

**UN WOMEN Kenya 2014-2018 Country Portfolio Evaluation
Final Report**

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ACRONYMS

AGPO	Access to Government Procurement Opportunities
AWP	Annual Work Plan
CEDAW	Convention on the Elimination of all forms of Discrimination Against Women
CEO	Chief Executive Officer
CIDP	County Integrated Development Plan
CO	Country Office
CoG	Council of Governors
CPE	Country Portfolio Evaluation
CREAW	Center for Rights Education and Awareness
CSO	Civil Society Organization
CSW	Commission on the Status of Women
CVE	Countering Violent Extremism
DAC	Development Assistance Committee
DaO	Delivering as One
DFID	Department for International Development
DP	Development Partner
DRF	Development Results Framework
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
EGBV	Electoral Gender Based Violence
ESAR	Eastern and Southern Africa
EVAW	Ending Violence Against Women
FGD	Focus Group Discussion
FIDA	Federation of Women Lawyers
GA	Gender Advisor
GAB	Gulf African Bank
GBV	Gender Based Violence
GERAAS	Global Evaluation Reports Assessment and Analysis System
GEWE	Gender Equality and Women Empowerment
GoK	Government of Kenya
GRB	Gender Responsive Budgeting
GSCG	Gender Sector Coordination Group
GTG	Gender Thematic Group
HAK	Healthcare Assistance Kenya
IDLO	International Development Law Organization
IP	Implementing Partner
IPSTC	International Peace and Security Training Centre
IRC	International Rescue Committee
JP	Joint Programme
KCO	Kenya Country Office
KEWOPA	Kenyan Womens Parliamentarian Association
KHRC	Kenya Human Rights Commission
KII	Key Informant Interview
KM	Knowledge Management

KNAP	Kenya National Action Plan
KNBS	Kenya National Bureau of Statistics
KNCCI	Kenya National Chamber of Commerce and Industry
KRA	Key Results Area
KSG	Kenya School of Government
LMIC	Lower Middle Income Country
LoE	Level of Effort
LPO	Local Purchase Order
MDAs	Ministries, Departments, Agencies
MDG	Millennium Development Goal
M&E	Monitoring and Evaluation
MoD	Ministry of Defense
MoDP	Ministry of Devolution and Planning
MoPSYGA	Ministry of Public Service, Youth and Gender Affairs
MTE	Midterm Evaluation
MTP	Medium Term Plan
MTR	Midterm Review
NCIC	National Crime Information Centre
NDMA	National Drought Management Authority
NGEC	National Gender and Equality Commission
NGO	Non-governmental Organization
NMA	National Male Alliance
NSA	Non-state Actor
OECD	Organization for Economic Cooperation and Development
OEEF	Organizational Effectiveness and Efficiency Framework
OHCHR	Office of the High Commission for Human Rights
PADV	Prevention Against Domestic Violence Act
PMOG	Programme Management Group
PPP	Public Private Partnership
PPRA	Public Procurement Regulatory Authority
PWD	People with Disabilities
RBM	Results Based Management
RCO	Resident Coordinator Office
RM	Resource Mobilization
RMNCAH	Reproductive, Maternal, Neonatal, Child and Adolescent Health
SDG	Sustainable Development Goal
SDGA	State Department of Gender Affairs
SEPK	Strengthening Electoral Processes in Kenya
SMART	Specific, Measurable, Attainable, Realistic, Timely
SMT	Senior Management Team
SN	Strategic Note
SRA	Strategic Results Area
ToC	Theory of Change
ToR	Terms of Reference
TWG	Technical Working Group
UN Women	United Nations Entity for Gender Equality and Women's Empowerment

UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDS	United Nations Development System
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNSCR	United Nations Security Council Resolution
UNV	United Nations Volunteer
UNW	United Nations Entity for Gender Equality and the Empowerment of Women
UPR	Universal Periodic Review
VAW	Violence Against Women
VE	Violent Extremism
VfM	Value for Money
WEE	Women's Economic Empowerment
WEP	Women Empowerment Principles
WG	Working Group
WOB	Woman Owned Business
WPSHRR	Women, Peace and Security, Humanitarianism, Disaster Risk Reduction
WSR	Women Situation Room
YIKE	Youth Initiatives Kenya

TABLE OF CONTENTS

Acronyms	2
Disclaimer	6
Executive Summary	7
1. Introduction and Background	13
2. The Kenya Context for Gender Equality and Women’s Human Rights	14
3. The Technical Design of the 2014-2018 Kenya Country Office Strategic Note.....	17
4. Stakeholder Mapping.....	25
5. Evaluation Design, Methodologies and Limitations	28
6. Key Findings	32
7. Conclusion	48
8. Recommendations	50

Annexes

1. Terms of Reference	53
2. List of Documents Consulted	72
3. Evaluation Timetable	74
4. List of Persons Interviewed	78
5. Evaluation Matrix	81
6. Data Collection Instruments	84
7. Status of Kenya’s Accession to International Laws on Gender – Summary Table	86
8. Kenya Country Office Organogram, January 2018	87
9. Contribution Table	88
10. Evidence Table	90
11. Evaluation Reference Group Members	95
12. Evaluator’s Biodata	96

Tables

1. DRF Priorities by Mandate.....	18
2. Boundary Partners by Key Results Areas.....	20
3. Strategic Note Budget Cuts by USD and by Percentage.....	25
4. Main Stakeholders and Their Roles	25
5. AGPO Certificates: Numbers and Value of Tenders Issued to 30 March 2017.....	41
6. Funding Gaps in Original Strategic Note Budget	44
7. Funding Gaps in Current Strategic Note Budget.....	45

Figures

1. Theory of Change (i)	22
2. Theory of Change (ii)	23
3. UN Women Partnership Distribution	26
4. UN Women’s Interventions in Kenya by County	27
5. Evaluation Design	28

DISCLAIMER

The UN Women Kenya Country Office originally intended that this external evaluation of the 2014-2018 Kenya Country Portfolio (CPE) would be conducted by two consultants, one international and one local. However, Jacinta Elizabeth Ndambuki, the national consultant engaged for this assignment, was unable to continue work on the evaluation beyond midpoint of the data collection phase. UN Women therefore requested the international consultant to carry out the remainder of the CPE as the sole evaluator. The CPE has also been supported by Caspar Merkle, the UN Women Regional Evaluation Specialist, who, according to UN Women Independent Evaluation and Audit Services guidelines, is considered to be independent of the Kenya Country Office, and who assisted with the CPE data collection, including key information interviews and focus group discussions., in addition to his quality assurance and CPE co-management roles.

EXECUTIVE SUMMARY

The Country Portfolio Evaluation (CPE) is a systematic assessment of UN Women's (UNW) contributions to development results for gender equality and women's empowerment (GEWE) at the country level. The UN Women country portfolio is guided by the Kenya Country Office (KCO) Strategic Note (SN) for 2014-2018, and it responds to UNW's three core normative, coordination and programmatic mandates.

KENYA CONTEXT FOR GEWE

Kenya has an enabling legal and policy environment for GEWE based on its 2010 rights-based constitution, its long- and medium-term development plans and priorities, and the gender-responsive international and domestic laws and conventions which it has signed such as the United Nation Convention on Elimination of All forms of Discrimination against Women (CEDAW and the Beijing Platform for Action. Moreover, several national gender-responsive policies and plans have been formulated and enacted, including the National Gender and Development Policy and the Prevention Against Domestic Violence Act (PDVA); and the Kenya National Action Plan (KNAP) on UN Security Council Resolution (UNSCR) 1325 has been domesticated. However, the implementation and monitoring of some of these acts and policies remains weak.

A significant advance toward GEWE in the area of women's economic empowerment in Kenya has been the Access to Government Procurement Opportunities (AGPO) programme, whereby 30% of procurement opportunities in government are reserved for women, youth and persons with disabilities. However, while the uptake of AGPO to date is promising, this programme has not yet been monitored. In terms of political leadership, women still remain under-represented in Kenya's decision-making processes. They account for only 23% of the National Assembly members, and 31% in the Senate, although the 2010 Constitution sets forth a rule that no more than two-thirds of the members of elective bodies can be of the same gender (the "two-thirds gender rule"); this rule has yet to be enacted.

Kenya's national gender machinery, through which affirmative action policies and plans are intended to be formulated and implemented, consists of the National Commission for Gender and Equality (NGEC) and the State Department for Gender Affairs (SDGA) in the Ministry of Public Service, Youth and Gender Affairs (MoPSYGA). Beyond government actors and organs at the central and county levels, the aid ecosystem for GEWE includes a wide range of civil society organizations, international and local NGOs, UN agencies, corporate foundations and traditional bilateral and multilateral donors.

UN Women (UNW) is the agency within the UN Development System (UNDS) in Kenya, which has the mandate to lead, promote and coordinate efforts to advance the full realization of GEWE. It must be noted that UN Women does not realize results directly. Rather, the agency works through its key partners to influence and achieve development outcomes. For example, in its normative work UNW builds the capacity of the national gender machinery to develop, implement and monitor gender-responsive policies and legislation. In order to reach its target client group, that is, the most marginalized women and girls, UNW often works through CSO partners who are operative at both the policy and grassroots levels. Indeed, civil society is one of the agency's key constituencies for pursuing and advancing mutual GEWE objectives.

UN Women also partners with private sector actors, particularly in the activity area of women's economic empowerment; with county level authorities, particularly in the areas of democratic governance and women's leadership; and with the security sector in the area of women, peace and

security. Additionally, UN Women also frequently works with other UN agencies to leverage their comparative strengths, expertise and budgets towards the GEWE goal.

THE SN PORTFOLIO

The current Country Office (CO) Strategic Note (SN) is the framework for UNW's work in Kenya for the period from 2014-2018. The KCO 2014-2018 SN includes five impact, or key results, areas (KRAs): 1) Women lead and participate in decision making at all levels; 2) Women, especially the poorest and most excluded, are economically empowered and benefit from development ; 3) Women and girls live a life free from violence; 4) Peace and security and humanitarian action are shaped by women's leadership and participation; and 5) Governance and national planning fully reflect accountability for gender equality commitments and priorities. Interventions under these five KRAs cover all of UNW's three mandates for normative, programmatic and coordination work.

THE KENYA COUNTRY OFFICE COUNTRY PORTFOLIO EVALUATION

The KCO CPE was commissioned by UNW; the objective of this consultancy was to conduct the final evaluation of the 2014-2018 Kenya Country Portfolio based on the detailed Terms of Reference (ToR) presented in **Annex 1**. The evaluation considers the SN's relevance, its achievements and progress against planned results, the sustainability of its results, and its effectiveness as a coordination and partnership framework and as a resource mobilization mechanism. The findings and recommendations from the CPE are also intended to inform UNW programming, coordination and financing in the next SN period (2018-2022). The primary audiences for whom the evaluation is intended are UNW and key national and county counterparts, as well as other Development Partners (DPs), including donors, the private sector, NGOs and civil society.

The CPE covered ongoing and completed initiatives and assessed the strategic position of UNW as well as any outcome level changes. The evaluation did not assess impact, as UNW considers that it is premature for such assessment. The overall objectives of the CPE were to assess the Portfolio according to OECD/DAC criteria; to support the KCO to improve its strategic positioning; to analyze potential synergies between the three mandates (normative, coordination and programme work); and to provide recommendations for the next KCO Strategic Note. As both a midterm evaluation of the 2014-2018 SN (SN MTE 2017) and the UNW KCO Annual Report from December 2017 provide recent information on the KCO Portfolio activities and outputs, this final evaluation was meant to be a strategic, macro-level assessment with a light programme review.

KEY FINDINGS¹

Finding 1 (Relevance): The design of the SN is relevant to the Kenya context through its alignment with national development policies and priorities; it is also well-aligned with international human rights norms and standards.

Finding 2 (Relevance): The SN's overarching GEWE objective is responsive and relevant to the issues contributing to gender inequality in Kenya, and all of the KCO Portfolio interventions are thematically relevant to the country context. However, UNW could better maximize its available financial resources and in-house staff capacities by narrowing the thematic and geographical focus of its activities.

¹The numbers of the Findings presented in the Executive Summary correspond to those presented in the text which are considered most significant.

Finding 3 (Relevance): The KCO has engaged with a wide range of state, non-state and private sector stakeholders to influence change and sustainable results for GEWE at policy and programmatic levels. While each type of partner is relevant for realizing change through at least one entry point, some of these partnerships carry high transaction costs as well as sustainability risks.

Finding 4: (Relevance) Through its interventions, the SN supports GEWE in the UNDAF, including through Joint Programmes and joint programming. Moreover, the role of the KCO in strategically positioning gender issues within the UNDS is well recognized by the UNCT.

Finding 5 (Relevance): During the current SN period, UNW has proved responsive to changes in the Kenyan context, including the extended 2017 elections period, two government transitions, Kenya's achievement of LMIC status and the emergence of violent extremism (VE) as a threat to national security. The 2014-2018 SN has thus remained relevant to Kenya despite contextual changes.

Finding 6: (Coordination mandate) UNW has well-leveraged its comparative advantage in its coordination work with the UNCT, the GSWG, the donor Working Group, SDGA and NGEC. However, to more strategically influence GEWE change at the national level, UNW will need to strengthen its coordination role with GoK stakeholders beyond the gender machinery.

Finding 7 (Normative mandate): Through its Portfolio interventions, UNW has contributed to a stronger enabling environment to support GEWE in Kenya. Most evaluation respondents stated that this is the area in which UNW has its greatest comparative advantage and on which it should focus going forward

Finding 8 (Programmatic mandate): There have been notable contributions through the KCO Portfolio's programmatic mandate towards GEWE in Kenya. However, overall progress towards the achievement of intended outcomes under this mandate is mixed due to resource gaps, partner capacity deficits, the protracted election period in 2017 and internal operational challenges, among other factors. Measurement of the Portfolio's progress has also been hindered by the lack of data for, and/or the inability to measure, five of the 22 (22.7%) DRF outcome indicators and 23 of its 58 (39.6%) output indicators. Results under KRA 3, EVAW, are also difficult to measure due to the lack of reported data on this sensitive topic. Furthermore, a key challenge to intended county level programmatic results under KRA 5, Democratic Governance, is that they are contingent upon the progress of the devolution process.

