

TERMS OF REFERENCE
Country Program Evaluation (CPE) of
UN Women Kenya Country Office Strategic Note 2022-2027

I. Background

The [Kenya Country Office](#) Strategic Note is the main planning tool for UN Women’s support to normative, coordination and operational work in Kenya. This evaluation will consider the Strategic Note covering the period 2022-2027. A new Strategic Note is due to be developed starting in January 2027.

The Strategic Note is linked to [The United Nations Sustainable Development Cooperation Framework \(UNSDCF\) 2022-2026](#). The Kenya Country Office Strategic Note supports and contributes towards the [UN Women 2022-25 Strategic Plan](#) Impact and Systemic outcomes.

1. By 2026, all people in Kenya at risk of being left behind – particularly all women and girls, all youth and children, all in the ASAL counties and all in the informal urban settlements – inhabit an inclusive, enabling, socially cohesive and peaceful environment, while enjoying human rights, trust institutions and participate in transformative governance systems that are gender-responsive, just and rule of law compliant. (CF Outcome 1.1)
2. By 2026, all people in Kenya at risk of being left behind – particularly all women and girls, all youth and children, all in the ASAL counties and all in the informal urban settlements – have improved, inclusive and equitable social and protection services (CF Outcome 1.2)
3. By 2026, all people in Kenya at risk of being left behind – particularly all women and girls, all youth and children, all in the ASAL counties and all in the informal urban settlements – benefit from inclusive, sustainable, diversified and environmentally / climate-sensitive quality livelihoods with decent work in the sector economies and realize growth that is resilient, green and equitable. 3 (CF Outcome 2.1)
4. The UN system coherently and systematically contributes to progress on gender equality and the empowerment of women and girls

The Strategic Note is aligned with Kenya’s national development frameworks, including Vision 2030, Medium-Term Plans, and national gender equality policies and strategies. It is grounded in international and regional normative frameworks, including the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the Beijing Declaration and Platform for Action, the Sustainable Development Goals, and the Protocol to the African Charter on Human and Peoples’ Rights on the Rights of Women in Africa (Maputo Protocol).

Political Environment

Kenya operates under a multiparty parliamentary system anchored in the 2010 Constitution, which introduced devolved governance through 47 semi-autonomous counties and established constitutional institutions to promote equality and human rights.¹ The country’s long term- development agenda is guided by Vision 2030² and successive Medium Term- Plans,³ which recognize gender equality as a key development priority.

Kenya’s reclassification to lower middle income- status following the rebasing of its economy in 2014 has brought both opportunities and challenges, including decreased concessional financing, a shift from official development assistance to blended financing, and increased expectations for stronger

¹ Government of Kenya (2010). The Constitution of Kenya.

² Government of Kenya (2007). Kenya Vision 2030.

³ Government of Kenya (2023). Fourth Medium Term Plan (2023–2027).

domestic resource mobilization.⁴ These shifts have implications for UN Women’s strategic positioning, partnership models, and financing approaches in delivering its mandate in Kenya.

Women’s economic empowerment

Indicator	Figure
Health	
Contraceptive prevalence (% of married women ages 15-49) (2022)	56.9
Maternal mortality ratio – per 100,000 live births (2023)	149
Education	
Literacy rate, youth total (% of people ages 15-24) (2014)	93.18
Primary completion rate, female (% of relevant age group) (2016)	102.1

Source: [World Bank Open Data | Data](#)

Kenya’s development agenda is driven by *Vision 2030*, which aims to transform the country into a newly industrializing middle income- nation by 2030.⁵ Despite notable progress, Kenya continues to face significant economic challenges, including high youth unemployment, inequality, climate vulnerability, and setbacks resulting from the COVID19 pandemic, geopolitical tensions, and climate change.

The World Bank’s Kenya Economic Update, emphasizes that, despite a progressive legal and policy framework, significant gender gaps in economic outcomes persist, shaped by factors across the life cycle, including education, age at family formation, social norms, and access to productive assets and opportunities.⁶

The informal sector accounts for approximately 83.6 per cent of total employment in the country, with over 85 per cent of those employed being women and youth. Jobs in the informal sector are often characterized by low wages, poor working conditions, and limited job security.⁷

Indicator	Figure
Firms with female participation in ownership (% of firms) (2018)	47.4
Women Business and the Law Index Score (scale 1-100) (2023)	83.75
Labor force participation rate, female (% of female population ages 15+) (modeled ILO estimate) (2025)	63

Source: [World Bank Open Data | Data](#)

