRR, a coordination mechanism for the implementation of Africa Programme of Action for Sendai Framework for DRR (SF DRR).	
Women, Peace and Security	• Supporting Country Offices, regional institutions and Member States to develop and implement National Action Plans on WPS aligned with United Nations Security Council Resolution 1325. • ESARO has bolstered women's organizations and representative movements, opening space in various peace and security mechanisms and processes, and thereby amplifying women's voices in decision-making. • Advocacy and policy influence on WPS to create a conducive legal and policy framework for women's political participation and support the alignment of national frameworks to regional and global normative frameworks on WPS • Research, Knowledge Products and Knowledge Sharing	Influencing norms to ensure women's inclusion in peace negotiations, conflict resolution, and security force
Women's Economic Empowerment	• Increased Access to Finance for Women Entrepreneurs • Strengthened Women's Participation in the Informal and Formal Economy • Supporting the development and implementation of Gender-Responsive Policies and Laws for Economic Inclusion • Promoting Care Work and Unpaid Labor Recognition • Promoting digital and Financial Inclusion for Women • Supported women's participation in regional and international trade, including through the African Continental Free Trade Area (AfCFTA) • Economic Empowerment in Crisis and Humanitarian Contexts	influencing norms to recognize Unpaid Care Work and AfCFTA
Generation Equality	• Strategy for Generation equality developed for East and Southern Africa • Generation Equality Unit in ESARO providing extensive technical support to countries in localizing Generation Equality • Engagement and support to Generation Equality stakeholders (member states, CSOs, youth, private sector,	Through advocacy, influencing norms that promote gender equality in all spheres of life including WPP, WPS, VAWG, WEE

Thematic area	Key results reported	Key areas of norms influencing
	etc.) to actively participate in the Beijing+30 review in Africa and influence the process and the outcome document • Countries such as Tanzania, Rwanda, Kenya, South Africa and Somalia have taken the lead in implementing Generation Equality initiatives under their national governments	

Annex 5: Financial Resources Analysis

The diagram below sets out the key financial resources analysis undertaken for the Regional Office, based on data available as at December 15, 2024.

REGIONAL SN PORTFOLIO EVALUATION 2022-25

TOP DONORS to RO in US$ during 2022-25

- Bill and Melinda Gates Foundation, 17.50%
- European Commission, 5.76%
- Dept of Foreign Affairs Trade and Development, 4.11%
- Swedish International Development Cooperation, 3.97%
- Multi-Donor Trust Fund Office, 3.10%

Source: UN Women DAMS
NB: core funds of UN Women are not included in the chart

RO FUNDING SOURCE US$ (2022-25)

- Core 31%
- Non-Core 50%
- EXB 4%
- IB 15%
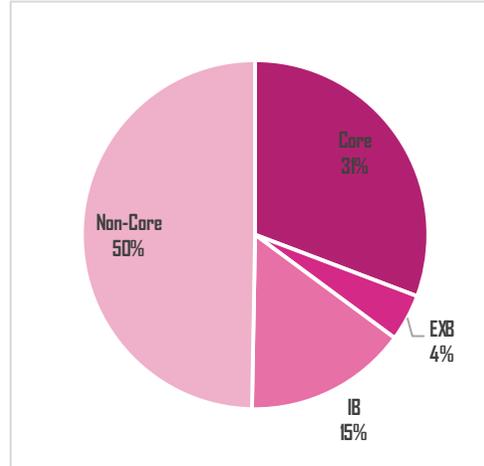
Source: UN Women Quantum

RO ANNUAL BUDGET vs. EXPENSES US$ (2022-25)

Year	Budget	Expenses
2022	7	6
2023	8.8	7.7
2024	13.2	9

Amount (in million $)
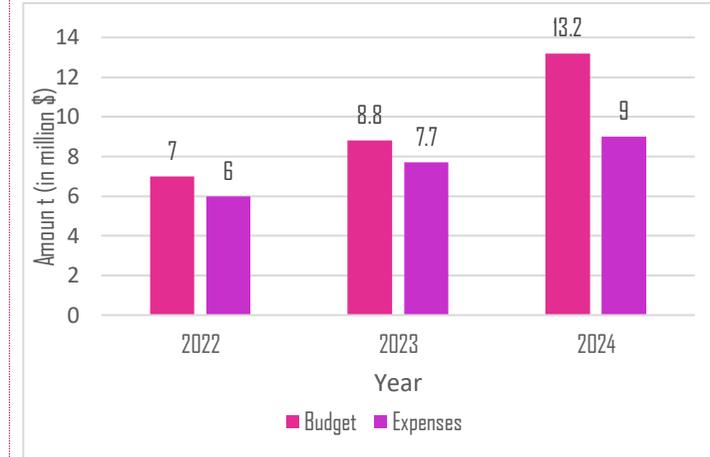
Source: UN Women Quantum

Budget, US$ million (2022-23)

Women's Economic Empowerment	Women's Political Empowerment	Ending Violence Against Women	Peace, Security and Humanitarian Actions
USD 1.38m	USD 1.34m	USD 0.63m	USD 0.1m
40%	39%	18%	3%
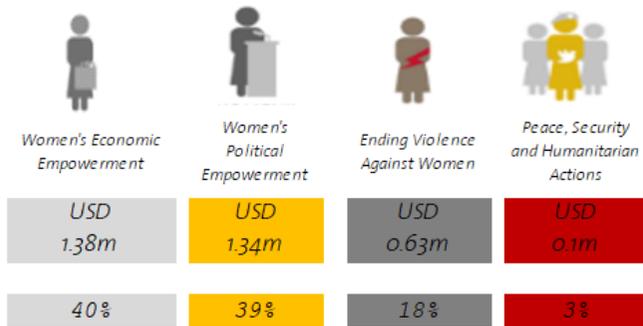
Source: UN Women Quantum

Results Framework Resource Mobilization (2022-25)

Year	Planned	Actual
2022	8.41	7
2023	9.89	8.8
2024	12.09	14.5

US$ millions
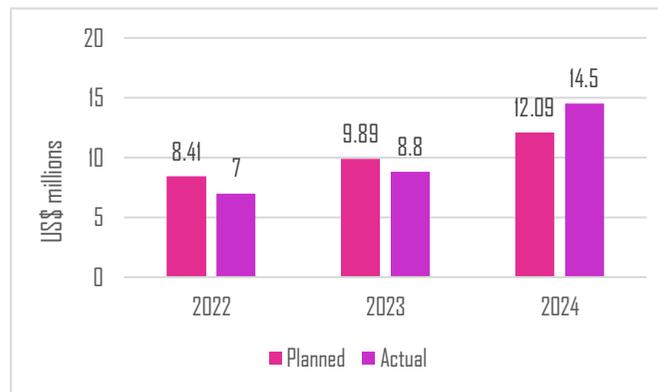
RO WORKFORCE (as of December 16, 2024)

- Staff 46%
- Consultant 23%
- Service Contractor 17%
- United Nations Volunteer 6%
- Intern 4%
- Fellows 1%
- Experts on Mission (loaned by Donor) 3%
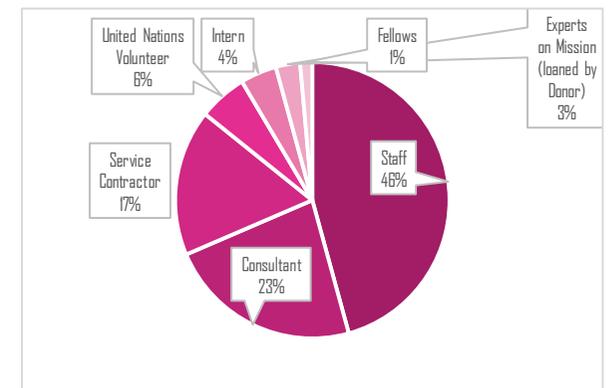
NB data for 2024 was not yet available at the time of reporting	Source: UN Women Quantum (actual) and Results Management System (target).	Source: UN Women One App

Annex 6: Stakeholder mapping

The table below maps out the key stakeholders, and their main contributions to the Strategic Note. Their contribution to and/or engagement in UN Women's normative, coordination and operational work is also mapped. The list is drawn from: list of donors from the donor agreement management list, list of partners from the partner and grant agreement management system, annual reports, and discussions with UN Women RO personnel.

Stakeholder mapping

Table 5: List of Stakeholders

Category	Thematic area	Organization	Approach
Academia	Gender statistics	Imperial College London / Stockholm Environment Institute	Interview
Academia	WPS	Stockholm Environment Institute (SEI) (Nairobi office)	Survey
Academia	WPS	University of Nairobi (regional initiative)	Interview
Civil society	Coordination	Regional Civil Society Reference Group (RCSAG)	Interview
Civil society	Coordination	Pan Africa Women's Organization (PAWO)	Interview
Civil society	Coordination	African Women's Development Fund	interview
Civil society	Coordination	FEMNET	Interview
Civil society	Coordination	GIMAC	Survey
Civil society	EVAW	Council of traditional leaders (COTLA)	interview
Civil society	EVAW	EQUALITY NOW	interview
Civil society	EVAW	GBV Prevention Network	interview
Civil society	EVAW	Humanity and Inclusion	survey
Civil society	EVAW	Integrated Disabled Women Activities	survey
Civil society	EVAW	Outright International Africa	survey
Civil society	EVAW	Sonke Gender Justice and Men Engage Alliances (South Africa)	survey
Civil society	EVAW	SVRI NPC - Sexual Violence Research Initiative, Medical Research Council South Africa and GBV Prevention Network Member	survey
Civil society	EVAW	Social Development Direct	survey
Civil society	EVAW	WOMEN EDUCATIONAL RESEARCHERS OF KENYA	Interview
Civil society	EVAW	Yes! Trust Zimbabwe	Interview
Civil society	EVAW	Disabled Women in Africa (DIWA)	Interview
Civil society	EVAW	ATHENA Network-	Interview
Civil society	EVAW	Cape Hope Organisation	Interview
Civil society	EVAW	Inua Dada Foundation Trust	Interview
Civil society	Gender statistics	Global Partnership for sustainable development data (GPSSD) - Office in Nairobi and HQ in NY	Interview
Civil society	Gender statistics	PARIS21/OECD -	Interview
Civil society	Gender statistics	PORTIA LTD	Interview
Civil society	Generation Equality	GROOTS Kenya	Interview
Civil society	Generation Equality	Landesa	Interview