Finding 9 (Efficiency): Although there have been funding gaps in the Portfolio throughout the period of the current SN, and the KCO developed a Resource Mobilization (RM) Strategy in 2015, this strategy has been incompletely implemented. The 2015 Knowledge Management (KM) Strategy, which was also intended to support resource mobilization, has not been implemented. Moreover, the products generated as a result of the 2015 KCO Communications Strategy, which is under implementation, have not been utilized in support of resource mobilization as fully as anticipated.

Finding 10 (Efficiency): The KCO's organizational efficiency is hindered by the high percentage of activities which are executed through direct implementation (DIM). The largest percentage of SN budget activities involve training, and these carry a high transaction cost in staff time and expenses.

Finding 11 (Efficiency): Various revisions of the SN budget, as well as non-execution or carry-over of funds, hinder an assessment of the Portfolio's overall Value for Money (VFM) and of actual expenditures against Annual Work Plans.

Finding 12 (Sustainability): UN Women has undertaken extensive capacity building of its partners across the thematic areas. However, no assessment of these activities has as yet been undertaken. Moreover, while capacity building by the agency may have strengthened individuals' skills, it has been incompletely institutionalized; and partners' capacity deficits pose a risk to the sustainability of the Portfolio's results.

Finding 15 (Sustainability): UNW does not have a clear sustainability strategy; and there is no evidence of exit or handover strategies planned by the agency for any of its interventions. This poses a risk for the maintenance of results by local partners after UNW withdraws its financial and technical support.

Finding 17 (Gender and Human Rights "GHR"): The KCO interventions have contributed to addressing some of the root causes and some of the effects of gender inequality in Kenya and to changing the dynamics of power relations. Since addressing root causes is linked to social norm change, which can be a lengthy process, the results of UNW's contributions in GHR may not be visible during this SN period

CONCLUSIONS

Conclusion 1 (Relevance): While the KCO Portfolio's design and interventions are relevant to achieving GEWE results in Kenya, its programmatic and geographical range is quite ambitious, given UNW's available financial resources and in-house expertise as well as its partners' varying capacities. Stronger results could be realized by narrowing the scope of the Portfolio interventions and by reducing the number of KCO's partners.

Conclusion 2 (Effectiveness): UNW has played a strong coordination role with stakeholders towards the achievement of GEWE in Kenya. However, the gender machinery is weak, and to more strategically influence GEWE change at the national level, UNW will need to identify other entry points to strengthen its coordination role with GoK stakeholders.

Conclusion 3 (Effectiveness and Efficiency): The incomplete implementation of the KCO's RM and KM strategies hinder the visibility of UNW's achievements and its efforts to secure financing. The KCO's rate of DIM activities is high, and it has resulted in significant transaction costs for the agency. Additionally, it is difficult to assess the Portfolio's VFM and the efficiency of its delivery, due in part to several budget revisions and non-execution of funds.

Conclusion 4 (Sustainability): Sustainability indicators for the Portfolio's outcomes are mixed; and ongoing partner capacity deficits as well as UNW's lack of an exit strategy pose risks to the sustainability of the results to which it contributed.

RECOMMENDATIONS

Recommendation 1 (Relevance – Portfolio Design and Alignment): Maximize financial and staffing investments by narrowing the geographical focus of interventions, and identifying and concentrating on those activities which are the most relevant and realistically achievable, given available resources, partners and the KCO's demonstrated strengths, achievements, and comparative advantage -and which also complement initiatives by other actors in the gender ecosystem, through

- a. An ecosystem approach. Use an ecosystem approach to strengthen Portfolio synergies with and non-duplication of other DPs activities
- b. Relevance to national priorities and UN Flagship Programmes. Align Portfolio interventions to priorities in the Vision 2030, the MTP III and the Big Four Agenda as well as to UNDAF SRAs and the UN Reform Flagship Programmes
- c. Normative work. Retain a strong focus on normative work where KCO has a demonstrated comparative advantage
- d. Partnership Relationship Strengths. Build on and scale up the achievements with private sector partners developed under, for example, KRA 2 and KRA 4, to deepen engagement with corporate partners, both as boundary partners and as possible funders.
- e. Male Engagement. Continue to intentionally include male engagement as a focus for programming, including youth
- f. Joint Programmes and Joint Programming. Continue to leverage through Joint Programmes and joint programming.

Urgency: High	Impact: High	Difficulty: Medium
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Recommendation 2 (Effectiveness – Coordination): To more strategically influence GEWE change at the national level, increase coordination with GoK stakeholders beyond the gender machinery, including the line ministries with which the KCO works in Joint Programmes and joint programming; options for greater coordination include the secondment of senior Gender Advisors and inclusion in relevant gender working groups.

Urgency: Medium	Impact: High	Difficulty: Low
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Recommendation 3 (Efficiency and Effectiveness): Strengthen organizational efficiency and effectiveness:

- a. Conduct functional review after the formulation of the new Strategic Note to inform staffing numbers and competencies
- b. Review and update RM and KM strategies and adjust staffing for these areas based on the functional review
- c. Reduce DIM and increase coordination and technical advice. Reduce DIM and, where possible, increase NIM where activities can be implemented through established, credible partners, for example, by institutionalizing training for government and NSA partners
- d. Integrate VFM indicators into reporting on DRF and OEEF results
- e. Support the audit requested by donors: findings from the proposed audit should strengthen the Portfolio’s Value for Money (VfM)

Urgency: High	Impact: High	Difficulty: Medium
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Recommendation 4 (Sustainability): Mitigate sustainability risks:

- a. Mitigate sustainability risks posed by the lack of handover plans: Develop a phased and feasible exit strategy and review it with partners.
- b. Reduce sustainability risks related to partner capacity deficits: Increase efforts to institutionalize capacity building, beyond strengthening individuals’ skills and competencies,

through the development of gender tools, templates and policies. Reduce the transaction costs for capacity building and training activities and their follow up by institutionalizing these activities with established and credible partners (see also Conclusion 3: Effectiveness)

Urgency: High	Impact: High	Difficulty: Medium
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1. INTRODUCTION AND BACKGROUND

The Country Portfolio Evaluation (CPE) is a systematic assessment of UN Women's (UNW) contributions to development results for gender equality and women's empowerment (GEWE) at the country level. The UN Women country portfolio is guided by the Kenya Country Office (KCO) Strategic Note (SN) for 2014-2018, and it responds to the agency's three core normative, coordination and programmatic mandates.

The Kenya CPE was commissioned by the UN Women (UNW) KCO; the evaluation was conducted according to the detailed Terms of Reference (ToR) presented in **Annex 1**. The CPE considered the relevance of the entire UNW KCO Portfolio, as well as its achievements and progress against planned results, the sustainability of its results, and its effectiveness as a coordination and partnership framework.

The scope of this CPE is the entire UN Women KCO portfolio, including the normative, programmatic and coordination work undertaken during the period of the current UN Women Strategic Note (2014-2018). The portfolio-wide 2014-2018 Strategic Note, which includes the Development Results Framework (DRF) and the Organizational Effectiveness and Efficiency Framework (OEEF), provides the basis for this CPE.

UN Women organizational structures and systems outside of the KCO, such as regional architecture, are beyond the scope of this evaluation, and they have been noted only where there is a clear implication for the design and implementation of the KCO Strategic Note. Joint programmes and joint programming are within the scope of the CPE, and they were considered both from the perspective of UN Women's specific contribution, and from the additional benefits and costs from working through a joint modality. Consideration of the Delivering as One (DaO) approach and UN Women's contribution to national development results through the UNDAF are also within the scope of Kenya CPE.

The CPE covered ongoing and completed initiatives and assessed the strategic position of UN Women as well as any outcome level changes. The evaluation did not assess impact, because UN Women considers that it is premature for such assessment. However, the evaluation did note emerging outcomes.

The overall objectives of the CPE were:

- To assess the relevance, effectiveness and organizational efficiency of UN Women contributions to development results;
- To support the KCO to improve its strategic positioning and to identify lessons and good practices;
- To analyse potential synergies between the three mandates (normative, coordination and programme work);
- To provide recommendations for the next UN Women Kenya Strategic Note.

The findings and recommendations from the CPE are thus intended to inform institutional learning, including UNW programming, coordination and financing in the next SN (2018-2022). As both a midterm evaluation of the 2014-2018 SN (SN MTE 2017) and the UNW KCO Annual Report for from

December 2017 provide recent information on the KCO Portfolio activities and outputs, this final evaluation was meant to be a strategic, macro-level assessment with a light programme review.

The primary audiences for whom the CPE is intended are UNW and national and county partners, as well as donors, the private sector, NGOs and civil society.

2. THE KENYA CONTEXT FOR GENDER EQUALITY AND WOMEN'S HUMAN RIGHTS

According to its 2010 rights-based constitution, its long- and medium-term development plans and priorities, and the gender-responsive international and domestic laws and conventions which it has signed, Kenya has an enabling legal and policy environment for GEWE. The country is, for example, a signatory to various international and regional obligations on women's human rights, including the Millennium Development Goals, United Nation Convention on Elimination of All forms of Discrimination against Women (CEDAW), the Protocol to the African Charter to the Human and Peoples Rights on the Rights of Women in Africa, and the Beijing Platform for Action. However, as Kenya follows a dualist legal system, international treaties and obligations cannot take effect until they are implemented through domestic legislation. Therefore, several of the gender-affirmative protocols which Kenya has signed have not as yet been operationalized. For example, in 2003 Kenya signed the African Union Protocol on the Rights of Women in Africa; but it has not yet ratified this Protocol. A listing of the international conventions related to gender which Kenya has signed and their current status of implementation is presented in **Annex 8, "Status of Kenya's Accession to International Laws on Gender – Summary Table"**.

National support towards GEWE is articulated through, among others, Kenya's 2010 Constitution and through the country's Vision 2030, its long-term development plan. The current five-year plan for the Vision 2030, the 2013-2018 Medium Term Development Plan II (MTP II) as well as the draft of the forthcoming 2019-2023 MTP III, state that gender mainstreaming will be integrated into all government policies, plans, and programmes. There are legal and policy frameworks which support, for example, Gender Responsive Budgeting (GRB) and the gender equitable allocation of resources². However, the current paucity of gender disaggregated data hinders the development of evidence-based policies, programmes and resource allocation in support of GEWE in Kenya.

Since 2010, several gender-responsive policies and plans have been formulated and enacted, including the National Gender and Development Policy, the National Policy on Prevention and Response to Gender Based Violence, the Marriage Act, the Matrimonial Property Act and the Prevention Against Domestic Violence Act (PDVA); and the Kenya National Action Plan (KNAP) on UN Security Council Resolution (UNSCR) 1325 has been domesticated. However, the implementation and monitoring of some of these acts and policies remains weak.

A significant advance toward GEWE in the area of women's economic empowerment, particularly for women-owned enterprises, has been the Access to Government Procurement Opportunities (AGPO) programme, whereby 30% of procurement opportunities in government are reserved for women, youth and persons with disabilities. However, while the uptake of AGPO to date is promising, this programme has not yet been monitored.

²For example, the Public Financial Management Act of 2012

In terms of women's political leadership, although the 2010 Constitution sets forth a rule that no more than two-thirds of the members of elective bodies can be of the same gender (the "two-thirds gender rule"), this rule has yet to be enacted. Women still remain under-represented in Kenya's decision-making processes. They account for only 23% of the National Assembly members, and 31% in the Senate

Kenya's national gender machinery, through which affirmative action policies and plans are intended to be formulated and implemented, consists of the National Commission for Gender and Equality (NGEC) and the State Department for Gender Affairs (SDGA) in the Ministry of Public Service, Youth and Gender Affairs (MoPSYGA). Beyond their allocations from Treasury both the NGEC and the SDGA rely upon donor and INGO support for financing and technical advisory services³; and NGEC and SDGA partners' expectations are high that external funders will continue to provide support to them. However, given the diminishing aid environment globally, it is more likely that overall bilateral and UN donor funding will decrease. The lack of sufficient national funding for the gender machinery is not only unsustainable; it is also indicative of Government's less than full commitment to the achievement of GEWE. Moreover, neither NGEC nor SDGA has ministerial status, which limits their influence within the Government's organizational hierarchy. The country's gender machinery thus lacks both sufficient budgetary resources and political clout to fully realize the GEWE goal in Kenya.

Beyond government actors and organs at the central and county levels, the aid ecosystem for GEWE includes a wide range of civil society organizations, international and local NGOs, UN agencies, corporate foundations and traditional bilateral and multilateral donors. Various national and local organizations advocate and promote women's rights through public, private and civil society platforms, for example, KEWOPA in parliament and the Africa UNITE Kenya Chapter and Health Association Kenya for GBV and EVAW, respectively. However, several challenges, particularly the weakening of civil society following the recruitment of key CSO leaders into Government roles after the 2007 election⁴, as well as government actions to limit CSO activities and their right to freedom of association in 2009 – have negatively impacted upon CSOs' capacity to launch sustained, well resourced, nation-wide support for issues of mutual concern such as the two-thirds gender rule.

³ For example, according to the 2015-2016 Annual Report for NGEC, which is the most recent available, NGEC's budget for that period was 309,000,000 KSH, (approximately US \$3,090,000); of that amount, 16,848,457 KSH (approximately US \$170,000) was received from UN Women. Funds from other donors include 14,947,962 KSH (approximately US \$150,000) from the Government of Norway and 6,986,208 KSH (approximately US \$ 7,000) from the Uraia Fund: National Gender and Equality Commission, *Annual Report 2015-2016*, Nairobi, 2016, pp. 64 and 69. According to these figures, funds from UN Women account for approximately 5% of NGEC's budget.