Governance and participation in public life

Despite a progressive constitutional and policy framework, women in Kenya remain underrepresented in political and public decision making- at both national and county levels. UN Women analyses show that implementation of key gender equality commitments most notably the two-thirds gender principle has been slow and uneven, with persistent structural barriers constraining women’s participation.⁸ These include discriminatory political party practices, high financial costs of political engagement, gender based violence in elections (including increasing online harassment), and entrenched social norms that undermine women’s leadership and political agency.⁹

Indicator	Figure
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⁴ Kenya transitioned from a Low-Income Country status to a Lower Middle-Income Country upon attaining a Gross Domestic Product (GDP) per Capita of US\$ 1,430 in 2014, which has since increased to US\$ 2,240 in 2022.

⁵ [Government of Kenya, Vision 2030](#)

⁶ [World Bank Group. 2024. Kenya Economic Update, December 2024: Special Focus on Women’s Economic Empowerment. World Bank.](#)

⁷ Ibid

⁸ [Political economy analysis of women and participation in politics in Kenya | Publications | UN Women – Africa](#)

⁹ [UN Women Country Gender Equality Profile Analysis of the State of Gender Equality and Women Empowerment In Kenya 2023](#) (CGEP)

% of seats held by women in national parliaments (2024)	23
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Source: [World Bank Open Data | Data](#)

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

Kenya continues to face recurrent and overlapping shocks, including climate-induced disasters, conflict, displacement- and humanitarian crises, which disproportionately affect women and girls. While Kenya has made progress in advancing the Women, Peace and Security agenda through the development and implementation of National Action Plans on UNSCR 1325¹⁰ women’s meaningful participation in peacebuilding, conflict prevention and security decision-making remains- uneven, particularly at county and community levels.¹¹ Structural barriers, including patriarchal norms, limited access to resources conflict-affected burdens, continue to constrain women’s engagement, especially in arid and semiarid and conflict affected contexts.¹²

Leave no one behind

The UN Kenya Common Country Analysis also underscores that exclusion is strongly territorial and structural. Its LNOB analysis found that 10 of Kenya’s 47 counties are at risk of being left behind furthest, while a related Peace and Conflict Analysis across 13 counties highlighted the historical roots of exclusion. At the same time, the CCA notes that important data gaps remain, including limited timely disaggregation by disability, minority or indigenous status, and geography.¹³

UN system

The UN system in Kenya operates under the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2022–2026,¹⁴ which places gender equality and women’s empowerment at the center of sustainable development efforts and identifies women and girls as a primary population group to benefit from UN results.

UN Women plays a leadership and coordination role within the UN Country Team, supporting system-wide gender mainstreaming, accountability, and coherence. This includes technical leadership on gender analysis, support to Results Groups, and use of accountability tools such as the UNCT-SWAP Gender Equality Scorecard.¹⁵ At the initiation of the SN, UN Women reported that challenges remained, including uneven participation in gender coordination mechanisms, overlapping mandates among UN agencies, and limited resources for gender equality across the system. Strengthening UN system coherence on gender equality remained a key priority under the Strategic Note.¹⁶

II. Description of the Country portfolio

The Strategic Note includes a Development Results Framework (DRF) and an Organizational Effectiveness and Efficiency Framework (OEEF), both with performance indicators. The evaluation is expected to use this to assess organizational performance.

The Strategic Note for the period 2022–2026 has an estimated total budget requirement of approximately USD 58.15 million, 77% was for the Development Results Framework (DRF) and 23% for the Organizational Effectiveness and Efficiency Framework (OEEF).¹⁷ As of March 2026, the CO had

¹⁰ [National Action Plan for the Implementation of United Nations Security Council Resolution 1325 and Related Resolutions](#)

¹¹ Ibid

¹² CGEP

¹³ UN Kenya, *UN Common Country Analysis Report for Kenya* (April 2025),

¹⁴ [United Nations Sustainable Development Cooperation Framework | United Nations in Kenya](#)

¹⁵ Ibid

¹⁶ UN Women Kenya SN Narrative 2022-2027

¹⁷ UN Women Kenya SN Narrative 2022-2027

a budget of USD 41.3 million.¹⁸ The Country Office is based in Nairobi, with 36 personnel, as of March 2026.¹⁹

The work of UN Women responds to its three core mandates (normative, coordination and operational/programming). UN Women is a member of the UN Country Team (UNCT), supporting gender mainstreaming across thematic groups. UN Women serves as the technical lead on gender equality within the UNCT and co-chairs/supports the Gender Theme Group (GTG), providing strategic guidance, gender analysis, and accountability tools (including UNCT-SWAP) to strengthen system-wide coherence and results on gender equality and the empowerment of women and girls.

