



Evaluation Report of Kenya Human Rights Program

April, 2012

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Commissioned by

UN WOMEN, Kenya
Embassy of Sweden, Nairobi

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LIST OF ACCRONYMS

CEDAW	Convention on the Elimination of all forms of Discrimination against Women
COVAW	Coalition on Violence against Women
CIPEV	Commission of Inquiry into Post Election Violence

CRADLE Organization	The CRADLE – The Children’s Foundation CSO	Civil Society
CUC	Court User Committees	
CWL	Caucus for Women’s Leadership	
EVAW	Ending Violence against Women	
GBV	Gender Based Violence	
GGP	Gender and Governance Program	
GRVDA	Great Rift Valley Development Agency	
HIV AIDS	Human Immune Deficiency Virus and Acquired Immune Deficiency Syndrome	
HLS	High level Seminars	
HR	Human Rights	
HRP	Human Rights Program	
HURINETS	Human Rights Networks	
IEBC	Independent Electoral Boundaries Commission	
ICGLR	International Conference on the Great Lakes Region	
KHRC	Kenya Human Rights Commission	
KLRC	Kenya Law Reform Commission	
KWJA	Kenya Women Judges Association	
KEWOPA	Kenya Women Parliamentarian Association	
LRF	Legal Resource Foundation Trust	
M&E	Monitoring and Evaluation	
MEGEN	Men for Gender Quality Now	
NALEAP	National Legal Aid and Awareness Program	
NGEC	National Gender and Equality Commission	
PRIC	Police Reforms Implementation Committee	
RBM	Results Based Management	
RECESSPA	Regional Centre for Security, Stability and Peace in Africa	
SIDA	Swedish International Development Agency	
SJCC	St. John’s Community Centre	
SMART	Specific, Measurable, Achievable, Realistic and Time Bound	
TJRC	Truth Justice and Reconciliation Commission	
TOR	Terms of Reference	
UDHR	the Universal Declaration of Human Rights	
UN	United Nations	
UNIFEM	United Nations Development Fund for Women	
VAW	Violence against Women	
WRC- DI	Women’s Research Center & Development Institute	

EXECUTIVE SUMMARY

This is a report of the end of Program Evaluation of Kenya Human Rights Program. The Program was implemented from 2007-2011, with support from the Embassy of Sweden in Kenya (previously known as the Swedish International Development Agency (Sida). The overall development goal of the Program was to bring about systemic change to actualize gender equality and women’s rights. The immediate program objectives were aiming at promotion of women participation, reduction of gender-based violence and enhancing economic rights. The major outcomes of the program were related to

supporting constitution and legal frameworks, access to justice, advocacy and capacity building. Over the four years of implementation (2008-2011) the program partnered with more than 20 Civil Society Organizations (CSO) and key state institutions working in the area of gender equality and human rights and implemented the Program in selected areas of all 8 Provinces in Kenya (See annex 1 on the list of key partners)¹.

The external evaluation of the Program was commissioned by UN WOMEN and Embassy of Sweden in Kenya. It is intended that the findings/lessons from this evaluation will be used to inform future programming. The overall objectives of the evaluation were to assess the achievement of outcomes, the relevance and sustainability of the Program and to draw lessons learned and to furnish set of recommendations. A team of two external consultants facilitated the evaluation exercise with stakeholders. A reference group for the evaluation was established to facilitate the evaluation process and also ensure that the evaluation adopted a participatory approach. Total time frame of the exercise was 30 working days spread over between December 2011 and March 2012. Twenty (20) implementing partner organizations were consulted during the evaluation exercise and field visits were expedited in selected regions and more than 150 relevant individuals stakeholders were met during the process (see annex 2 for the list of partners contacted). Data was collected mainly through key informant interviews, focus group discussions, review of program documents and records and perception questionnaires (see annex 3 on tools used for data collection).

It can be concluded from the findings of the exercise that the Program was relevant, timely and consistent with prevailing political, social and economic context of the country. Program support was instrumental in building capacities and advocating for inclusion of gender equality and human rights principles in the new constitution, legal frameworks and policies. The program has made considerable efforts through its partners to reduce gender based violence. A good deal of awareness was raised among the communities, policy and administrative circles, and efforts were made to support framing of necessary regulations on Gender based Violence (GBV) and streamlining access to justice. Relevant state institutions such as the Judiciary, Kadhis Courts, Police and the National Legal Aid and Awareness Program (NALEAP) were supported to facilitate access to justice for women. At the community level, partner CSOs were actively involved in raising awareness, advocating for and providing paralegal support through networks of trained paralegals to the survivors of violence. The program also promoted rights to land for women and contributions were also made to gendering of the land reforms; governance of public funds and devolution².

It was also found that the program design has certain limitations, originally, the program was designed, consisting both Human Rights and Gender and Governance components. However, down the road both components separated as two distinct but interrelated programs under the overall banner of the Kenya Country Program.

This separation has disturbed the overall programmatic logic, as the outcomes were designed to be collectively achieved by intervention of both components, therefore rendering it difficult for the human rights program to adhere to the collective programmatic outcomes on its own. Furthermore the absence of specific outcome indicators, baselines and time series data also made it difficult to assess the achievability status of outcomes overtime. However, efforts were put in place at the beginning of 2011 to develop project indicators and baselines for individual projects implemented by partners.

² The first funding for KHRC was to engender governance of public funds and land reforms. The second phase was mainly for engendering land reforms and devolved governance.

Findings also reveal that UN Women is strategically positioned for promoting gender equality and partners hold UN Women's work in high esteem and they also have high expectations. Overall the technical adequacy of the program in highlighting and addressing the issues identified in the situation analysis was adequate and programmatic interventions were also in line with the mandates and scope of work of partner organizations. The Program was also able to capitalize on existing capacities of its partner organisations in achieving outcomes. The ultimate beneficiaries remained the women population of the country. However, partner organizations i.e. CSOs and state organisations were also among the important intermediary beneficiaries.

Findings also suggest that, apart from the late start of the program, the inputs provided were timely and helped in achievement of outputs. However, a number of challenges were also faced during the implementation of the program. These included the shorter duration of Human Rights Program (HRP) project cycles, delays in availability and transfer of funds, lack of effective coordination among stakeholders, weaker capacities of some of the partners, non involvement of beneficiaries in program/project formulation, lack of cooperation of target communities and initial difficulties in partnering with some of the state institutions.

Findings suggest that despite availability of substantial human resources, expertise and influence, most of partner organizations especially CSOs are constrained by availability of desired resources and depend on external resources for the sustainability and follow-up of interventions. As long as the long term impact is concerned, it is too early to assess at this stage. However, it can be deduced that contributions have been made by the program to achieve its longer term goal by promoting women rights, reduction of GBV and access to justice for women.

In view of the analysis it is recommended that future programs needs to be designed in a more holistic manner involving all stakeholders and capturing all synergies. There is a need for developing comprehensive logical frameworks, consisting of specific, realistic and measurable outcomes and outputs and respective indicators, baselines, targets, and necessary resources and capacities should be put in place to collect and process required data to effectively measure programmatic outputs and outcomes. The programmatic resource base need to be further extended to generate extra sources to reach out to the wider population of women. Capacities of partners need to be further strengthened and coordination among stakeholders considerably improved through networking and joint ventures.

Sustainability needs to be ensured in the longer run by investing in joint ventures where state institutions, CSOs and communities implement joint projects. There is also a need for investing more in community based organizations to build their capacities and resources to sustain interventions in the longer term. Some CSOs such as Kenya Human Rights Commission (KHRC) have strong partnerships with community based Human Rights Networks (HURINETs). In future, UN Women could consider a similar approach by providing seed funds to community based organizations through national level CSOs such as KHRC and Legal Resource Foundation Trust (LRF) who have established capacity. For this approach to work, UN WOMEN must equip the larger and well established CSOs with capacity to execute those technicalities effectively. This way, UN Women will have directly assisted with supporting the establishment of county based CSOs.

1. INTRODUCTION

1.1 About UN WOMEN

The United Nations General Assembly passed a resolution paving way for establishment of a new gender entity, UN WOMEN on 2 July 2010. UN Women brings together the collective strengths of four UN agencies namely, Office of the Special Adviser on Gender Issues and Advancement of Women (OSAGI), International Research and Training Institute for the Advancement of Women (INSTRAW), Division for the Advancement of Women (DAW) and United Nations Development Fund for Women (UNIFEM). UN Women is the United Nations agency, mandated to advancing women's rights and achieving gender equality. It provides financial and technical assistance to innovative programs and strategies that foster women's empowerment. UN Women works on the premise that it is the fundamental right of every woman to live a life free from discrimination and violence, and that gender equality is essential to achieving development and to building just societies.

With a universal mandate covering all countries, UN Women has three main functions. It supports UN Member States' deliberations at the global level, in intergovernmental bodies such as the Commission on the Status of Women, where international policies, standards and norms are

negotiated and agreed upon; it leads and coordinates efforts across the UN system to achieve gender equality; and helps countries in translating international standards into practice, to achieve real changes in women's lives. UN Women's assistance focuses on supporting women's leadership; strengthening women's economic empowerment; ending violence against women; promoting women's participation in peace and security processes; and ensuring that public planning and budgeting responds to the needs of women.

UN Women became operational on 1 January 2011. Its vision, as articulated in its first Strategic Plan for 2011-2013, is a world where societies are free of gender-based discrimination, where women and men have equal opportunities, where the comprehensive development of women and girls is ensured so that they can be active agents of change, and where women's rights are upheld in all efforts to further development, human rights, peace and security.

Two international agreements frame UN Women's work: the Beijing Platform for Action resulting from the Fourth World Conference on Women in 1995, and the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), known as the women's bill of rights. The spirit of these agreements has been affirmed by the Millennium Declaration and the Millennium Development Goals for 2015, combating poverty, hunger, disease, illiteracy and gender inequality, and building partnerships for development. In addition, UN Security Council resolutions 1325 (2000) on women, peace and security, and 1820 (2008) on sexual violence in conflict are crucial references for UN Women's work in support of women in conflict and post-conflict situations.

In Kenya, the Embassy of Sweden funding to UN Women is for the 'Gender, Human Rights and Governance Program'.

1.2 The Kenya Human Rights Program

UN Women in Kenya has developed a country program for Kenya within the framework of the country's UNDAF (United Nations Development Assistance Framework) covering the period 2008 - 2011. The Kenya program aims at bringing about systemic change to actualize gender equality and women's rights in the context of poverty, violence, conflict and HIV/AIDS. This program entitled - '*Gender, Human Rights and Governance Program in Kenya*' - was established as a continuation of the previous three-year program entitled "*Promoting women's Human Rights and Enhancing Gender Equality in Democratic Governance in Kenya (2004 - 2007)*".

It was also developed on the basis of UN Women's Kenya program document, "*Strengthening the Promotion of and Respect for Women's Human Rights and Enhancing Gender Responsiveness in Democratic Governance in Kenya (2007 - 2011)*" which builds on the achievements, lessons learned and challenges of the Kenya program (2004 - 2007) and on UN Women's continued recognized leadership and facilitation of key stakeholders in Kenya around gender equality activities. This program was implemented from the period, 15 November, 2007 to 31 December, 2008 with support from the Embassy of Sweden and the contract was later extended until December 2010. In July 2010, UN Women requested for a further one year no cost extension in order to align the overall Kenya program and the Gender and Governance Program (GGP) both of which ended in 2011. The Embassy of Sweden approved this request and the contract was extended through a third amendment signed in August 2010. With this change the Gender, Human Rights and Governance program will continue up to 31 December 2011. Other processes that have informed this program include the mid-term

evaluation of -Embassy of Sweden Program- 'Promoting Women's Rights and Enhancing Gender Equality in Democratic Governance in Kenya' undertaken in 2006 and the 2008 GGP II evaluation.

The Gender, Human Right and Governance Program were designed to play an instrumental role in creating an enabling environment and accountability to women, especially those living in poverty, in order for them to achieve equality and enjoy their rights. The program seeks to promote gender justice including access to justice for women, to be instrumental in increasing women's options, capacities and resources to promote transformational leadership in governance, peace and security processes. It is based on a collaborative approach to gender issues from national to community level interventions that enhance poor women's political, social, legal and economic rights as a mechanism of poverty reduction.

The Gender, Human Right and Governance Program are implemented in two components; the Gender and Governance Program III and the Human Rights Program. This evaluation focused on the Human Rights component.

To implement the Human Rights Program, UN Women partnered with over 20 civil society organizations and key government agencies like the Ministry of Gender, Children and Social Development, National Gender Equality Commission (NGEC) and other government institutions such as the formal Courts (both secular and Kadhis), Police and Commissions/Committees such as the Commission of Inquiry into the Post Election Violence, (CIPEV), Truth Justice and Reconciliation commission (TJRC), Interim Independent Electoral Commission (IIEC) and the Police Reforms Implementation Committee (PRIC). The Human Rights Program is implemented in sections of all 8 Provinces in Kenya³ and the entire program budget is 49,500,000 SEK (USD 6,436,931).

³ North Eastern Province (Wajir West, Wajir East Districts), Coast Province (Kwale, Malindi, Wundanyi, Voi, Mombasa, Mtwapa Districts); Rift Valley Province (Nakuru, Kajjado, Nyandarua, Laikipia North, Narok North, Narok South, Eldoret, Nanyuki, Nyahururu Districts), Western Province (Kakamega, Bungoma, Malaba), Central Province (Kiambu, Thika, Nyeri, Limuru), Eastern Province (Isiolo, Machakos, Meru Central, Meru North, Tharaka Districts), Nyanza Province (Suba, Kisumu, Kisii, Kisii central, Nyamira, Migori, Bondo, Homabay Districts), Nairobi Province (**Eastlands** - Makadara, Pumwani, Majengo, Bahati, Shauri Moyo – and **Kibera** Slums - 12 villages of Makina, Lindi, Gatwekera, Sarangombe, Kisumu Ndogo, Laini Saba, Olympic, Mashimoni, Silanga, Kambi-Muru, Soweto-).

The overall development goal of this program is *to bring about systemic change to actualize gender equality and women's rights in the context of poverty, violence, conflict and, HIV and AIDS.*

The immediate program objectives are to:

- i) promote women's participation in governance at all levels;
- ii) reduce the prevalence of gender-based violence and HIV and AIDS amongst women and girls; and
- iii) Enhance women's economic security and rights.