⁴Although a detailed discussion of this is beyond the scope of the CPE, additional details on the co-opting of civil society leaders into government positions following the 2007 election are considered elsewhere: see Africa Research and Resource Forum, *Discourses on Civil Society in Kenya*, Nairobi, 2009, pp. 13 ff.

There are several international NGOs that provide technical advice and support to GEWE in Kenya, for example, the International Development Law Organization (IDLO)⁵ and the International Rescue Committee (IRC)⁶. Traditional bilateral and multilateral donors who support GEWE interventions in Kenya include Finland, Sweden, Norway, the UK, the US, Japan, Australia, Denmark, Germany and the World Bank. Other funders that support gender equality and women's empowerment in Kenya include corporate philanthropies such as Ford Foundation⁷, Rockefeller Foundation⁸ and the Mastercard Foundation⁹ (MCF).

Kenya's achievement of LMIC status has implications for these types of traditional aid financing, as it is assumed that middle income countries are able to fund their own development priorities. Consequently, both the GoK and its development partners, including the UN, are exploring other types of aid financing modalities, for example, through public-private partnerships (PPPs) and blended financing options. For GEWE activities this also includes gender lens investing.¹⁰ Moreover, the United Nations Development System (UNDS) in Kenya is actively pursuing social impact investment¹¹ and other innovative aid financing options to determine how these modalities might support both the achievement of the 2030 Agenda as well as the "project funding to development financing" approach. The latter is a key element in the ongoing global reform of the UNDS to rationalize resources and staffing for more collaborative actions to realize the SDGs. The implication of UN reform for UN Women, at either the global or country levels, is not yet clear.

UN Women (UNW) is the agency within the UN Development System (UNDS) in Kenya, which has the mandate to lead, promote and coordinate efforts to advance the full realization of GEWE. The agency was established in 2010 by a General Assembly resolution which merged four UN precursor entities¹² with the aim of providing greater system-wide coherence towards the goal of achieving GEWE. UNW

⁵ IDLO's support includes the provision of a Legal and Policy Gender Advisor to the SDGA who has contributed inputs to, among others, Kenya's Technical Committee on the implementation of the UN Security Council Recommendation on women and peace and security (UNSCR 1325); Kenya's National Gender Equality Policy; and towards the implementation of the Government of Kenya's comprehensive framework to address sexual and gender-based violence: <https://www.idlo.int/idlo-kenya-gender-reform>

⁶ The context within which IRC focus on gender-related issues is primarily humanitarian..

⁷ For example, beyond UN Women, the Government of Norway and the Uraia Fund as noted above in footnote 3, other donors to NGEK include the Ford Foundation, the Rockefeller Foundation, UNFPA and DSW: <http://www.ngeckkenya.org/our-partners>

⁸ www.rockefellerfoundation.org

⁹ www.mastercardfdn.org In Kenya MCF supports GEWE primarily through women's economic empowerment and leadership initiatives, for example, education and skills training programmes for employment and entrepreneurship, and in the development and provision of financial products and services for the agriculture sector

¹⁰ Gender lens investment is commonly described as "...investing for financial return while also considering gender equity.": <https://socialimpact.wharton.upenn.edu/gender-lens-investing/five-ways-advance-gender-lens-investing-africa/> It includes investing in workplace equity, supporting the development of goods and services for women and girls, and increasing women's access to capital: op. cit., ibid.

¹¹ **Impact investments** are designed to achieve a measurable **social** or environmental as well as financial return; see A. Ittig and M. Karanja, *The 2014-2018 Kenya UNDAF Final Evaluation Report*, 2017, p. 38.

¹² The four entities were the Division for the Advancement of Women (DAW); the International Research and Training Institute for the Advancement of Women (INSTRAW); the Office of the Special Adviser on Gender Issues and Advancement of Women (OSAGI) and the United Nations Development Fund for Women (UNIFEM)

established its KCO in the same year. The UNW KCO adheres to the three mandated areas for coordination, programmatic and normative work which guide the agency's work globally; and the SN provides the framework for the KCO's activities in country

According to its January 2018 organogram (**Annex 8**), the KCO employs 40 staff, including management, programme and operations personnel, plus an Executive Assistant for the Country Director and one driver. Four KCO staff are gender advisors who are seconded to the offices of national or county government partners. Ten of the other 40 KCO staff, or 25%, are UN Volunteers (UNVs); four of these UNVs have also been placed in partners' offices. Additional details are given in **Annex 8, "Organogram"**.

It must be noted that UN Women does not realize results directly. Rather, the agency works through its key partners to influence and achieve development outcomes. For example, in its normative work UNW builds the capacity of the national gender machinery to develop, implement and monitor gender-responsive policies and legislation. In order to reach its target client group, that is, the most marginalized women and girls, UNW often works through CSO partners who are operative at both the policy and grassroots levels. Indeed, civil society is one of the agency's key constituencies for pursuing and advancing mutual GEWE objectives.

UN Women also partners with private sector actors, particularly in the activity area of women's economic empowerment; with county level authorities, particularly in the areas of democratic governance and women's leadership; and with the security sector in the area of women, peace and security. Additionally, UN Women also frequently works with other UN agencies to leverage their comparative strengths, expertise and budgets towards the GEWE goal.

3. THE TECHNICAL DESIGN OF THE 2014-2018 KENYA COUNTRY OFFICE STRATEGIC NOTE

The current Country Office (CO) Strategic Note (SN) is the framework for UNW's work in Kenya for the period from 2014-2018. The KCO 2014-2018 SN includes five impact, or key results, areas (KRAs): 1) Women lead and participate in decision making at all levels; 2) Women, especially the poorest and most excluded, are economically empowered and benefit from development ; 3) Women and girls live a life free from violence; 4) Peace and security and humanitarian action are shaped by women's leadership and participation; and 5) Governance and national planning fully reflect accountability for gender equality commitments and priorities. Interventions under these five KRAs cover all of UNW's three mandates for normative, programmatic and coordination work.

The 2014-2018 SN supports the achievement of the national development goals articulated in Kenya's Vision 2030, as well as in its Medium-Term Plan (MTP) II (for 2014-2018). The key results areas of the SN also support the Strategic Results Areas (SRAs) of the United Nations Development Assistance Framework (UNDAF) for Kenya; and it aligns the principles in the United Nations' Quadrennial Comprehensive Policy Review (QCPR). The SN reaffirms UN Women's commitment to the principles of the Paris Declaration on Aid Effectiveness, the UN-Sector Wide Action Plan (UN-SWAP) and the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW).

3.1 The DRF and OEEF

The SN includes a Development Results Framework (DRF) and an Organizational Effectiveness and Efficiency Framework (OEEF) with baselines, targets, indicators and expected results (see **Annex 3, The Development Results Framework** and **Annex 4, The Organizational Effectiveness and Efficiency Framework**).

3.1.1 **The DRF** references the three UNW mandates for normative, co-ordination and programme work. A summary of the priorities in each of UNW’s three mandate areas and matrix of its boundary partners by KRA is represented in the tables below:

Table 1
DRF Priorities by Mandate

Normative Work	Coordination Work	Programmatic Work
Support to GoK for CEDAW, CSW and UPR reports	Support to UN Gender Working Group	KRA 1. Women Leadership
Support to GoK for its Beijing Platform for Action +20 report	Coordination of Extended GTG: The Gender Sector Working Group (GSWG), also referred to as Gender Sector Coordination Group (GSCG) ¹³ Coordination with Development Partners Group on GEWE	KRA 2. WEE
Support to enactment of Marriage Act, Matrimonial Properties Act, Protection against Domestic Violence Act and to the Development and launch of the National Policy on the prevention and Response to GBV Development of the Duty Bearers handbook on GBV,	Support to the National GBV working Group convened by NGECC, Select GBV county Committees, and select (Court Users Committees) CUCs, HAK’s national GBV/EVAW Rapid Response System for survivors Support and coordination of Technical Working Groups at both SDGA and UN level (TWG-GBV)	KRA 3. EVAW
Support to GoK for production of	UNCT gender mainstreaming UNDAF (co-lead for SRA 1)	KRA 4. Peace and Security/HDRR

¹³ UN Women provides financial support to the meetings and assists in planning and structuring its meetings and events, e.g. the annual retreat in 2014. The GSWG includes CSOs, UN agencies, DPs, Ministries, and private sector foundations concerned with GE.

KNAP on UNSCR 1325 and on subsequent resolutions on Women, Peace and Security	<u>Joint Programmes (JPs) and Joint Programming:</u> ¹⁴	
Support to GoK for VNR and localization of SDGs	1 Turkana JP (partner agency) 2 SEPK (partner agency) 3 Marsabit cross border JP (partner agency) 4 JP GEWE ¹⁵ (coordination; lead agency) 5 UNAIDS-HIV (partner agency) 6 GBV (partner agency) 7 RMNCAH (partner agency)	KRA 5. Governance

¹⁴ UN Women participates in the JP Devolution, which is led by UNDP, in a joint programming modality with pass-through funding

¹⁵ This JP ran from 2009-2014.

Table 2

Boundary Partners by Key Result Areas

Results Area	Partner Type			
	State Actors	UN Partners	Non-State Actors: CSO/NGO	Non-State Actors: Private Sector
KRA 1	IBEC; ORPP; NWSC	UNDP	YIKE, KEWOPA, CIFA	
KRA 2	AGPO Secretariat; PPRA; MoA; MoE; NEMA; Ministry of Mining; MoPSYGA; MoDP/Directorate of Gender; NGEC; KEPSA; National Treasury	UNOPS	IEA, SID, JOYWO, Turkana Woman Network; KEWOPA	Gulf Africa Bank; KEPSA; KAM; Airtel; Amiran; KNCC; Kenya Private Sector Association; Kenya Credit Reference Bureau
KRA 3	KHRC; MDP/SDGA	UNFPA, OHCHR	Africa Unite; LVCT, GRVC, HAK; National Male Engagement Alliance; IRC; CREAW, COVAW	Unilever Tea Kenya and the Gender Empowerment Platform of the Tea sector
KRA 4	MoD; MDP; MoFA; NGED; NSC; Interpol; Moi; NCIC; NCTC; NDMA; NDOC; Police, IPSTC	OCHA; UNHCR; UNDP; UNISDR; UNCT Humanitarian Cluster	Kenya Red Cross; UWIANO; Muslims for Human Rights	
KRA 5	CoG; NGEC; MDP/SDGA; KSG; CIC, KNBS	UNDP	KEWOPOA	

Through the 2016 revision of the DRF, its results chains, including outcome statements and key performance indicators (KPIs) for all KRAs except KRA 5, were revised. In addition, a programmatic approach, or integrated programming, was introduced by UN Women globally in 2015. As a result, the KCO merged KRAs 1 and 5 into “Democratic Governance”, and KRAs 2 and 3 into “Socio-Economic Development”, thereby reducing its actual programming pillars from five to three. Global Flagship Programmes, such as “Women’s Political Empowerment and Leadership” which has been customized to the Kenya context and is currently under implementation by the KCO, were also introduced with the aim of bringing greater efficiency and effectiveness to portfolio intervention, as well as to reduce the somewhat “siloed” KRA approach to programming. This is considered in greater detail below under “Effectiveness”.

3.1.2 The OEEF presents organizational effectiveness and efficiency goals through four output clusters:

1. To drive more effective and efficient United Nations system coordination and strategic partnerships on gender equality and women’s empowerment
2. To institutionalize a strong culture of results-based management, reporting, knowledge management and evaluation
3. To enhance organizational effectiveness, with a focus on robust capacity and efficiency at country and regional levels
4. To leverage and manage resources

OEEF Output Cluster 1 is considered below under 6.2, “Effectiveness: Partnerships”. OEEF Cluster Outputs 2 and 4, which include the UNW KCO Communications, Knowledge Management (KM) and Resource Mobilization (RM) as outputs, respectively, are considered in greater detail below, under 6.3, “Efficiency – Leveraging and Managing Resources”; this section refers to both SN financing and funding gaps. The focus area of OEEF Output Cluster 3, UN Women’s organizational effectiveness and efficiency, including its staffing (see **Annex X, “UN Women Office Organogram”**) is considered under 6.3, “Efficiency – Organizational Efficiency”, below.

3.2 Theory of Change for KCO 2014-2018 SN

An overview of the SN Theory of Change (ToC) is presented in Figures 1 and 2, below.