The main interventions undertaken under the Strategic Note are set out in Annex 1.

The Strategic Note Theory of Change (ToC) is set out below. The evaluation team will collaborate with the Country Office during the inception phase to review and refine (if needed) the TOC.

- IF Kenya can reduce its deep gender inequalities, lift women and girls out of poverty, and enhance their equitable access to quality social and protection services within a safe, peaceful, and well-governed society, where social norms and behaviors are transformed;
- AND IF the Government of Kenya adopts gender-responsive policies and legal frameworks; and institutions are transparent and accountable to promote women and girls' rights at the National and County level;
- AND IF the Kenyan economy becomes climate resilient and enables the full participation of women;
- AND IF women and girls become more aware of their rights and are empowered to demand and exercise their voice, agency and leadership at all levels,
- AND IF men and boys are mobilized as allies and champions for gender equality;
- AND IF the UN, development partners and private sector are more coordinated in providing multi-year financing for GEWE
- THEN Kenya as a whole will transform and propel towards the overall realization of a cohesive, inclusive, and equitable society where women and girls enjoy their rights as envisioned in Vision 2030, the Constitution, and SDGs while leaving no one behind.

The main rights holders' and duty bearers' capacities that the Strategic Note is attempting to develop are:

Duty bearers: National and sub-national government institutions responsible for policy, financing, implementation, and accountability, including the national gender machinery, relevant line ministries and agencies, Parliament and parliamentary caucuses, and county governments.

Rights holders: Women and girls including those living in urban and peri-urban poor settings, conflict-affected areas, including women with disabilities and other intersectional vulnerabilities as well as women leaders, youth, men and boys, gender advocates, civil society actors, and religious and cultural leaders.

Based on the 2025 Kenya Country Annual report, the Country Office has identified the following key lessons learned:

1. **Normative and policy achievements require operationalization to deliver results:** The adoption of major national policies and legal frameworks demonstrated the value of sustained technical leadership and convening. However, implementation experience confirmed that without parallel costing, clear institutional roles, and integration into national and county budgeting systems, uptake remains uneven.

¹⁸

UN Women Quantum

¹⁹ [All Personnel - Personnel Dashboard - Power BI](#)

2. **Integrated, cross thematic approaches are essential to address structural barriers faced by women and girls:** Programme evaluations and implementation experience showed that standalone interventions particularly in women’s political participation and leadership are constrained by unpaid care burdens, economic insecurity, and exposure to violence. This reinforced the importance of integrated programme designs that intentionally link governance, economic empowerment, EVAWG, and care economy interventions to achieve sustainable outcomes.
3. **Evidence-based engagement underpin effectiveness:** Evidence-based advocacy, strategic communications, and meaningful civil society and survivor engagement are more effective than traditional approaches in influencing norms, strengthening accountability, and sustaining results under constrained civic and financing environments.

III. Purpose, objectives and use of the evaluation

The [UN Women Evaluation Policy](#), the [UN Women CPE guidance](#), and the [UN Women Evaluation Strategic Plan 2022-25](#) are the main guiding documents that set forth the principles and organizational framework for evaluation planning, conduct and follow-up in UN Women. These principles are aligned with the United Nations Evaluation Group (UNEG) [Norms and Standards for Evaluation in the UN System](#) and [Ethical Guidelines](#).

The CPE has seven objectives:

1. 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.
2. 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.
3. Enable the UN Women Country Office to improve its strategic positioning, **including its programmatic design, partnership modalities and financing approach**, to better support the achievement of sustained gender equality and women’s empowerment in a lower middle income country context.
4. Analyse how **human rights approach and gender equality principles** are integrated in the design and implementation of the Strategic Note.
5. 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.
6. Provide insights into the extent to which the UN Women has realized **synergies** between its three mandates (normative, UN system coordination and operations).
7. Provide **actionable recommendations** with respect to the development of the next Strategic Note.

The Country Portfolio Evaluation (CPE) is a systematic assessment to validate the contributions made by UN Women Country Office’s portfolio of interventions to development results with respect to Gender Equality and Women’s Empowerment at the country level. It also assesses the Country Office’s organisational effectiveness and efficiency in delivering the planned results. It uses the Strategic Note (including the DRF and OEEF) as the main point of reference.