The program was meant to achieve the following outcomes;

- Constitution and legal frameworks and processes that promote and protect women's human rights and eliminate gender inequality.
- Formal and informal justice systems promote women's human rights at national and local levels.
- Gender equality experts, advocates and their organizations and networks enhance their capacity and influence to ensure that there are strong gender equality dimensions in national laws, policies and strategies.
- Increased numbers and relevance of models of community-level initiatives for advancing women's human rights and eliminating gender inequality.

2. The Program Evaluation

2.1 Objectives of the Evaluation

The external evaluation of the Human Rights Program was commissioned by UN Women and the Embassy of Sweden in Kenya and covered the duration of the program from 2007 to 2011. It is intended that the findings/lessons from this evaluation will be used by UN Women to inform future programming and direction in promoting women's human rights and gender equality in Kenya. The evaluation will be used also by the Embassy of Sweden in Nairobi guide its long-term support to UN Women and its implementing partners.

The overall objectives of the evaluation as outlined in the Terms of Reference (See annex 4 for the detailed TOR) were;

- To assess progress made towards the achievement of planned results, the relevance of the program, sustainability, and potential for replication of the initiative.
- To draw lessons learned from the program.
- To give recommendations on future program directions.

An evaluation team of two external consultants, one international and one national were constituted to facilitate the evaluation exercise with program stakeholders. The role of the evaluation team was to prepare the evaluation design, identify appropriate evaluation tools, carry out the evaluation and prepare the evaluation report as well as any interim reports as required by the Terms of reference. The Embassy of Sweden and UN Women jointly supported the evaluation and allocated focal points for the evaluation to assist in facilitating the process (e.g., providing relevant documentation, arranging visits/interviews with key informants, etc.).

A reference group consisting of 12 individuals drawn from key stakeholders, implementing partners, donor representative and program staff was established to facilitate the systematic involvement of relevant stakeholders in the evaluation process.

2.2 Evaluation Methodology

In view of the scope of evaluation exercise, as outlined in the terms of reference, a participatory and semi structured mostly qualitative approach was adopted to gather required information. However, some quantitative information was also collected during the course of the exercise regarding perception of stakeholders. Data was gathered bearing in mind Human Rights and Gender Equality principles and particular attention was paid to ensuring the participation of all stakeholder organizations and community groups. Twenty out of 25 listed partner organizations were consulted during the evaluation exercise and field visits were carried out in Nairobi, Kisumu, Kisii, Eldoret and Mombasa. A total of more than 150 relevant stakeholders, 2/3 of which constituted members of community groups or community activists, were met and discussions were held regarding evaluation questions. Broader stakeholders included, CSOs, Community Organizations/activists, relevant State Institutions and the Embassy of Sweden (see annex 2 on the list of partners contacted).

2.3 Timeframe

The total time frame of the exercise was 30 working days spread over between January and April 2012.

2.4 Evaluation questions

In view of the scope of the evaluation, the terms of reference provided a number of questions related to program management, relevance, efficiency, effectiveness, sustainability, impact etc. These questions focused on determining overall progress of the project, its contributions to the intended objectives and longer term viability and continuity of benefits.

The questions on overall program management and partnerships pertained to the suitability of program design and objectives, monitoring and coordination mechanisms, partnership arrangements and factors which facilitated or constrained the program progress.

Program relevance questions deal with consistency of the program with country context and partner mandates and its ability to address the needs of the beneficiaries.

Most of the questions related to the effectiveness of the program and included progress towards and level of achievement of program objectives and outcomes, capacity building of partners, changes in legal and policy frameworks and comparative advantages. Efficiency questions relate to timeliness and use of inputs, implementation mechanisms and issues and role of the key implementing partners. Questions related to sustainability dealt with the long term viability, ownership and capacities of stakeholders, potential for replication and continuity of benefits. Longer term impact questions relate to long term benefits of the program, resulted behavioural and institutional changes, level of empowerment of right holders etc. (see annex 3 on the evaluation tools).

2.5 Data collection methods/tools

As mentioned earlier, a semi structured qualitative approach was adopted and a mix of data collection tools were employed to collect the desired information related to evaluation questions. Data was collected mainly through key informant interviews, focus group discussions, review of program documents and records, field visits and observations and semi structured perception questionnaire.

Review of official records and documents

A good deal of mostly progress, efficiency and effectiveness related data was obtained through the review of programmatic documents and records. These include program documents, progress reports, internal review reports, monitoring reports, work plans, and activity reports among others.

Key Informants interviews

Key informants interviews remained the most important tools to gather required data. Key informants among all stakeholders were carefully identified in consultation with UN Women and informal

interviews/discussions were held in reference to outlined evaluation questions. The selection criteria for interviewees were based on the level of their involvement and influence in the formulation and implementation of the program. These key informants included officials of, Embassy of Sweden, Civil Society Organizations and Key Governmental Institutions.

Focus Group Discussions

Focus-group discussions also remained the major tool to gather relevant information from groups of communities, CSOs and State functionaries. Informal group discussions were held regarding pertained evaluation questions related to relevance, effectiveness, efficiency, impact and sustainability etc. Approximately 100 persons, mostly community members and activists were involved in various focus group discussion held at field locations.

Perception Questionnaires

As mentioned earlier most of the data was revealed in qualitative manner, however, efforts were made through serving informal questionnaires to involved stakeholders to collect their overall perception about the relevance, efficiency and effectiveness of the program. In this regards a simple one page questionnaire was developed in consultation with UN Women and participants were asked to rank relevance, efficiency and effectiveness of the program on a scale from very good to poor.

A total of 44 perception questionnaires were completed by members of partner organizations involving, CSOs, State functionaries and community members.

2.6 Data analysis and Reporting

In view of the open ended nature of evaluation questions and semi-structured data collection methods, most of the data was analyzed qualitatively, using validations, triangulations, interpretations and abstractions techniques.

However, some data collected through perceptions questionnaires was analyzed quantitatively using simple statistical analysis such as percentages and frequencies to determine progress and trends.

Results from the detailed analysis are incorporated in this report discussing findings related to relevance, effectiveness, efficiency, impact and sustainability of programmatic interventions. The report also takes into account the major conclusions and lessons learnt and provide a set of recommendations based on the aspirations of stakeholders and conclusions of the exercise.

3. FINDINGS OF THE EVALUATION

3.1 Overall Program Management

3.1.1 Program design and adherence to objectives

The “Gender, Human Rights and Governance Program in Kenya” comprised of the Human Rights and Gender and Governance component of the UN Women’s country program. Initially, the Kenya country program document was formulated by incorporating all human rights and gender and governance related components. The overall Kenya Program aimed at the implementation of National commitments to advance gender equality and women’s empowerment while its objectives were 1) To support constitutional, legal and policy reforms for gender equality 2) To promote gender justice and reduce prevalence of women’s human rights abuses 3) To promote national accountability to commitments on gender equality. A set of key outcomes along with indicators were outlined in the program logical framework.

Discussions with program staff suggests that at early stages, the holistic Kenya Program was bifurcated into two programs i.e. Gender and Governance Program (GGP) and Human Rights Program (HRP). The separation was made on the requirements of donor organisations as many of them were interested or mandated to sponsor only the Gender and Governance component. This move

left the Embassy of Sweden, as the sole sponsor of the Human Rights Program. Subsequently, in line with the requirements of the development partners, a separate program document was devised for GGP and was implemented independently. Although, there were these “artificial” segmentations, the GGP and HR programs were implemented under the overall auspices of the Kenya Program and were interrelated. What was different, were the focus areas of the two components, HR focused on issues not dealt by GGP e.g. VAW and access to justice allowing UN Women to take a holistic approach to gender equality and women’s rights issues in Kenya.

Discussions also suggest that no such separate program document for the Human Rights Program (component) was developed, to bring together various programmatic elements including the logical framework. The absence of a specific program document and logical framework has posed a number of result orientations, execution and measurement related questions for the HRP.

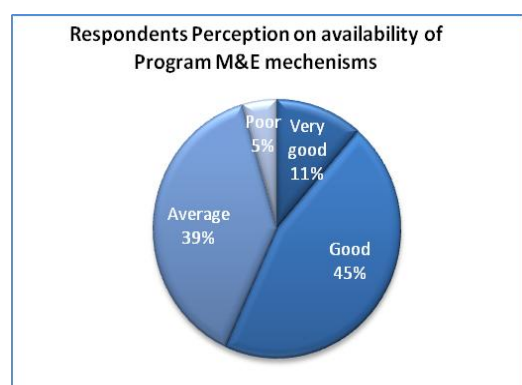
In the wake of separation (perhaps better to say, clear demarcation of primary focus of the two components), some due adjustments were made to the goal, objectives and outputs of HRP. The revised goal of the HRP program was to bring about systemic change to actualize gender equality and women’s rights and the redefined immediate program objectives were 1) to promote women’s participation in governance 2) to reduce the prevalence of gender-based violence and HIV and 3) to enhance women’s economic security and rights. A set of 10 outputs were outlined to contribute to the proposed outcomes. However, necessary adjustments at outcomes level were not pursued and the program retained and kept following, four out of five, outcomes of the larger Kenya Program. The outputs of the original Kenya Program Document were seemingly interdependent and were designed to collectively achieve the programmatic outcomes.

The separation of GGP (component) has disturbed the overall programmatic logic of results, and has rendered it difficult for the Human Rights Program to adhere to the joint outcomes on its own. The best option would have been either to adhere to the programmatic logic of original Kenya Program to achieve combined outcomes, or to develop a separate program document and logical framework, consisting of HRP specific outcomes, outputs and indicators.

3.1.2 Suitability of Program Indicators

The development results framework of the Kenya Country Program provided a long list of indicators to measure objectives and outputs, however the program outcomes were not translated/assigned any indicators. Since HRP followed four out of five outcomes of the Kenya Program, therefore, absence of indicators at the outcome level posed difficulties and has hampered the measurement of program effectiveness. In the wake of separation of GGP, the HRP has made some adjustment to its immediate objectives and outputs, however these revised objectives and outputs were not translated into indicators and neither was HRP specific logical framework developed consisting of results, indicators, means of verification etc. In the absence of indicators no baselines and targets could be established, making it difficult to measure programmatic objectives, outcomes and outputs.

Discussions with program staff and review of records shows that progress of programmatic outputs was tracked through Quarterly and Annual Progress Reports, which narrated the achievements of the selected outputs and activities in a descriptive way and in good details, but without any specific mention/reference to indicators. It was cited that lack of specialized capacities at the program level was one of the reasons, as there was no dedicated person available at the program level to effectively establish a monitoring and evaluation system and to collect, analyze and consolidate information on programmatic progress and effectiveness. However, tremendous efforts and resources have been put in place to ensure that implementing partners have comprehensive monitoring and



evaluation frameworks and capacities to systematically measure the progress and effectiveness of their project.

During the evaluation, discussions with KHRC one of the implementing partners noted that they felt enriched by the Monitoring and Evaluation (M&E) training conducted by UN Women in 2011, and to date KHRC uses and has internalized the M&E system taught.

It is important to mention that some of the partners highlighted in the feedback workshop that they have developed M&E frameworks at the partner level and have also established baselines and are collecting/analyzing period data for the individual projects.⁴ However, for the purpose of this evaluation emphasis has been mainly laid on the availability of programmatic indicators and subsequent measurement mechanisms. It is also interesting to note that most of the respondents ranked the availability of M&E mechanisms as good in the perception survey; it seems that they are mainly referring to the M&E mechanisms of their projects.

3.2 Relevance of the Program

3.2.1 Consistency with country context

The program period i.e. 2007-2011 was great times of political, social and economic changes in Kenya. A number of important events were happening including December 2007 disputed elections, followed by post election violence which has become a challenge as well as an opportunity. Indeed the pre-elections period too was characterized by high levels of electoral gender based violence and afterwards women also bore the brunt of the crisis with the appalling levels of sexual violence recorded, as well as internal displacements, which affected women and children more.

Particular challenges faced were the inclusion of gender equality and human rights concerns in the new constitution and land and legal reforms agenda of the country. The HRP actively participated through its implementing partners like Kenya Women Parliamentarian Association (KEWOPA) in making the constitution more gender and human rights responsive. In addition, partner CSOs also played a very important role in informing the process and advocacy around the passing of the new constitution with a number of clauses regarding women political participation, prevention of violence against women and land and human rights.

A number of commissions including Truth, Justice and Reconciliation Commission (TJRC), National Gender Equality Commission, Commission of Inquiry into Post Election Violence (CIPEV) etc were constituted to take care of the atrocities against women and safe guarding women human rights. Human Rights Program collaborated with all the above commissions and institutions through provision of technical and capacity support. As an example, it was learned during discussions with TJRC and CIPEV that more women victims of violence turned up for testimonies due to the support of HRP. In addition, the processes and hearings were women friendly and increased statements received from women. In the case of CIPEV, it led to the recognition and documentation of the scope and nature of violence against women in the post election violence including recommendations to address Violence against Women (VAW).

Lack of (easy) access to justice for women remained one of the major drivers of violence against women at home and outside. A number of steps have been taken through the new constitution to safe guard women's rights and provide easy access to justice for women. HRP's partnerships with Kenya Women Judges Association (KWJA), National Police, National Legal Aid and Awareness Program (NALEAP) and involved CSOs were instrumental in paving the road for easy access to justice for women.

⁴ There were also efforts by UNWOMEN to organize M/E trainings to implementing partners organization E.g. KHRC in 2011

One critical challenge that women have been facing in Kenya was the lack of women's access to elective offices resulting in very little influence over decisions regarding national priorities and the promotion of women's human rights. HRP partner organizations played their role in development and advocacy around passing of the new constitution with a number of clauses regarding women political participation, protection of violence against women and land and human rights.

In a nutshell, the Human Rights Program attempted to involve a number of duty bearers and right holders to address the prevailing issues through raising awareness and build capacities to promote human rights and gender equality.

Discussions with respondents also revealed that overall Human Rights Program and for that matter the Kenya country program was relevant, timely and consistent with prevailing political, social and economic context of the country (Please see chart for respondent's perception on showing high levels of constancy of program). However, this seems to be just the beginning, safeguard the human rights of more than 38 million Kenyans with half of them women is a daunting challenge and will require great a great deal of commitment, resources and time.