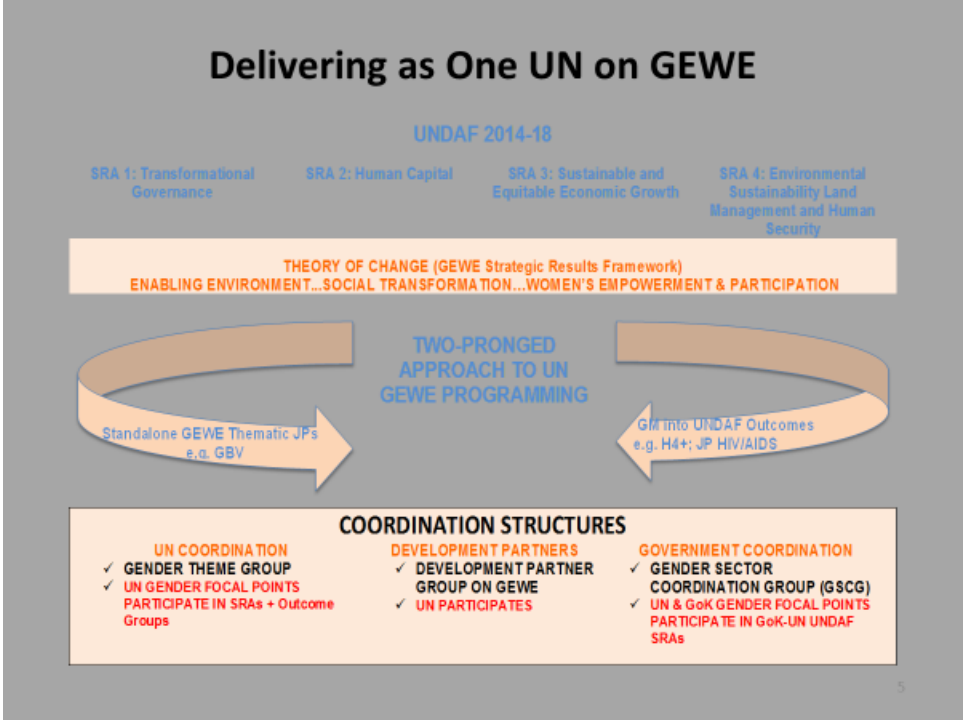


Figure 1

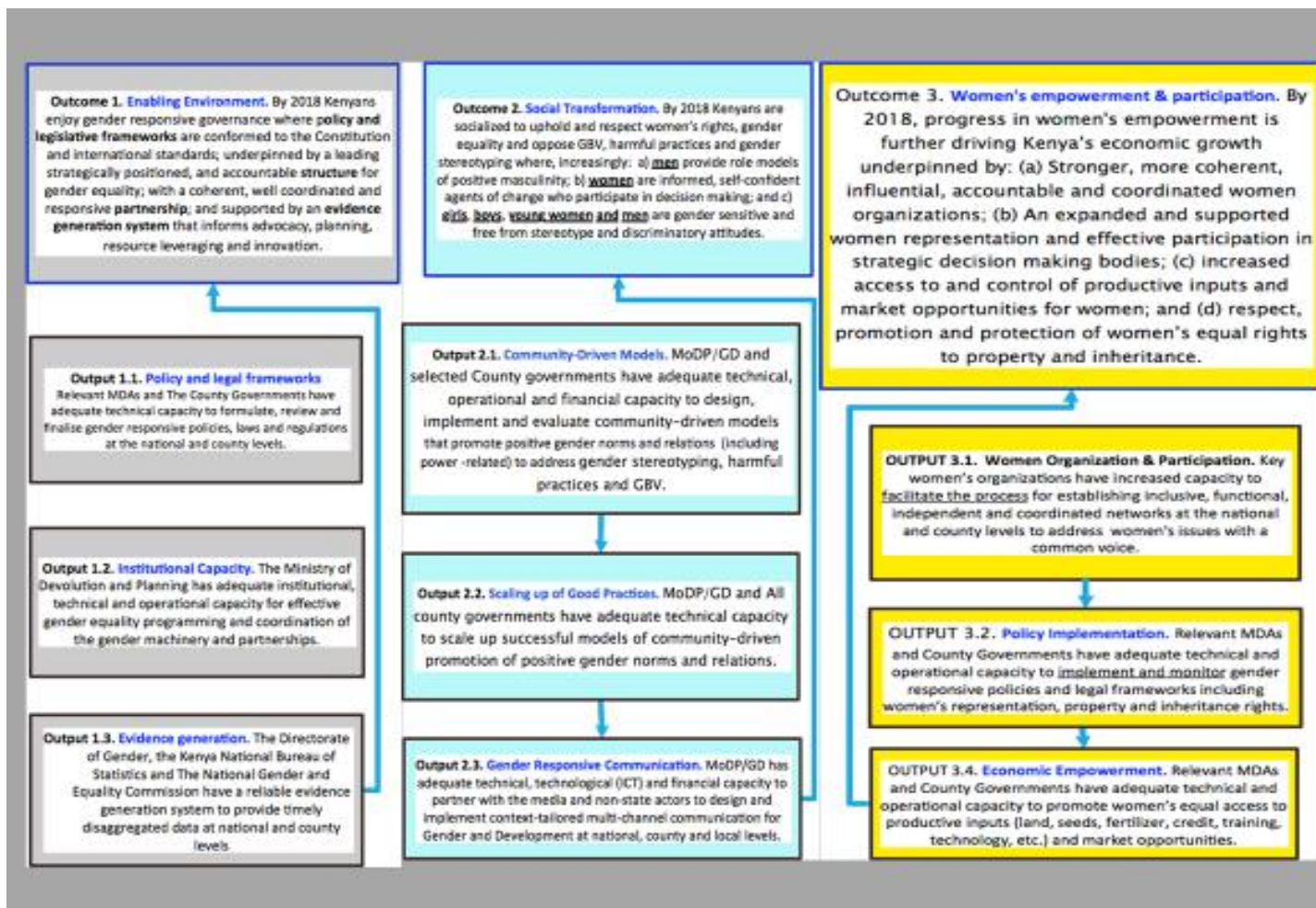


Figure 2

The Strategic Results Framework for the Joint Programme on GEWE (2009-2014) provides the underlying theory of change for the work of the UNW KCO. This ToC was developed in February 2014 through a participatory process with government, civil society, development partners and UN agencies.

The ToC identifies some of the negative norms and harmful practices such as gender stereotyping and GBV that contribute to women's lack of voice and power, lack of control over assets and resources and low self-esteem, and which are among the root causes which hinder the realization of GEWE. Other causes are implied by the ToC outputs, e.g. the Output 3.2 on policy implementation for women's property and inheritance rights indicates that there are also institutional root causes, such as inadequate government technical and programmatic capacity and lack of political will, which hamper GEWE.

The ToC also identifies three areas as key for investment in order to address these root causes and thereby significantly improve GEWE in Kenya. These three areas are:

- Creation of an **enabling environment** -policy, legal and institutional
- **Social transformation** to address the socio-cultural drivers of gender inequality

- Investing in **women’s empowerment and women’s movements** which will drive their full economic and political participation

It is envisaged that these three areas – enabling environment, social transformation and women’s empowerment and participation – will be realized through a two-pronged programming approach of standalone GEWE thematic JPs as well as through gender mainstreaming into the four Strategic Results Areas of the Kenya UNDAF. The assumption underlying the ToC is that *If there is an enabling social, economic and policy environment which allows women to prepare, study and acquire the skills and competencies required for leadership roles and functions and to actively participate in policy and legislative design and implementation, then they will be able to realize their full economic and political potential and significant progress towards GEWE would be achieved.*

As the ToC assumes that the realization of GEWE will require all three conditions, the five SN KRAs through which those conditions are intended to be achieved must also be seen as interrelated areas which synergize and reinforce each other. However, consideration of the gap between foundational work in, for example, the enactment of legislation and policies which support GEWE, and their actual operationalization, or the realization of an enabling environment, is less considered in the ToC.

The ToC also anticipates that the achievement of GEWE will require the engagement of a wide variety of partners, including those in the women’s movement as well as government, UN, private sector, and NGO stakeholders, and these are summarized in the tables presented below, in **UN Women’s Partnerships**. Finally, the ToC does not reference those actors who work in the gender sector and who do not partner with UN Women, for example, the donors and other funders who support interventions which do not include UNW, among others; and this has implications not only for the possible duplication of other DPs’ efforts. It can also mitigate against achieving greater efficiencies and effectiveness in programming planning and resource mobilization.

3.3 Budget

The budget originally planned for the 2014 – 2018 SN, including both the DRF budget of \$29,130,000.00 and the OEEF budget of \$13,949,137.00, was US \$43,079,137¹⁶. However, these figures have been reduced over the course of the SN period as activities which remained unfunded were no longer included in budget calculations, although some of these unfunded activities were still included in AWP¹⁷. The working budget figure used during the CPE inception phase in April 2018 was \$38,000,000, as per the CPE TOR presented below in **Annex 1, Terms of Reference**. The SN budget currently used (June 2018) is US \$33,344,000.00, which represents a 22.5% reduction of the financing originally anticipated for the achievement of SN outcomes. To date, the largest budget cuts have been in the WEE and EAW results areas and in the OEEF; the only increase in budget has been in the WPSHRR results area, as shown in Table 5 below:

¹⁶ As per Annexes 1 and 2, respectively, of the *2014-2018 Strategic Note*.

¹⁷ For example, there is no budget in the 2017 AWP for KRA 2 outcome 2.2, *Public and private investments create new economic opportunities for WBEs in Kenya*, although this outcome is still included in it

Table 3**SN Budget Cuts in USD and by %**

	Original SN Budget (\$)	Working Budget (\$)	SN Budget Cut (\$)	SN Budget Cut (%)
Leadership	6,440,000	6,015,189	424,811	06.5
WEE	6,020,000	2,680,386	3,339,614	55.4
EVAW	4,890,000	2,959,993	1,930,007	39.4
WPSHDDR	6,555,000	8,140,305	(1,555,305)	(23.7)
Democratic Governance	5,225,000	3,708,205	1,516,795	29.0
OEEF¹⁸	13,949,137	9,840,283	4,108,854	29.4
TOTAL	43,079,137	33,344,361	9,734,776	22.5

As of May, 2018, resources mobilized towards the current SN working budget of \$33,344,361.00 totaled \$ 27,500,000.00

The financing for and funding gaps in the SN budget are considered further in “Effectiveness”, below.

4 STAKEHOLDER MAPPING

UNW KCO has engaged a wide variety of stakeholders, including both duty bearers and rights holders, in the formulation and implementation of its 2014-2018 SN. An overview of these stakeholders and their respective roles and activities is presented in Table 4 below:

**Table 4
Main Stakeholders and Their Roles**

Stakeholder Role	Stakeholders	Activities
Representatives of Target Groups and Rights Holders	Citizens of Kenya, including women, girls, men, boys; refugees; LVCT, GRVC, HAK, NGEC, FIDA; KEWOPA, KEPSA; YIKE; other NGOs; CSOs, CBOs	Beneficiaries, Implementing Partners for Leadership; EVAW; WEE; Governance; WPSDRR

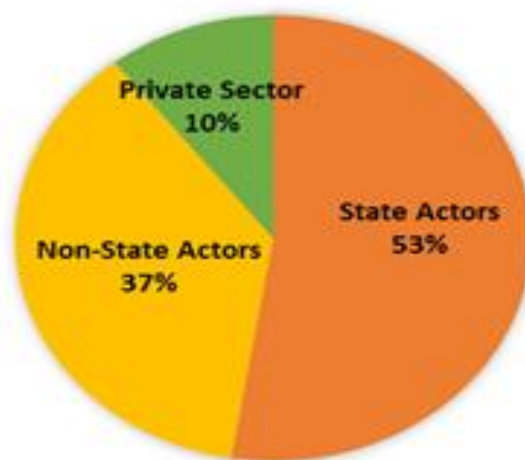
¹⁸ It is unclear from the AWP's which components of the OEEF have been cut.

Primary Duty Bearers	MPSYGA; SDGA; County Governments; MDP/NGEC; MoE; Ministry of Mining; MoD; Parliament; Gender Sector Coordination Group (GSCG) members ¹⁹	Policy implementation and service delivery
Intra-Governmental	RCO; UNDP; UNICEF; UNFPA; GTWG	Coordination, implementation of Joint Programmes on GEWE
Funders and financing	Sweden, Finland, Japan; SDG Partnership Platform; DP group on Gender members ²⁰	Partnership for resource mobilization

The percentage breakdown of UNW’s state, non-state and private sector partners is approximately 53%, 37% and 10%, respectively, as presented in Figure 3, below.

Figure 3²¹

UN Women Partnership Distribution



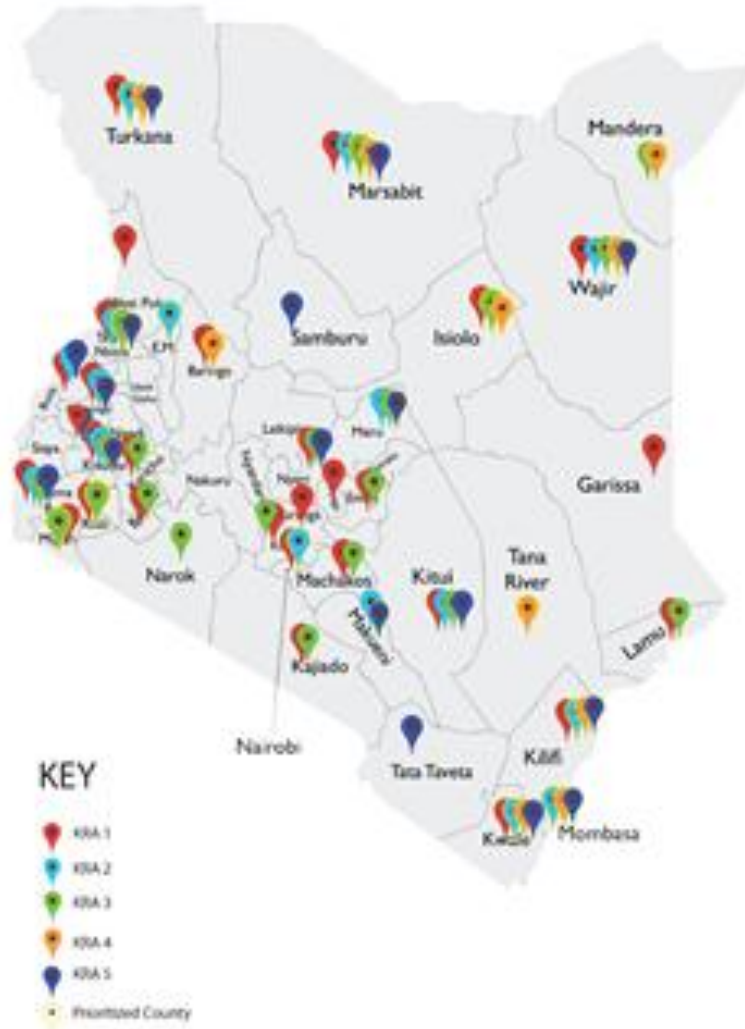
¹⁹ The GSCG was chaired by Ministry of Devolution and ASALs (formerly Ministry of Devolution and Planning);

²⁰At the time of the CPE, the chair of the DP Group on Gender was Sweden.

²¹ Figure 3 is courtesy of UN Women Kenya.

Figure 4

UN Women Interventions in Kenya by County²²



²² Figure 3 is courtesy of UN Women Kenya.