Civil society	Generation Equality	youth leader	Interview
Civil society	Generation Equality	Youth leader	Interview
Civil society	Humanitarian	CARE international	Interview
Civil society	Humanitarian	FOCESE - Malawi	Interview
Civil society	Humanitarian	Coalition of Action on 1325 -Uganda	Interview
Civil society	Humanitarian	Titi Foundation – South Sudan	Interview
Civil society	Generation Equality	FEMNET	Interview
Civil society	WEE	Nawi – Afrifem Macroeconomics Collective	Interview
Civil society	WPP	WDN Uganda	Interview
Civil society	WPP	Akina Mama wa Africa	Interview
Civil society	WPS	ACCORD EDUCATION TRUST	Interview
Civil society	WPS	STRATEGIC INITIATIVE FOR WOMEN IN THE HO	Interview
Civil society	WPS	Women's International Peace Centre	Interview
Civil society	Other	Women's rights organization	Interview
Civil society	Other	Women's rights organization	Survey
Civil society	Other	Women's rights organization	Survey
Civil society	Other	Consultant on AU	Survey
Civil society	Other	Ford Foundation - RD	Survey
Civil society	Other	Women's rights organization	Survey
Civil society	Other	Women's rights organization	Survey
Civil society	Other	Women's rights organization	Survey
Civil society	Other	Women's rights organization	Survey
Civil society	Other	Women's rights organization	Survey
Civil society	Generation Equality	Youth steering committee	Interview
Donor	Gender statistics	GIZ-Deutsche Gesellschaft Intern.	Interview
Donor	Humanitarian	GOVERNMENT OF JAPAN	Interview
Donor	Humanitarian	Care International	Interview
Donor	Resource mobilization	Belgium Embassy	Interview
Donor	Resource mobilization	Japanese Embassy	Interview
Donor	Resource mobilization	Korean International Cooperation Agency (KOICA)	Interview
Donor	Resource mobilization	Embassy of Austria in Nairobi	Interview
Donor	Resource mobilization	Delegation of the European Union to the African Union	Interview
Donor	Resource mobilization	Delegation of the European Union to the African Union	Interview
Donor	Resource mobilization	Denmark Embassy	Interview

Donor	Resource mobilization	Norwegian Embassy to Sudan and Eritrea, p.t. Nairobi	Interview
Donor	Resource mobilization	Italian Agency for Development Cooperation (AICS) - Somalia	Interview
Donor	Resource mobilization	Italian Agency for Development Cooperation (AICS) - Somalia	Interview
Donor	Resource mobilization	Irish Embassy	Interview
Donor	Resource mobilization	Ireland Embassy	Interview
Donor	WEE	Mastercard Foundation	Interview
Donor	WEE	UNICEF	Interview
Donor	WEE	USAID	Interview
Government	Generation Equality	Government of Tanzania	Interview
Government	Generation Equality	Government of Tanzania	Interview
Government	WPS	IGAD Women, Peace and Security Forum	Interview
Inter-governmental / REC	Coordination	African Peer-Review Mechanism (APRP)	Interview
Inter-governmental / REC	Generation Equality	AUC, Women, Gender and Youth Directorate	Interview
Inter-governmental / REC	Coordination	Africa Union - UNW-AU Liason Office	interview
Inter-governmental / REC	EVAW	African Union	interview
Inter-governmental / REC	Gender statistics	Africa Development Bank (AFDB)	Interview
Inter-governmental / REC	Gender statistics	AUC - STATAFRIC	Interview
Inter-governmental / REC	Gender statistics	COMESA	Interview
Inter-governmental / REC	Gender statistics	SADC	Interview
Inter-governmental / REC	Gender statistics	the African Union Institute for Statistics (STATAFRIC)	Interview
Inter-governmental / REC	Gender statistics	SADC	Survey
Inter-governmental / REC	Gender statistics	IGAD	Survey
Inter-governmental / REC	Humanitarian	IGAD	Interview
Inter-governmental / REC	Humanitarian	AU	Interview
Inter-governmental / REC	WPP	SADC	Interview

Inter-governmental / REC	WPP	Southern African Research and Documentation Centre (SARDC)	Interview
Inter-governmental / REC	WPS	AUC-Peace and Security and Political Affairs Department	Interview
Inter-governmental / REC	WPS	AUC-Peace and Security and Political Affairs Department	Interview
Inter-governmental / REC	WPS	AUC-Peace and Security and Political Affairs Department	Interview
Inter-governmental / REC	WPS	African Union	Interview
Inter-governmental / REC	WPS	FemWise-Africa	Interview
Inter-governmental / REC	WPS	The Intergovernmental Development Authority (IGAD)	Interview
Inter-governmental / REC	WPS	Southern African Development Community (SADC)	Interview
Inter-governmental / REC	WPS	The International Conference for the Great Lakes (ICGLR)	Interview
Inter-governmental / REC	WPS	the East African Community (EAC)	Interview
Inter-governmental / REC	WPS	the East African Community (EAC)	Interview
Inter-governmental / REC	WPS	SADC Regional Peacekeeping Training Centre	Interview
Inter-governmental / REC	WPS	International Peace Support Training Centre	Interview
Inter-governmental / REC	WPS	EAC	Interview
Inter-governmental / REC	WPS	ICGLR	Interview
Inter-governmental / REC	WPS	IGAD	Interview
Inter-governmental / REC	WPS	IGAD	Interview
Media	Communications	African Women in Media	Survey
Media	Communications	Adelle Onyango/Legally Clueless	Interview
Multilateral	Gender statistics	The Partnership in Statistics for Development in the 21st Century PARIS21	Survey
Multilateral	Resource mobilization	IMF	Interview
Multilateral	Resource mobilization	World Bank	Interview
Multilateral	WEE	NAWI-AfriFEM Macroeconomics Collective	Interview
Multilateral	Resource mobilization	IMF	Survey

Multilateral	Resource mobilization	IMF	Survey
Multilateral	Humanitarian	World Bank	Interview
Participants	WPS	WPS Expert	Interview
Private sector	Resource mobilization	Airtel	Interview
Private sector	Resource mobilization	Google	Survey
Private sector	Resource mobilization	Gates Foundation	Interview
Private sector	Resource mobilization	Safaricom	Interview
UN agency	Coordination	DCO regional Peer Support Group (PSG)	Interview
UN agency	Coordination	DCO Africa	Interview
UN agency	Coordination	Regional Gender Working Group (RGWG)	interview
UN agency	Coordination	UNHCR - Regional Gender Working Group (RGWG)	interview
UN agency	Coordination	UNICEF - Regional Gender Working Group (RGWG)	interview
UN agency	Coordination	Regional Gender Working Group (RGWG)	interview
UN agency	Coordination	DCO Africa	interview
UN agency	Coordination	UNCTs in countries where UN Women is NRA	Survey
UN agency	Coordination	ITU	Survey
UN agency	Coordination	OHCHR	Survey
UN agency	Coordination	UNAIDS	Survey
UN agency	Coordination	UNDP	Survey
UN agency	Coordination	UNESCO	Survey
UN agency	Resource mobilization	AFDB	Interview
UN agency	Coordination	UNFPA	Survey
UN agency	Coordination	UNFPA	Survey
UN agency	Coordination	UNFPA	Survey
UN agency	Coordination	UNICEF	Survey
UN agency	Coordination	UNIDO	Survey
UN agency	Coordination	UNOAU	Survey
UN agency	Coordination	WFP	Survey
UN agency	Coordination	DCO	Survey / interview
UN agency	EVAW	UNFPA	interview
UN agency	EVAW	UNFPA	interview
UN agency	EVAW	UNICEF	Interview
UN agency	EVAW	SADC	Interview
UN agency	EVAW	OHCHR	Interview
UN agency	Gender statistics	UNODC - Centre of excellence Mexico city	Interview
UN agency	Gender statistics	United Nations Statistics Division	Interview
UN agency	Gender statistics	UN HABITAT	Interview
UN agency	Gender statistics	UNEP	Interview
UN agency	Gender statistics	UNECA	Interview

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UN agency	Humanitarian	OCHA	Interview
UN agency	Humanitarian	UNDRR	Interview
UN agency	Humanitarian	UNHCR	Interview
UN agency	resource mobilization	UNICEF	Interview
UN agency	resource mobilization	WFP	Interview
UN agency	resource mobilization	UNFPA	Interview
UN agency	WEE	IOM	Interview
UN agency	WEE	UNDP Representative in Mauritius	Interview
UN agency	WEE	UNECA	Interview
UN agency	WEE	UNHCR SPECIAL ACCOUNT	Interview
UN agency	WPS	UN prevention strategy platform for the Horn of Africa and Great Lakes	Interview
UN agency	WPS	Office of the Special Envory of the UNSG to the Great Lakes	Interview
UN agency	WPS	United Nations Office on Drug and Crime	Interview
UN agency	WPS	UNDPPA	Interview
UN agency	WPS	UN Resident Coordinator's Office Zambia	Interview
UN agency	WPS	UN Resident Coordinator's Office Angola	Interview
UN agency	Resource mobilization	UN Office of Counter Terrorism	Interview
UN agency	EVAW	UNICEF - disability inclusion group	Interview
UN agency	Coordination	UNDP	Interview
UN agency	Coordination	UNEP	Interview
UN agency	Coordination	UNFPA	Interview
UN agency	Coordination	WFP	Interview
UN Women	communications	UN Women	Interview
UN Women	Communications	UN Women	Interview
UN Women	Coordination	UNCTs in countries where UN Women has offices	Survey
UN Women	Coordination	UN Women	Interview
UN Women	Coordination	UN Women	Interview
UN Women	EVAW	UN Women ESARO	interview
UN Women	Gender statistics	UN Women	Interview
UN Women	Gender statistics	UNICEF	Interview
UN Women	Gender statistics	Mozambique CO	Interview
UN Women	Gender statistics	Ethiopia CO	Interview
UN Women	Gender statistics	South Sudan CO	Interview
UN Women	Gender statistics	Sudan CO	Interview
UN Women	Gender statistics	Burundi CO	Interview
UN Women	Gender statistics	Zimbabwe CO	Interview
UN Women	Generation Equality	UN Women Tanzania	Interview
UN Women	Generation Equality	UN Women Kenya	Interview

UN Women	Generation Equality	UN Women SAMCO	Interview
UN Women	Generation Equality	UN Women Zimbabwe	Interview
UN Women	Generation Equality	UN Women Rwanda	Interview
UN Women	humanitarian	UN Women	Interview
UN Women	Humanitarian	UN Women Uganda	Interview
UN Women	Humanitarian	UN Women Somalia	Interview
UN Women	Humanitarian	UN Women Mozambique	Interview
UN Women	knowledge management	UN Women	Interview
UN Women	Knowledge management	South Sudan CO	Interview
UN Women	Knowledge management	Tanzania CO	Interview
UN Women	Knowledge management	Zimbabwe CO	Interview
UN Women	Knowledge management	Kenya CO	Interview
UN Women	Knowledge management	Ethiopia CO	Interview
UN Women	Monitoring and reporting	UN Women - Burundi	Interview
UN Women	Monitoring and reporting	UN Women - Tanzania	Interview
UN Women	Monitoring and reporting	UN Women - Malawi	Interview
UN Women	resource mobilization	ESARO	Interview
UN Women	resource mobilization	Tanzania CO	Interview
UN Women	resource mobilization	Rwanda CO	Interview
UN Women	resource mobilization	Malawi CO	Interview
UN Women	resource mobilization	Ethiopia CO	Interview
UN Women	resource mobilization	Uganda CO	Interview
UN Women	resource mobilization	Kenya CO	Interview
UN Women	WEE	UN Women	Interview
UN Women	WPP	UN Women	Interview
UN Women	WPP	Kenya CO	Interview
UN Women	WPP	Zimbabwe CO	Interview

UN Women	WPP	South Sudan CO	Interview
UN Women	WPP	Rwanda CO	Interview
UN Women	WPS	UN Women	Interview
UN Women	WPS	UN Women Uganda	Interview
UN Women	WPS	UN Women Kenya	Interview
UN Women	WPS	UN Women Somalia	Interview
UN Women	WPS	UN Women Sudan	Interview
UN Women	WPS	UN Women Mozambuiqe	Interview
UN Women	WPS	UN Women South Sudan	Interview
Inter-governmental / REC	Other	UMA	Survey
Inter-governmental / REC	Gender statistics	Africa programme on gender stats	Interview
Donor	Resource mobilization	Denmark Embassy	Interview

Annex 7: Evaluability Assessment

This annex sets out the evaluability assessment, including 1) an overall assessment of the Development Results Framework (DRF) and Organizational Effectiveness and Efficiency Framework (OEEF); 2) completeness of the DRF and OEEF in terms of presence of baselines and targets; 3) DRF and OEEF outcomes, outputs and indicators quality assessment; and 4) review of data availability for the Strategic note Interventions.