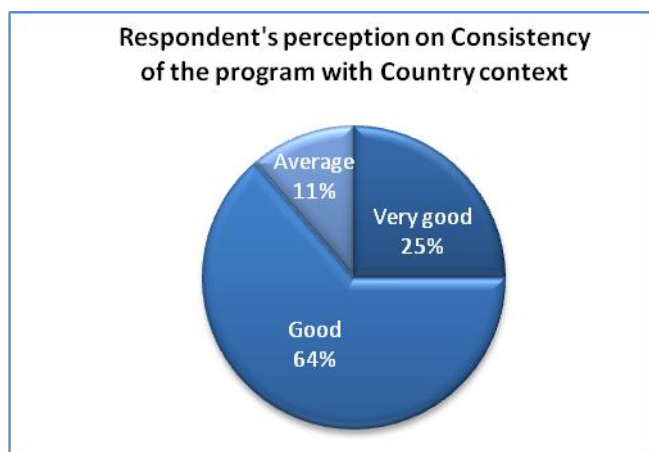
3.2.2 Ownership of the program by partners

Discussions with implementing partners including civil society organisations, governmental institutions and community groups etc. show that programmatic interventions were greatly in line with their mandates and scope of work. One reason for this alignment was the careful selection of partners for the program, based on their mandate, expertise, capacities and influence regarding human rights and gender equality. Most of the partner organisations specialize in women rights issues and are duly involved in promotion of gender equality and human rights. On the other hand, public sector institutions were involved based on their mandates and strategic influence in the policy making or policy advising process.

Despite the alignment, scarcity of desired resources is the major limiting factor for continued follow up and ownership in the longer run. Partner CSOs are mostly dependent on external funding for continuation and follow up of such interventions. Therefore, in case of discontinuation of external support (project funding) it is found difficult to pursue the necessary follow up activities, thus reducing the ownership in the longer run. One example is that from Kisii, where with the support of HRP, one of the partners-Help Age Kenya raised awareness and mobilized the community to safeguard the rights of senior citizens. According to community members met during the evaluation, the project was effective in bringing to the lime light the issues of elderly people. However, the duration of the intervention was very short and as soon the project funding ceased, support to community was stopped, hampering continuation and ownership of interventions and achieving the overall impact. On the other hand, the interventions at the governmental level seem slightly more sustainable, as these organizations depend on state funding for their core interventions and capacities. However, discussions with public sector partners also revealed that external support is deemed necessary to cope with their larger mandates.

3.2.3 Technical adequacy and complementarity of program

It was learnt during discussions with stakeholders that overall the technical adequacy of the program in highlighting and addressing the issues identified in the



problem/situation analysis was adequate. The program involved relevant stakeholders and advocated for rights, raised awareness and built capacities to deal with the human rights and gender inequality issues in the country. However, in view of the scale of social, political and economic challenges faced by women, efforts need to be further fostered and the technical capacities of partners need to be enhanced and strengthened, along with availability of desired resources to increase their coverage and effectiveness to address and deal with complex and persistent problems.

Regarding complementarity, the evaluation did not undertake a specific complementarity analysis, however, it was found that the HRP has greatly complemented various donor initiatives especially those of the GGP, funded by the governments of Norway, Netherlands, United Kingdom, Canada, Spain, Finland, Embassy of Sweden and Denmark. Furthermore it was also learnt that the HRP also complemented or joined hands with other UN organisations in carrying the common agenda forward. Further complementarity was observed through the support provided by UN Women to state and non-state actors, for example work done on advancing police reforms by the police and civil society organizations.

3.2.4 Identification of beneficiaries

According to program objectives and outcomes the ultimate beneficiaries of the HRP were women in Kenya especially the marginalized and most vulnerable. On the other hand, implementing partner organizations i.e. CSOs and state organisations were also important intermediary beneficiaries of the HRP. Implementing partners were selected through an open competitive process and were identified and finally selected for collaboration on the basis of capacities, relevance, expertise and influence of the organisations.

The implementing partners of HRP can be grouped into two broad categories i.e. CSOs and State Institutions. CSOs were identified through an open call for proposals process and it was learnt that initially around 100 proposals were received, which were shortlisted by an internal committee, 17 selections were made by the Project Appraisal Committee (PAC) comprising UN Women, UNDP, UNFPA, and Embassy of Sweden. These CSOs implemented the program from 2008-2009. In addition, one other partner was selected to implement the high level seminars. These 18 CSOs received grants from UN Women to implement projects. Later on in the program, a technical analysis of the partners was done and seven of the 18 CSOs were recommended by a technical committee for continued partnership from 2010-2011. The CSOs were identified and partnered with, based on the criteria of their relevance, expertise, scope, past work, geographical presence, influence and goodwill. Most of these organisations were already working in the country for some time and have also partnered with UN WOMEN in previous program cycles. These CSOs specialize in issues of violence against women, gender inequality and human rights and have gained substantial expertise and influence in promoting rights of women and vulnerable groups. These partner CSOs also directly benefited from the HRP in terms of capacity building and consolidation of their mandates through the technical and financial support provided. It is also worth noting that beyond partners provided with grants, UN Women also collaborated with other CSOs and government institutions in implementing key strategic interventions promoting gender equality and women's rights.

State institutions like the TJRC, NGEK, CIPEV, PRIC, NALEAP and Kadhis Courts among others were key partners of the program. These partners were identified based on their important role and influence in dealing with the issues of gender equality, human rights and access to justice.

These partners also benefited from the HRP support in terms of facilitation, sensitization and capacity building. Partners like KEWOPA and KWJA were identified and partnered with based on their high level of placing and influence on issues with regards to women's participation in governance and access to justice for women. These associations also benefited from HRP in terms of capacity building and consolidation of their mandates. Leadership trainings for KEWOPA and other top/executive women leaders are worth mentioning as key HRP capacity building interventions.

As earlier mentioned, the ultimate beneficiaries of the program remained the wider population of women and the vulnerable groups. Communities and groups were identified through the partner organizations especially CSOs and were subsequently engaged through the program interventions. Most of the communities and vulnerable groups were identified by the partners on the basis on their social vulnerability, prevalence of violence, poverty and lack of awareness about rights.



The selected communities benefited from program interventions in terms of awareness regarding rights, capacity building, access to justice and social empowerment.

3.3 Program Effectiveness

3.3.1 Achievement of Program Objectives

The overall development goal of the HRP was to bring about systemic change to actualize gender equality and women’s rights in the context of poverty, violence, conflict and HIV and AIDS. Three immediate objectives were outlined to reach to this goal;

- To promote women’s participation in governance at all levels;
- To reduce the prevalence of gender-based violence and HIV and AIDS amongst women and girls
- To enhance women’s economic security and rights.

With the absence of indicators, baselines, and time series data it was difficult to quantitatively assess the achievability status of objectives. Furthermore contributions of HRP towards these objectives also need to be looked from the perspective that a number of other actors were also actively involved in providing similar supports. For example the HRP an important partner in policy circles, the KEWOPA, also has 17 more national and international partners/sponsors supporting similar work. Below is a qualitative analysis of achievements toward program objectives.

a) Promotion of women’s participation in governance

Discussions with stakeholders suggest that HRP interventions contributed to promotion of women participation in governance. In this regard, collaborations with state institutions and CSOs were instrumental in bringing to lime light the issues of women participation in politics and governance. Capacity building and technical support to KEWOPA and advocacy work through CSOs helped in promoting equal rights for women’s participation in governance at all levels and also for the adoption of devolution and equalization fund.

The efforts culminated in making the new constitution more gender sensitive and inclusion of a number of women friendly clauses, especially the 2/3 representation principle (no more than 2/3 of either gender) in political and state institutions. This was an important milestone in endorsing equal participation rights for women in governance. Currently, the participation of women in governance especially in parliament is far below than the 2/3 principle, however it is expected that with these new clauses in the constitution the situation will further improve in times to come.

UN Women embarked on a unique and personal leadership skills training program facilitated by the Babro Dahlbom-Hall (Swedish management and leadership trainer) for women leaders in executive roles such as Members of Parliament (MPs), female Permanent Secretaries, women NGO leaders and

female judges. The aim of the program was to support female leaders to realize their full leadership potential by assisting women to refine their individual leadership style and groom them for leadership roles. With the dawn of a new Constitution in Kenya, and the opportunities it provides for women, this program has recently included potential women leaders in an effort to enhance their personal leadership skills. Feedback received from participants' shows that the training has been extremely empowering, and for many, life changing. One participant who has been in the program since 2009, stated:

“This training has been life transformational for me. I am so proud that that we have come together with mentees this time”.

A key outcome of the training that targeted CSO women leaders was the formation of a coalition of women's organisations in Kenya – the G10. Currently, G10 is steered by leading national women's organisations such as the Maendeleo ya Wanawake, National Council of Women of Kenya, Coalition on Violence against Women, Women Political Leadership, Centre for Rights Awareness and Education, Tomorrow's Child Initiative, Women in Law and Development, Young Women Leadership Institution, Federation of Women Lawyers, Kenya and the African Women and Child and Development through Media. The G10 has members throughout Kenya from the local to the national level and is driven by its vision of a society where women hold political power, and its mission seeks to connect women's voices and actions to leverage an expanded and redefined political space.

Since its formation in early 2009, G10 has been actively involved in national issues. For example, in April 2009, G10 was instrumental in mobilising women in a nation-wide sex boycott to protest the ongoing and persistent conflicts between the two parties in the coalition government in Kenya. The G10 coalition has continued to be in the forefront in spearheading women's issues in constitutional reform and implementation.

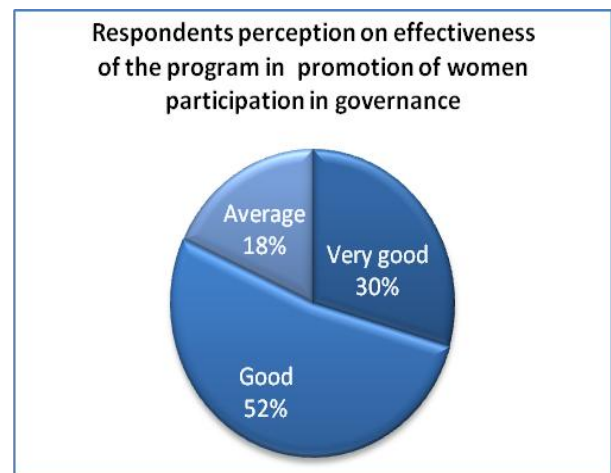
It was also learnt during discussions with KEWOPA, that respective women parliamentarians, through the support of HRP program, also involved and mobilized women in their constituencies to come up with their issues and recommendations for the new constitution and policies. CSO partners also contributed handsomely to the debate by involving communities at the grassroots like Kenya Human Rights Commission people's manifestos in various regions in the country help inform the communities about their participation rights in the governance process.

Furthermore collaboration with and sensitization of various state institutions like Police, Judiciary, Legislature, Ministries etc. on women rights and participation also kept on contributing to the objective of the participation of women in governance.

As an example, interaction with the National Police and the Kenya Prisons Services helped sensitization of Police Service and Prisons and taking steps towards improving the gender parity in police and prisons departments respectively.

In line with the UNSCR 1325, through one of its partners, FEMINENZA, the program has contributed to increased women's decisive role in conflict resolution at the local level through capacity building of select women leaders and women in district peace committees (DPCs) in conflict prone areas.

b) Reduction in the prevalence of gender-based violence



In view of the HRP interventions, reduction in the prevalence of gender based violence remained the main objective of the program. Gender based violence especially domestic violence has been recurrent in Kenya due to deficiencies in the legal and policy frameworks among other factors. To date has no law which criminalizes domestic violence. In view of the importance of this issue, a good deal of HRP resources was diverted to highlight and deal with issues related to gender based violence and prevalence of HIV and AIDS amongst women and girls.

Half of the partners CSOs were directly engaged, at the community level with women groups to raise awareness and prevent/reduce incidence of gender based violence in the society. Community groups were mobilized in selected areas across the country and most of the energy was diverted to raise awareness among communities and bring to the forefront the issue of gender based violence in the society. A network of community paralegals and activists were trained and equipped through the partner organizations to provide necessary paralegal support to the victims of violence in their respective communities. Community groups met during the evaluation exercise were confident about the role of HRP in raising awareness and in reducing the incidence of violence against women in their communities.

The program also enhanced the coordination of service providers on VAW at the community level. For example, in Kisumu through the intervention of COVAW, the police, health providers, Provincial Administration and the Judiciary worked hand in hand to address VAW. Discussions with communities suggest that the situation considerably improved as a result of HRP interventions. When community activists (organized by MEGEN) at Juja were asked to quantify the reduction, they estimated that the incidence of GBV has reduced by at least 20% in their respective community. In another similar example, when a group of paralegals were asked about reduction in GBV at Koleni informal settlement in Kisumu, they mentioned that GBV cases in their community had reduced by 20-30%.



At the level of public sector institutions, efforts have been made to provide required technical and facilitation support, to relevant forums to effectively deal with the incidence of gender based violence. These institutions include women parliamentarians, women judges, national commission's police, health service providers and provincial administration. For example, capacity building of the judiciary by partners such as LRF, KWJA, CRADLE and COVAW has assisted the judicial officers to make progressive decisions on Gender Based Violence. Support from the program contributed to drafting and approval of required legislations on violence against women for example the Sexual Offences Act (2006) and the Family Protection Bill.

In this regard it is important to mention that knowledge products such as the study on violence against women in Kenya (No Way To Tell), the mapping of VAW CSO service providers and the Kenya Law Review study undertaken by UN Women were instrumental in informing the debate, formulation of necessary legislation and policies related to GBV and implementation of relevant interventions.

Awareness on HIV/AIDS has enhanced protection measures taken by the prisoners in prevention and management of HIV/AIDS. The prison health facilities have improved their services by making

available Anti Retroviral Drugs (ARVs) and attracted other partners some of whom provide treatment for opportunistic infection. Those infected with HIV/AIDS have been allowed to seek treatment while in prison and some have been taken to referral hospitals to access better health care. More support groups of prisoners living with HIV/AIDS have been formed in Kisumu, Thika, Nakuru, Meru, Nyeri and Kisii prisons. Through these groups, psychosocial needs have been met.

Partnerships with institutions focusing on issues of HIV/AIDS such as the International Medical Corps (IMC) National AIDS Control Council (NACC), Kenya Red Cross (KRC) and the Centre for Disease Control (CDC) have been established. Through these partnerships, LRF and the prisons have been able to realize a more elaborate and comprehensive HIV/AIDS prevention, protection, management and treatment plan. Joint review meetings are also constantly held with IMC and Catholic Relief Services CRS. This is done to assist in monitoring the progress on awareness creation at the various prisons involving the support group members and officers. During such meetings, tools have also been reviewed to help capture information adequately. Areas of synergy have also been identified in line with making access to health and nutrition available to prisoners living with HIV/AIDS.