The intended uses and users of this evaluation are:

Target Uses	Primary Users	Secondary Users
Learning: Formative (forward-looking) on effective, promising and	the UN Women Kenya country office and East and Southern Africa regional office, who will use	The UN Country Team and other UN agencies and other stakeholders delivering similar

Target Uses	Primary Users	Secondary Users
innovative strategies and practices, to support improved decision-making	the evaluation findings to inform the design of the new Strategic note	interventions in-country, to derive learning on effective and promising practices.
Accountability: Summative (backward-looking) for UN Women’s contribution to gender equality and women’s empowerment.	UN Women HQ, regional and country offices, national partners, rights holders and donors, to support accountability for development effectiveness.	

The evaluation will be utilization-focused, tailored to the needs of the organization through a participatory approach from the inception through to the development of recommendations.

IV. **Criteria and evaluation questions**

The evaluation will use selected OECD DAC evaluation criteria for the CPE. The table below sets these out, along with indicative evaluation questions.

Criterion	Indicative Evaluation Questions
Effectiveness – the extent to which UN Women has contributed to achieving planned outcomes and mitigating negative externalities	1. To what extent did UN Women contribute to the target outcomes and how likely are these positive outcomes to be sustained? Sub-questions: <ul style="list-style-type: none"> • <i>What were the enablers and barriers?</i> • <i>What unexpected outcomes (positive and negative) have been achieved?</i>
Sustainability – the extent to which positive outcomes can be maintained and advanced independently by local actors.	
Efficiency - the extent to which tactical decisions, organisational structures and management processes add to UN Women’s productive capacity	5. To what extent has UN Women Kenya’s current portfolio and positioning built on its comparative advantage, and what comparative advantages should most shape its role and offer going forward? <i>(Comparative advantage refers to the areas in which UN Women is best placed, relative to other actors, to lead, convene, influence, coordinate, provide technical support or implement in advancing gender equality and women’s empowerment.)</i>
Coherence – the extent to which there is an internal coherence within UN Women, as well as coherence with the work other key stakeholders are doing to advance Gender Equality and Women’s Empowerment.	
Relevance - the extent to which strategic choices have maximized UN Women’s comparative advantages and limited human and financial resources in addressing priorities for gender equality and women’s empowerment	
	6. To what extent has UN Women Kenya’s current strategic and programmatic model been fit for purpose in a lower-middle-income country context, and what changes to the portfolio mix and strategic positioning are needed going forward? <i>(Strategic model refers to the overall portfolio mix and business model, including the balance between normative, coordination and programmatic roles; the choice of thematic and stakeholder focus; and the way the office positions its comparative advantage, financing approach and level of implementation.)</i>

Criterion	Indicative Evaluation Questions
	<p>7. To what extent have UN Women Kenya’s current organisational arrangements efficiently supported delivery of the strategic model and comparative advantages identified, and what changes to the operational set-up would best support these going forward? <i>(Operational set-up includes structures, personnel, workstream configuration, management processes, partnership and delivery modalities, and stakeholder engagement arrangements.</i></p>
<p>Human Rights and Gender Equality – the extent to which the principles and standards of Leaving no one behind (LNOB) and global human rights norms on gender equality and women’s empowerment are addressed in UN Women’s country portfolio.</p>	<p>8. How effectively were gender equality principles integrated in the programme’s design, implementation and outcomes? Sub-question: To what extent did the programme meaningfully engage and reach the groups identified as most marginalized in the country context during design and implementation?</p>

V. Scope and limitations

Scope:

The timing of this Country Portfolio Evaluation is intended to assess the effectiveness and lessons as we approach the end of the current Strategic Note. The period covered by the evaluation will be from 2022-2027.

All activities included in the Strategic Note will be considered, including normative, coordination and operational work in all thematic areas. The scope of CPE also covers regional or global program activities in the country. Joint programs and programming are within the scope of this evaluation. Where joint programs are included in the analysis, the evaluation will consider both the specific contribution of UN Women, and the additional benefits and costs from working through a joint modality.

The CPE will also place specific attention on projects not previously covered by evaluations, as listed in Annex 2, and on portfolio level and country level normative and coordination work, including interventions that may be financed through core resources.

Where relevant, the evaluation may draw on comparative insights from other UN agencies operating in Kenya or in similar lower middle income country contexts, including the UNSDCF evaluation and other country programme evaluations, particularly with regard to financing approaches, stakeholder engagement, and delivery models, to inform lessons and recommendations.