Completeness of the Development Results Framework and Organizational Effectiveness and Efficiency Framework

Table 6: Summary of Assessment of the DRF and OEEF

Measure		Quality Assessment Highlights	Overall Rating
Development Results Framework	Outcomes	Target outcomes adequately focus on change (behavior, institutional performance, beliefs/attitudes).	Strong
	Outputs	Target outputs consistently use change language, are specific and clear and focused.	Strong
	INDICATORS	Indicators were generally clearly aligned to the target outcomes and target outputs. Many indicators sought to focus on change brought about as a result of UN Women's support. In a few cases, while individual indicators were strong, taken together, they did not adequately capture the target change. For example, the outcome *'a diverse cohort of women leaders is formed to lead in governance'* was measured only by the percentage of seats in parliament and in district councils. Indicators would be strengthened by considering whether the complement of indicators adequately capture the target change. In other cases, the indicators aim to measure number of women / initiatives / organizations supported by UN Women, which are unable to adequately capture the target change of strengthened capacity.	Strong
	DATA QUALITY	Supporting data was included to demonstrate how performance against DRF indicators was calculated. However, in a few cases, the data cited measured activity (for example, attendance at sessions) rather than the output (for example, increased level of awareness / capacity).	Strong
Organizational Effectiveness and Efficiency Framework	Outputs	OEEF outputs were clearly defined, specific and *SMART.*	Strong
	INDICATORS	OEEF indicators were clearly aligned to the output and valid to measure the target change.	Strong
	DATA QUALITY	Supporting data was included to demonstrate how performance against OEEF indicators was calculated.	Strong

Completeness of the Development Results Framework and Organizational Effectiveness and Efficiency Framework

The table below assesses the completeness of the DRF and OEEF in terms of whether baselines and targets were included against all indicators.

Table 7: Completeness of the DRF and OEEF in terms of Baselines and Targets

Framework	baseline	targets
Development Results Framework – outcomes	99%	97%
Development Results Framework – outputs	100%	99%
Organizational Effectiveness and Efficiency Framework	100%	100%

Source: Results Management System

DRF and OEEF outcomes, outputs and indicators quality assessment criteria

A quality check of the indicators of both the DRF and OEEF was conducted, using the following criteria as per the UN Women Portfolio Evaluation guidance:

Table 8: Outcomes, outputs and indicators quality assessment criteria

Indicators	Grading guidance
Clearly measures change (outcome) or potential for change (output)	**Weak** = 1-3 attributes
Outcome indicator measures change in behavior, institutional performance, attitude, beliefs	
Output indicator uses change and not action language, and captures change in: skills, abilities, knowledge, awareness, capacity, accountability; availability of products, data, or services; something created, built or repaired; Institutional arrangements, leadership, efficiency; advocacy or dialogue mechanisms.	**Adequate** = 4-6 attributes
Logical direct (preferred) or proxy (acceptable) indication of change	
Clearly aligned to output / outcome	**Strong** = 6+ attributes
Specific (Sets precise criteria for success)	
Singular Focus	
Plain language	
Valid / Reliable	

Results Framework 2022 – DRF and OEEF outcomes, outputs and indicators quality assessment

The table below assesses the indicators, based on the quality assessment criteria above

Table 9: Indicator Assessment

	Strong	Adequate	Weak
Development Results Framework			
Outcome Indicators (13)	13 (100%)	0 (0%)	0 (0%)
Output Indicators (32)	32 (100%)	0 (0%)	0 (0%)
Organizational Efficiency and Effectiveness Framework			
Output Indicators (43)	43 (100%)	0 (0%)	0 (0%)

Data Availability for Strategic Note Interventions

The table below assesses the data availability for the strategic note interventions.

Table 10: Data availability for the Strategic Note Interventions

Project Name	Donor	Performance Monitoring Framework	Evaluation	Donor Reports
ESA Women Count	Bill And Melinda Gates Foundation, Swedish International Development Cooperation, Italian Ministry for Foreign Affairs, Irish Aid	x	x	x
ESAR A.C.T. to EVAW	European Commission	x		x
3R ESARO	Department of Foreign Affairs Trade and Development, Government of Germany	x	x	x
Every badge counts	United Nations Office on Drug and Crime	x		x

Project Name	Donor	Performance Monitoring Framework	Evaluation	Donor Reports
Women Peace and Protection	Multi-Donor Trust Fund Office Peacebuilding Fund	x		x
Generation Equality: Action Coalitions and Accountability	Bill And Melinda Gates Foundation, Open Society Institute	x		x
Prevention of COVID-19 infections among women and girls displaced into IDP and refugee camps in ESAR	Government Of Japan	x	x	x
Regional Project on Peace & Security in the Great Lakes Region	Multi-Donor Trust Fund Office	x		x
Women Economic Empowerment	Government Of Republic of Korea, United Nations Children's Fund, Department of Foreign Affairs Trade and Development	x		x
Building the Resilience of Food Systems in Mauritius and Seychelles by leveraging on sustainable agricultural practices	MPTF-SDG Fund	x		x
POWER-Programme SRMNCAH	Austrian Development Agency	x	x	x
Economic Empowerment of Women	United Nations Development Programme	x		x
Care and disability ESARO	Multi-Donor Trust Fund Office	x		x
SPF3 Humanitarian Action	Swedish International Development Cooperation	x		x
Implementation of Beijing +30 & Sustainable Development	UN Department of Economic and Social Affairs	x		x
SPF 3_Outcome1 WPP	Swedish International Development Cooperation	x		x
UN Women and WHO Joint Programme: Strengthening Methodologies and Measurement and Building National Capacities for Violence against Women Data	JP UN Women as AA	x		x
Women, Peace and Security Global Programme	United Nations	x		x
SPF 3 Governance (outcome 2)	Swedish International Development Cooperation	x		x

Source: Results Management System and DAMS

Annex 8: Inception Workshop

Overview

The inception workshop was held virtually on 11 December 2024. The purpose of the workshop was to enable the UN Women Regional Team to: put forward their expectations from the evaluation; identify priority areas that the evaluation should focus on; key questions that the evaluation should answer; and suggest ways in which the evaluation can value add and be most useful to the work of UN Women.

Objectives

The following were the objectives of the Inception Workshop:

1. Finalize evaluation questions
2. Recap process and expectations
4. Review TOC and key approaches (question about which approaches are most effective)
5. Suggestions for ERG
6. Review key stakeholders to consult
8. Regional Office value add
9. Agree on overall timeline and logistics

Key Issues Emerging from the Discussions

Team Leads provided suggestions for how to strengthen the utility of the evaluation and particular areas to incorporate. The table below summarizes the suggestions and the steps taken by the evaluation team.

Expectation	Next Steps
Importance of Ownership and Collaboration • Participants emphasized the need for **co-ownership** of the evaluation process by all stakeholders, ensuring alignment with the strategic priorities of both the regional office and country offices. • There is a strong call for participatory approaches, particularly in the development and execution of the new Strategic Note (SN), to ensure inclusivity and relevance. • Evaluation should be useful to directly inform the new SN	• The Evaluation Team will strengthen engagement with country offices, civil society, and external partners to gather diverse perspectives on UN Women's regional and country-level impact. • Evaluation team will work closely with TLs to finalize stakeholder list for engagement. • TLs as part of evaluation management group will be expected to feedback on the inception report (which will include data collection tools), preliminary findings and draft report. Session to co-create recommendations will be planned.
Areas to cover: • What have been the outcomes of our work, what has worked and what has not worked, including in terms of CO support, what are areas to strengthen effectiveness and efficiency in the new Strategic Note. • Prioritization – what are areas the region needs to focus on, and areas to deprioritize. How to balance RECs, supporting COs. • Participants stressed the importance of integrating emerging themes such as social norms transformation, climate resilience, and Generation Equality into the evaluation and new SN. The need for a comprehensive analysis of UN Women's contributions to these areas was highlighted. • Review effectiveness of structure of the SN results – would it be better to have it by SP outcome area or thematic. • Review structure of programmatic and operations team and units vis a vis the services we have to provide to COs.	Will be incorporated into evaluation questions / sub-questions / evaluation indicators.

Expectation	Next Steps
• What should be the role of the RO, based on corporate and CO expectations	
Alignment with the Global Strategic Framework • Discussions highlighted the necessity to align the evaluation process with the Global Strategic Plan and the Global Survey, including references to key organizational frameworks such as the humanitarian-development-peace (HDP) Nexus and the Gender Equality Acceleration Plan.	There was no option to add evaluation questions to the survey. Will share survey tools and proposed list of stakeholders to survey in the inception report.
Important to draw on relevant data • A recommendation was made to incorporate findings from audits, reviews, evaluations, quarterly review meetings, and global strategies to enrich the evaluation process.	Invite suggestions for key documents to review, and will discuss during scoping interviews I
Integrating Emerging and Forward-Looking Themes • **Social Norms Outcome:** There has been a big shift in how we understand this outcome, a new framework is coming out, evaluation of this outcome may need to be different to evaluating other outcomes, which have a stronger foundation and existing TOC. • Participants stressed the importance of integrating emerging themes such as **social norms transformation**, **climate resilience**, and **Generation Equality** into the evaluation and new SN. • The is need for a comprehensive analysis of UN Women's contributions to these areas was highlighted	This is well noted. We'll build on the approach used in the corporate evaluation, to take a more learning / developmental approach, recognizing that UN Women's approach is still being developed.
Stakeholder selection and engagement – which UNCTs vs DCO regional stakeholders will be relevant to engage, important to ensure consistent approach to engagement across different groups of stakeholders	Evaluation team is building a list from document review and scoping interviews. This will be shared with TLs for review in advance of and as part of the inception report.
Any suggestions on humanitarian and regional and regional office personnel structure needs to be aligned with corporate	We will review corporate guidance and also discuss any recommendations with relevant corporate teams (we have some ongoing interviews with HQ, such as change management team)
Operational and Structural Considerations • Concerns were raised about the alignment of the regional structure with global and local priorities, particularly around staffing, capacity, and efficiency. • The role of the regional office in supporting country offices, particularly in areas like resource mobilization, technical expertise, and program implementation, was questioned in terms of scale and effectiveness**.**	Key questions around this will be included in data collection tools • Conduct further consultations with stakeholders to clarify the regional office's value addition, ensuring alignment with global strategies and priorities. • Explore the perceived gaps in the delivery of the triple mandate We will prepare a short document to summarize the RO function and SN to share with stakeholders being interviewed.
Delivering the Triple Mandate • Participants called for an in-depth analysis of challenges, successes, and gaps in delivering on the triple mandate, including how the mandate is perceived by external partners	The evaluation will explore synergies across UN Women's normative, operational, and coordination roles, particularly in complex areas like the HDP Nexus.
Sharing findings with consulted stakeholders	Evaluation report and brief will be shared with all consulted stakeholders, and webinar can also be organized, TBD
Suggested areas to incorporate: The UN's **Gender Equality Acceleration Plan** to frame and validate what we	These will be incorporated into the evaluation questions / sub-questions