Furthermore HRP also contributed at the regional level through collaboration with the Office of the Great Lakes Region (ICGLR) and facilitated the regional declaration of member states reaffirming and recommitting to Ending Violence against Women (EVAW).

c) Enhance women's economic security and rights

As mentioned earlier, the main thrust of the program was on highlighting and reducing gender based violence and to support the ongoing legislative, judicial and police reforms. During the process, awareness on women rights have been raised at the community level and as a result, women's social, economic and political rights have been appraised and duty bearers such as, the Police, Judges and Magistrates, Kadhis, Provincial Administrators and community leaders have also be sensitized to deal with the issues of women rights in general and land rights in particular

Regarding enhancement of women's economic security the program provided comparatively lesser attention and resources to deal specifically with the issues of women economic security. However, the program focused on capacity building and advocacy with regards to women's land rights and devolution. These efforts yielded a gender sensitive national land policy in 2010 and the adoption of devolution laws in the constitution.

In 2011 the program piloted some initiatives to promote women rights to land and a good deal of awareness was raised in the communities through the partner CSOs and contributions were also made to gendering of the land reforms. In view of the new constitution, which provides full rights to women to own and inherit land, efforts were made to reach out to the women through partner organizations like Caucus for Women's Leadership (CWL), Great Rift Valley Development Association (GRVDA) and KHRC and made them aware of their rights in general and also to their land rights. Discussions with communities in Kisumu and Marakwet, where land rights pilot projects were implemented, reveal that a good deal of awareness has been raised about women land rights and some good examples of transfer of land to women also found their way as a result of awareness campaign. However, the initiatives are still at an early stage as there is a very long way to go to change old age traditions and customs, depriving women from owning or claiming land.⁵

3.3.2 Achievement of Program Outcomes

⁵ On Land, it is important to underscore the fact that the project also helped influence and engender the formulation of land policy; Internally Displaced Persons (IDPs) policy, IDPs resettlement and discussions on Land Bills and IDPs Bills.

- Constitution and legal frameworks and processes – particularly those related to land, property and inheritance rights, trade, and electoral and security sector reform, that promote and protect women’s human rights and eliminate gender inequality.
- Formal and informal justice systems promote women’s human rights at national and local levels.
- Gender equality experts, advocates and their organisations and networks enhance their capacity and influence to ensure that there are strong gender equality dimensions in national laws, policies and strategies.
- Increased numbers and relevance of models of community-level initiatives for advancing women’s human rights and eliminating gender inequality.

Following is the details of qualitative assessment made during the evaluation exercise regarding achievements level of mentioned program outcomes.

a) Constitution and legal frameworks and processes

In this regard much of the programmatic energies and resources were diverted to safe guarding women rights in the new constitution and supporting legal and political reforms. Discussions with partners suggest that the program has contributed to achieving the outcome of framing gender friendly constitution and other such legal frameworks and processes. Indeed, the new constitution is responsive to women rights and is gender sensitive. Some of the gains include the recognition of women’s rights, citizenship rights, outlawing of discrimination against women on the basis of personal law, affirmative action among others. A series of continuous efforts were made through the partner organizations during the constitutional consultative process to bring to the forefront women issues and disparities and to make sure that women rights and safeguards are made an integral element of the constitution.

Efforts made by the HRP include engaging with women leaders and providing them with necessary technical capacity and facilitation support. The leadership training to women parliamentarians and women leaders to enable them draft and approve elements of women rights and gender equality in the new constitution is a key example of the support provided. Additionally, partner CSOs were greatly instrumental in lobbying and advocating for women rights and greatly helped in building capacities and bringing up community voices to the policy circles regarding women issues and rights.

For example, community based human rights networks (HURINETs) were able to participate in country level forums of the Taskforce on Devolved Government (TFDG), Independent Electoral Boundaries Commission (IEBC), Parliamentary Budget Committee and the Commission of the Implementation of the Constitution (CIC). The TFDG and IEBC reports, as well as the 5 Devolution Bills assented into law are proof that the strategy of building HURINET’s capacity to influence county level processes paid off. At national level the first ever Prime Minister’s Roundtable with CSOs was held and has since provided a crucial platform for CSO-Government communication on constitution implementation.

HRP worked closely with one of the partners -the Regional Centre on Stability, Security and Peace in Africa (RECESSPA)- to facilitate high-level seminars (HLS) bringing together key stakeholders to provide in-depth knowledge on gender perspectives of critical national issues for making the new constitution responsive to the needs of women and vulnerable groups. It also informed the development of legislation and bills on devolved governance.

On the other hand program support was provided to and for the development of National Policy on Legal Aid and establishment of a national legal aid scheme. On of the partners, the LRF was tasked with the responsibility of drafting the policy by Ministry of Justice and Constitutional Affairs (MOJCA) under NALEAP. HRP in collaboration with NALEAP and LRF facilitated a national stakeholder’s forum to review and also provided technical and advisory support to the draft policy from a gender perspective. Land reforms have been a critical issue for women in Kenya for a long

time as a result of cultural, legal, and social factors causing women's property rights discrimination and violations.

Following a struggle for land reforms, a National land policy was passed by parliament providing for women's rights to equitable land ownership. HRP contributed to the debate on land reform through its HLS series attended by all stakeholders including MPs, elders, local leaders and academia, women's organizations and the media. Furthermore at the regional level collaboration with the Office of the Great Lakes Region (ICGLR) facilitated the regional declaration of member states of the ICGLR reaffirming and recommitting to EVAW.

b) Promotion of women and human rights by justice systems

A number of programmatic interventions were directed to promote women and human rights at the national and local level through formal and informal justice systems. In this regard HRP partnered with a number of CSOs and state organisations. Technical and facilitation support was provided to KWJA for gender mainstreaming and safeguarding women rights in the justice system. These interventions were useful in raising awareness and incorporating women rights in the judiciary at all levels. It was learnt during discussions with KWJA that due to multiple efforts, including HRP support, access to justice for women has been facilitated and more and more cases are being filed regarding women and human rights.

Women rights were further discussed and ways of realising them in the justice sector deliberated upon through the Court Users Committees (CUC). Legal Resources Foundation organised and facilitated in partnership with Judiciary the CUCs at both district and county level. The deliberations made in these committees formed the basis for national legislative advocacy.

On the other hand, advisory and facilitation support was provided to Kadhis Courts regarding drafting of various rules and procedures to protect women rights and enhance access to justice for Muslim women. In addition, the capacity of the Kadhis on understanding and application of the Civil Procedures was also strengthened. Partnerships with the TJRC also helped in facilitation of women in the evidence recording process in the context of past human rights violations/atrocities. A demand from women to record statements has been created and the specific program support enabled collections of women statements. HRP support and collaborations with the CIPEV also helped a number of female survivors to prepare and testify before the Commission in each region. Collaboration in terms of advisory and capacity building with National Police was instrumental in raising awareness and mainstreaming gender in Police, paving the way for promotion of access to justice for women.

At the community level a network of trained community paralegals was established through the partner CSOs to provide necessary legal support to the victims of violence in their respective communities. These community paralegals worked closely with the informal and formal legal system and have raised awareness and facilitated access to justice for women at the local level. The LRF was specifically involved in providing legal support to vulnerable prisoners through its network of prison based paralegals. They worked closely with the police and facilitated prisoners to claim their due rights. It was learnt that the paralegal support was very instrumental in bringing violence against women to lime light and facilitation of access to justice for the vulnerable groups.

c) Advocacy and capacities for gender equality

HRP support was instrumental in building capacities of partners to enhance their influence in incorporating strong gender equality dimensions in national laws, policies and strategies. As mentioned in section (a) partner organizations played a vital role and advocated for gender equality and rights in the framing of new constitution and legal frameworks. CSOs partners have specialized in issues of violence against women, gender inequality and human rights and have gained substantial expertise and influence in promoting rights of women and vulnerable. However, these CSOs are faced with resource constraints and depend on external funding for their capacity building and interventions. HRP provided vital financial and programmatic support to build capacities to enhance their influence

in promoting gender equality at the community level and to advocate for the framing of relevant policies and regulation including the new constitution.

All CSOs unanimously agreed that HRP support was instrumental in building their capacities and enhancing their influence to promote gender equality and human rights.

Capacities of state institutions like the TJRC, NGEK, CIPEV, National Police, NALEAP and Kadhis Courts, and important groups like KEWOPA and KWJA were also built to promote gender equality and human rights in the state policies and justice system. Discussions revealed that most of these institutions are faced with resource scarcity and depend on external sources to meet their larger mandates. The technical and facilitation support provided by HRP was very instrumental in building capacities of these organizations to promote gender equality and human rights in their organizations and to enhance their influence in advocating and formulating gender friendly regulations and policies.

Capacities of community groups were also strengthened through the partner CSOs to recognize and demand for their rights. The selected community organizations handsomely benefited from program interventions in terms of awareness regarding rights, capacity building and access to justice and social empowerment.

3.3.3's strategic positioning and comparative advantage

UN Women's strengths lie in (i) its experience and leadership in the area of gender mainstreaming in national development planning, (ii) its capacity to support Government in delivering on international commitments and reporting on gender equality and women's empowerment commitments; (iii) its ability to mobilize and manage (basket) funds; (iv) its global network, allowing for the provision of high level technical expertise for Gender Equality and Women's Empowerment (GEWE) to Kenya's government and civil society; (v) its ability to mobilize the women's movement as well as Civil Society more broadly for advocacy purposes; (vi) its growing capacity to leverage and influence UN system support for GEWE in Kenya.

UN Women continues to participate in various United Nations and national coordination forums such as the working group on Human Rights, and the United Nations Peace and Development Team. UN Women Kenya is the coordinating agency for the UN Joint Program on Gender Equality and Women's Empowerment. UN Women has also continued to participate actively at the various forums at the National level such as the National Working Work for Gender Based Violence, housed by NGEK.

Looking at the overall global mandate and its Kenya Program, it can be deduced that UN Women is strategically positioned for promoting gender equality and women rights in Kenya. Discussions with partners and communities suggest that they hold UN Women's work in high esteem regarding gender equality and human rights and subsequently they have high expectations for extended and enhanced support.

3.4 Efficiency of the program

3.4.1 Timeliness of the inputs and outputs

The Kenya Human Rights Program, was implemented from 2007-2011. However, the program experienced delays in implementation. The "freezing of funds" for the HR program to only cater for funds for the leadership training until certain conditions were met including reporting (both narrative and financial) contributed to the delays. The temporary "freezing of funds" was regulated in 2008 - refer to UNIFEM letter dated 8th May, 2008 and subsequent amendments to the program were made. Changes in staff and leadership were also pertinent and nagging issues in the program at this time and also contributed to delay in program implementation.

Overall, it can be deduced from review of program progress reports and discussions with partners that, though there were initial delays in program implementation, the inputs and support provided was timely. Annual progress reports also suggest that the program was successful in achieving most of its outlined outputs.

3.4.2 Use of existing local capacities to achieve outcomes

Overall HRP was able to capitalize on existing capacities of its partner organisations in achieving outcomes. The program partnered with CSOs and state institutions who were already working in the area of gender equality and human rights. Each of the partner CSOs and state institution brought along relevant capacities and expertise in the thematic area of human rights and gender equality. Many of them have been working in the country for a long time implementing similar projects and have partnered with UN Women in previous program cycles. These organisations specialize in issues of violence against women, gender inequality and human rights and have gained substantial capacities, expertise and influence in promoting rights of women and vulnerable.

Most of them have strong presence both at the policy level and as well at the community level. In a nutshell the HRP greatly utilized and benefited from the existing capacities, presence, linkages and influence of its partners in achieving programmatic outcomes.

3.4.3 Partnership principles on reporting and utilization of funds

As earlier mentioned, a number of CSOs and state institutions were selected and partnered with in implementation of the HRP interventions. Required financial and technical support was provided to each organisation for implementation of specific projects. At the beginning of the program, induction workshops for partners were organized discussing/establishing partnership principles including interventions monitoring and physical and financial progress reporting mechanisms. Review of program progress reports suggests that there was a considerable lack of responsiveness to timely progress reporting on the part of partners. This non-responsiveness and delays has at times led to the increased workload for program staff and has hampered the timely monitoring and reporting of progress. HRP has also experienced challenges with regard to difficulties in financial management and programmatic implementation of some of the partners. For instance, as outlined in the 2010 Annual Report, some partners were unable to provide accurate and sufficient supporting documentation in relation to expenditures as well faced difficulties in executing planned activities in a timely manner.

Furthermore, program progress reports also highlight the absence of a full time finance officer to manage program financial affairs. Relying on the financial officers of other programs contributed to delays in fund releases/disbursements to partners. On the other hand the limited number of program staff at the HRP also hampered provision of timely technical support and especially the monitoring and evaluation of the program, in the absence of a full time monitoring and evaluation officer. Progress reports also highlights that true partnership building is no easy undertaking, especially building durable working partnerships with governmental institutions is a long term endeavour and requires a great deal of time, resources and continued efforts.

3.4.4 Major Program Implementation issues

Discussions with stakeholders and review of program progress reports suggest that overall the program was successfully implemented; however a number of issues were also faced during the implementation of the program. Some of these are listed in the following;

- Shorter duration of HRP projects, most of the partner organisations were of the view that the HRP support and collaboration was for a very short duration i.e. 6 month to 1 year. They were of the view that since the issues of gender equality and human rights are persistent and complex, therefore requiring long term collaboration and support, short duration of the projects hampered the achievement of longer term results.