CPEs focusses on outcome level results. Accordingly, they are **not** expected to:

- Collect output monitoring data;
- Analyse the achievement of impacts as defined by [UNEG](#);
- Focus on evaluating UN Women’s corporate management or systems outside of the country context, such as regional architecture²⁰.

²⁰ Although they may make observations in this area, particularly in terms of how corporate systems enable or hinder, and where there is a clear implication for the design and implementation of the Country Office strategic note

During the inception phase, the evaluation team will further define the scope and sampling approach, to establish the evaluation boundaries, including which stakeholders and initiatives will be included or excluded from the evaluation. This will draw on the evaluability assessment (see Annex 2), other relevant sources including the 9 evaluations undertaken during the Strategic Note period, the final evaluation questions and the availability of data.

Expected Limitations:

The evaluation is expected to face the following limitations:

- The evaluation budget is lower than the recommended budget, which may affect the budget available for in-person field visits. Remote data collection methods will be used to complement in-person data collection.
- Participation of some county level stakeholders in focus group discussions and key informant interviews may be limited due to competing priorities, especially in light of the ongoing UNSDCF evaluation and Kenya Country Office Let it Not Happen again Phase 2 evaluation.

VI. Evaluation design (process and methods)

Evaluation Standards and principles, including gender and human-rights based approach

The evaluation will adhere to the the [UNEG Norms and Standards](#) (2016), the [UNEG Ethical Guidelines](#) (2020) and [UN Women Evaluation Policy](#) and [CPE guidance](#), observing the principles of integrity, accountability, respect and beneficence.

The evaluation will be gender-responsive meaning that both the process and analysis apply the key principles of a human rights-based approach. It will analyze the underlying structural barriers and socio-cultural norms that impede the realization of women’s rights. The evaluation design will apply [Good practices in gender-responsive evaluations](#) and a suitable approach to assess the type, effectiveness and the quality of gender-transformative results achieved.

Data collection and analysis

The evaluation will employ a non-experimental, theory-based²¹ approach. The performance of the country portfolio will be assessed using contribution analysis, using the theory of change set out in the Strategic Note 2022-2027 as a basis. The evaluation will apply a mixed-method using qualitative and quantitative methods. The method will draw on data sources including documents, field information, institutional information systems, financial records, beneficiaries, staff, funders, experts, government officials, community groups, etc. The evaluation will employ the following data collection methods:

- A. **Document analyses** undertaken primarily during the inception phase will inform the evaluation approach:
1. **Evaluability assessment** to identify gaps in secondary data which will be used to determine the evaluation approach, including an assessment of the Theory of Change, the conduciveness of the context to undertaking the evaluation, the management structure at the Country Office and the quality and completeness of the Development Results Framework and Operational Efficiency and Effectiveness Framework.
 2. **Contextual analysis** of the key external influencing factors affecting realization of women’s rights in the country.

²¹ A theory-based design assesses the performance of the Strategic Note based upon its stated assumptions about how change happens. These assumptions can be challenged, validated or expanded upon by the evaluation.

3. **Portfolio analysis** of UN Women Strategic Note & Project Documents, synthesizing secondary results data for the Development Results Framework and the Organizational Effectiveness and Efficiency Framework of the Country Office.
 4. **UN Women financial analysis** of the budget, expenditure and trends in type of expenditures.
- B. **Interviews and Focus Group Discussions** with key informants identified through the stakeholder analysis (across all stakeholder groups), and **observations** of programme activities and outputs where relevant;
- C. **Surveys** of UN Women personnel and UNCT partners, including Civil Society Organisations and government stakeholders (should the context allow).

Data collection methods should be gender-responsive. Cultural aspects that could impact the collection of data should be analysed and integrated into data collection methods and tools. Evaluators are expected to include adequate time for testing data collection tools. Data should be systematically disaggregated by sex and age and, to the extent possible, by geographical region, ethnicity, disability and migratory status. Specific guidelines should be observed²². Data should be triangulated to ensure valid findings.

Sampling approach

The evaluation is expected to apply a purposive sampling approach to take into account a diverse range of perspectives. The main interventions undertaken by the Country Office have been mapped into a sample frame for evaluation (see Annex 1). In addition, up to two Case studies could be selected for an in-depth assessment of contributions to outcomes. This will be updated in consultation with the Evaluation Reference Group at the inception stage.