Expectation	Next Steps
are hearing - especially around our coordination mandate. How do we integrate GEF in our coordination role in RO and in COs? **Responsiveness and support to COs:** How has the RO has been able to respond and adopt to the evolving context in the region and support COs? **Prioritization** How has the RO prioritized its areas of focus (also with reference to corporate priorities) – balancing opportunistic/pragmatic approach and focusing on the most relevant areas, which global initiatives are prioritized, how should the RO prioritize? **Financing model:** Is it fit for purpose, especially for normative and coordination work. How can we support COs on RM. What are the implications for increasing non-core / tightly earmarked funding. **Alignment to Africa strategy** and cross-regional work **Strengthening approach to using SP outcomes vs thematic approach** for corporate reporting	

Brainstorming discussion

The evaluation team also facilitated a discussion on the topics of delivering on the triple mandate, key successes and managing strategic partnerships. This was used to inform the 'added value' diagram set out in Figure 1 and will be further explored during the evaluation. The section below summarizes some of the key areas discussed in terms of delivery against the triple mandate and management of strategic partnerships.

Delivering on the Tripple Mandate:
For UN Women to effectively deliver on its triple mandate, it needs to establish strategic partnerships with sister agencies, academia, civil society and women's movement. UN Women also needs to work across thematic areas, through joint advocacy campaigns and international information sharing and advance planning.

Key successes:
- Reinvigoration of Gender Equality in the region which involves working with stakeholders across the triple mandate
- Convening and thought leadership (normative) including on care economy agenda, climate agenda, EVAW research priority setting, disability inclusion, feminist funding
- Strategic partnerships for EVAW with civil society organizations who are respected leaders (SVRI, Equality Now, Sonke Gender Justice)
- Work with ECA and AfDB on gender statistics under the Africa Program on Gender Statistics contributes towards better coordination and harmonization of gender statistics production and use on the continent. UN Women in 2024 has been recognized for the first time with an invitation to address the DCOG (continental meeting of DGs) on our work and gender statistics.
- WPS: integrating WPS agenda and gender in UN coordination platforms for the Great Lakes and the Horn of Africa.
- Integrating gender in key humanitarian and DRR plans and strategies (HNRPs- Sudan, Somalia, Ethiopia; Africa POA for SF DRR)

Opportunities
- More international and explicit approach needed to connect efforts across our triple mandate, which often comes as a reaction or afterthought
- Resourcing and capacity building in new areas of work where there is opportunity to work across the triple mandate such as gender and environmental statistics, care economy, climate change, and data collection in humanitarian settings
- Engaging youth across thematic areas

Strategic partnerships:

Effective approaches and key successes:

- Investing small amounts of money into regional bodies' work to achieve co-branding and ownership of activities and products; be quick to partner with others even if we carry most of the costs and effort - it creates a lot of goodwill which makes it easier down the line to partner.
- Having a coordinated approach to engaging partners (e.g. AU) and building a common vision of the direction of the partnership that is owned and shared across the team
- Common visioning and doing significant events together (not just a single webinar on IWD or a side event but a larger undertaking that requires working together, a study or a training/convening)
- Both (all) partners having a clear vision of the value add of each partner and keeping that in mind as we engage
- Equal willingness to partner and valuing each other, not a transactional or extractive partnership

Opportunities:

- Partnerships with regional RECS need to be extended. Essentially, we need to become the first port of call when they need support on gender related matters. We also need to ensure that all of them have the relevant normative frameworks in place as per our won thematic areas.
- Building a clear and shared vision for the region that reflects the whole of the organization
- Having a clear approach to coordination between ROs for continental matters and engagement with HQ for a more strategic and coherent approach to intergovernmental processes
- Coordinating internally
- Relationship management and systematic information sharing
- Managing leadership transitions to ensure UNW shows up consistently as a GEWE partner institutionally - should not be dependent only on the individual or sending inconsistent messages
- Building a shared understanding and appreciation for engagement with diverse CSOs that values them as constituents and partners not 'beneficiaries or service providers'
- Being accountable to our commitments and enhancing internal accountability mechanisms to ensure client orientation

Annex 9: Data collection tools

This annex includes indicative interview questions that will be further tailored following the desk review component of the data collection, based on the role of the specific stakeholder to be interviewed and information already gathered on the relevant area of work.

Introduction and informed consent (to be used across all interviews)

1. Hello, my name is _____. I am part of the evaluation team delivering the Regional Strategic Note (SN) portfolio evaluation of the UN Women Regional Portfolio Evaluation. I work for UN Women / am an independent consultant.

2. The purpose of this evaluation is to assess the work of the Regional Office since 2022. The evaluation is expected to generate learning on what works, to support better decision-making in the future, and help ensure UN Women is accountable for how it uses resources to contribute to Gender Equality and Women's Empowerment. The primary users of this evaluation are intended to be UN Women country office who will use the findings to design and implement the new Strategic Note. However, we expect that other UN Women offices, as well as other stakeholders in the region will also be able to use the findings.

3. You have been selected to take part in the interview / focus group discussion, due to your role / experience in _____.

4. The interview / focus group discussion is expected to take approximately 45 minutes.

5. Taking part is voluntary, and you can stop at any time if you decide to. You can ask to skip any questions if they make you feel uncomfortable. Refusing to participate or withdrawing your participation at any time will not lead to any penalty.

6. Your input will be extremely valuable to help UN Women reflect on its achievements and how it can strengthen its programming going forward. There are no other expected benefits to participating in the evaluation. There are no costs associated with participating in the evaluation.

7. All information collected is private, and we will keep it confidential. The exception is if you tell us something that makes us concerned that you or somebody else are at risk of harm. We would have a duty to report this, and to keep you and others safe.

8. We will use the evaluation findings to write an evaluation report and set of evaluation briefs. These will be anonymous, so we won't include names or any other information that would allow you to be identified from what they have said or written.

9. The information that is collected will only be used for the evaluation and will be stored securely. We will only keep personal details (e.g. emails, telephone) for it as long they are needed for the project, after which we will delete them. The summary findings may be used for future evaluations.

10. If you want to contact someone else about your rights as participants, you can contact the Chief of the UN Women Independent Evaluation service at inga.sniukaite@unwomen.org or on +1-6467814724.

11. Do you have any questions?

12. Do you consent to participating in this evaluation?

Information to be shared in advance with interviewees

UN Women East and Southern Africa Regional Office (ESARO)

The regional offices of UN-Women provide managerial and programme oversight of country and multi-country offices, quality assurance, technical and operational support and policy advice; they also support knowledge-sharing and undertake interagency coordination at the regional level.

UN Women ESARO Strategic Note and Regional Architecture

The Regional Office Strategic Note 2022-25 sets out the ambition for the UN Women Regional office to contribute to an environment where 1) women and girls are safe, their voices heard and make informed choices, and 2.) regional entities advance women's human rights, reduce patriarchal barriers of discrimination and create equal opportunities for women and girls in their diversity. The Regional Office aims to fulfil this vision by focusing on five regional priorities to address different dimensions of change:

1. Sustained engagements with duty-bearers to be more accountable for financing and implementation of gender commitments (systemic change)

2. Enabling safe spaces and convening platforms to coalesce rights holders to hold duty bearers accountable (relational level change)

3. Strengthening partnerships and efforts on evidence-based approaches to transform harmful behaviors and practices that perpetuate gender stereotypes and inequalities (social and cultural change)

4. Making the connection between action and results through gender data, research and analysis (knowledge for change)

5. Advancing GEWE accountability through effective coordination of UN regional mechanisms and platforms (peer influence change)

ESARO seeks to be a catalyst for accelerating change on gender equality across the region through efficient and effective leadership, coordination, capacity development, facilitation of regional gender equality and women's empowerment initiatives and technical support to its stakeholders, including the Country Offices, UNCTs where UN Women is non-resident, regional entities, civil society and UN regional entities.

Indicative interview guide

Indicative interview questions are set out below, which will be tailored, based on findings from the desk review component of the data collection, based on the role of the specific stakeholder interviewee and information already gathered on the relevant area of work. Where the questions are only relevant to certain categories of stakeholders, this is indicated below.

Introduction

1. Please could you tell us about your role and how you have interacted with the UN Women Regional Office?

Effectiveness (UN Women RO personnel, external stakeholders)

How effective was the regional office's coordination and normative work in contributing to target outcomes and the integration across the triple mandate?

2. What have been the outcomes of the RO's work? *Considering its normative, coordination and operational mandate. Considering both planned and unexpected outcomes. Considering any synergies across thematic areas contributing to the systemic outcomes.*

3. What were the enablers and barriers to achieving target outcomes?

4. Are there opportunities to strengthen cross-thematic reporting against SP outcomes?

5. Are there opportunities to strengthen UN Women's normative, operational and coordination work, e.g. considering the gender equality acceleration plan and Strategic Plan priorities

6. Are there ways in which UN women has supported / added value to your work? If so, how? Are there any products from UN Women that have influenced your policy / programming? (external stakeholders)

7. How well does UN Women's reporting capture the outcomes achieved? What can be improved? (donors)

Humanitarian, development and peace nexus

8. What is the role / added value of UN Women in the IASC?

9. How effectively has the Regional Office positioned itself to support the gender responsiveness of humanitarian-development-peace (HDP) nexus programming?

Partnerships

10. How effectively has the RO developed and managed its partnerships? What are opportunities for strengthening?

11. What have been some of the outcomes of these partnerships?

12. UN Women RO personnel only. How did the RO select which partnerships to focus on? How are partnerships managed across the RO – across different units and thematic areas?

Human rights and gender equality, sustainability

13. Has the portfolio been designed and implemented according to human rights, LNOB and inclusivity (including disability) principles? How can this be strengthened?

14. What approaches has the Regional Office taken to support sustainability of its initiatives? How can this be strengthened?

15. What evidence is there of sustainability? Considering: i) strengthened capacity; ii) national/regional ownership; iii) financial commitment; iv) local accountability and oversight systems; v) norms change.

Relevance and coherence

13. How relevant are the Regional Office's areas of work to the needs in the region?

14. What is the comparative advantage / added value of the UN Women RO?

15. How well has the Regional Office strategically prioritized its areas of work that leverage its strengths, also considering the work done by other stakeholders in the region?

16. (For UN Women personnel) How well do the Regional Office's activities align to the UN Women Strategic Plan and Africa Strategy?