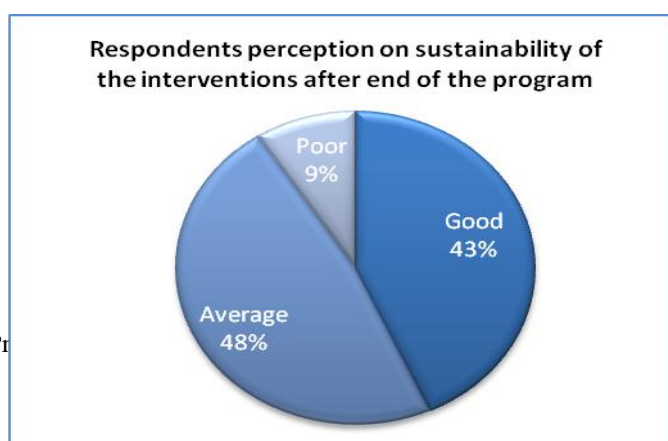
- Delays in transfer of funds to partners have been evident. The delay is caused by limited capacities and staffing at the program management level on one hand and also administrative and financial procedures. Regardless of this, some partners did not always absorb the funds received, which hampered receiving more funds or timely funding.
- Inadequate coordination among stakeholders especially implementing partners during implementation. Discussions suggest that there are some specific coordination mechanisms such as G10, the national working group on GBV that can be more effectively used for coordination. However, the extent to which these platforms are utilized for coordination is limited.
- Weaker capacities of some of the partners, discussion with program staff and progress reports suggests that at times some of the partner organization lacked relevant technical expertise especially in result based management, financial management etc. Furthermore, these partners also experienced high turnover rate of staff, subsequently hampering the efficiency of the interventions.
- Lack of cooperation from some target communities, at times it was found difficult by the partner organisations to engage with vulnerable communities due to cultural and traditional sensitivity of subjects like gender based violence and land right issues.
- Difficulties in partnering with state institutions, progress reports suggest that due to certain apprehensions, perceptions, closed nature to external collaborations and bureaucratic system it was found difficult and it took time and patience to nurture partnerships with some of the state institutions.
- Inadequate emphasis on programs addressing women’s Economic Social and Cultural Rights (ESCR), through focus on devolution, public funds monitoring, budgeting processes which provide the money and decision making space to deliver women’s rights at community level.
- The transitional government arrangement has been a challenge. Priority continued to be rallied upon legislative work that was directly geared towards stabilising the country and ensuring a smooth transition as per agenda four of the national accord and the current constitution.

3.5 Sustainability of the Program

As mentioned, overall, the program was instrumental in addressing beneficiary needs regarding gender equality and women rights. However, looking at the persistent nature, scale and extent of violation of women rights and gender inequality in the Kenyan society, it seems that there is still a long way to go to achieve the ultimate goal. Discussions with partners suggest that the support of HRP was very timely but very short and limited. To them, longer term continuity of programmatic interventions and flow of benefit is key to achieving longer term impact.

Most of the partners are actively involved and have gained substantial expertise and influence in dealing with human rights issues and are contributing handsomely to improving the situation. However, most of these partners especially CSOs and community based organizations are constrained by availability of desired resources and depend on external resources for continuity of their programmatic interventions and organisational operations. Most of the projects and interventions of these organisations are subject to availability of funding from external sources. It has been observed that as soon the funding ceases the activities are scaled down or even come to an end, unless there is some other donor available. This dependency on external funding makes these organisations and subsequent interventions unsustainable in the longer run. As an example, many of the partner CSOs has been involved in training and employing scores of community based paralegals, which indeed are very effective in dealing with issues of human rights and providing necessary support to women and the vulnerable groups. However, discussions with CSOs and groups of paralegals suggest that the longer term sustainability of their work is dependent on continuity of external support.

The situation seems to be slightly better in case of public sector partners, since these institutions carry state mandates and



are provided with specific human, technical and financial resources, therefore they can sustain their interventions in the longer run.

However, discussions with these institutions also suggest that none of them receives optimal resources and there has been always a resource gap to meet the expectations. For that matter these institutions also depend on partial external funding to cope with their wider mandates.

In a nutshell, despite availability of substantial human resources, expertise and influence most of the partner organisations depend on sustained flow of external resources (funding) to meet their mandates. Almost all partners are of the view that necessary financial, technical and capacity support needs to continue for a while until the situation considerably improves. Please see chart for respondent's perception on sustainability of program interventions after the end of program.

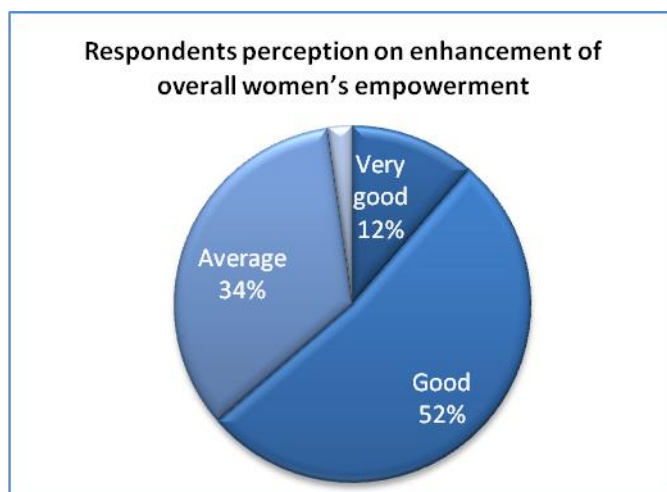
3.6 Impact of the program

The overall development goal of the HRP was to bring about systemic change to actualize gender equality and women's rights in the context of poverty, violence, conflict and HIV and AIDS. Three immediate objectives were outlined to reach to this ambitious goal. The achievability status of immediate objectives has been discussed in details in the section on effectiveness of the program. As far as the long term impact of bringing about systematic changes to achieve gender equality and women rights is concerned, it is early to assess it at this stage.

However, it can be deduced that contributions have been made by the program through awareness raising and advocacy to promote women rights and especially including relevant concerns in the landmark constitution and legal frameworks to safe guard women rights. Programmatic interventions also contributed to the reduction of gender based violence in selected areas and has facilitated access to justice for women and vulnerable groups.

In view of the wider scale and persistence of women rights and inequality issues, there is still a long road to be covered to finally achieve the impact of actualizing gender equality and realizing the goal of social, economic and political empowerment for the women and vulnerable groups. The specific challenge in achieving the longer term impact is the reaching of wider population of rural women in Kenya, who mostly have little awareness regarding their rights and are subject to rights violation on a persistent basis.

It is also important to mention that the overall impact can only be achieved through the coordinated and well synergized efforts of all stakeholders including the communities, state institutions, civil society, international organizations like UN and most importantly the donor community.



4 CONCLUSIONS AND LESSONS

Program design and adherence to objectives

Originally the program was designed consisting of both Human Rights and Gender and Governance components; however at early stages the two components were separated as independent programs. Subject to the separation, adjustments were made to the immediate objectives and outputs of HRP. However, necessary adjustments at outcomes level were not pursued and the program retained four

out of five outcomes of the larger Kenya Program. Since all outputs of the Kenya Program Document were designed to collectively achieve combined outcomes, therefore the separation of GGP has disturbed the overall programmatic logic of results, and has rendered it difficult for the Human Rights Program to adhere to the joint outcomes on its own. It can be learnt that HRP needed a separate program document and an independent logical framework, consisting of specific outcomes, outputs and indicators.

Suitability and use of Program Indicators

The absence of HRP specific outcome indicators, baselines and time series data makes it difficult to assess the achievability status of outcomes overtime. The program design did not include specific monitoring and evaluation framework and mechanisms for data gathering on indicators. Furthermore, the program consisted of limited program staff, with no full time M and E staff, rendering the overall process of monitoring and evaluation cumbersome. It can be learnt that a comprehensive M&E framework needs to be an integral component of the program design and implementation process.

Consistency with country context

Overall the Human Rights Program was found highly relevant, timely and was consistent with prevailing political, social and economic context of the country. It is learnt that this seems to be just the beginning as to safeguard the human rights of more than 38 million Kenyans with half of them women is a daunting challenge and will require great deal of commitment, resource and long term partnerships.

Ownership of the program by partners

Overall HRP interventions were greatly in line with the mandates and scope of work of partner organizations. However, despite the high level of alignment, scarcity of desired resources is a major limiting factor for continued follow up and ownership of programmatic interventions. It can be learnt that continued support and follow up is required to enhance level of ownership for interventions.

Technical adequacy of program

Overall technical adequacy of the program in highlighting and addressing the issues identified in the situation analysis was adequate. The program involved relevant stakeholders in implementation and built capacities to deal with prevailing issues. However, it can be learnt that in view of the scale of social, political and economic challenges faced by women, efforts needs to be further fostered and the technical capacities of partners need to be further enhanced and strengthened.

Identification of beneficiaries

The ultimate beneficiaries of the HRP remained the women population of the country. However, partner organizations i.e. CSOs and state organisations were also among the important intermediary beneficiaries. Partners were identified and selected through an open competitive process and on the basis of capacities, expertise and influence. Communities and target groups were identified through partner CSOs on the basis on their social vulnerability, prevalence of violence, poverty and lack of awareness about rights.

Achievement of Program Objectives

Three very broad immediate objectives were outlined for the HRP program in the areas women participation, gender-based violence and economic security and rights. As for as the promotion women's participation in governance is concerned, HRP support to partners was very instrumental in building capacities and advocating for inclusions of gender equality and participation principles in the new constitution and subsequent policies. Furthermore HRP support also helped raise awareness among women about their participation rights and involved them in bringing their concerns to limelight.

Regarding reduction in the prevalence of gender-based violence, it can be deduced that HRP has made considerable efforts through its partners to reduce GBV. Good deal of awareness was raised among the communities and policy and administrative circles on issues related to GBV. Efforts were made to support framing of necessary regulations on GBV and streamlining access to justice for victims of GBV including in conflict situations.

Networks of paralegal were established at the community level and necessary paralegal support was provided to victims of violence and vulnerable groups in target communities.

Regarding enhancement of women's economic security and rights, the program provided comparatively lesser attention to deal specifically with the issues of women economic security. In the later years, the program piloted some initiatives to promote women rights to land and a good deal of awareness was raised in the communities through the partner CSOs and contributions were also made to gendering of the land reforms⁶

4.8 Achievement of Program Outcomes

HRP has adopted four out of five outcomes from the larger Kenya Program. Despite the fact that these outcomes were devised to be achieved collectively by both components, HRP interventions contributed its part in achieving the broader outcomes. Regarding constitution and legal frameworks and processes, much of the programmatic energies and resources were diverted to safe guarding women rights in the new constitution and supporting legal and political reforms. Necessary technical and facilitation support was provided to involved institutions to include principles of gender equality and human rights in the constitution and legislations and policies.

Regarding promotion of women and human rights by justice systems, technical and facilitation support was provided especially to relevant state institutions like Judiciary, Kadhis, Police and NALEAP to facilitate access to justice for women. At the community level partner CSOs were actively involved in raising awareness, advocating for and providing paralegal support, through networks of trained paralegals, to the victims of violence, especially women in their respective communities.

Regarding Advocacy and capacities for gender equality, HRP support was instrumental in building capacities of partners to enhance their influence in incorporating strong gender equality dimensions in national laws, polices and strategies, especially in the adoption and implementation of the new constitution. Capacities of community groups were also strengthened through the partner CSOs to recognize and demand for human rights.

It can be learnt from the above analysis that program objectives and outcomes were very broad in nature and needed to be more specific, realistic and measurable to give way to easily assess the level of attainment of programmatic results.

UN Women funded KHRC to bring out the link between devolution and the achievement of women's ESCR needs. It's important that this comes out strongly, as too few donors focus on getting women's voices heard in processes involving decision making on money. UN Women not only supported KHRC to help women prioritize these ESCR needs through the 2007 Prime Minister and Civil Society initiative but have supported the advancement of this work to follow up into devolution. More needs to be done, but so far, it was useful that UN Women saw and supported this gap. If women are to really participate, they must understand devolution and other processes that make decisions on money and other resources.

UN WOMEN's strategic positioning and advantage

Discussions with stakeholders suggest that that UN Women is strategically positioned to promote gender equality and women rights in Kenya. Partners and communities hold UN Women's mandate and collaboration in high esteem -regarding gender equality and human rights and subsequently they

have high expectations for extended and enhanced support. It can be learnt that meeting the high expectations of partners and especially communities is a challenging task and will require generating more resources and further fostering and synergizing the efforts of.

Timeliness of the inputs and outputs

The HRP Implemented from 2007-11 was a continuation of the previous cycle of 2004-2007. Though delays were experienced in implementation of the program, inputs provided were timely and helped greatly in achievement of programmatic outputs. A number of interventions were done under the auspices of the program particularly after the Commission of Inquiry into Post Election Violence. Partners who had grants continued with implementation until their grants ended.

Use of existing local capacities to achieve outcomes

Overall HRP was able to capitalize on existing capacities of its partner organisations in achieving outcomes. The program partnered with CSOs and state institutions who were already working in the area of gender equality and human rights. Overall the HRP greatly utilized and benefited from the existing capacities, presence, linkages and influence of its partners in achieving programmatic outcomes. However many of these partners and particularly the CSOs are faced with resource constraints and depend on external funding for their capacities and interventions. A key lesson is that capacities and work of partners need to be further strengthened to meet the challenges.

Partnership principles on reporting and utilization of funds

Review of progress reports suggests that there was considerable lack of responsiveness to timely progress reporting on the part of a majority of partners. This non-responsiveness and delays has hampered timely monitoring and reporting of progress. HRP has also experienced challenges with regards of financial management and programmatic implementation of some partners. It can be learnt that progress reporting and financial management need to be further streamlined and capacities of some of the partners strengthened for timely reporting and financial management.

Major Program Implementation issues

Overall the program was successfully implemented; however a number of issues were also faced during the implementation of the program. These include the shorter duration of HRP projects, delays in availability and transfer of funds, lack of effective coordination among stakeholders, weaker capacities of some of the partners, weak monitoring mechanisms, limited involvement of beneficiaries in program/project formulation, limited cooperation of target communities and difficulties in partnering with some of the state institutions etc.

Sustainability of the Program

Discussions with partners suggest that the support of HRP was timely but short and limited. To them longer term continuity of programmatic interventions and sustained flow of benefits is one of the biggest concerns. Despite availability of substantial human resources, expertise and influence most of these organizations especially CSOs are constrained by availability of desired resources and they depend on external resources for the sustainability of interventions. It can be learnt that to enhance the sustainability and follow up of interventions there is a need for continued availability of external financial and technical resources.

Impact of the program

As long as the long term impact of bringing about systematic changes to achieve gender equality and women rights is concerned, it is early to assess it at this stage, as the program has just ended in Dec 2011. However, it can be deduced that contributions have been made by the program through awareness raising, advocacy and technical support to promote women rights, reduction of gender based violence and access to justice for women and vulnerable groups. It can be learnt that in view of the wider scale and persistence of women rights and inequality issues, longer term consistent efforts are required by all stakeholders to realize the goal of social, economic and political empowerment for the women.