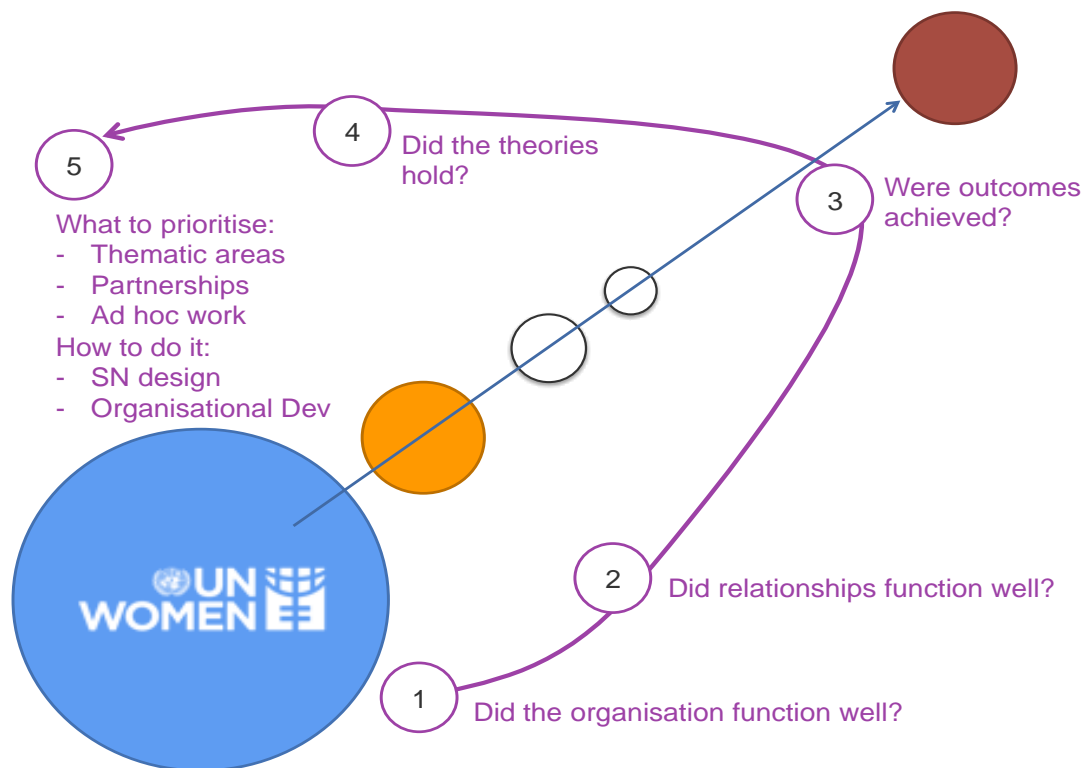
5 EVALUATION DESIGN, METHODOLOGIES AND LIMITATIONS

5.1 Evaluation Design

The UN Women CPE report follows a prescriptive format in order to facilitate the comparison of results across countries and regions. However, this can also result in lengthy texts in which evidence is reiterated in several sections, e.g. the requisite Contribution and Evidence Tables duplicate information which should be presented in the evaluation findings; the list of respondent types and numbers duplicates the requisite List of Persons Interviewed, the banner headings and texts for the sections on Findings, Conclusions and Recommendation.

The diagram below²³ presents the instruments, steps and processes involved in the production of a quality CPE.

Figure 5



²³ This diagram is based on UN Women IEO, *Guidance on Country Portfolio Evaluations in UN Women*, New York, 2016, p. 43, fig. 3: <http://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2016/guidance-on-country-portfolio-evaluations-in-un-women-en.pdf?la=en&vs=4858>

5.2 Evaluation Methodologies

The KCO CPE followed the UNW Independent Evaluation Office (IEO) *Guidelines for Country Portfolio Evaluations*, as well as the OECD/DAC evaluation criteria for relevance, efficiency, effectiveness and sustainability. It also complied with the United Nations Evaluation Group's *Ethical Guidelines for Evaluation* principles. The evaluation employed a mixed methodological approach, including a document review; semi-structured, qualitative Key Informant Interviews (KII), Focus Group Discussions (FGD) and an inception workshop with the Evaluation Reference Group (ERG) stakeholders. The preliminary findings of the CPE were also presented and validated during a stakeholder workshop at the completion of the data collection phase.

This approach allowed the triangulation of both qualitative and quantitative data. The CPE data collection instruments are presented in **Annex 3, "Data Collection Instruments"**. The complete list of desk review documents consulted is presented, in **Annex 2, "List of Documents Consulted"**.

Data collection followed a cluster²⁴ design in which Portfolio programming, coordination and normative activities were grouped into the thematic areas of the SN. Given the time constraints for the CPE, the evaluation questions were clustered. At the inception workshop, the ERG stakeholders selected first and second priority questions per cluster for the evaluation to answer. Although priority questions were selected by the ERG for only five clusters (see **Annex 6**), the evaluation also selected two questions from a sixth cluster related to the alignment of the Portfolio, in order to answer the requisite OECD/DAC evaluation criterium for relevance. In addition to the two priority questions per cluster, the evaluation also aimed to elicit answers for other questions which were relevant to particular clusters and stakeholders.

The six clusters were:

Cluster 1: Alignment of the CO portfolio. This cluster considered the extent to which interventions and partners were relevant

Cluster 2: Management of the Strategic Notes. This cluster included questions on the extent to which the KCO management skills and needed to deliver the portfolio.

Cluster 3: Achievement of the Strategic Notes. This cluster considered the extent to which Portfolio interventions were effective in contributing to the expected outcomes.

Cluster 4: Coordination and Comparative Advantages. This cluster considered the extent to which there was coordinated and coherent work between UN Women and the UNCT.

Cluster 5: Sustainability. This cluster considered the extent to which there is national ownership over portfolio activities and to which partners' capacity was developed to maintain the benefits achieved through Portfolio interventions after UN Women's exit

²⁴ A cluster evaluation assesses a large number of interventions by 'grouping' similar interventions together into 'clusters', and evaluating only a representative sample of these .

Cluster 6: Design of the Portfolio. This cluster considered the extent to which the Portfolio’s thematic focus was appropriate and to which the technical design of the Strategic Notes was relevant.

The UN Women Regional Evaluation Specialist who, according to UN Women Independent Evaluation and Audit Services guidelines, is considered independent of the Kenya Country Office²⁵, also assisted with the CPE data collection, including key information interviews and focus group discussions. The Regional Evaluation Specialist also provided substantive support to the evaluation process through his quality assurance and CPE co-management roles.

5.3 Sampling

The CPE aimed to interview stakeholders who would be representative of the KCO’s normative, coordination and programmatic work, including all five Strategic Results Areas of the Portfolio, in order to inform the evaluation objectives. The evaluation timeframe did not allow for field missions beyond Nairobi. Stakeholders based outside of Nairobi were therefore interviewed by telephone.

A total of 84 respondents were interviewed for the CPE. Of these, 74 were selected in consultation with KCO staff; and ten respondents were selected independently by the evaluation team. Respondents included rights holders, boundary partners and implementing partners as well as KCO representatives. They were interviewed through KIIs and FGDs

The respondents included 54 women and 30 men. Of these, 29 were from UN agencies; 29 from government organs; 16 from CSOs; 5 from the private sector; 4 were donor representatives; and 1 represented an NGO. Rights holders constituted only 20% of the respondents, all of whom were implementing partners. Consequently, the evaluation did not include discussions with the ultimate end group of beneficiaries that UN Women targets, that is, with the most marginalized and vulnerable women. Rather, the CPE relied upon secondary sources for information from that group on how their needs were met through UNW’s activities.

The list of stakeholders interviewed, including their organizational affiliation, is presented in **Annex 4**.

5.4 Quality Assurance

Quality assurance of the evaluation products was provided through the Evaluation Management Group, which included the UNW KCO Deputy Director, the UNW M&E Specialist and the Regional Evaluation Specialist. The Evaluation Reference Group also provided quality assurance through review of the evaluation design at the inception workshop; participation in the CPE KIIs and FGDs; participation in the validation workshop and through review of the draft evaluation report. Members of the ERG are listed in **Annex 11, “Evaluation Reference Group Members”**.

Finally, the quality of the final evaluation report will be assessed according to the UN Women Global

²⁵ UN Women, Independent Office of Evaluation, xx

Evaluation Reports Assessment and Analysis System (GERAAS)²⁶, including the extent to which the evaluation approach, data collection and analytical methodology are gender equality and human rights responsive.

5.5 Ethics, Gender and Human Rights

To ensure an inclusive, participatory, human rights-based approach, the evaluation involved both duty bearers as well as rights holders. Moreover, the evaluation adhered to UN Women evaluation guidelines, including its *Guidance on Country Portfolio Evaluations*²⁷ and on gender-responsive evaluation²⁸, as well as to the United Nations Evaluation Group's *Norms and Standards*²⁹; its *Ethical Guidelines for Evaluation*³⁰ principles and its guidance on *Integrating Human Rights and Gender Equality in Evaluations*³¹.

Accordingly, the CPE was gender responsive, that is, it considered the extent to which interventions have or have not reduced gender inequality; and the extent to which such changes may result in a greater realization of human rights and gender equality.

Furthermore, all interviews were prefaced with an explanation on the objective of the CPE and how information from the interviews would be used. All respondents were as well assured of anonymity.

5.6 Evaluation Limitations

The short timeframe for the evaluation³² curtailed some of the CPE's planned KIIs and FGDs³³, as well as other data collection. Moreover, UN Women had originally intended that the CPE would be conducted by two consultants, one international and one local (see **Annex 1, "Terms of Reference"**). However, the national consultant recruited for the CPE was unable to continue with this work beyond midpoint of the

²⁶ UN Women Independent Office of Evaluation, *Global Evaluation Report Assessment and Analysis System*, New York, 2015: <http://www.unwomen.org/-/media/headquarters/attachments/sections/about%20us/evaluation/evaluation-geraasmethodology-en.pdf?la=en>

²⁷ UN Women Independent Office of Evaluation, *Guidance On Country Portfolio Evaluations In UN Women*, New York, 2016

²⁸ UN Women, *UN Women Evaluation Handbook: How to Manage Gender Responsive Evaluation*, New York, 2015: <https://genderevaluation.unwomen.org/-/media/files/un%20women/gender%20evaluation/handbook/evaluationhandbook-web-final-30apr2015.pdf?la=en>

²⁹ United Nations Evaluation Group, *Norms and Standards for Evaluation*, New York, 2016: <http://www.unevaluation.org/document/detail/1914>

³⁰ United Nations Evaluation Group, *Ethical Guidelines for Evaluation-Foundation Document*, New York, 2008: www.uneval.org/document/download/548

³¹ United Nations Evaluation Group, *Integrating Human Rights and Gender Equality in Evaluations-Guidance Document*, New York, August 2014: www.uneval.org/document/download/1294

³² The original timeframe for the CPE was 30 days for each of two consultants for a total level of effort (LOE) of 60 work days.

³³ For example, with the KSG; other UN agency partners and other private sector representatives

data collection phase. As a result, although UN Women subsequently requested the international consultant to carry out the remainder of the CPE as the sole evaluator,³⁴ consideration of EVAW, Leadership and the national context for GEWE, that is, areas for which the national consultant was responsible, has not been as comprehensive in this report as originally envisaged.

The completion of the evaluation within the timeframe required to meet corporate deadlines mitigated against the production of the in-depth case studies planned for the evaluation report, including those on UN Women's partnerships with Gulf African Bank³⁵, with Unilever³⁶ and in the AGPO initiative.

Additionally, the turnover of staff in both UNW and government offices since the inception of the 2014-2018 SN hampered the collection of background information on its formulation and early implementation phase³⁷. Moreover, the absence of baselines for 9 of the 22, or some 40%, of the DRF outcome indicators and for 15 of the 58, or 25%, of its output indicators³⁸, as well as other indicators which are poorly defined or not SMART,³⁹ hindered the assessment of the Portfolio's progress against plan. In addition, although both UN and CSO respondents advised the evaluators that most of the beneficiaries of UN Women's interventions were young women, or "female youth", none of the indicators in the DRF are age-desegregated. Furthermore, various revisions of the SN budget also hampered an assessment of the Portfolio's financial delivery against planned results (see below, "Efficiency – Managing and Leveraging Resources")

Finally, direct attribution of UNW's interventions to development outcomes is problematic, given that many other actors, including different UN agencies, multi-lateral donors and corporate philanthropies,

³⁴ UN Women added six days to the international consultant's original level of effort of 28 days to complete the CPE.

³⁵ The WEE initiative partnership with GAB focused on unsecured access to finance for WOBs; and it also involved alliances with KNCCI and other private sector actors.

³⁶ The EVAW initiative in Kericho, including the replication of the Kericho project in Unilever's in India, which is also being undertaken in partnership with UNW (India); and effects of the Unilever CEO's pledge to WEPs on corporate policies

³⁷ "The fact that this switch (to the FP and revision of KRAs 1-4) more or less coincided with the introduction of the programme approach, the expansion of the organogramme and subsequent hiring of a whole new generation of novel staff might have actually mitigated the transaction costs including resistance and "chafing" at institutional level and among personnel. The introduction of a new programme framework allowed the newly hired staff to directly embrace the new FP logic," : SN MTE, p. 44

³⁸ For example, outcome indicators 2.2, 2.5,, 3.3, 4.1, 4.2, and 5.1 lack baselines; and there is no data for the outcome indicators 3.1, 4.5 and 2.3. There are no baselines for output indicators 2.1.2, 2.2.1;2.3.3; 2.6.3; 3.1.1; 3.1.3; 3.2.1; 3.2.3; 3.3.1; 3.3.3; 4.5.2; and 5.3.1. This is discussed in detail in the SN MTE, pp. 15-35 and in Annex H of the SN MTE, pp. 84-111.