Country Office support and oversight (UN Women personnel only)

17. How has the Regional Office supported and amplified country level programming - normative, coordination and operational? What has been the role of regional programmes to support country office programing? *Probes: considering strengthening effectiveness, coherence, alignment with UN Women Strategic Plan*

18. Is the RO structured in the right way to support offices in the region and deliver its regional mandate? Are touchpoints for engaging country offices and external partners (e.g. intergovernmental bodies and civil society) effective?

19. How effectively has the RO leveraged core, extra-budgetary, institutional budget and programmatic funding to fund its work?

20. To what extent has the RO guided UN women presences in the region strategically to maximize gender equality and women's empowerment impacts in the region? Are there ways that the regional structure (across NRAs, PPs, M/COs) and delegation of authority can be strengthened to support delivery?

21. How efficiently has the RO supported offices in the region to deliver results? How responsive has its support been in changing contexts? Considering:

    a. Programmatic work across the thematic areas

    b. coordination

    c. knowledge management

    d. resource mobilization

    e. communications

    f. strategic planning

    g. monitoring and reporting

    h. operations (procurement, finance, human resources)

    i. other

22. Is RO support meeting your needs? Are there ways in which the Regional office can better support you? (CO personnel)

Forward looking

23. Are there ways in which the Regional Office strengthen the effectiveness and efficiency of its programming?

24. For the new Strategic Note, are there opportunities to strengthen t its programming? Considering UN Women RO's added value, what are areas it should prioritize? What are areas it should de-prioritize? Why?

25. Are there ways in which the RO can work better with you?

26. Are there good practices that can be shared with other UN Women Regional Offices?

27. Does the SN direct funding modality work for you? What ae ways in which the RO can facilitate this funding modality? (Donors)

Surveys

- Survey – UN Women personnel in the region

- Survey – other stakeholders, including donors, inter-governmental bodies, CSOs and other partners

Annex 10: Data Management Plan

All data collected through this evaluation is subject to the UN Women Information Security Policy that sets out the basis for UN Women in protecting the confidentiality, integrity and availability of its data to protect these assets against unauthorized usage, access, modification, destruction, disclosure, loss or transfer of data, whether accidental or intentional.

This Data Management Plan outlines the following key aspects of data protection:

- Data collection, storage and security
- archiving, preservation and curation;

Data collection and storage and security

The evaluation team will be responsible for data collection. The evaluation team comprises the Regional Evaluation Specialist for the East and Southern Africa Regional Office and two independent evaluation consultants. The primary data collection approaches are as follows:

Data Collection approach	Data collection and storage
Interviews and focus group discussions (virtual and face to face)	Virtual meetings will be had over MS teams. Interview notes will be taken and stored using Microsoft Word. Temporarily during the data collection phase, interview notes may be stored in business computers of the UN Women Evaluation Specialist and private/business computers of independent evaluation consultants or in a form of written notes. As soon as the data collection is completed and notes are transferred to SharePoint/drive, data will be deleted from personal computers and written notes destroyed.
Survey	Microsoft forms will be used to administer the sur

All primary and secondary data will be stored using UN Women's MS SharePoint/OneDrive accessible by evaluation team members only. Once the evaluation is over, access to share point folders will be revoked to all external evaluation team members. This is protected under overall data protection mechanisms by UN Women IT service. Stata will be used for quantitative data analysis respectively. Raw data will be quality assured as part of the triangulation and analysis process.

The only personal data collected and used in this evaluation will be: names and last names of the interviewees, their function in the organisation/institution, their email addresses and the affiliated institution. Personal names and last names will not be published in any of the reports and will be known only to the evaluation team members. During data analysis, personal data will be removed from all interview notes and replaced with unique reference numbers. Only the evaluation team leader will maintain access to a document linking unique reference numbers with personal data, which will be destroyed upon completion of the evaluation. In the report, sensitive data will be protected and ensure they cannot be traced to its source. No personal data will be included in the evaluation report.

Archiving, preservation and curation

UN Women's policy is to preserve data for four years, aligned to the four-year Strategic note period. Upon completion of the evaluation, the team leader will create a clean dataset containing files that might be relevant for further use in evaluations and research by UN Women. All data not assigned to the archive will be deleted upon completion of the evaluation. The dataset will be deleted after four years following the completion of the evaluation.

Annex 11: Evaluation Reference Group and Evaluation Management Group members and Terms of Reference

Provisional External Evaluation Reference Group Members

No.	Category	Institution	Contact Person	Title
1	Civil Society	UN Women Civil Society Advisory Group	Robinah Rubimbwa	Chairperson
2	Civil Society	Youth steering committee	Stacey Zdala	Secretary
3	RECs	EAC	Didacus Kaguta	Peace and Security Expert
4	RECs	ICGLR	Victor Mugaruka	Assistant Program Officer, Gender, Women and Children Program
5	RECs	IGAD	Amina Farah	Gender Expert
6	RECs	IGAD	Mubarak Mabuya	Chief of Staff, Office of the Executive Secretary
7	UN agencies	UNDP	Cleopatra Phiri Hurungo	Regional Advisor and Gender Team Leader
8	UN agencies	UNEP	Damaris Mungai	Gender focal point
9	UN agencies	UNFPA	Tapiwa Nyasulu	Regional Gender and Human Rights Advisor
10	UN agencies	WFP	Laurent Bukera and Rukia Yacoub	Regional Director and Deputy Regional Director
11	UN Women	UN Women Country Office	Fatou Lo	CO Representative
12	UN Women	UN Women Country Office	Hodan Addou	CO Representative

Evaluation Management Group Members

No.	Title
1	Regional Director
2	Deputy Regional Director
3	HR Business Partner ESA
4	Regional Specialist WPS
5	Regional Specialist WPP
6	Regional Specialist WEE
7	Regional Specialist EVAW
8	Regional Resource Mobilization Specialist
11	Regional Project Coordination Specialist, Generation Equality
12	Regional Operations Manager
13	Regional Monitoring and Reporting Specialist
14	Regional Humanitarian and DRR Specialist
15	Regional Statistics Specialist Gender
16	Regional Knowledge Management and Research Specialist
17	Regional Strategic Planning Specialist
18	Regional Communications Consultant

TOR for Evaluation Reference Group and Evaluation Management Group

The United Nations Entity for Gender Equality and Women Empowerment (UN Women) is commissioning the evaluation of its Regional Portfolio (2022-25). The final evaluation is expected to:

- Assess the relevance of UN Women contribution to the intervention at national levels and alignment with international agreements and conventions on gender equality and women's empowerment.
- Assess effectiveness, organizational efficiency and coherence in progressing towards the achievement of gender equality and women's empowerment results as defined in the Strategic Note.
- Enable the UN Women Country Office to improve its strategic positioning to better support the achievement of sustained gender equality and women's empowerment.
- Analyse how human rights approach and gender equality principles are integrated in the design and implementation of the Strategic Note.
- Identify and validate lessons learned, good practices and examples of innovation that can be scaled up and replicated to support gender equality and human rights.
- Provide insights into the extent to which the UN Women has realized synergies between its three mandates (normative, UN system coordination and operations).
- Provide actionable recommendations with respect to the development of the next Strategic Note.

The management structure of this evaluation will be composed of the following:

- An **Evaluation Reference Group and Evaluation Management Group** that will facilitate participation of stakeholders, partners from the civil society and governments.

Evaluation Reference Group

The Evaluation Reference Group is an integral part of the Country Portfolio Evaluation management structure and is constituted to facilitate the participation of relevant stakeholders in the design, implementation and dissemination of the Country Portfolio Evaluation.

The Evaluation Management Group will include the Country Representative, UN Women Regional Director/Deputy Director, UN Women programme leads and Country Office evaluation focal person. The Country Representative will be responsible for issuing a management response to the final evaluation recommendations within six weeks of approval of the final evaluation synthesis report.

The external Evaluation Reference Group includes the following members: national government partners, civil society representatives, development partners/donors, representatives of the UN Country team.

The Evaluation Reference Groups play a critical role in ensuring a quality evaluation that is delivered transparently. The inputs of Evaluation Reference Group members are expected to strengthen the quality, usefulness and credibility of the evaluation process. An active Evaluation Reference Group is key to ensure the proper validation of evaluation findings and that the voices of key partners in the programme's implementation are considered during the evaluation process and reflected in the final evaluation report.

More specifically, Evaluation Reference Group members will be expected to:

- Participate in the two meetings of the Evaluation Reference Group:
  - i) To discuss and validate the inception report,
  - ii) To validate the final report.
- Facilitate access to information by the evaluation team,
- Provide feedback to the evaluation inception report and interim finding to improve their relevance and quality,
- Review the draft and final report and provide feedback to ensure quality and completeness, and
- Disseminate and promote the use of the final report.

The indicative timeline is as follows:

February 2025	Participate in a presentation of the inception report, and provide feedback on the proposed approach

| March-April 2025 | Participate in interviews with the evaluation team |
| June 2025 | Participate in a workshop presenting report findings and provide written comments on the final report |

Annex 12: Terms of Reference

The evaluation terms of reference can be accessed here.

Annex 13: Regional Context

This section discusses the regional context, including the status of CEDAW adoption, the status of national policies on gender, the socio-economic context, marginalized and vulnerable groups, and regional coordination mechanisms – both within the UN and the regional economic communities.

This section draws on the UN Women regional gender equality profile and context analysis undertaken as part of the 2022-25 Strategic note development and annual reports.

Regional context

Women's Economic Empowerment.

Gender parity in Eastern and Southern Africa (AFE) is nearing achievement, with 25 million more girls enrolled in primary schools today than in the early 2000s.[54] Significant progress has also been made in improving access to essential services and economic opportunities for women and girls. Since 2013, 22.4 million women and girls have gained access to improved health, water, and sanitation services.[28] Between 2013 and 2023, 5.4 million women benefited from social safety net programs in **Ethiopia, Lesotho, Kenya, Rwanda**, and **Uganda**. By the end of 2022, 350,000 women and 600,000 children under five received support to improve their nutrition outcomes in **Rwanda.** Additionally, in **Ethiopia**, 24,000 women entrepreneurs increased their annual average earnings by 68 percent after securing loans from banks or microfinance institutions.[55]

The political fragility in ESAR for example in **Ethiopia, Sudan, South Sudan** and shrinking civic space in various countries are key challenges that have affected achievement of results in East and Southern Africa. Continued conflicts create security issues that affect women's safety making it challenging for them to engage in GEWE initiatives. This

brings an additional layer of risk for women and girls, particularly those who are displaced, living with HIV and AIDs, with disabilities or members of minority groups. This context exacerbates the already high levels of intimate partner violence, threatens progress in addressing harmful practices such as child marriage and female genital mutilation, and accelerates newer platforms of violence to grow.[56]

In terms of women in the labour force, in **Burundi, Madagascar, Rwanda** and **Tanzania,** women's labour force participation rate is greater than 80 per cent. Moreover, in some countries, women have more labour force participation than men, as observed in Rwanda.[28] However, data collected by ILO in a 2019 analysis of the gender wage gap in Africa - conducted in over ten African countries, including **Ethiopia, Madagascar, Malawi, Namibia, South Africa** and T**a**nzania –, suggests that the gender pay gap is particularly large at the bottom of the wage distribution.[57]

Women are disproportionately represented across various sectors, with some dominated by men and others by women. For example, men consistently comprise over 80% of the workforce in industries such as construction, mining and quarrying, and transport, storage, and communication. In contrast, women are predominantly employed in sectors like accommodation, wholesale and retail trade, and household services. In East Africa, women make up more than 70% of the workforce in the accommodation sector.[58]

Agriculture remains the primary source of employment for women, accounting for 49% of the overall labour force and 51% of working women across the continent. In East Africa, over 60% of women are employed in agriculture. However, even in regions like East and Southern Africa, where women's agricultural landownership is relatively higher, the figures reach only 18% and 25%, respectively. While women are heavily involved in agricultural production, they participate less in activities such as agro-processing,

[54] Transforming the Lives of Women and Girls in Eastern and Southern Africa

[55] United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). (2023). *Accelerating progress towards gender equality in East and Southern Africa: An analysis of trends, challenges, indicators of progress, and good practices to achieve gender equality and women's empowerment in East and Southern Africa*. UN Women

East and Southern Africa Regional Office.