4 RECOMMENDATIONS FOR FUTURE WORK

There is need for UN WOMEN to up-scale its focus on work related to devolution and empowering women to understand and participated in decision making on money – devolution, budgeting and public funds as these are the resources that deliver on women’s ESCR needs. If women do not understand how resources are allocated, then, it will reverse the gains made through increasing the number of women in elective positions. The two – civil and political as well as ESCR must go hand in hand.

Program design and adherence to objectives

It is suggested that UN WOMEN shall formulate its future programs in a more holistic manner accommodating all relevant components possibly in one. On one hand it will allow to achieve collective outcomes in a more coherent manner and on the other hand it will allow capturing all synergies required for making the impact. Furthermore there is a need for developing comprehensive program designs/documents using results based approaches. Development of detailed logical frameworks consisting of program specific outcomes, outputs, indicators etc is the key to effective program implementation and evaluation. The programs also need to be formulated in a participatory manner involving all stakeholders especially beneficiaries. Organising standard logical framework analysis workshops, facilitated by Logical Framework Approach (LFA) experts can help greatly in devising the programmatic logical frameworks.

Suitability and use of Program Indicators

It is suggested that for future programming attention and resources need to be diverted to effectively and timely measure the objectives and outcomes. Indicators need to be identified keeping in view the SMART (Specific, Measurable, Accurate, Realistic and Time bound) criteria. Most importantly adequate baselines need to be established and specific and realistic targets outlined to measure the performance of indicators. Due provisions shall be made in the program design to devise monitoring and evaluation frameworks and to collect and process required data. This may require the establishment of and comprehensive M&E system with dedicated resources and expertise at the program level.

Consistency with country context

It is suggested that the consistency level need to be further fostered by keeping a continuous watch on the changing human rights situation in the country especially in the context of ongoing constitutional and legislative reforms and changing ground situations. A good deal of resources and expertise needs to be allocated to expedite situation analysis and scenarios building in the designing of future programs. On the other hand it is also suggested to design future programs with longer term programming cycles and partnerships to address the prevailing issues in a comprehensive way.

Ownership of the program by partners

It is suggested that due to the scarcity of desired resources on the part of partners, program support and assistance need to continue for times to come. Capacities of local stakeholders and especially of target communities needs to be further built to enhance their influence, coverage and ownership level. Way shall also be given to indigenous solutions that are in line with local traditions and norms to foster local ownership of the interventions.

Technical adequacy of program

To further improve technical adequacy, there is a greater need to reach out to the wider population of women and vulnerable groups. In the next round, the program need to further foster its efforts and expand its interventions and partnerships to reach out the wider women population living especially in the rural and remote regions.

Identification process of beneficiaries

There is a need to devise specific mechanisms for identification and targeting of beneficiaries at the community level and on the basis of geographical distribution. Equal chance needs to be given to all

regions of the country and preference shall be for the most neglected, remote and unattended communities.

Achievement of Program Objectives

There is a strong need to formulate more specific and measurable program objectives and outcomes for future programs. These need to be specific, realistic, logical and measurable in terms of its achievability and shall be agreed by all stakeholders to give way to ownership. Intervention logic - activities-outputs-outcomes-impact- need to be adhered to in the program design. Specific indicators, baseline, targets shall be established and data gathering and analysis mechanisms need to duly accommodated at the time of program design. Required capacities regarding results based program management and evaluation need to be strengthened to formulate and measure programmatic objectives and outcomes.

UN WOMEN's *strategic positioning and advantage*

UN WOMEN is strategically positioned and is also held in high esteem by its partners, and simultaneously they have high long-term expectations. To meet these high expectations on one hand UN WOMEN has to generate more programmatic resources and on the other hand it has to synergize its capacities and energies in program management. The interventions need to be scaled up and longer term partnerships need to be built on sustainable basis to address women rights issues.

Use of existing local capacities to achieve outcomes

Discussions with stakeholders suggest that there is a need to continue the programmatic and capacity building support to partners, especially to community groups to further enhance their influence to achieve the longer term impacts.

Major Program Implementation issues

Overall the program was successfully implemented; however a number of issues were also faced during the implementation of the program. In the following some suggestions are outlined to address these issues;

- Partnerships agreements shall be made for longer periods and projects shall be implemented with partners in 3-5 years cycles. The longer duration of projects will provide sufficient time and resources to address prevailing issues and generating desired impacts.
- Transfer of funds to partners needs to be smoothed through putting in place desired financial management capacities at the program level. On the other hand capacities of some of the partners also need to be strengthened in timely reporting and financial management to avoid process delays.
- Coordination among stakeholders needs to be considerably improved to give way to generating synergies. Specific mechanisms need to be explored and further strengthened including common forums and networking. Joint ventures shall be promoted, in which many partners are involved in implementation of joint projects.
- Need to develop a framework for wider complementarity analysis a gap identified in the findings.
- Monitoring and evaluation mechanisms and capacities need to be considerably strengthened both at the program and project level. M&E mechanisms need to be duly incorporated at the program and project design stage and necessary capacities shall be further built to effectively monitor and evaluate both programmatic and project interventions.
- Stakeholders and especially communities need to be involved at the program and project formulation stages to give way to their needs and ownership.
- The cooperation and support of respective communities need to be ensured through promotion of indigenous solutions and awareness rising.
- Issues of partnerships with closed nature state institution need to be further explored and these organizations should be involved by addressing their needs, raising awareness and building capacities.

Sustainability of the Program

In view of scarcity of available local resources, almost all partners including state institutions, CSOs and community groups were of the view that necessary financial, technical and capacity support needs to continue for a while until situation considerably improves. Sustainability can be ensured in the longer run by investing in joint ventures where state institutions, CSOs and communities join hands to implement joint interventions. To induce sustainability at the community level there is a need for investing more in local communities groups to gradually build their capacities and resources to continue the interventions in the longer run and without external support.

Impact of the program

It is also important to suggest that overall impact can only be achieved through sustained, coordinated and well synergized efforts of all stakeholders including the communities, state institutions, civil society, and most importantly donor community. Furthermore due mechanisms also need to be put in place to assess the achievability status of programmatic impacts. This may require translating goals into indicators, establishing baseline and mechanisms for gathering of periodic data.

Annex 1

List of Key Partners for the Kenya Human Rights Program 2008 - 2011

No.	Partner	Area of focus	Region covered	Years of partnership
1.	Abantu for Development	Violence against Women and HIV/AIDS	Laikipia & Kajiado,	2008 - 2010
2.	Caucus for Women's	Violence against Women, Women in	Kisumu, Migori, Narok North and Bungoma	2008 - 2010

	Leadership (CWL)	leadership and governance		
3.	Association of Media Women in Kenya (AMWIK)	Women's Human Rights through community Media	Isiolo, Wajir, Kwale, Malindi, Kisumu and Naivasha Districts	
4.	Kenya Human Rights Commission (KHRC)	Women's Human Rights more specifically women economic and social rights and Governance. (Land rights, devolution, and leadership)	National Level interventions and Community-based/local-level interventions in the following regions: Coast (Taita Taveta, Mombasa, Lamu, Kinango & Kwale) Eastern (Kibwezi, Mwingi, Mt. Kenya, Kasarani & Westlands), Northern (Isiolo and Wajir) Rift Valley (Marakwet, Baringo, Nakuru, Laikipia, Uasin Gishu & Narok) and Western (Kakamega, Kuria, Migori, Siaya & Nyando)	2008 - 2011
5.	St. John's Community Centre – Pumwani (ST. JOHN'S)	Violence Against Women	Six informal settlements in Pumwani Division (Nairobi North District) namely: Kiambiyu, Motherland, Kanuku, Kinyago, Kitui and Majengo	2008 - 2011
6.	Roots Kenya - Grassroots Organizations Operating Together in Sisterhood	Women in leadership and governance	Kakamega, Kiambu Laikipia, Nairobi and Machakos	
7.	The CRADLE – The Children's Foundation	Violence against Women and Girls, Girls mentorship	Suba, Mbita and Nairobi Districts	2008 - 2011
8.	Kenya Women Judges Association (KWJA)	Promote gender equality in the administration of justice	National	2008 - 2011

9.	Legal Resource Foundation Trust (LRF)	Access to justice for women and HIV and AIDS in the criminal justice system	In twenty five (25) male and female prisons countrywide namely; Nairobi County, (Lang'ata women's prison, Nairobi Remand and Allocation Prison, Kamiti Maximum Prison), Nakuru County - Nakuru, Kisumu County - Kisumu, Kakamega County - Kakamega, Kisii County - Kisii, Uasin Gishu County – Eldoret and Kitale, Migori County - Migori, Machakos County - Machakos, Nyeri County - Nyeri, Meru County - Meru, West Pokot County - Kapenguria, Nyandarua County - Nyahururu, Turkana County - Lodwar, Taita Taveta County - Manyani, Isiolo County - Isiolo and Embu County - Embu GK prisons).	2008 - 2011
10.	Feminenza	Peace and Security	Sotik/Borabu/Kissi area, Nakuru/Kericho/Bomet area and Eldoret/Burnt Forest area	2009 - 2011
11.	Men For Gender Equality Now (MEGEN)	Men's involvement in ending Violence against Women	Coast, Central, Eastern Rift Valley and Western Province	2007 - 2011
12.	Coalition on Violence Against Women (COVAW)	Violence against Women and Girls	Kisumu (Obunga, Manyatta, and Kondele) and Kajiado (Sajiloni and Enkorika).	2007 - 2011
13.	Arid Lands Development Focus (ALDEF)	Violence against Women and Girls	Wajir	2008 - 2010
14.	African Women's Development & Communication Network (FEMNET)	Men's involvement in ending Violence against Women	National	2008 - 2010
15.	Rehma Ta Allah Community Development Group (RCDG)	Violence against Women and girls	Kibera Slums 12 Villages (Makina, Lindi, Gatwekera, Sarangombe, Kisumu Ndogo, Laini Saba, Olympic, Mashimoni, Silanga, Kambi-Muru, Soweto)	2008 - 2010
16.	Women's Research Centre & Development Institute (WRC - DI)	Violence Against Women and Girls	Makueni and Kibwezi	2008 - 2010
17.	Help Age Kenya	Violence against old women	Kisii and Nyamira Districts	2008 - 2010

18.	Regional Centre for Stability, Security and Peace in Africa (RECESSPA)	Dialogue platforms on Gender Equality and Women's Rights	National	2008 - 2011
19.	DEVELOPMENT KNOWLEDGE LINK- Africa	Violence Against Women	Suba	2008 - 2010
20.	Police Reform Implementation Committee (PRIC)	Access to Justice	National	2009 - 2011
21.	National Legal Aid and Awareness Program	Access to Justice	National	2009 -
22.	Kadhis Court Nairobi	Access to Justice	National	2009 - 2010
23.	Muslim for Human Rights (MUHURI)	Access to Justice	Coast Province	2009 - 2010
24	Kenya Women Parliamentary Association	Women's Leadership	National	2009 - 2011
25	Commission of Inquiry into the Post Election Violence (CIPEV)	Access to Justice		

Annex-2

List of partners contacted during the Evaluation

Wed 18 Jan:	ABANTU for Development, Nairobi
Thur 19 Jan:	Kenya Human Rights Commission (KHRC), Nairobi St John's Community Centre, Pumwani, Nairobi
Fri 20 Jan:	African Woman & Child Features Services Nairobi Kenya Women Parliamentary Association (KEWOPA) Men for Gender Equality Now, Juja
Mon 23 Jan:	Travel to Kisumu by air. Field work with Caucus for Women's Leadership (CWL) in Kisumu Filed work with Coalition on Violence against Women (COVAW) in Kisumu
Tue 24 Jan:	Travel from Kisumu to Kisii by road Time: Field work with Legal Resource Foundation (LRF) in Kisii town
Wed 25 Jan:	Field work with Help Age in Kisii.
Thur 26 Jan:	Field work with the Great Rift Valley Development Agency (GRVDA) in Marakwet
Fri 27 Jan:	Meeting with at offices in Gigiri Meeting with the Hon. Chief Kadhi, Sheikh Mudhar, Nairobi Meeting/field work with CRADLE in Nairobi
Mon 30 Jan:	Truth Justice and Reconciliation Commission, Nairobi Kenya Women Judges Association (KWJA),
Tues 31 Jan	Meeting with the National Gender and Equality Commission, Embassy of Sweden, Nairobi Police Reforms Implementation Committee, Nairobi

FIELD VISIT SCHEDULE II

Tues 24 Jan	Travel to Makueni Field visit with Women's Research Centre and Development Institute
Wed 25 Jan	Meeting with RECESSPA - PLO Lumumba Meeting with National Legal Aid Awareness Program (NALEAP)
Thur 26 Jan	Travel to Eldoret Field visit with Feminenza
Fri 27 Jan	Travel to Mombasa Field visit with a member of the Human Rights Network in Kwale

No.	Organization/Partner	Area of focus	Years of partnership	Remarks
1.	ABANTU for Development	Violence against	2008-2010	Met CSO officials

		women and HIV/AIDS		in Nairobi
2.	African Women & Child Features Services Nairobi	Media and Women's rights	2008-2010	Met CSO officials in Nairobi
3.	Caucus for Women's Leadership (CWL)	Violence against Women, Women in Leadership and Governance	2008-2010	Met CSO officials and community members in Kisumu
4.	Coalition on Violence Against Women (COVAW)	Violence Against Women and Girls 2008-2011	2008-2011	Met CSO officials and community activists in Kisumu
5.	CRADLE – The Children's Foundation	Violence Against Women and Girls, Girls Mentorship	2008-2011	Met CSO officials in Nairobi
6.	Feminenza	Peace and Security	2010-2011	Met CSO officials in Eldoret
7.	Great Rift Valley Development Agency	Women Land Rights	2011	Met CSO officials and community members in Marakwet in Eldoret region
8.	Help Age Kenya	Violence against elderly women	2008-2010	Met community members in Kisii
9.	Kadhis Court Nairobi	Access to Justice	2009-2011	Met Hon. Chief Kadhi in Nairobi
10.	Kenya Women Judges Association (KWJA)	Promote gender equality in the administration of Justice	2008-2011	Met Hon. Women Judges in the supreme court, Nairobi
11.	Kenya Human Rights Commission (KHRC)	Women's Human Rights with a focus on economic, social rights and governance. (land rights, devolution, budgeting and public funds for ESCR)	2008-2009	Met CSO officials in Nairobi; and community based HURINET representatives in Kwale
12.	Kenya Women Parliamentary Association (KEWOPA)	Women's Leadership	2009-2011	Met Hon. Women MP and media advisor in Nairobi
13.	Legal Resource Foundation Trust (LRF)	Access to justice for women and HIV/AIDS in the criminal justice system	2008-2011	Met court user committee members (Judges, magistrates, police, prisons and state law office, prison paralegals (representatives from all stations in

				Kenya) an prison liaison members (prison officers trained in paralegals)
14.	Men for Gender Equality Now (MEGEN)	Men's involvement in ending violence against women and HIV/AIDS	2009-2011	Met CSO officials and community activists in Juba, Nairobi
15.	National Gender and Equality Commission	Gender equality	2010-2011	Met CSO officials in Nairobi
16.	National Legal Aid and Awareness Program (NALEAP)	Access to justice	2009-2011	Met officials in Nairobi
17.	Police Reform Implementation Committee (PRIC)	Access to Justice	2009-2011	Met officials in Nairobi
18.	Regional Centre for Stability, Security and Peace in Africa (RECESSPA)	Dialogue platforms on Gender Equality and Women's Rights	2008-2011	Met officials in Nairobi
19.	St. John's Community Centre	Violence Against Women	2008-2011	Met CSO officials and community members in Pumwani, Nairobi
20.	Truth Justice and Reconciliation Commission (TJRC)	Access to Justice	2009-2011	Met officials in Nairobi

Annex 3-Tools for data collection

Perception Questionnaire for Respondents

Name.....Designation.....Organisation.....