³⁹ For example, the target for outcome indicator 2.1; see also SN MTE findings, e.g. p. 20: "... cases where results indicators in the DRF and OEEF were found to be lacking in terms of SMARTness (no yearly targets such as in the case of some DRF indicators, formulation of indicator not unambiguous, no baseline data or MoVs including no monitoring data etc.)..." ; these and other examples are discussed in detail in the SN MTE, pp. 15-35.

among others, also support and implement GEWE-related activities. The assessment of the Portfolio's results is therefore based on contribution analysis.⁴⁰

6 KEY FINDINGS OF THE EVALUATION

6.1 Relevance⁴¹

Finding 1: The SN is relevant to the Kenya context through its alignment with national development policies and priorities; and it is also well-aligned with international human rights norms and standards.

The relevance of UNW's programming in Kenya is tied to its close alignment with government priorities. Although the formulation of the 2014-2018 SN was completed prior to the launch of Kenya's current medium-term development plan (MTP) and the 2014-2018 MTP II, there is alignment between each of the five SN KRAs and the three economic, social and political pillars, of both the MTP II and of the country's longer-term Vision 2030. The areas of closest alignment are between the SN's KRA 2, WEE, and the economic pillars of the MTP II and Vision 2030; and between KRA 5, "Democratic Governance" and the Political Pillars of the MTP II and Vision 2030, including the focus on devolution. Moreover, KRA 3, EAW, is linked to the Gender sub-pillar of the MTP II Social Pillar. Furthermore, the SN also links to the healthcare and manufacturing priorities in the country's "Big Four Agenda" through Portfolio activities in the JP RMCHA and through KRA 2, WEE. Linkages between the SN and the GoK's development priorities are less visible in areas of infrastructure development, where other UN entities have a comparative advantage.

The KCO SN also aligns with and supports the realization of several key international human rights norms, standards and commitments, particularly CEDAW, the Beijing Declaration and Platform for Action; the Universal Periodic Review, the African Charter for Human and Peoples' Rights and the current international development agenda, the Agenda 2030.

Although the 2014-2018 SN was formulated before the launch of the Agenda 2030 and the transition from the pre-2015 Millennium Development Goals to the Sustainable Development Goals (SDGs), there is alignment between the themes and KRAs of the current SN and each of the 17 SDGs, and particularly with SDG 5 *Achieve gender equality and empower all women and girls*; SDG 8, *Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all*; SDG 11, *Make cities and human settlements inclusive, safe, resilient and sustainable*; and SDG 16, *Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels*.

⁴⁰ "Contribution Analysis ...offers an approach designed to reduce uncertainty about the contribution (an) intervention is making to the observed results through an increased understanding of why the observed results have occurred (or not!) and the roles played by the intervention and other internal and external factors...Contribution analysishelps to confirm or revise a theory of change...(and to provide) evidence (for) a plausible conclusion that, within some level of confidence, (a) program has made an important contribution to the documented results." https://www.betterevaluation.org/en/plan/approach/contribution_analysis

⁴¹ Relevance refers to "...the extent to which the aid activity is suited to the priorities and policies of the target group, recipient and donor" .: *DAC Criteria for Evaluating Development Assistance*

Finding 2: The SN’s overarching GEWE objective is responsive and relevant to the issues contributing to gender inequality in Kenya, and all of the KCO Portfolio interventions are thematically relevant to the current Kenya context. However, UNW could better maximize its available financial resources and in-house staff capacities by narrowing the thematic and geographical focus of its activities.

As a result of gender inequality, Kenyan women remain under-represented in political leadership and decision-making processes; in economically empowered positions; and in the peace and security sector; and gender-based violence is prevalent in the country. The KCO Portfolio’s overarching GEWE theme thus is relevant for national and county governments, development partners and communities in Kenya, as are its ambitious, wide ranging and geographically dispersed interventions, all of which contribute to the achievement of the GEWE goal, including women’s leadership, economic empowerment, EVAW, WPSDRR and the engendering of national and county structures, policies and services

During the 2014-2018 SN period, UNW has undertaken activities in 27 of Kenya’s 47 counties⁴² (see above, **Figure 4, UN Women’s interventions in Kenya by County**), and the agency’s available budgetary and human resources have not always allowed monitoring or assessment of the outputs of those activities. Moreover, some of the Portfolio’s planned activities are under-funded (see below, 6.3, “Efficiency – Managing and Leveraging Resources”).

It is notable that various other development actors also implement gender programmes throughout the country. Furthermore, some of them also have greater comparative advantages and funding in some of the programmatic areas where UNW has initiated activities⁴³. UNW could maximize its financial and staffing investments by narrowing the geographical focus of its interventions, and by identifying and concentrating on those activities which are not only the most relevant and realistically achievable by the agency - given its financial resources and staff expertise -and which would also complement initiatives by other actors in the gender ecosystem.

Finding 3: The KCO has engaged with a wide range of state, non-state and private sector stakeholders to influence change and sustainable results for GEWE at policy and programmatic levels. While each type of partner is relevant for realizing change through at least one entry point, some of these partnerships carry high transaction costs as well as sustainability risks.

⁴² Kisumu, Mombasa, Nairobi, Usain Gishu, Embu, Meru, Nakuru, Homa Bay, Garissa, Mandera, Tana River, Kilifi, Taita-Taveta, Laikipia, Turkana, Kajiado, Kwale, Bomet, Kericho, Wajir. Lamu, Nyeri, Makeuni, Machakos, Samburu, Siaya, and Marsabit

⁴³ For example, CVE: see below, Effectiveness, KRA 4.

UNW has identified a wide range of partners, including the national gender machinery, as well as other national, county, UN, private sector and civil society actors, and built alliances and networks with which to work to address GEWE issues. Each of these types of partner is relevant for realizing change through at least one entry point, whether at the national, county, institutional, group or individual levels. For example, in its normative work, UNW partners with the most relevant entities, that is, with the national gender machinery, to support the development, implementation and monitoring of gender-responsive policies and legislation. For its programmatic work, the agency has also selected relevant partners from national and county governments, academe, NGOs and the private sector.

Over one-third of UNW's partners are CSOs with whom it engages to reach grassroots actors (see Figure 3, "UNW Partnership Distribution"). UN Women has rationalized the large number of CSO partners engaged by asserting that there is at present the *"...absence of a credible and vibrant women's movement..."* in Kenyan civil society⁴⁴. Although there are public sector as well as civil society platforms through which national and local organizations can advocate and promote women's rights in Kenya, various factors have weakened CSOs' ability to launch sustained, nationwide support for issues of mutual interest (see also above, p. 12).

UNW's CSO partners have varied levels of capacity, and some have required repeated trainings in UNW's administrative and programme-related systems and procedures, including monitoring and reporting. The recurrent training of partners carries high transaction costs in terms of UNW staff time and logistical expenses; and partner capacity deficits can affect the timeliness of reporting and project delivery. More selective engagement by UNW with only the most capable and strategically relevant partners would reduce the number of CSO partners and better support the achievement and sustainability of the agency's planned GEWE outcomes; and UN Women's corporate guidelines on the selection of entities with whom the agency can partner provide stringent selection criteria for this.

UNW's partnerships are further considered below, fewer than 6.3, "Efficiency".

Finding 4: Through its interventions, the SN supports GEWE in the UNDAF, including through Joint Programmes and joint programming. The SN also is aligned with the EVAW, Equality and Data for Development themes of the Flagship Programmes initiated under the system-wide UN Reform. Moreover, the role of the KCO in strategically positioning gender issues within the UNDS is well recognized by the UNCT.

⁴⁴ *"...women still face challenges including the ability to participate effectively in decision making and leadership and that the majority of the female members of the national parliament and the county assemblies are new to the legislature. The situation is compounded by the absence of a credible and vibrant women's movement to advocate for the constitutional gender equality gains."*: <http://africa.unwomen.org/en/where-we-are/eastern-and-southern-africa/kenya>

Although the SN's primary programming reference is the UN Women Global Strategic Plan, rather than the Kenya UNDAF, nonetheless the KCO Portfolio does support the achievement of the UNDAF Strategic Results Areas (SRAs). The alignment between the SN and the 2014-2018 Kenya UNDAF is closest between KRA 2, WEE, and SRA 3, Inclusive and Sustainable Economic Growth; KRA 4, WPSHDDR, and SRA 4, Environmental Sustainability, Land Management and Human Security, and KRAs 1, Leadership, and KRA 5, Democratic Governance, with SRA 1, Transformational Governance. The alignment between KRA 3, EVAW, and the UNDAF is most visible in the SRA outcome 1.1, Policy and Institutional Framework.

Under the 2014-2018 UNDAF, the Programming Principles which were most visibly supported by UNW's work were Capacity Building, Gender Equality and the Human Rights Based Approach. However, although UNW was represented in each of the UNDAF SRA Working Groups, the Gender Equality Programming Principle was incompletely integrated into the 2014-2018 Kenya UNDAF.⁴⁵ This is due at least in part to the fact that it is not UNW, but rather the GWG, the multi-agency Thematic Working Group, (TWG) which is tasked with ensuring gender mainstreaming into the UNDAF; and the GWG was not operative until 2015. Moreover, as noted above, the UNDAF is not UNW's primary programming reference; and the agency may have given greater attention to gender-related issues within its specific interventions under the 2014-2018 UNDAF rather than to broader gender mainstreaming throughout it.

In the draft 2018-2022 UNDAF, gender has been more fully mainstreamed; and UNW has further contributed to it through the addition of GBV as an area in Outcome 6 "Social Protection". UNW's role in the development of the new UNDAF, including its participation in the PMT, the M&E WG and the SDG TWG, its alliances with other agencies through JPs, and its placement of a Gender Advisor in the RCO, should further enable the agency to guide UN policy and programming in support of the achievement of GEWE in Kenya

Finding 5: During the current SN period, UNW has proved responsive to changes in the Kenyan context, including the extended 2017 elections period, two government transitions, Kenya's achievement of LMIC status and the emergence of violent extremism (VE) as a threat to national security and development. As a result, the 2014-2018 SN has remained relevant to Kenya despite contextual changes.

There have been two government transitions during the period of the current SN, with resultant changes in central and county structures and representatives. UNW has responded to these changes by engaging with new GoK and county entities, including the provision of technical advice through the placement of Gender Advisors and UNVs in government offices, as well as financial support an important new partnership for UNW which has resulted from these changes is with the SDGA, which is the key government partner for GEWE and which was established in 2015.

⁴⁵For findings on the incomplete integration of gender in the 2014-2018 UNDAF, including an inconsistent gender desegregation of indicators, see Ittig and Karanja, *Final Evaluation of the 2014-2018 Kenya UNDAF*, December 2017, p. XX

As noted above, Kenya's achievement of LMIC status has implications for donor funding. In this connection, and to guide the mobilization of traditional as well as non-traditional funding. UN Women prepared a Resource Management (RM) strategy which references the exploration of other financing sources. However, to date the implementation of this strategy is incomplete. This is considered further under "3.2 The OEEF" and under "4.3 Efficiency", below.

Violent extremism (VE) has emerged as an important area for development programming, both in Kenya as well as regionally, following the 2013 attack at the Westgate Mall in Nairobi. UN Women has responded to this emerging issue by including CVE/PVE-focused interventions in its WPSHARR KRA. These interventions are considered in greater detail under "Effectiveness KRA 4 WPSHARR", below.

In summary, the 2014-2018 SN has remained relevant to Kenya despite contextual changes, in part because UNW was responsive to situational changes in the country, and also because the major challenges to GEWE have overall remained the same over this period.

6.2 EFFECTIVENESS ⁴⁶

This chapter considers the development effectiveness of the Portfolio through highlighted coordination, normative and programmatic activities, including factors which have hindered the achievement of planned results.

6.2.1 COORDINATION RESULTS

Finding 6: UNW has well-leveraged its comparative advantage in its coordination work with the UNCT, the GSWG, the DP Working Group on GEWE, SDGA and NGEC. However, to more strategically influence GEWE change at the national level, UNW will need to strengthen its coordination role with GoK stakeholders beyond the gender machinery.

UNW has leveraged its comparative advantage in GEWE in its coordination work with the UNCT through Joint Programmes and joint programming; by increasing the visibility of GEWE in the new UNDAF; through its Gender Scorecard exercise with the UNCT; and in its support to the GWG. For example, UNW's participation in the JP SEPK and the JP Turkana⁴⁷ and in its contribution to joint programming in the Devolution Programme, have yielded positive GEWE results, particularly in the areas of Leadership and Democratic Governance.) Moreover, the agency's participation in the formulation of the 2018-2022 UNDAF has contributed to a better integration of GEWE in it than in the previous UNDAF; and UNW's successful promotion of the Gender Scorecard exercise for the UNCT will

⁴⁶ Effectiveness is defined as "...the extent to which an aid activity achieves its objectives.": *DAC Criteria for Evaluating Development Assistance*.

⁴⁷ UNW is a partner agency in the JP GBV which was launched in 2017, but it is still premature to assess this programme's outputs.

provide an assessment of the extent to which gender has been mainstreamed within UN common programming.

UNW also provides substantive support to the UN GWG through its secretariat role and its provision for gender-themed professional development to the Working Group's members. In its coordination role with the extended GWG, that is, with the GSWG, UN Women provided financial support to the Working Group's meetings and assisted in planning and structuring its meetings and events, for example, for the 2014 annual retreat.

At the national level, UNW provides support to and coordination of the SDGA TWG as well as support to the National GBV WG under NGEC, among others. However, neither SDGA nor NGEC have ministry status; and they have insufficient influence over macro-level policies on GEWE. Therefore, to more strategically influence GEWE change at the national level, UNW will need to widen its coordination role with GoK stakeholders beyond the gender machinery, for example, with the line ministries who participate in the JPs and joint programming activities to which the agency contributes.