[56] Ibid

[57] Ibid

[58] Ibid

marketing, sales, and export. As a result, men often control the income generated from agricultural product sales. To address this imbalance, initiatives like Rwanda's Agriculture Gender Strategy 2023 aim to promote equitable decision-making through a household-based approach, ensuring fair access to markets and shared control over household resources, including agricultural products.[59]

The table below sets out some key economic statistics:

Indicator	Figure
Start-up procedures to register a business, female (number) (2019)	8.3
Female labor force participation rate (ages 15+) (2023)	64.6%

Source: World Bank Indicators | Data

There has been notable progress in labor force participation in the ESA region. In 2023, the labor force expanded to 305 million, up from 295 million in 2022. However, the participation rate remains higher for men than for women, with 75.2% of men and 64.6% of women involved in the labor market. Among countries in the region, **Burundi** has the highest female participation rate, with 78.7% of women aged 15 and above engaged in the labor force, while Somalia has the lowest, at just 21.1%.

Ending Violence Against Women and Girls

Violence against women remains a widespread issue, perpetuated by harmful cultural norms and practices. Data indicates that one in four women in ESAR has experienced physical or sexual violence. Violence against girls in schools also contributes significantly to their high dropout rates.[28]. **The ESA region continues to endure high rates of gender-based violence**, even if most countries have adopted laws prohibiting and criminalizing GBV and have put in place various GBV services, such as specialized courts, police units, and shelters. The utmost prevalence of female genital mutilation (FGM) worldwide is found in **Somalia, Djibouti, Sudan, and Eritrea** (around 90 per cent of women), and the region maintains the top rates of early marriage, even if in several countries, there are declining indicator.[60]

The political fragility in ESAR for example in **Ethiopia, Sudan, South Sudan** and shrinking civic space in various countries are key challenges that have affected achievement of results in East and Southern Africa. Continued conflicts create security issues that affect women's safety making it challenging for them to engage in Gender Equality and Women's Empowerment (GEWE) initiatives. This brings an additional layer of risk for women and girls, particularly those who are displaced, living with HIV and AIDs, with disabilities or members of minority groups. This exacerbates the already high levels of intimate partner violence, threatens progress in addressing harmful practices such as child marriage and female genital mutilation, and accelerates newer platforms of violence to grow.[61]

UN Women East and Southern Africa and the West and Central Africa regional offices in collaboration with the **Sexual Violence Research Initiative (SVRI),** advanced its role as a thought leader on EVAW by contributing to the development of the Africa Shared Research Agenda for ending gender-based violence (ASRA).[28] Through ASRA, experts (including women with disabilities, women living with HIV and AIDS, individuals engaged in the sex industry, and lesbian, gay, bisexual, transgender, and intersex plus (LGBTIQ+) person) engaged on discussions to identify the key research questions which need to be answered to address GBV over the next five to ten years. As conflicts in Africa exacerbated in recent years, there has been a surge in violence against women and girls, with sexual violence being systematically used as a weapon of war in countries like **South Sudan** and **Sudan.** Sexual violence against early adolescents, particularly those aged 15 and below, is most prevalent in conflict and post-conflict countries, including **Mozambique, Uganda,** and **Zimbabwe.**[62]

Women with disabilities and albinism are especially vulnerable to domestic violence and various forms of discrimination, including physical and sexual violence within their communities. Women and girls with disabilities are estimated to be up to 10 times more likely to experience sexual violence, with between 40% and 68% of girls with disabilities under the age of 18 reported to have suffered such abuse. **Intimate partner violence (physical**

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[59] United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). (2023). *Accelerating progress towards gender equality in East and Southern Africa: An analysis of trends, challenges, indicators of progress, and good practices to achieve gender equality and women's empowerment in East and Southern Africa*. UN Women

East and Southern Africa Regional Office.
[60] Ibid
[61] Ibid
[62] Ibid

and sexual) has a prevalence of 34 per cent among women aged 15 to 49 years and 20 per cent (sexual violence) among women aged 15 to 24 years. 38 per cent is the proportion of women (age 15-49) who have sought help to stop physical or sexual violence, while 44 per cent is the share of women and girls who never told anyone and never sought help. **Instances of gender-based political violence occur both in person and online.** In Uganda, for instance, female political figures at higher levels are disproportionately targeted by online harassment, with 18 per cent of women experiencing such abuse compared to just 8 per cent of men.[63]

Governance And Participation in Public Life.

Politically, the region is diverse, with some countries experiencing conflict while others are emerging from it. Women's leadership is gaining broader acceptance, supported by constitutions that guarantee equality and electoral laws that mandate affirmative action measures.[28] In politics, despite increased numbers in elected bodies, women in the region continue to face multiple barriers to their substantial contribution, from political violence to lack of financing to minimal support available to juggle family and political responsibilities.[64]

Despite their proven leadership capabilities, women remain underrepresented across local and global spheres, including as voters, elected officials, civil servants, private sector leaders, and academics. Women's representation in national parliaments varies across the ESAR countries supported by UN Women. The region, however, boasts the highest percentage of women in parliament within sub-Saharan Africa, with an average of 32% as of December 2020, surpassing the global average of 24.5%. **Rwanda** leads globally with 61% women's representation, followed by **South Africa** (46%), **Namibia** (42%), and Mozambique (41%). Among ESAR countries, 12 have between 30% and 39% women in parliament, five have 20%–29%, and two have 11% and 7%, respectively. Ten countries have female Speakers of Parliament, and nine of the 16 nations (56%) surpass the 30% threshold for women in parliament.[28] However, eight countries still fall below 30%, with three having less than 20%. Legislative or constitutional quotas for women at the national level exist in nine countries.[65]

Women's voices in the Women, Peace, and Security domain have been enhanced by providing a conducive environment through the development of The **Intergovernmental Authority on Development (*IGAD*) in Eastern Africa's Regional Action Plan (RAP on UNSCR 1325 (2023-2030).** The RAP enhances accountability for the implementation of National Action Plans. Furthermore, it strives to improve the policy environment, fostering greater inclusion of women in peace processes, reinforce efforts in preventing conflicts and violence against women, girls, and vulnerable groups, particularly focusing on the prevention of sexual and gender-based violence, and address new and emerging threats in the region.

Women's Political Empowerment

The table below sets out key political gender statistics:

Indicator	Figure
Proportion of seats held by women in national parliaments (2023)	30.5%

Source: World Bank Indicators | Data

In 2023, **Rwanda** the highest proportion of seats held by women in national parliaments, with 61.25%. In contrast, **Botswana** and **Eswatini** have the lowest percentages, with women holding just 11% and 17% of seats, respectively.[66]

Perceptions of women's inability to lead and their lack of entitlement to participate in political life are significant barriers to their political engagement. There is a clear correlation between negative attitudes toward women's political representation and their actual representation in lower houses of parliament. Other obstacles include financial constraints, limited control over family spending, challenges accessing credit, and the disproportionate share of unpaid care and domestic work, with few alternatives for childcare or family support. Early marriage and childbirth often interrupt girls' educational and personal development, preventing them from acquiring essential life and leadership skills. Additionally, women face limited opportunities for mentorship and support, and women's organizations, as well as political groups advocating for women, often lack sufficient agency.

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[63] United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). (2023). *Accelerating progress towards gender equality in East and Southern Africa: An analysis of trends, challenges, indicators of progress, and good practices to achieve gender equality and women's empowerment in East and Southern Africa*. UN Women East and Southern Africa Regional Office.

[64] Ibid
[65] Ibid
[66] Ibid

While most countries in the East and Southern Africa (ESA) region have legislation prohibiting political violence, these laws often fail to address the gendered aspects of such violence. In **Zimbabwe,** for example, the 2018 Electoral Act assigns political parties the responsibility to combat politically motivated violence and creates specialized police figures to investigate such incidents.

Women, peace and security, humanitarian action, and disaster risk reduction.

Thirteen countries in the region have developed a Women, Peace and Security National Action Plan. [67] Yet, their impact remains unclear, tracking progress mostly at the activity rather than the outcome level. Most NAPs are under-budgeted and limit the WPS agenda to women's political participation and protection from violence rather than prioritizing conflict prevention and recovery. 3) In various contexts across the region, women's activism and women's organisations have successfully combined formal and informal initiatives and networks, working across ethnic, age and religious dimensions to build effective peace outcomes.[68]

The United Nations further reports that **women's participation in peace processes remains low**, often symbolic and resisted by cultural norms.[28] Lack of coordination and cooperation by different actors involved in WPS at the regional and national levels continues to affect gender outcomes. Women's civil society organisations working on peacebuilding, conflict prevention, and gender equality remain underfunded and poorly integrated into the region's mainstream policy discussions on WPS. Additionally, the lack of women's representation in peace-building processes results in women and girls' unique vulnerabilities and needs during conflict being often forgotten in peace negotiations, limiting the effectiveness of peace and security agreements and humanitarian response. Globally, eight out of twenty-five peace agreements (32 per cent) reached in 2021 included provisions referencing women, girls, and gender, an increase from 26 per cent in 2020. However, this is still barely above the average over the last two decades.