For each of the following areas, please indicate your reaction:

Question	Poor	Very Good	Good	Average
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Consistency of the program with the political Social, cultural context of Kenya	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effectiveness of the program in promoting The participation of women in governance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effectiveness of the program in reducing the Prevalence of gender based violence and Promotion of human rights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effectiveness of program in the mobilization of Stakeholders and raising awareness regarding Human rights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effectiveness of the program in building capacities Of stakeholders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of participation of stakeholders in program Planning and implementation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequacy/availability of resources (financial, Technical and human) for program implementation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Availability of problems solving and monitoring Mechanisms during program implementation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sustainability of the interventions (i.e. availability Of resources and capacities) after end of the program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Effectiveness of the program in enhancing overall Women's economic, social and political empowerment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

What were the major issues in the planning and implementation of the Program?

What are the major benefits of the Program?

Recommend/Suggest for improvement

Evaluation Questions for Human Rights Program

Program design and management

- Whether the objectives, outcomes, outputs and indicators were clearly adhered to as stated in the program document;
- Whether the indicators used (if any) were specific, measurable, attainable and relevant. (this should be done against validity, reliability, sensitivity, simplicity, utility and affordability)

Program relevance

- Consistency of program with the Kenya country context (political, social and economic)
- Ownership and congruency of the program to the partner mandates and strategic direction
- Technical adequacy of program to address the issues identified in the problem/ situation analysis
- Complementarity of program with other initiatives supported by other donors
- Identification process of beneficiaries

Program Effectiveness

- The extent to which (progress towards) the program achieved its stated objectives – effectiveness (the results achieved both qualitative and quantitative)
- Assess progress towards the achievement of outcomes
- The reasons for achievement and non-achievement of results and factors contributing/hindering achievement of the results
- The extent to which capacities of duty bearers and rights holders have been strengthened

- What are the contributions towards and/or changes produced by the program on legal and policy frameworks at the national and regional levels
- What is UN Women's strategic positioning and comparative advantage in implementing this program

Program Efficiency

- The optimal transformation of inputs into outputs - efficiency; and the timeliness of the inputs and outputs;
- How the program has utilized existing local capacities of rights bearers and duty holders to achieve its outcome.
- How has UN Women adhered to partnership principles identified in program document especially on reporting and utilization of funds
- The extent to which technical assistance from UN Women informed and improved program implementation

Program Sustainability

- The extent to which the program addresses beneficiary priorities and demand
- Support to the program by local institutions and integration with local social and cultural conditions
- Participation of partners in planning and implementation of interventions
- Financial/programmatic capacity of partners to sustain the program results when donor support has been withdrawn
- Extent to which steps have been taken to ensure that activities initiated by the Program will be completed and continued on cessation of donor support;

Program Impact

- What the intended and intended, long term effects of the program are.
- The extent to which changes that have occurred as a result of the program can be identified and measured
- The extent to which the program enabled the rights-holders to claim their rights more successfully and the duty holders to perform their duties more efficiently including both formal and informal institutions.

Partnership Principles

- Assess the partnership performance and outreach (e.g. between UN Women and partners, amongst partners etc.)
- The extent to which partners perceive the partnership as effective for achieving the outcomes
- Assess the choice of stakeholders, manner and reasons for their involvement
- Assess to what extent the program has contributed to capacity development and the strengthening of partner institutions and program.

Evaluation Questions for Human Rights Program

Program design and management

- Whether the objectives, outcomes, outputs and indicators were clearly adhered to as stated in the program document;
- Whether the indicators used (if any) were specific, measurable, attainable and relevant. (this should be done against validity, reliability, sensitivity, simplicity, utility and affordability)

Program relevance

- Consistency of program with the Kenya country context (political, social and economic)
- Ownership and congruency of the program to the partner mandates and strategic direction
- Technical adequacy of program to address the issues identified in the problem/ situation analysis
- Complementarity of program with other initiatives supported by other donors

- Identification process of beneficiaries

Program Effectiveness

- The extent to which (progress towards) the program achieved its stated objectives – effectiveness (the results achieved both qualitative and quantitative)
- Assess progress towards the achievement of outcomes
- The reasons for achievement and non-achievement of results and factors contributing/hindering achievement of the results
- The extent to which capacities of duty bearers and rights holders have been strengthened
- What are the contributions towards and/or changes produced by the program on legal and policy frameworks at the national and regional levels
- What is UN Women’s strategic positioning and comparative advantage in implementing this program

Program Efficiency

- The optimal transformation of inputs into outputs - efficiency; and the timeliness of the inputs and outputs;
- How the program has utilized existing local capacities of rights bearers and duty holders to achieve its outcome.
- How has UN Women adhered to partnership principles identified in program document especially on reporting and utilization of funds
- The extent to which technical assistance from UN Women informed and improved program implementation

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Program Impact

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- The extent to which the program enabled the rights-holders to claim their rights more successfully and the duty holders to perform their duties more efficiently including both formal and informal institutions.

Partnership Principles

- Assess the partnership performance and outreach (e.g. between UN Women and partners, amongst partners etc.)
- The extent to which partners perceive the partnership as effective for achieving the outcomes
- Assess the choice of stakeholders, manner and reasons for their involvement
- Assess to what extent the program has contributed to capacity development and the strengthening of partner institutions and program.

Annex-4

Terms of reference for the Evaluation

1. Background

1.1 Information about the Embassy in Nairobi

The Embassy of Sweden in Nairobi represents Sweden in Kenya, Somalia, Seychelles and Comoros. The Embassy also represents Sweden in UNEP and UN-HABITAT, two United Nations organizations with headquarters in Nairobi. The Embassy in Kigali, headed by the Ambassador in Nairobi, represents Sweden in Rwanda and Burundi. In addition the Embassy has a Honorary Consul in Mombasa, Kenya, as well as in Victoria, Seychelles.

The Embassy has personnel posted from the Ministry for Foreign Affairs and the Swedish International Development Cooperation Agency (Sida) as well as locally recruited staff. The Embassy is the largest Swedish Embassy in Africa and third largest mission in the Swedish Foreign Service. The Embassy acts bilaterally, through the European Union (EU) as well as within the United Nations (UN). The objective is to provide services of high standard in all areas of activity. Development cooperation is a major responsibility for the Embassy. Swedish global aid volumes reached SEK 31, 4 billion (USD 5 billion) in 2010, which is 1% of GNI. This resulted in Sweden being top ranked among countries providing development assistance in the world. The overall goal of Swedish development cooperation is to help create conditions that will enable the poor to improve their lives. The assistance is based on a human rights perspective and the perspective of the poor. Sweden is strongly committed to the UN Millennium Declaration and the Millennium Development Goals as well as the Paris Declaration and the Accra Agenda for Action to promote donor harmonization, alignment and cooperation. The Embassy works towards efficient use of development and humanitarian assistance. Projected volumes for development cooperation in 2011, including

planned humanitarian assistance, attached to the Embassy of Sweden in Nairobi is approximately 375 MSEK (USD 6,436,931).

1.2 Kenya

Kenya is situated in eastern region of the African continent and covers a total area of 582,646 km². The total population of Kenya was estimated at 38.6 million, as at 2009, with a growth rate of 2.6 per cent in 2009. About 68% of Kenya's population live in rural areas and are dependent on agriculture and livestock production. Agriculture dominates the country's economy accounting for 25 per cent of the GDP, employing about 67 per cent of the labor force and accounting for 70 per cent of export earnings. Kenya has committed globally, regionally and internationally to empowering women and reducing gender inequalities in all spheres of life.

The country's ratification of the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the Covenant on Civil and Political Rights and its periodic reporting on the same is a firm commitment of the country's legal commitment to women's human rights. In addition, Kenya was among the few countries globally that took leadership for the global effort on women's empowerment, as it hosted the Nairobi Forward Looking Strategies on Women, in 1985 and effectively participated in the Beijing Fourth World Conference on Women, in 1995. The country thus expressed its commitment to taking actions towards addressing women's issues as it relates to the 12 critical areas of concern. At the regional level, Kenya fully participated in the development, negotiation and adoption of the Protocol to the African Charter on Human and People's Rights on Women's Rights in Africa, 2004. In 2010, Kenya ratified this protocol and efforts are underway to put internal measures for compliance. As a member of the East African Community (EAC) and the Inter-Governmental Authority on Development, the country has been actively involved in the development of a gender and community development framework, within the EAC and the adoption of a Gender Policy for IGAD.

Although there has been some progress towards the domestication and implementation of the above instruments, it has been slow, uneven, and retarded by the failure of government to swiftly and effectively implement policies, laws and the national reform processes.

For all the policies and laws enacted by Government, women in Kenya continue to disproportionately bear the brunt of discrimination, poverty, and the HIV and AIDS pandemic and harmful traditional practices. These and other mitigating factors such as their lack of ownership of land and access to productive resources, lack of adequate participation in the formal economy, violence in everyday life and most notably in the Post Election Violence of 2007 and 2008, and inadequate access to healthcare, serve as persistent barriers to women's full and equal enjoyment of their human rights.

The government has also shown little political will in addressing the fundamental issues that besiege women and keep them at the bottom of the economic, political and social ladders. Patriarchal traditions, social practices and beliefs deeply embedded in communities and institutions from the household to the national level, is another reason that Kenyan women are still fighting the same battles for the rights to inherit property, own land, for equal participation in the economy and positions of leadership, for adequate redress for gender based violence, and for full recognition of the value of the unpaid work women all over the country engage in.

The Kenya Government has since 2002 been undertaking major governance reforms, many of which are still ongoing such as the Public Sector Reform and the judicial reforms. The post-election violence in 2008 and the subsequent effort to resolve the crisis reinforced the need for speedy and urgent reforms to address the underlying root causes of the conflict.

Several reforms processes are ongoing as per Agenda Four of the Kenya National Dialogue and Reconciliation⁷ for example, the constitutional and electoral reforms, the truth justice and

⁷ Following the post-election the KNDR was officially launched on January 29, 2008, in a meeting between the Panel of Eminent persons and the two Kenyan principals, President Mwai Kibaki, who heads PNU, and the Honorable Raila Odinga, leader of ODM. This team was involved in the peace negotiations and identified four agendas i.e. four immediate and long term steps that need to be undertaken to achieve sustainable peace. Agenda four identifies the longer term issues for reform.

reconciliation commission, prosecution of the main perpetrators of violence through the International Criminal Court, police and judicial reforms, consolidating national cohesion and unity, land reforms and, strengthening laws, institutions and public accountability mechanisms.

These reform efforts have yielded a new constitution aimed at radically transforming the way Kenya is governed and to address its challenges facing the people such as the culture of impunity, inequality, negative ethnicity and corruption. It provides a new legal setting for women's rights and gender equality. However it merely provides a broad framework for interpreting laws and women still face daunting challenges as they seek to actualize its benefits through implementation. Women's organizations have been involved in these reform processes however; inadequate political will and commitment in the implementation of the constitution with regards to gender equality provisions are cause for grave concern.

1.3 UN Women

UN Women is the United Nations agency, mandated to advancing women's rights and achieving gender equality. It provides financial and technical assistance to innovative programs and strategies that foster women's empowerment. UN Women works on the premise that it is the fundamental right of every woman to live a life free from discrimination and violence, and that gender equality is essential to achieving development and to building just societies.

UN Women maintains strong ties to both women's organizations and governments and focuses its activities on one overarching goal: to support the implementation at the national level of existing international commitments to advance gender equality. In support of this goal, UN Women works in the following thematic areas: i) enhancing women's economic security and rights, ii) ending violence against women, iii) reducing the prevalence of HIV and AIDS among women and girls, and iv) advancing gender justice in democratic governance in stable and fragile states.

Two international agreements frame UN Women's work: the Beijing Platform for Action resulting from the Fourth World Conference on Women in 1995, and the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), known as the women's bill of rights. The spirit of these agreements has been affirmed by the Millennium Declaration and the eight Millennium Development Goals for 2015, combating poverty, hunger, disease, illiteracy and gender inequality, and building partnerships for development. In addition, UN Security Council resolutions 1325 (2000) on women, peace and security, and 1820 (2008) on sexual violence in conflict are crucial references for UN Women's work in support of women in conflict and post-conflict situations.

In Kenya, Sida funding to UN Women is for the 'Gender, Human Rights and Governance Program'. The program is briefly described in Section 2.

2. Program Overview

UN Women Regional Office for Eastern Africa has developed a country program for Kenya within the framework of the country's UNDAF (United Nations Development assistance Framework) covering the period 2008 - 2011. The UN Women Kenya program aims at bringing about systemic change to actualize gender equality and women's rights in the context of poverty, violence, conflict and HIV/AIDS.