VII. Management of the evaluation

This evaluation will have the following management structures:

1. **Independent Evaluation, Audit and Investigation Services (IEIAS):** The Director of the IEAIS oversees all IEAIS activities, while the Chief of IES is responsible for the evaluation related activities; both will review the key products of the evaluation and sign off on the final CPE report and associated products.
2. **Team Leader:** The Regional Evaluation Consultant will serve as the team leader and will have a total of 55 working days allocated for this assignment. The Consultant will be responsible for managing the coordination and day-to-day management of the CPE, leading the methodological approach, data collection, analysis, and report writing. As team leader, the Consultant will also oversee the work of the evaluation team members, manage the contracts, and ensure the overall quality of the work.
3. **The evaluation team** will include a National Consultant (30 working days) and a Regional Monitoring and Evaluation Specialist (45 working days). The National Consultant will support the Team Leader in the design and implementation of the CPE, provide key contextual knowledge, and support in-country data collection. The Regional Monitoring and Evaluation Specialist will provide technical support, particularly in data analysis and interpretation.
4. **Evaluation Reference Group (ERG):** The ERG plays a critical role in ensuring a high quality, transparent process, providing insights on the key questions and approach, providing context and ensuring factual accuracy, ensuring gaps and misinterpretation of information is avoided. It will play an important role in the dissemination of the evaluation findings and recommendations to ensure evaluation uptake. Evaluation Reference Group members will be expected to engage at every stage of the evaluation process, including being interviewed by the evaluation team, participating in inception

²² namely the UNEG guidance on [Integrating Human Rights and Gender Equality in Evaluations \(2014\)](#) and [UN Disability Inclusion Strategy Evaluation Accountability \(2019\)](#).

meetings and debriefings, providing feedback on all outputs (including the inception report, preliminary findings, draft and final report) and supporting uptake of the evaluation results.

Two ERGs will be constituted:

1. The internal ERG will include the Country Representative, Deputy Country Representative, UN Women program leads & Country Office Evaluation focal person.
2. The external ERG will include National government partners, Civil Society representatives, Development partners/donors and the, UNCT representatives to provide the stakeholder perspective.

Peer Reviewer for methodological feedback: 1 IEIAS personnel will be engaged as peer reviewer of the CPE.

VIII. Time frame and deliverables

The table below sets out the indicative timetable.

Task	Time frame	Indicative month	Responsible party
Final Terms of Reference	2-3 weeks	April 2026	Team Lead, Country Office Management and IEAIS leadership and peer reviewer
Evaluation team recruitment	4 weeks	May 2026	Team Lead with HR team
Inception Workshop	1 or 2 days	June 2026	Team Lead and Country Office Management
Portfolio analysis and draft Inception Report	3-4 weeks	June 2026	Evaluation Team
Validation of draft Inception Report	2 weeks	July 2026	Evaluation Team Evaluation Reference Group (ERG), IEAIS leadership and Peer reviewer
Final Inception report	1 week	July 2026	Evaluation Team
Data collection	3-4 weeks	August 2026	Evaluation Team
Data analysis, preliminary findings and draft report	3-4 weeks	September 2026	Evaluation Team
Draft report reviews	3 weeks	October 2026	IEAIS Leadership, ERG and peer reviewer
Final Report	1 week	November 2026	Evaluation Team
Report brief	2 days	November 2026	IES evaluation team and Country Office Management
TOTAL	26 weeks		

IX. Dissemination and uptake

During the inception phase, the country M&E focal point will work with the evaluation team to develop a dissemination plan. The plan will identify approaches to support dissemination and uptake for the target primary and secondary users of the evaluation, along with how this will be tracked. The evaluator will also be responsible for developing a short brief with key findings and recommendations that will be disseminated more widely.

Once the CPE report is signed off by IEIAS management, the Country Representative leads the follow-up process to facilitate its use such as in the form of issuing a management response **within 6 weeks** of CPE report finalisation and other dialogue with the Country or regional management as deemed appropriate.

X. Ethical code of conduct

UN Women has developed a UN Women Evaluation Consultants Agreement Form²³ that evaluators must sign as part of the contracting process. The evaluators are also expected to provide a detailed plan on how the following principles²⁴ will be ensured throughout the evaluation: 1) Respect for dignity and diversity; 2) Right to self-determination; 3) Fair representation; 4) Compliance with codes for vulnerable groups (e.g., ethics of research involving young children or vulnerable groups); 5) Redress; 6) Confidentiality; and 7) Avoidance of harm.

The evaluators must put safeguards to protect the safety of both respondents and those collecting the data. These should include:

1. A plan to protect the rights of the respondent, including privacy and confidentiality;
2. The interviewer or data collector is trained in collecting sensitive information;
3. Data collection tools are culturally appropriate and do not create distress for respondents;
4. The interviewer can provide information on how individuals in situations of risk can seek support

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.