The ESA region has witnessed a significant **increase in women's political representation due to electoral reforms and the introduction of temporary special measures** (TSMs) at the national and/or subnational levels which include legislated or voluntary party quotas, party sanctions or incentives, evenly distributed electoral lists ("zipper list"), and other electoral special measures. Despite the number of elected women, patriarchal structures and culture hinder women's political participation. Women are often sidelined, given a lower decision-making status and confined to certain policy areas traditionally considered "feminine", such as social affairs, education, and health. Political violence against women also plays a big role as a deterrent to equal participation in elections and politics. Where ruling and main opposition parties have institutionalized quotas, women are more represented in political leadership. However, only six political parties out of 15 countries in the region with constitutional or legislated quotas have institutionalized quotas in their constitutions or manifestos. While women's representation in Electoral Management Bodies (EMBs) has increased, mechanisms and resources to mainstream gender across EMBs' work remain limited.[69]

The region faced one of the worst droughts with the Horn of Africa experiencing failed rains for five consecutive seasons. Over 36.1 million people have been affected by severe drought in October 2022, including 24.1 million in Ethiopia, 7.8 million in Somalia and 4.2 million in Kenya.[70]

Climate change and climate-induced degradation of natural resources, such as fresh water, land, and pasture led to declined agriculture productivity and weakened supply chain for women leading to prices of food staples such as maize soar to 300% higher, worsening levels of food insecurity. This aggravated the risk of violent conflict and sexual and gender-based violence. The RO increased focus on climate conversations at the normative level to link systematic changes with the programmatic efforts at the regional and country level.[71]

Many countries in the region are evaluated to be at high and very high risk of environmental disasters and humanitarian crises; two scenarios have been proven to exacerbate inequalities and increase vulnerabilities. Significant data are available in the region testifying to the

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[67] Uganda, Rwanda, Burundi, South Sudan, Kenya, Angola, Djibouti, Mozambique, Namibia, Sudan, Malawi, South Africa, Somalia.
[68] United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). (2023). *Accelerating progress towards gender equality in East and Southern Africa: An analysis of trends, challenges, indicators of progress, and good practices to achieve gender equality*

and women's empowerment in East and Southern Africa. UN Women East and Southern Africa Regional Office.
[69] Ibid
[70] Horn of Africa Drought: Regional Humanitarian Overview & Call to Action (Revised 21 September 2022) - Ethiopia | ReliefWeb
[71] Regional Office Annual Report - 2023

multiple challenges women and girls face during and after natural disasters and in relation to climate change. **Error! Bookmark not defined.** Several countries undertook progressive efforts to mainstream gender in climate change adaptation and disaster risk reduction/management policies. Yet, integrating gender in relevant national plans, policies and institutional structures is often rudimentary. Of 23 disaster risk management legal and policy documents adopted in the region, only 39 per cent were found to be gender-responsive or towards gender-responsive. Regional efforts to engender relevant policy-making practices and outcomes, including resource mobilization, have been made, with several national reforms on the way.[72]

Regional policy context

Most countries in the region have ratified important women's human rights instruments - including CEDAW, the Maputo Protocol, and UNSCR 1325 - and have established GEWE legislation, institutions, and machinery[28] However, inadequate allocation of financial and human resources, low availability of gender data, and frail political will are among the common reasons for inconclusive and inefficient reforms. The persistence of pluralistic legal systems, discriminatory social norms, and women's often limited knowledge of the law are also responsible for the reduced impact of GEWE reforms. **Rwanda and Namibia** offer examples of successful gender-sensitive law reforms. Yet Namibia also shows how crucial law reforms for gender equality – such as marriage, divorce, and matrimonial property – are still lagging.[73]

Many countries [74] in the region have ratified relevant international, regional, and sub-regional agreements but lag in aligning national legislation with the standards these instruments set. Gender principles have been incorporated into constitutions, development visions, and plans, adopted various forms of GEWE legislation (acts, policies, strategies, or plans), and made visible efforts in gender mainstreaming across sectors, including the adoption of gender mainstreaming strategies. Many have also developed National Action Plans to implement the United Nations Security Council Resolution (UNSCR) 1325

on Women, Peace, and Security, a critical gender-sensitive theme for the region. However, discriminatory customary laws persist in several countries, and the silent or formal exclusion of customary law from equality provisions significantly undermines legal protections. For instance, the constitutions of Botswana, Lesotho, and Zambia exempt customary law from anti-discrimination clauses, rendering unjust and unfair customary practices unchallengeable in court[75.]

The OECD has ranked African countries according to the degree of legal discrimination in four critical areas: family, physical integrity, access to productive and financial resources, and civil liberties. **Ethiopia, Kenya, Mozambique, Namibia, Rwanda, South Africa, and Zimbabwe** report a medium degree of legal discrimination while **Burundi, Somalia, Sudan, and Tanzania** report a high or very high level of discrimination in the law. All countries in the ESA region have established a leading gender institution mostly under the form of a national ministry such as the Women's Affairs Office located within the Prime Minister Office in **Ethiopia**. **The African Union, the International Conference on the Great Lakes Region, the Southern African Development Community Consortium, and African NGO networks** have created tools and commitments, implemented significant initiatives, shared critical knowledge, and supported collective accountability. These initiatives have contributed to building momentum and establishing a sense of urgency regarding realizing substantial GEWE outcomes.[76]

Gender responsive budgeting (GRB) and reliable gender statistics are becoming increasingly mainstreamed, with **Rwanda, Uganda,** and **South Africa** having achieved GRB successes, mainly through changes in fiscal policies or budget-making procedures.[28] In countries with the most success in GRB, there was a clear consensus by government officials that gender budgeting would contribute not only to the well-being of women and girls but to the welfare of society as a whole.

Several countries in the region have witnessed a significant increase in women's political representation due to

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[72] United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). (2023). *Accelerating progress towards gender equality in East and Southern Africa: An analysis of trends, challenges, indicators of progress, and good practices to achieve gender equality and women's empowerment in East and Southern Africa*. UN Women East and Southern Africa Regional Office.
[73] Ibid
[74] Burundi, Ethiopia, Kenya, Malawi, Mauritius, Namibia, Rwanda, South Africa, South Sudan, Tanzania, Eswatini, Lesotho, Sudan,

Somalia
[75] United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). (2023). *Accelerating progress towards gender equality in East and Southern Africa: An analysis of trends, challenges, indicators of progress, and good practices to achieve gender equality and women's empowerment in East and Southern Africa*. UN Women East and Southern Africa Regional Office.
[76] Ibid

electoral reforms and the introduction of temporary special measures (TSMs) at the national and/or subnational levels.[28] Southern Africa is the sub-region with the highest share of women in its single/lower houses (32 per cent), followed closely by East Africa (31 per cent). Country-wise, **Rwanda** marks the highest representation of women in its single/lower house (61 per cent) globally, mirrored by 62 per cent at the local level. In **Angola, Uganda, Tanzania** and **Burundi,** women's representation in their single/ lower house is above the 30 per cent threshold.[28] In Southern Africa, women have the highest level of representation in election management bodies at 41 per cent, followed by East Africa (35 per cent). Challenges remain with gender-based violence in the political sphere being an unrelenting practice that undermines women's full public and political engagement. Political violence and the fear of such acts intimidate women and girls from pursuing leadership and political roles.[77]

In terms of education, most of the countries with over 90 per cent enrollment rate are in the ESA region, including **Tanzania** (99 per cent), **Mauritius** and **Malawi** (97 per cent), **Uganda** (95 per cent), **Seychelles** (93 per cent), **Namibia** (92 per cent), and **Burundi** (91 per cent). Legislative reforms mandating free and mandatory primary education have strongly impacted the increase in female enrollment rates in most countries in the region. Teen marriage, pregnancy, and parenting, however, remain major reasons for girls' phasing out of school after the primary cycle.[78]

Women's movement

Civil society initiatives, women's movements and women-led organisations across the ESA region have played and continue to play a pivotal role in accelerating change toward gender equality in East and Southern Africa.

One such initiative is the African Women Leaders Network (AWLN). [79] The AWLN is a movement of African women leaders and implemented with the support of the Office of the AU Special Envoy on Women, Peace, and Security, and UN Women. The initiative aims to enhance the leadership of women in the transformation of Africa, in line with Africa Agenda 2063 and the 2030 Sustainable Development Goals.[80]

There has been an increasing number of women and women's groups, who have served as official negotiators, mediators, signatories, witnesses, or advisory bodies in peace processes in the region.[28] In **South Sudan**, women worked across religious and tribal lines to develop a common agenda and mobilize support to ensure they influence the peace process. In the aftermath of the South Sudan failed peace agreement (2015), over 40 women's organisations came together and established the South Sudan Women's Coalition as a platform for women to engage with the revitalized IGAD-led peace process effectively. Countries like **Namibia** have witnessed the formation of movements such as #ShutItAllDown, which consisted of mainly younger women who protested against gender-based violence and femicide. These efforts prompted the Prime Minister to pledge several special measures to address GBV in the country.[81]

In **Sudan**, women's organizations are leading the fight against sexual violence in conflict, stepping in where support systems fall short. The Peace for Sudan Platform—a network comprising over 49 women-led initiatives and organizations across the country—has emerged as a crucial force. These groups are working to provide protection and essential support to survivors of sexual and gender-based violence.[82]

Women's organisations have also been active in the promotion of women's access to justice. In **Burundi**, for example, women's organizations have been involved and campaigned to adopt a new law ensuring women's inheritance rights. Though resistant at first, leaders thereafter spoke out in support of the proposed law. Women's organizations have also been involved in the field of natural resources management to make gender is more visible. In **South Africa**, the Women Empowerment and Gender Equality Strategy for the Energy Sector (2021-2025), acknowledged that women's organisations are

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[77] United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). (2023). *Accelerating progress towards gender equality in East and Southern Africa: An analysis of trends, challenges, indicators of progress, and good practices to achieve gender equality and women's empowerment in East and Southern Africa*. UN Women East and Southern Africa Regional Office.
[78] Ibid
[79] Awln | African Women Leaders Network
[80] *Awln | African Women Leaders Network*, https://www.awlnafrica.net/.

[81] United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). (2023). *Accelerating progress towards gender equality in East and Southern Africa: An analysis of trends, challenges, indicators of progress, and good practices to achieve gender equality and women's empowerment in East and Southern Africa*. UN Women East and Southern Africa Regional Office.
[82] In Sudan, women's organizations fight back against sexual violence in conflict | UN Women – Headquarters

effective promoters of new technologies and active lobbyists for environmentally benign energy sources. [83]

Socio-economic context

This section provides an overview of the socio-economic context, in terms of health and education and economic equality.

Economic Context

Despite global economic challenges, ESAR's [84] economic outlook remains favorable, mirroring Africa's overall trends. **Ethiopia, Mozambique,** and **Rwanda** are among the world's six fastest-growing economies. Economic growth in Africa is largely driven by the discovery and exploitation of mineral resources, particularly oil, gas, and solid minerals. However, this growth has not effectively reduced poverty or created significant employment opportunities. Africa still accounts for 30% of the world's poor, and the high-growth countries in ESAR exhibit some of the highest levels of income inequality globally.[85]

The ESA Region recorded a 2.3 percent annual growth rate in 2023 compared to 3.5 percent in 2022.[86] According to the World Bank, Somalia, Burundi, Djibouti are some of the countries that showed an annual improvement in the GDP with Botswana recording a significant drop from 5.4 percent in 2022 to 2.7 in 2023.[87]

In the region, fewer women take advantage of agricultural inputs and technologies and are members of agricultural cooperatives. **Tanzania, Malawi,** and **Uganda** have put in place efforts to narrow the gender gap - including in ICT - in their agricultural productivity. Such efforts have improved these countries' GDDP by approximately US$105 million, US$100 million, and US$65 million, respectively.[88]

Health and education

The table below sets out some key health and education statistics for the ESA region.