6.2.2 NORMATIVE RESULTS

Finding 7: Through its Portfolio interventions, UNW has contributed to strengthening the enabling environment and to establishing local accountability systems in support of GEWE in Kenya. Almost all of the evaluation respondents stated that this is the area in which UNW has its greatest comparative advantage and on which it should focus going forward

Achievements under UNW's normative work in KRA 1 towards women's political leadership and empowerment, include, among others, support to the enactment of the Elections Amendment Act, to the Political Parties Amendment Act and to the development of the IEBC inclusion strategy. The latter supports the collection of gender and age desegregated data on candidates and voters. UNW has invested significant staff time and effort to influence enactment of the two-thirds gender rule, with the assumption that this legislation could be enacted by the end of 2017⁴⁸. The fact that it has not yet been enacted, despite strong advocacy by KEWOPA, civil society and champions in the women movement supported by UNW and by parliamentarians and others; despite the Constitutional Court's April 2017 order to Parliament to enact this law and, as of this writing, despite UN Women's support to the NGEC led TWG since 2013 to elaborate eight options to realize the two-thirds gender rule, has been a major challenge to the normative work under KRA 1.

Achievements in the normative work under KRA2 included the contribution by UNW, through its secondment of a senior Gender Advisor to the Ministry of Mining, to the development of a gender-

⁴⁸ FGDs and KIs with UNW and other development partners.

responsive Mining Act, thereby meeting the target of one bill in 2018 for outcome indicator 2.6.1, “Number of bills supporting women’s access and compensation mechanisms in extractive industries table in parliament”, as well as to an engendered Mining Policy and to community participation guidelines that promote transparency and the inclusion of women in the mining sector

Among the key achievements of its normative work in KRA 3, EVAW, UN Women contributed to ensuring the cooperation of actors for the enactment of the Prevention against Domestic Violence Act (PADV), which codifies rights for the protection of spouses, children and dependent persons in cases of domestic violence, as well as of the Marriage Act and the Matrimonial Properties Act⁴⁹. Achievements in the normative work under KRA 4, WPSHRR, included the development and launch of a gender policy for the Ministry of Defense (MoD), which was realized despite structural issues in the Ministry. The UNW Gender Advisor seconded to MoE engendered the peace and security sensitization training materials and developed guidelines for mainstreaming gender in peace and security. UNW, among others⁵⁰, also provided support to GoK to launch the National Action Plan (NAP) for UNSCR 1325, an important framework that promotes women’s effective participation in conflict prevention, response, and recovery. UNW also influenced the engendering of the Kenya Sendai framework for Disaster Risk Reduction⁵¹.

Key achievements through the normative work under KRA 5, Democratic Governance, included support to GoK to produce its CEDAW (baseline 0, target 1), 8th periodic and UPR reports, as well as to mainstream gender in national planning processes such as MTP 2 and the draft MTP3 through NGEC and SDGA. Much of the activity under this KRA is focused on working with devolved structures, including participation in the JP Devolution, for example, to provide technical assistance to finalize county specific indicators with gender inputs, e.g. developing the capacity of staff on gender responsive budgeting (GRB), planning and reporting. To date only one of the 47 counties has undertaken a gender analysis, (baseline 0, target 5), although the CIDPs review of 2018 concluded that 95% counties had somewhat mainstreamed GEWE in their CIDPs (baseline 0). Through the JP Turkana, a UNW Gender Advisor was seconded to Turkana County, where she supported the engendering of county laws and policies. The County has recently requested that this Advisor continue her work with them in a staff position, which is indicative of the support for GEWE in the County Governor’s office. A key challenge to the achievement of intended outcomes under this KRA is that its activities at the county level are contingent upon the rate at which the devolution process progresses.

6.2.3 PROGRAMMATIC RESULTS

⁴⁹ Other Development Partners who also contributed to the enactment of this legislation include UNDP, through its flagship programme *Accelerating Efforts to Prevent and Respond to Sexual and Gender Based Violence*, supported by the Government of Korea: <http://www.ke.undp.org/content/kenya/en/home/operations/projects/gender-equality/accelerating-efforts-to-prevent-and-respond-to-sexual-and-gender.html> and IDLO:

⁵⁰ For example, IDLO placed a Legal and Policy Gender Advisor in the SDGA who has also contributed inputs to, among others, Kenya’s Technical Committee on the implementation of the NAP for UNSCR 1325): <https://www.idlo.int/idlo-kenya-gender-reform> ; see above, footnote 6

⁵¹ UNISDR, UNDP and FAO are the agencies which lead the Sendai framework process from the UN side.

Finding 8: There have been notable programmatic contributions through the KCO Portfolio towards the achievement of GEWE in Kenya. However, overall progress towards the achievement of intended outcomes under this mandate is mixed as a result of resource gaps, partner capacity deficits, the protracted election period in 2017 and internal operational challenges⁵², among other factors. Measurement of the Portfolio’s progress has also been hindered by the lack of data for, and/or the inability to measure, five of the 22 (22.7%) DRF outcome indicators and 23 of its 58 (39.6%) output indicators. Moreover, results under KRA 3, EAW, are difficult to measure due to the lack of reported data on this sensitive topic. Furthermore, a key challenge to intended county level programmatic results under KRA 5, Democratic Governance, is that these activities are contingent upon the progress of the devolution process.

Highlighted achievements under the programmatic mandate are referenced below.

Key programmatic achievements under KRA 1 include UNW’s participation in the JP SERK, which is a successful example of the programmatic approach whereby Leadership, WPS and EAW were integrated in support of peaceful elections in 2017. Through the JP SERK, UNW provided support to the more informed participation of women, youth and PWD voters, as well as coaching, mentoring and capacity development to 150 female candidates, which contributed to the election of six, of whom there were three women governors, one MP from Garissa, one MP from Kajiado and one MP from Samburu. Coaching was also provided to youth as champions, supporters and campaigners for women candidates as part of UNW’s intentional engagement of males in GEWE. However, the timeliness of programme delivery was affected by the prolonged election period as well as by delays in activity reporting, which in turn affected fund disbursement: CSO respondents advised the evaluators that disbursements for elections-related activities were received quite late, and some were not in hand until just a few weeks before election day⁵³. It was therefore difficult for them to fully implement activities as planned, e.g. to provide adequate visibility for the candidates and to influence communities. Delays in fund disbursement are considered further under **6.3, “Efficiency”**.

Most of the output indicators for KRA 2 are on, or partially on track, save those in KRA 2.5 for smallholder farmers; these activities remained unfunded.⁵⁴ Among the most important achievements in the programmatic work under KRA 2 was the role UNW played in advocacy for and building the capacity of women-owned businesses (WOBs) to work with government entities, facilitating Access to Government Procurement Opportunities (AGPO)⁵⁵ and linking WOBs with financial institutions such as Gulf Africa Bank for unsecured credit. According to Treasury records, WOBs received the highest monetary values of tenders awarded between 2013 and 30 March 2017. AGPO certificates and tenders

⁵² Internal organizational challenges, including the high percentage of UNV staff in the KCO and the lack of in-house expertise for some of the areas in which there are Portfolio activities such as CVE, are noted under 6.3. “Efficiency”, below.

⁵³ CSO FGD, May 2018.

⁵⁴ The reasons behind this lack of funding are considered under “Efficiency: Managing and Leveraging Resources”.

⁵⁵ Under this rule, 30% of procurement opportunities in government are reserved for women, people living with disabilities and youth

issued from 2013 to 30 March 2017 for youth, women and PWD-owned enterprises are presented in the table below:⁵⁶

Table 5

AGPO Certificates Issued by Business Type and Numbers and Value of Tenders to 30 March 2017

Business Owner Type	Certificates	Tenders	Value KSH/billion
Youth	39,681	19,937	22.2
Women	25,549	23,165	26.6
PWDs	2,956	1,943	1.3
Total	68,186	45,045	50.1

However, as yet there has been no measurement of the performance or results of affirmative action public procurement practices in Kenya, for example, what is its socioeconomic impact on women? On men? Have poverty levels been reduced sustainably? Moreover, respondents suggested that in the first instance, AGPO was of greater benefit to experienced business women who already had all of the required documentation in hand and who also had sufficient assets to qualify for loans, rather than to more disadvantaged women who constitute UNW’s targeted beneficiary end group⁵⁷. Nonetheless, UNW’s role in moving affirmative action procurement forward in Kenya and its successful partnership brokerage with financial institutions as well as the KNCCI and other private sector partners has elicited interest in Ethiopia, South Africa and elsewhere as a model for replication. Furthermore, UNW’s partnership with Gulf Africa Bank provides a basis for increasing private sector support to disadvantaged groups. Also under WEE, as a result of UNW’s advocacy, 22 (target 40; 2014 baseline 2) Kenyan business leaders have now signed the CEO Statement of Support for the Women Empowerment Principles (WEP⁵⁸), thereby pledging their support as Champions for GEWE.

Results in the area of EAW are often difficult to measure because of the lack of data reported on this sensitive topic⁵⁹. Nonetheless, in programmatic work under KRA 3, UN Women’s collaboration with

⁵⁶“Women take up Sh27bn tenders in four years”, *Business Daily*, 5 August 2017, quoting Treasury figures: <https://www.businessdailyafrica.com/news/Women-Sh27bn-tenders-four-years/539546-4045888-1764iu/index.html>

⁵⁷ It would be unlikely that the most marginalized groups would have had the requisite data and assets to participate in AGPO in the first instance.

⁵⁸ The WEP, which were developed through a collaboration between UNW and the UN Global Compact, are intended to provide guidance to business on how to empower women in the workplace, marketplace and community: wepprinciples.com

⁵⁹ This was also noted in the SN MTE, pp. 24-25. As one CSO respondent noted, “Some Members of Parliament were not supportive and we had to think about how to convince them. Not all members in parliament are gender transformed, sometimes we had to change the language to not present it as women’s issue only but as a family issue”: CSO partner, FGD, 10 May 2018.

Unilever in the Kericho tea plantation EVAW project provides not only a successful example of the local engagement of a global UNW corporate partner, but also of male engagement through men's alliances to end GBV. With the participation of CREAM and GVRC, the Kericho project is also a multi-stakeholder partnership for the prevention of and response to GBV. Furthermore, based on the initial successes of the Kericho project, Unilever extended this initiative, which falls under its "safety for women in the workplace" stream of community investment initiatives, to one of its supplier partnerships in Assam, India in 2017⁶⁰. Finally, the workplace-related issues of the Kericho project also link it to KRA 2, women's economic empowerment and suggest additional kinds of integrated programming. Male engagement by the Red Cross in the GBV project in the Daadab refugee camp was also key for activities to progress in that very conservative environment. Both the Daadab and the Kericho projects provide clear examples of how UNW's efforts can reach the most marginalized and vulnerable women, in these cases refugee women and female day labourers, respectively. Furthermore, UNW was among the development actors that supported HAK's national EVAW Rapid Response System which provided women and girls survivors' quick access to services and data collection through the 1195 hotline on a 24/7 basis⁶¹.

Programmatic work under KRA 4, WPSHRR, included a small CVE initiative in which there were preliminary positive outputs for its development component; however, it is premature to predict the extent to which the livelihoods created under it will deter beneficiaries from engaging in VE. Moreover, UNW does not have funds remaining from the CVE intervention either to scale up this initiative or to track its beneficiaries, nor does it have extensive CVE expertise in house. Collaboration with agencies which do have specialist technical expertise/comparative advantage in this sector as well as project financing, such as UNDP⁶², could yield greater efficiency and effectiveness, both in terms of resource mobilization and in scaled up synergistic programming.

A key programmatic result under KRA 5 was the strengthening of the institutional capacity of the CoG for mainstreaming gender functions into county policy and programming. This capacity building initiative was based on UNW's gender audit and subsequent development of a gender policy for the Council in 2017. As the apex body for the governors of Kenya's 47 counties, the CoG is a strategic partner for UNW, particularly since its support for GEWE can influence gender mainstreaming throughout the country at the subnational level.

⁶⁰"...our partnership with UN Women EVAW...aims to ensure that women and girls are socially, economically and politically empowered, which includes freeing them from violence. It began with a progress review of our women's safety program in our tea plantation in Kericho, Kenya. We then extended it to a supplier partnership in Assam, India in 2017.": <https://www.unilever.com/sustainable-living/enhancing-livelihoods/opportunities-for-women/promoting-safety-for-women/>

⁶¹ Other Development Partners who also supported the HAK initiative include USAID, with IRC, through its Peace Initiative Kenya programme: <http://www.awcfs.org/dmdocuments/Tusemezane/tusemezane%20-%20w%20-%20july%202014.pdf>

⁶² For example, the UNDP global programme on "Development Solutions for the Prevention of Violent Extremism", which is under implementation from 2017-2020: <http://www.undp.org/content/undp/en/home/democratic-governance-and-peacebuilding/preventing-violent-extremism.html>

6.2.3 EFFICIENCY⁶³

This chapter considers organizational efficiency, including factors which have hindered the achievement of intended results.

Finding 9: Although there have been funding gaps in the Portfolio throughout the period of the current SN, and the KCO developed a Resource Mobilization Strategy in 2015, this strategy has been incompletely implemented. The 2015 Knowledge Management Strategy, which was also intended to support resource mobilization, has not been implemented. Moreover, the products generated as a result of the 2015 KCO Communications Strategy, which is under implementation, have not been utilized in support of resource mobilization as fully as anticipated.

The funding gap in the original 2014 SN budget was 36%, and through reductions in its results areas as well as in the OEEF, the funding gap in the current budget has been reduced to 17.1% (see below, Tables x and x). As one of the planned outputs of the OEEF, the KCO developed a Resource Mobilization (RM) strategy in 2015, intending to increase support from traditional donors as well as widen its range of funders to non-traditional donors and the private sector. Another objective was to increase cost-sharing with the GoK. However, implementation of the RM strategy, which is also a planned OEEF output, has been incompletely realized⁶⁴. The 2015 KCO Knowledge Management (KM) strategy, which was intended to support resource mobilization, and which is also an OEEF output, has not been implemented. It must be noted that the focal point for the implementation of both the resource mobilization and the knowledge management strategies is the M&E Specialist; and full commitment to all of these responsibilities would require more than one full-time staff person. A functional review after the formulation of the next SN could better inform the type and level of staffing required for these areas.