²³ based on the UNEG Ethical Guidelines and Code of Conduct.

²⁴ see UNEG Ethical Guidance for descriptions

Annex 1: Mapping of initiatives against the Strategic Note Impact areas

SP Impact Areas	Priority initiatives
Governance and participation in public life	<ul style="list-style-type: none"> • Two-thirds gender principle legislative framework (MSWG, NADCO engagement, constitutional amendment proposals) • Support to women Members of County Assemblies (MCAs), women parliamentary caucuses, leadership training • G7 Women Governors Strategy (Council of Governors) • Women’s Political Participation programmes (capacity building, media engagement, civic education) • UNCT gender mainstreaming, UNCT-SWAP Scorecard leadership, Gender Parity Strategy • Integration of gender into Medium-Term Plan IV and national planning frameworks • Youth and young women parliamentary leadership support (LNOB focus)
Women’s economic empowerment	<ul style="list-style-type: none"> • Women’s Economic Empowerment through Climate-Smart Agriculture (WEE-CSA) • National Policy on Women’s Economic Empowerment (NPWEE) – development and adoption • National Care Policy (recognition of unpaid care and domestic work) • Gender-Responsive Budgeting (GRB), budget tracking systems (COBMIS, SCOA) • Access to Government Procurement Opportunities (AGPO) support • African Girls Can Code Initiative (AGCCI) and digital skills programmes • Refugee and host community livelihoods and economic empowerment (LEAP, Kalobeyei, Kakuma) • Disability-inclusive economic empowerment initiatives
Ending Violence against women and girls	<ul style="list-style-type: none"> • Specialized Sexual and Gender-Based Violence (SGBV) courts and judicial reforms • National GBV helpline (HAK 1195) and survivor referral systems • County SGBV laws, policies, and action plans • Support to survivors through legal aid, psychosocial services, shelters • #CampusMeToo movement and sexual harassment prevention in universities • National anti-femicide advocacy and survivor-centered policy engagement • Technology-facilitated GBV prevention and response • Male engagement strategies for GBV prevention
Women, peace and security, humanitarian action and disaster risk reduction	<ul style="list-style-type: none"> • Kenya National Action Plan II (KNAP II) implementation and localization • Kenya National Action Plan III (KNAP III) development and launch • Women’s participation in peace committees and mediation structures • Community-based peacebuilding and early warning mechanisms • Community-based peacebuilding and early warning mechanisms • Disaster risk reduction and climate resilience (linked to CSA and WPS) • Refugee and host community peacebuilding and resilience (Dadaab, Kakuma, Kalobeyei) • Prevention of violent extremism (P/CVE) with gender-responsive approaches

Source: Strategic Note

Annex 2: Evaluability Assessment

Secondary data:

A preliminary assessment of existence and availability of relevant secondary data is as following:

Data	Existence and availability
Baseline data	Medium
Activity reports	High
Output results monitoring data	High
Outcome results monitoring data	Medium
Information specifically on women's rights	Medium
Financial records	High
Management reports	High
Communications products	Medium

Furthermore, the evaluation is expected to be informed by outcome harvesting conducted by the Country Office in 2022, 2023 and 2024, outcome harvesting For The African Girls Can Code Initiative (AGCCI) (September 2025), United Nations Board of Auditors audit undertaken in 2024, Mid Term Review of the UN Women Kenya Country Programme (2023-2026)²⁵ and evaluations undertaken during the Strategic Note period. These include:

Evaluation Name	Thematic Area
Planned for July-December 2026- Final Project Evaluation: Let it not happen again. Safeguarding the Rights of Women Through Strengthening Access to Justice for GBV Survivors in Kenya	Ending Violence Against Women and Girls
Developmental Evaluation of UN Women's Work on The Care Economy in East and Southern Africa (2025) ²⁶	Women's Economic Empowerment
Joint Devolution Programme Terminal Evaluation 2020-2023 (UNDP and UNICEF) ²⁷	Governance & Participation in Public Life
End-line evaluation for the KOICA-funded WEE-CSA Programme 2020 -2024 ²⁸	Women's Economic Empowerment
End-line evaluation for the Canada-funded Enhancing women's political participation in political leadership and decision-making Programme 2021 -2025 ²⁹	Governance & Participation in Public Life
End-line evaluation for the Japan-funded LEAP III Programme 2021 -2023 ³⁰	Women, Peace and Security, Humanitarian Action, and Disaster Risk Reduction
End-line evaluation for the Italy-funded Let it not Happen Again Programme 2020 -2023 ³¹	Ending Violence Against Women and Girls