Indicator	Figure
Health	
Contraceptive prevalence rate for any method among currently married women (DHS, 2019).	42.4%
Total Fertility Rate, TFR (Children per woman) (PHC5, 2022)	4.288
Maternal mortality ratio – per 100,000 live births (DHS, 2020)	247
Life expectancy at birth (Female) (PHC5, 2022)	65.4
Prevalence of HIV, female (% ages 15-24) (2022)	1.9
Education	
Literacy rate, youth female (% of females ages 15-24) (DHS, 2023)	82.9%
Primary completion rate, female (% of relevant age group) (PHC5, 2022)	71.3%

Source: World Bank Indicators | Data

The ESA region has achieved remarkable gains in access to health, reductions in maternal and child mortality, and HIV incidence and prevalence. Life expectancy was 62.8 years in 2022, with a slightly higher life expectancy for females (65.4 years) than for males (60.3 Years). **South Sudan** has the highest maternal mortality ratio at 1223 in 2020 with **Mozambique** and **South Africa** at 127 in 2020.[89]Even though new HIV/AIDs infections are dropping, in 2022, the rate of women with new infections continued to be higher than that of men at 1.9 and 0.9 respectively. In 2022, **Eswatini** had the highest prevalence of HIV, total (ages 15-49) at 25.9 with **Sudan** at 0.1.[90]

The ESA region has achieved outstanding progress in terms of improving access to education and gender parity in primary and secondary education. In 2023, the literacy rate of youth aged 15-24 was 83.2% (female, 82.9, male, 83.4). **Somalia** has the lowest percentage of literacy levels

[83] United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). (2023). *Accelerating progress towards gender equality in East and Southern Africa: An analysis of trends, challenges, indicators of progress, and good practices to achieve gender equality and women's empowerment in East and Southern Africa*. UN Women East and Southern Africa Regional Office.

[84] The Eastern and Southern Africa region (ESAR) comprises 25 countries, with UN Women actively operating in 13: Burundi, Ethiopia, Kenya, Malawi, Mozambique, Rwanda, South Sudan, Sudan, Tanzania, Uganda, Zimbabwe, and the South Africa Multi-Country Office (MCO), which oversees Botswana, Lesotho, Namibia, South Africa, and Swaziland. UN Women runs a Somalia Program and has established offices in Mogadishu, Hargeisa, and Puntland.

[85] Where We Are: Eastern and Southern Africa | UN Women – Africa

[86] World Bank: GDP growth (annual %) | Data

[87] Ibid

[88] United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). (2023). *Accelerating progress towards gender equality in East and Southern Africa: An analysis of trends, challenges, indicators of progress, and good practices to achieve gender equality and women's empowerment in East and Southern Africa*. UN Women East and Southern Africa Regional Office.

[89] World Bank Indicators | Data

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among female youth (65%) with **Eswatini** having the highest at (98.7%)[91]

Main Marginalized and vulnerable groups

Despite significant strides in the region, there has been limited focus and resources dedicated to engaging with the most marginalized groups of women and girls—those facing multiple forms of discrimination, such as women with disabilities, adolescent mothers, widows, migrants, displaced persons, women living with HIV and AIDS, LGBTIQ+ individuals, and women engaged in the sex industry. These groups continue to experience disproportionate levels of poverty, often exacerbated by intersecting social and economic factors as stated in the Regional Gender Equality Profile.

- **LGBTIQ+:** the situation in the region remains challenging. Lesbian women are likely to be targeted with violence and corrective rape. Supportive judicial outcomes, enforcing constitutional equality guarantees, and political statements are increasing in the region.

- **Women living with HIV/AIDS:** Most countries in the region have adopted and improved legislation for protecting persons living with HIV/AIDS, integrating non-discrimination requirements besides prevention and treatment. Despite disproportionately affecting women and girls, gender mainstreaming of HIV/AIDS policies and laws is still limited, failing to capture intersecting forms of discrimination.

- **Women and girls with disabilities**: All countries in the region have adopted legal protections for persons with disabilities. However, some laws are comprehensive, tackling access to rights and services and prohibiting discrimination. Others remain compartmentalized addressing, for instance, only physical access to infrastructures or inclusion in employment. In several countries, strategies and programmes remain under-resourced and underbudgeted, lacking necessary affirmative actions. Policies and laws are often gender-blind despite women and girls with disabilities suffering from intersecting discrimination and violence. Positively,

women with disabilities are becoming more active in disability rights movements across the region.

- **Women with albinism:** In Africa, over 2000 persons manifest the gene of albinism. Against this group, harmful myths and practices have taken place, leading to murders, violence, and discrimination, with women and children being the ones more affected. Awareness about the condition of albinism has increased in the region and political and traditional leaders have progressively denounced violence and discrimination against persons with albinism. In 2019, the African Union adopted a Plan of Action to End Attacks and Other Human Rights Violations Targeting Persons with Albinism in Africa

UN System Coordination

The Development Coordination Office (DCO) provides managerial and oversight functions for the Resident Coordinator system. At the regional level, DCO serves as first port of call for Resident Coordinators and their offices. They also serve with UNDP and the Regional Commissions as part of the joint secretariats for the Regional Collaborative Platforms and ensure connectivity between global and country level initiatives.[92]

At the regional level, the Regional Collaborative Platform (RCP) [93] unites all UN entities working on sustainable development to ensure full collaboration and coordination of UN assets in addressing key challenges that transcend country borders. The RCP provides policy support and access to expertise at the service of the specific needs and priorities of each region and in support of the work of Resident Coordinators and UN country teams at the country level. The RCP is chaired by the Deputy Secretary-General and co-chaired by two Vice-Chairs, the Executive Secretary of the Regional Economic Commission for Africa (UNECA) and the Regional Director of the United Nations Development Programme (UNDP). [94]

The Africa Regional Collaborative Platform is comprised of six Opportunity and Issues-Based Coalitions (OIBCs) clustered around cross-cutting policy issues and three inter-agency Task Forces established in response to the recommendations of the report of the Secretary General of the United Nations, entitled "Shifting the management

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[91] Ibid
[92] DCO at Regional Level | United Nations DCO
[93] Members of the RCP for Africa are: UNECA (Vice-Chair), UNDP (Vice-Chair), FAO, IAEA, ICAO, IFAD, ILO, IMF, IMO, IOM, ITC, ITU, OCHA, OHCHR, UNEP, UNAIDS, UNDCO, UN DESA, UNDRR, UNESCO, UNFPA,

UN-HABITAT, UNHCR, UNICEF, UNIDO, UNODC, UNOPS, UPU, UNV, UN-WOMEN, WFP, WHO, WMO, and World Bank.
[94] UNSDG | UN in Action - RCP: Africa

paradigm in the United Nations: implementing a new management architecture for improved effectiveness and strengthened accountability". Serving as the main vehicles for the substantive work of the Platform, the OIBCs pool UN system-wide expertise in an agile and timely manner to respond to changing regional and country needs. They are demand-driven and results-oriented, avoiding both siloed approaches and overlaps.[95]

In humanitarian coordination spaces in the region, UN Women has promoted gender-responsive humanitarian action through the Inter-Agency Standing Committee (IASC), [96] the highest-level humanitarian coordination forum in the UN system, including by development of the IASC Gender Policy[97] and an accompanying monitoring mechanism on Gender Accountability Framework. UN Women also leads the IASC Reference Group on Gender and Humanitarian Action.[98]

Regional Economic Communities (RECs)

The Regional Economic Communities (RECs) are regional groupings of African states. The RECs have developed individually and have differing roles and structures. RECs facilitate regional economic integration between members of the individual regions and through the wider African Economic Community (AEC)[99] The 1980 Lagos Plan of Action for the Development of Africa and the Abuja Treaty proposed the creation of RECs as the basis for wider African integration, with a view to regional and eventual continental integration. The RECS are increasingly involved in coordinating AU Member States' interests in wider areas such as peace and security, development and governance. The RECs are closely integrated with the AU's work and serve as its building blocks.[100]

The AU recognizes eight RECs[101], the:

REC	Purpose
Common Market for Eastern and Southern Africa (COMESA)	Attain sustainable growth and development of Member States; promote joint development in all fields of economic activity; cooperate in the creation of an enabling environment for foreign, cross-border and domestic investment; promote peace, security and stability among the Member States; and cooperate in strengthening relations between the Common Market and the rest of the world
Community of Sahel–Saharan States (CEN–SAD)	Promoting the economic, cultural, political and social integration of its Member States.
East African Community (EAC)	Regional inter-governmental organization of the five East African countries
Economic Community of Central African States (ECCAS)	Promoting Member States' economic and social development and improving people's living conditions
Intergovernmental Authority on Development (IGAD)[102]	Promoting joint development strategies; harmonizing Member States' policies; achieving regional food security; initiating sustainable development of natural resources; promoting peace and stability in the sub-region; and mobilizing resources for the implementation of programmes within the framework of sub- regional cooperation.
Southern African Development Community (SADC).	Promoting sustainable and equitable economic growth and development; promoting common political values and systems; consolidating democracy, peace, security and stability; achieving complementarity between national and regional strategies; maximising

[95] Africa Opportunity And Issues-Based Coalitions (OIBC) | AKMH
[96] Welcome to the IASC | IASC
[97] IASC Policy (and Accountability Framework) on Gender Equality and the Empowerment of Women and Girls in Humanitarian Action, 2017 | IASC
[98] IASC Reference Group on Gender and Humanitarian Action | IASC
[99] established under the Abuja Treaty (1991)
[100] Regional Economic Communities (RECs) - African Union, https://au.int/en/organs/recs, The relationship between the AU and the RECs is mandated by the Abuja Treaty and the AU Constitutive Act and guided by the: 2008 Protocol on Relations between the RECs and

the AU; and the Memorandum of Understanding (MoU) on Cooperation in the Area of Peace and Security between the AU, RECs and the Coordinating Mechanisms of the Regional Standby Brigades of Eastern and Northern Africa

[101] Regional Economic Communities (RECs) | African Union
[102] In October 2013, on the sidelines of an AU Extraordinary Summit, IGAD and EAC Foreign Ministers decided to explore the possibility of merging these two RECs.

productive employment and use of resources; achieving sustainable use of natural resources and effective protection of the environment; and combating HIV/AIDS and other diseases.

In addition, **the Eastern Africa Standby Force Coordination Mechanism (EASFCOM)** and **North African Regional Capability (NARC)** both have liaison offices at the AU.[103]

The Committee on Coordination[104] provides policy advice and oversight of implementation of the 2008 Protocol on Relations between the RECs and the AU. It is also tasked with coordinating and monitoring progress made by the RECs in meeting the regional integration goal stages detailed in article 6 of the Abuja Treaty.

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[103] Other RECs include: Arab Maghreb Union (UMA) and Economic Community of West African States (ECOWAS

[104] The Committee comprises the Chairperson of the AU Commission,

Chief Executives of the RECs, Executive Secretary of the UN Economic Commission for Africa (UNECA), President of the African Development Bank (AfDB) and Chief Executives of the AU financial institutions

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

UN Women supports UN Member States as they set global standards for achieving gender equality, and works with governments and civil society to design laws, policies, programmes and services needed to ensure that the standards are effectively implemented and truly benefit women and girls worldwide. It works globally to make the vision of the Sustainable Development Goals a reality for women and girls and stands behind women's equal participation in all aspects of life, focusing on four strategic priorities: Women lead, participate in and benefit equally from governance systems; Women have income security, decent work and economic autonomy; All women and girls live a life free from all forms of violence; Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and humanitarian action. UN Women also coordinates and promotes the UN system's work in advancing gender equality.

UN WOMEN