This program - '*Gender, Human Rights and Governance Program in Kenya*' - was established as a continuation of the three-year program "*Promoting women's Human Rights and Enhancing Gender Equality in Democratic Governance in Kenya (2004 – 2007)*". It was also developed on the basis of UN Women's Kenya program document, "*Strengthening the Promotion of and Respect for Women's Human Rights and Enhancing Gender Responsiveness in Democratic Governance in Kenya (2007 – 2011)*" which builds on the achievements, lessons learned and challenges of the Kenya program (2004 – 2007) and on UN Women's continued recognized leadership and facilitation of key stakeholders in Kenya around gender equality activities. This program was implemented for the period, 15 November, 2007 to 31 December, 2008 with the support from the Swedish International Development Cooperation Agency (Sida). The contract was later extended until December 2010. In July 2010, UN Women requested for a further one year no cost extension in order to align the overall Kenya program and the Gender and Governance Program (GGP) both of which end in 2011. The Embassy of Sweden

approved this request and the contract was extended through a third amendment signed in August 2010.

With this change the Gender, Human Rights and Governance program will continue up to 31 December 2011. Other processes that have informed this program are the Mid-Term Evaluation of UN Women -Sida Program-‘Promoting Women’s Rights and Enhancing Gender Equality in Democratic Governance in Kenya’ undertaken in 2006 and the 2008 GGP II evaluation.

The Gender, Human Right and Governance Program were designed to play an instrumental role in creating an enabling environment and accountability to women, especially those living in poverty, in order for them to achieve equality and enjoy their rights. The program seeks to promote gender justice including access to justice for women, to be instrumental in increasing women’s options, capacities and resources to promote transformational leadership in governance, peace and security processes. It is based on a collaborative approach to gender issues from national to community level interventions that enhance poor women’s political, social, legal and economic rights as a mechanism of poverty reduction.

The Gender, Human Right and Governance Program are implemented in two components; the Gender and Governance Program III and the Human Rights Program. This evaluation will focus on the Human rights component. To implement the Human Rights Program, UN Women partners with 20 civil society organizations and key government agencies like the Ministry of Gender, Children and Social Development, National Commission on Gender and Development and government institutions such as the Courts (secular and Kadhis), Police and Commissions such as the Waki, TJRC & IIEC. The Human Rights Program is implemented in sections of all 8 Provinces in Kenya⁸ and the entire program budget is 49,500,000 SEK (USD 6,436,931).

2.1 Program Goal and Objectives;

The overall development goal of this program is *to bring about systemic change to actualize gender equality and women’s rights in the context of poverty, violence, conflict and, HIV and AIDS.*

The immediate program objectives are to:

- iv) promote women’s participation in governance at all levels;
- v) reduce the prevalence of gender-based violence and HIV and AIDS amongst women and girls; and
- vi) Enhance women’s economic security and rights.

2.2 Expected Program Outcomes:

The program works to achieve the following outcomes:

- Constitution and legal frameworks and processes – particularly those related to land, property and inheritance rights, trade, and electoral and security sector reform – that promote and protect women’s human rights and eliminate gender inequality.
- Formal and informal justice systems promote women’s human rights at national and local levels.
- Gender equality experts, advocates and their organizations and networks enhance their capacity and influence to ensure that there are strong gender equality dimensions in national laws, policies and strategies.

⁸ North Eastern Province (Wajir West, Wajir East Districts), Coast Province (Kwale, Malindi, Wundanyi, Voi, Mombasa, Mtwapa Districts); Rift Valley Province (Nakuru, Kajiado, Nyandarua, Laikipia North, Narok North, Narok South, Eldoret, Nanyuki, Nyahururu Districts), Western Province (Kakamega, Bungoma, Malaba), Central Province (Kiambu, Thika, Nyeri, Limuru), Eastern Province (Isiolo, Machakos, Meru Central, Meru North, Tharaka Districts), Nyanza Province (Suba, Kisumu, Kisii, Kisii central, Nyamira, Migori, Bondo, Homabay Districts), Nairobi Province (**Eastlands** - Makadara, Pumwani, Majengo, Bahati, Shauri Moyo – and **Kibera** Slums - 12 villages of Makina, Lindi, Gatwekera, Sarangombe, Kisumu Ndogo, Laini Saba, Olympic, Mashimoni, Silanga, Kambi-Muru, Soweto-.

- Increased numbers and relevance of models of community-level initiatives for advancing women's human rights and eliminating gender inequality.

3. Purpose of the Evaluation

The overall goal of this evaluation is to assess the progress towards the achievement of the expected results following the implementation of the activities during the last two years of the program so that lessons are learned to guide future programming by Sida/UN Women

This evaluation specifically aims to:

- Assess progress made towards the achievement of planned results, the relevance of the program, sustainability, and potential for replication of the initiative;
- Draw lessons learned from the program; and
- Give recommendations on future program directions

The external evaluation of the Human Rights Program was agreed upon between Sida and UN Women at the beginning of the program and will cover the period the full duration of the current phase.

The evaluation results will be used by UN Women to inform future programming and direction in promoting women's human rights and gender equality in Kenya. The evaluation will be used also by the Swedish Embassy in Nairobi to assess and decide on longer-term support to UN Women and its partners. The evaluation results will also be used as baseline data for future programming.

4. Scope of the Evaluation

The Sida funded Gender, Human Rights and Governance Program in Kenya has two program components; the Gender and Governance Program III and the Human Rights Program. The evaluation is expected to be carried out from **23rd December 2011- October-5th December 2011**.

An evaluation of the Gender and Governance Program III is currently being undertaken and will compliment this evaluation.

5. Evaluation Questions

Below are key questions that the evaluation should answer;

Asses the *Program design* in regard to the program logic and theory of change:

- Whether the objectives, outcomes, outputs and indicators were clearly adhered to as stated in the program document;
- Whether the indicators used (if any) were specific, measurable, attainable and relevant. (this should be done against validity, reliability, sensitivity, simplicity, utility and affordability)

Assess the *relevance* of the Program in regard to:

- Consistency of program with the Kenya country context (political, social and economic)
- Ownership and congruency of the program to the partner mandates and strategic direction
- Technical adequacy of program to address the issues identified in the problem/ situation analysis
- Complementarity of program with other initiatives supported by other donors
- Identification process of beneficiaries

Effectiveness of the program

- The extent to which (progress towards) the program achieved its stated objectives – effectiveness (the results achieved both qualitative and quantitative)
- Assess progress towards the achievement of outcomes
- The reasons for achievement and non-achievement of results and factors contributing/hindering achievement of the results
- The extent to which capacities of duty bearers and rights holders have been strengthened

- What are the contributions towards and/or changes produced by the program on legal and policy frameworks at the national and regional levels
- Identify cross cutting strategies used to enhance program effectiveness
- What is UN Women's strategic positioning and comparative advantage in implementing this program

Efficiency of the program

- The optimal transformation of inputs into outputs - efficiency; and the timeliness of the inputs and outputs;
- Value for money adopted to ensure integrity in program management and implementation
- How the program has utilized existing local capacities of rights bearers and duty holders to achieve its outcome.
- How has UN Women adhered to partnership principles identified in program document especially on reporting and utilization of funds
- The extent to which technical assistance from UN Women informed and improved program implementation

Sustainability of the program

- The extent to which the program addresses beneficiary priorities and demand
- Support to the program by local institutions and integration with local social and cultural conditions
- Potential for replication of strategies
- Participation of partners in planning and implementation of interventions
- Financial/programmatic capacity of partners to sustain the program results when donor support has been withdrawn
- Extent to which steps have been taken to ensure that activities initiated by the Program will be completed and continued on cessation of donor support;

Impact of the program

- What the intended and intended, positive and negative, long term effects of the program are.
- The extent to which changes that have occurred as a result of the program can be identified and measured
- The extent to which the program enabled the rights-holders to claim their rights more successfully and the duty holders to perform their duties more efficiently including both formal and informal institutions.
- The extent to which efforts have been successful to prevent and respond to harmful and discriminatory practices.

Partnership Principles

- Assess the partnership performance and outreach (e.g. between UNIFEM and partners, amongst partners etc.)
- The extent to which partners perceive the partnership as effective for achieving the outcomes
- Assess the choice of stakeholders, manner and reasons for their involvement
- Assess to what extent the program has contributed to capacity development and the strengthening of partner institutions and programs

6. Evaluation Process

The evaluation will follow a participatory process and the methodology will consider how quantitative and qualitative data collection can be conducted respecting both Human Rights and Gender Equality

principles. This includes inter alia the active engagement of key stakeholders in particular marginalized and vulnerable groups. See also “Evaluation Code of Conduct and Evaluation Standards and Principles” further down below in this TOR.

The establishment of a reference group for the evaluation is encouraged in order to facilitate the systematic involvement of relevant stakeholders in the evaluation process. It serves as consultative body and sounding board for feedback on the evaluation. It allows stakeholders to express their information needs and enhance learning and ownership of the evaluation findings. Ultimately it helps to enhance the credibility of the evaluation findings and therefore their use.

6.1 Roles and Responsibilities

The role of the evaluation team is to prepare the evaluation design, identify appropriate evaluation tools, carry out the evaluation and prepare the evaluation report as well as any interim reports as required by the terms of reference. The evaluator should reflect on the importance of gender analysis, an understanding of the rights-based approach to development and a commitment and skill in participatory methods when working with communities and the project partners.

6.2 Management Arrangements and Follow-up

UN Women and Sida will jointly determine the evaluation consultant/team. UN Women will be responsible for the hiring and management of the evaluators. Sida and UNIFEM will jointly support the evaluation and will both designate a focal point for the evaluation and any additional staff to assist in facilitating the process (e.g., providing relevant documentation, arranging visits/interviews with key informants, etc.). Ultimate reporting of the evaluation consultant/ team will be to UN Women, and UN Women will ensure that the report submitted by the evaluation team satisfies the TOR fully.

Both UN Women and Sida will develop an appropriate dissemination strategy and will ensure that the evaluation results are disseminated strategically. Following UNIFEM Evaluation Policy, a management response will be developed within six weeks after report finalization. The final evaluation report and management response will be published and made available electronically through a publically accessible online repository of evaluations (Evaluation Resource Center, ERC). Sida and UN Women will also make sure that evaluation recommendations are considered and ensure that agreed actions are implemented and monitored.

7. Evaluation Methodology

To address the evaluation questions, multiple methods will be applied to collect both qualitative and quantitative data.

- Literature review through revisiting various reports, filed information, financial records, existing at UN Women, Sida and partners offices. The literature review should also include but not be limited to institutional information systems and other relevant documents including UN Women Strategic Plan, cooperation agreements, partner review meeting reports and progress reports to Sida.
- Direct observation by visiting supported organizations in the intervening areas and conducting interviews and focus group discussions. Key informants for the evaluation will include (key government state agencies, CSOs, donors and other partners, women’s groups, beneficiaries, community groups, government officials among others) as well as staff of UN Women Nairobi. Sampling can be applied in selected sites to be visited for meetings with beneficiaries. Case studies and surveys may also be used as part of data collection.

8. Expected Deliverables

The following will be the deliverables by the evaluation team/ consultants:

- Evaluation inception report containing, the team leader will have the overall responsibility for finalization and presentation of the report.
 - Interpretation of TOR
 - Design of evaluation including outline of methodology
 - Work plan
 - Evaluation tools

- Program site visits, both the team leader and the local consultant will be responsible for conducting the field visits.
- Feedback of results to Sida, UN Women and partners, the team leader will have overall responsibility of the results and the feedback.
- Evaluation report (first draft for discussion followed by a final report). The consultant should submit four hard copies and two soft copies (in CD ROM) of the final report. The team leader has overall responsibility for finalization and submission of the reports.

The report final report should be structured as follows;

- Executive Summary
- Program Description
- Evaluation Purpose
- Evaluation methodology
- Findings
- What worked and did not work
- Lessons learnt
- Recommendations
- Annexes
- The report should not exceed 30 pages excluding annexes
- This section will also include a timeframe of the overall process (draft timeline) - Simple table with key milestones and expectations and expected dates for deliverables
- The evaluation is expected to start on 23rd December 2011 and end by **29th February 2012**. The evaluation location and partners will be identified during the inception meetings with Sida and UN Women

9. Evaluation Team

The evaluation team will be composed of 2 independent consultants (1) international consultant who will be the team leader for the evaluation and (2) local consultant who will work closely with the team leader. The consultants will possess the following combination of skills and expertise:

- i) Knowledge of issues concerning women's human rights and gender equality including specifically in the area of gender based violence, ii) familiarity with the relevant context in Kenya.
- ii) experience in evaluation, especially rights, gender and results-based evaluation;
- iii) facilitation skills and the ability to deal with multi-stakeholder groups;
- iv) Excellent communication skills and the ability to write succinct and focused reports. and
- v) The evaluators will be required to submit **one or two examples of evaluation reports** recently completed when responding to the Terms of Reference

10. Evaluation Code of Conduct and Evaluation Standards and Principles

The evaluation consultant/team will adhere to the United Nations Evaluation Group (UNEG) Code of Conduct and the following evaluation standards, as outlined in the UNEG Norms and Standards and the UN Women Evaluation Policy:

- **Participation and inclusiveness:** Evaluation should foster the participation of key stakeholder (including UN Women's key partners in government, civil society and the UN system) during the preparation, conduct and utilization/follow-up stages of the evaluation process to ensure the credibility, quality and use of the evaluations, including during the validation of the evaluation findings.
- **Utilization Focused and Intentionality:** Evaluation should be focused on the needs of key users and there should be a clear intent to use the findings for learning and knowledge generation, decision-making and program improvement. They should be designed and completed in a timely manner to ensure their usefulness.
- **Transparency, Independence and Impartiality:** Evaluation should be free from undue influence to ensure unbiased and transparent due processes and reporting. It should take into consideration both achievements and challenges. **Quality and Credibility:** The design, preparation and conduct of gender equality and human rights responsive evaluation should

ensure the high quality of the evaluation and strive to make use of new and cutting edge mixed methods for evaluating women's empowerment, gender equality and women's human rights issues.

- **Ethical:** Evaluators should have personal and professional integrity and abide by the UNEG Ethical Guidelines for Evaluation in the UN system and the Code of Conduct to respect the rights of individuals involved in an evaluation

The above documents (United Nations Evaluation Group (UNEG) Code of Conduct, UNEG Norms and Standards and UN Women Evaluation policy) will be made available to the evaluation team/consultant as part of the documentation for this assignment.