²⁵ [Evaluation Details-Global Accountability and Tracking of Evaluation Use - GATE System](#)

²⁶ [Evaluation Details-Global Accountability and Tracking of Evaluation Use - GATE System](#)

²⁷ [Terminal Evaluation Joint Devolution Project](#)

²⁸ <https://gate.unwomen.org/Evaluation/Details?evaluationId=11663>

²⁹ <https://gate.unwomen.org/Evaluation/Details?evaluationId=11665>

³⁰ <https://gate.unwomen.org/Evaluation/Details?evaluationId=11664>

³¹ <https://gate.unwomen.org/Evaluation/Details?evaluationId=11666>

End-line evaluation for the Finland-funded Programme 2020-2023 ³²	Governance & Participation in Public Life, Ending Violence Against Women and Girls and Women, Peace, and Security
Corporate Evaluation of UN Women's support to gender statistics (2018-2022) ³³	Gender Statistics

The list of donor-funded programmes not covered by existing evaluations is set out in the table below. Field work will focus on these areas, as well as other core funded areas of programming.

Project name	Donor	Thematic Area	Counties
Kenya National Policy on Women's Economic Empowerment (NPWEE)	Gates Foundation	Women's Empowerment Economic	1. Kajiado, 2. Kitui, 3. Garissa, 4. Nairobi, 5. Meru, 6. Embu, 7. Laikipia, 8. Nyeri, 9. Homa Bay, 10. Kisii 11. Bomet, 12. Vihiga, 13. Bungoma, 14. West Pokot, 15. Kilifi 16. Taita Taveta
Enabling Gender Responsive Circular and Sustainable Blue Economies for Kenya's Coastal Communities	MPTF-SDG Fund	Women's Empowerment Economic	1. Kwale 2. Lamu
Digital Platforms Kenya (DigiKen)	MPTF-SDG Fund	Women's Empowerment Economic	1. Turkana, 2. Mombasa, 3. Kisumu, 4. Kilifi, 5. Busia, 6. Garissa, 7. Nyeri, 8. Nairobi
Gender Responsive Procurement	UAE	Women's Empowerment Economic	1. Nairobi, 2. Baringo, 3. Isiolo, 4. Tharaka Nithi, 5. West Pokot, 6. Laikipia, 7. Kitui, 8. Makueni, 9. Turkana,

³² <https://gate.unwomen.org/Evaluation/Details?evaluationId=11662>

³³ Completed in 2023 - [Evaluation Details-Global Accountability and Tracking of Evaluation Use - GATE System](#)

			10. Samburu
Amplifying Women's Voices in the Prevention in Violence Against Women in Elections in Bungoma and Vihiga Counties	Irish Aid	Women Peace and Security and Women Political participation	<ol style="list-style-type: none"> 1. Bungoma 2. Vihiga
Women Count		Gender Statistics	<ol style="list-style-type: none"> 1. National

Annex 3: Key References

UN Women Evaluation References

- [Evaluation Policy of the United Nations Entity for Gender Equality and the Empowerment of Women \(UNW/2020/5/Rev.1\)](#)
- [UN Women GERAAS evaluation quality assessment checklist](#)
- [UN Women Evaluation Consultant Agreement Form](#)
- [UN Women Guidance on Country Portfolio Evaluation](#)
- [UN Women Core Values and Competencies](#)
- UN Women Evaluation Handbook. At UN Women Independent Evaluation Office website: <http://genderevaluation.unwomen.org/en/evaluation---handbook>
- [Good practices in gender-responsive evaluations](#)

UNEG References

- [UNEG Norms and Standards for evaluation](#)
- [UNEG Ethical Guidelines and Code of Conduct](#)
- [UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation](#)
- [Guidelines for the Evaluation of the United Nations Sustainable Development Cooperation Framework](#)

Other references for data on gender equality and human rights

- [UN Office of the High Commissioner for Human Rights \(OHCHR\) – Universal Human Rights Index](#)
- [UN Statistics – Gender Statistics](#)
- [UNDP Human Development Report – Gender Inequality Index](#)
- [World Bank – Gender Equality Data and Statistics](#)
- [Organisation for Economic Co-operation and Development \(OECD\) Social Institutions and Gender Index](#)
- [World Economic Forum – Global Gender Gap Report](#)
- A [listing](#) of UN reports, databases and archives relating to gender equality and women’s human rights