The KCO Communications strategy, which was another OEEF output and which was also intended to support resource mobilization, was developed in 2015. Its implementation, including a monthly newsletter, contributions to the UN Women global website and the UN Women Kenya web page, has been supported by dedicated staff. However, the various communications products generated have not been utilized in support of the KCO RM strategy as extensively as envisaged, as the RM strategy was not implemented to the extent anticipated.

⁶³ In development programming, efficiency refers to the extent to which an aid activity has used "...the least costly resources in order to achieve the desired results.": *DAC Criteria for Evaluating Development Assistance*.

⁶⁴ UN Women Kenya, *Analysis of the UN Women Resource Mobilization Strategy 2014-2018 and 2018 Action Points*, 2018, pp. 2-5

Finding 10: The KCO’s organizational efficiency is hindered by the high percentage of activities which are executed through direct implementation. The largest percentage of SN budget activities involve training, and these carry a high transaction cost in terms of staff time and expenses.

Some 70% of the SN budget is disbursed through direct implementation (DIM) by UNW. This is a relatively high percentage for UN agency programming, and it seems to be primarily related to donors’ fiduciary concerns on national implementation (NIM) in the Kenya context. Furthermore, some 40% of this 70%, or 28% of the SN budget, is utilized for training, capacity building and conferences⁶⁵. The transaction costs in terms of staff time and expenses for this rate of DIM implementation, including training, are high; and this hinders the KCO’s organizational efficiency.

Finding 11: Various revisions of the SN budget, as well as non-execution or carry-over of funds, hinder an assessment of the Portfolio’s overall Value for Money (VFM) and of actual expenditures against Annual Work Plans.

As noted above, the budget originally planned for the 2014 – 2018 SN, including both the DRF and OEEF, was US \$43,079,137⁶⁶ (see **Table 6**). This figure has been reduced over the course of the SN period as activities which remained unfunded were no longer included in budget calculations⁶⁷, although some were still included in AWP⁶⁸. The working budget figure used during the CPE TOR and inception phase in April was \$38,000,000 (see **Annex 1, Terms of Reference**). The SN budget currently used (June 2018) is US \$33,344,000.00, which represents a 22.5% reduction of the financing originally anticipated.

In the original SN budget, the funding shortfall was 31.6%, with the largest gaps in WEE, EAW and the OEEF. The percentage of the funding gap drops to 17.5% in the current working budget, with the largest gaps in Leadership, WEE and the OEEF:

**Table 6
Funding Gaps Based on Original SN Budget**

	Original SN Budget	Funds Received	Funding gap for original SN budget: \$ and %	
Leadership	6,440,000	3,836,744	2,603,256	40.4%
WEE	6,020,000	2,067,095	3,952,905	65.6%
EAW			2,343,492	47.9%

⁶⁵There is no breakdown of the percentages for these categories of expenditure in UNW’s financial system.

⁶⁶ As per Annexes 1 and 2, respectively, of the *2014-2018 Strategic Note*.

⁶⁷ For example, there is no budget in the 2017 AWP for the WEE outcome 2.2, *Public and private investments create new economic opportunities for WBEs in Kenya*, although this outcome is still included in it

⁶⁸ For example, while the unfunded KRA 5.3 outcome related to gender-responsive HIV activities was removed from the AWP budgets, the unfunded KRA 2.5 on smallholder farmers remains in them.

	4,890,000	2,546,508		
WPSHDRR	6,555,000	7,940,305	(1,385,305)	(21.1%)
Democratic Governance	5,225,000	3,573,111	1,651,889	31.6%
OEEF	13,949,137	7,540,283	6,408,854	45.9%
TOTAL	43,079,137	27,504,046	15,575,091	36.1%

Table 7
Funding Gaps Based on Current SN Working Budget

	Current SN Working Budget	Funds Received	Funding gap for working budget: \$ and %	
Leadership	6,015,189	3,836,744	2,178,445	36.2%
WEE	2,680,386	2,067,095	613,291	22.8%
EVAW	2,959,993	2,546,508	413,485	13.9%
WPSHDRR	8,140,305	7,940,305	200,000	02.4%
Democratic Governance	3,708,205	3,573,111	135,094	03.6%
OEEF	9,840,283	7,540,283	2,300,00	23.3%
TOTAL	33,344,361	27,504,046	5,840,315	17.5%

With regard to the funding gap for KRA 2, WEE, it is notable that the UNDAF area to which it corresponds, SRA 3, “Inclusive and Sustainable Economic Growth”, was the thematic area which also had the greatest funding gap. Moreover, the agriculture outcomes in both the SN Portfolio (KRA 2.5) and within the UNDAF SRA 3 had the largest funding deficits in their respective results areas. As noted in the UNDAF evaluation, funders who support agriculture, e.g. the investments in agriculture by MasterCard Foundation, USAID and Buffett Foundation, do not seem to see any comparative advantage to working with the UN, and they now focus more on partnering with other development actors in this sector⁶⁹.

⁶⁹ Op. cit., ibid.

The reduction in the funding gap for KRA 3, EVAW, from 47.9% to 13.9%, is due to the reduction in the original SN budget for this KRA from \$4,890,000.00 to \$2,959,993.00 in the current budget. The current funding deficit for KRA 1, Leadership, is not significantly different from the original budget figure, as its budget was reduced by only 06.5% (see **Table 7**, above). The funding gap for the OEEF was originally 45.9%; this has been halved to 23% in the current working budget.

It is unclear from the AWP's which activities in these KRAs and in the OEEF have been cut. It is therefore difficult to assess the Portfolio's VFM and actual expenditures against Annual Work Plans. This is further complicated by annual financial carry overs or non-execution of funds, which may be linked to overly ambitious AWP's, to the delayed delivery of planned results and to no-cost extensions – all of which suggest that UNW and/or its partners are under-performing in some areas. Moreover, reports on DRF and OEEF results do not specifically reference VfM, although they include indicators which could be used for this.⁷⁰ In this connection, the SN MTE evaluators also noted that it was not possible to obtain sufficient financial information to conduct a financial analysis of the Portfolio.⁷¹

At least one constraint to timely implementation has been the late disbursement of funds from UNW which was reported to the evaluation by CSO partners in KRAs 1, 3 and 4⁷² (see also above, "Effectiveness"). Moreover, delays in disbursements have been noted throughout the period of the current SN. This issue can be linked at least in part to late, or inadequate, reporting by partners. UNW's attempts to address partner deficits in monitoring and reporting through capacity building in those areas has been noted above (6.1 "Relevance").

Donors are seeking further clarity on late disbursements, non-execution of funds and on some of the Portfolio's other financial information, and they have requested an audit for this purpose.⁷³

6.2.4 SUSTAINABILITY⁷⁴

Finding 12: UN Women has undertaken extensive capacity building of its partners across the thematic areas. However, while capacity building by the agency may have strengthened individuals' skills, it has been incompletely institutionalized; and partners' capacity deficits pose a risk to the sustainability of the Portfolio's results.

UN Women has undertaken significant training and capacity building activities for its partners with the aim of ensuring the sustainability of results and benefits. However, to date no assessment of the

⁷⁰These are monetary, qualitative and quantitative indicators; see, for example, <https://beamexchange.org/guidance/monitoring-overview/assessing-value-money/selecting-vfm-metrics/>

⁷¹ SN MTE p. 9

⁷²FGDs with partners

⁷³ KIIs with DPs.

⁷⁴ Sustainability refers to the extent to which the positive results of an intervention are likely to be maintained by local actors after donor funding has ceased

results of these initiatives has been undertaken to determine their effectiveness. Moreover, the needs and requirements of some of the partners for ongoing training in order to implement and report on activities in a timely fashion, and in accordance with UNW protocols, indicates that capacity building has not been institutionalized, notwithstanding partners' staff turnovers. In addition, recurrent training activities carry high transaction costs for the KCO in terms of staff time and expenses; and delays in partners' reporting can delay disbursements to them – and consequently to UNW from its donors - as well as affect the timeliness of project delivery. (see above, 6.4, "Efficiency").

Finding 13: The number of national GEWE champions has increased during the SN period, but it is premature to assess how these individuals' commitments are influencing larger population groups.

There is a growing number of high-profile government and business leaders, including the President and over 20 prominent CEOs, who have signed on to the He for She solidarity campaign and to the WEPs through UNW's advocacy efforts during the current SN period. It is expected that these national champions will encourage institutional ownership and the sustainability of GEWE gains in both the public and private sectors; but the extent to which this will occur is not yet known.

Finding 14: Although some of UNW's contributions towards strengthening the enabling environment and in establishing local accountability systems have been institutionalized, their implementation and monitoring will be key to their sustainability.

UN Women has contributed to the development and enactment of several gender-sensitive national and county planning, budgeting, and monitoring systems. For example, the agency has supported national and county training on GRB, and one of the results to which this has contributed is the National Treasury's issuance of the MTEF 2017-2020 budget guidelines which included gender. However, implementation and monitoring of these laws and systems must be the next steps towards their sustainability.

Finding 15: UNW does not seem to have a clear sustainability strategy; and the evaluation found little evidence of exit or handover strategies planned by the agency for any of its interventions. This poses a risk for the maintenance of results by local partners after UNW withdraws its financial and technical support.

UNW's partners' expectations are high that support from the agency will be ongoing. However, given the diminishing aid environment in Kenya, these expectations may not be realistic; and UNW's support to at least some partners may be reduced over the short to medium term. As the KCO has not yet developed a handover strategy for review with its partners, there is a risk to the sustainability of Portfolio results after UNW withdraws its support. For example, NGEC and SDGA rely on support from UNW and other external funders, beyond their state budget allocations. Without a handover strategy from UNW that identifies alternative sources of funding, it is likely that at least some of the activities that the agency has initiated and supported in the gender machinery will not be maintained after it exits.

6.2.5 HUMAN RIGHTS AND GENDER EQUALITY

Finding 16: Normative work by the KCO supported the Government of Kenya's compliance with international human rights and gender equality norms and standards as well as contributed to a more enabling environment for GEWE in Kenya.

Normative work by the KCO has supported the GoK's compliance with international human rights and gender equality norms and standards through the provision of technical advice for Kenya's 8th CEDAW report process, as well as for the country's CSW 2 report and its BPFA+20 report. The KCO has also supported the Government in the formulation of its Voluntary National Report/SDG 5, and in the realization of the Kenya National Action Plan for UNSCR 1320.

The KCO also contributed to a more enabling environment for GEWE in Kenya through its support to the SDGA for the development of national HRGE-responsive policies, including the National Gender and Development Policy; the National Equality Policy and the Policy on Prevention of GBV. The agency also provided technical advice to the SDGA and other GoK stakeholders for the mainstreaming of gender in the MTP II and in the new (2018-2023) MTP III.

Finding 17: The KCO Portfolio interventions have contributed to addressing some of the root causes as well as some of the effects of gender inequality in Kenya and to changing the dynamics of power relations there. Since addressing root causes is linked to social norm change, which can be a lengthy process, the results of UNW's contributions in this area may not be visible during the current SN period.

Root causes hindering GEWE identified in the SN ToC include gender stereotyping; negative gender norms, customs and relations; GBV; unequal access to productive inputs and market opportunities; and the lack of respect for promotion and protection of women's equal rights to property and inheritance. The KCO has contributed to addressing some of these through its interventions on leadership training, women's economic empowerment and CVE, among others. Through its capacity building of national and county stakeholders on GRB, the KCO has also contributed to addressing some of the institutional root causes of gender inequality.

7 CONCLUSIONS

Conclusion 1 (Relevance): While the KCO Portfolio's design and interventions are relevant to achieving GEWE results in Kenya, its programmatic and geographical range is quite ambitious, given UNW's available financial resources and in-house expertise as well as its partners' varying capacities. Stronger results could be realized by narrowing the scope of the Portfolio interventions and by reducing the number of KCO's partners.

(Based on Findings 1, 2, 3 and 7)

The relevance of the KCO's work in Kenya is closely linked to its alignment with priority areas in national development plans and strategies, including the Vision 2030, the MTPs and the Big Four Agenda. Moving forward, it will be essential for the KCO to identify and focus upon the activities which are the

most relevant and realistically achievable based on its comparative strengths, available funding, staff capacities and national requirements, as well as to work with the most relevant, strategic and capable partners through whom planned GEWE outcomes can be achieved and sustained. Stakeholders agreed on the comparative advantage that UNW has over other development actors in its normative work, and most agreed that this is the mandate upon which the agency should focus its future efforts. The UN Reform Flagship themes and Kenya's development priority areas provide further guidance on programmatic areas of focus in the next SN.

It has also been noted that where UNW has neither the in-house expertise or the financial resources to scale up pilots or projects, for example in the extractives industry and CVE initiatives, collaboration with agencies which have specific technical expertise/comparative advantage in those sectors could yield greater efficiency and effectiveness, both in terms of resource mobilization and in scaled up synergistic programming.

Conclusion 2 (Effectiveness): UNW has played a strong coordination role with stakeholders towards the achievement of GEWE in Kenya. However, the gender machinery is weak, and to more strategically influence GEWE change at the national level, UNW will need to identify other entry points to strengthen its coordination role with GoK stakeholders.

(Based on Findings 4 and 6)

UNW has well-leveraged its comparative advantage in its coordination work with UN, donor and national and county government stakeholders. However, NGEC and SDGA, who are UNW's main interlocutors at the national level, lack sufficient political clout within the GoK hierarchy to strongly influence transformational GEWE change. While personnel and institutional changes in Government are beyond the control of UNW, the agency can more strategically influence GEWE change at the national level by strengthening its coordination role with GoK stakeholders beyond the gender machinery, including with the line ministries with whom it works through Joint Programmes and Joint Programming. For example, KCO has increased its coordination and partnership with Ministry of Agriculture through, among other efforts, seconding a Gender Advisor to the Ministry.

Conclusion 3 (Effectiveness and Efficiency): The incomplete implementation of the KCO's RM and KM strategies hinder the visibility of UNW's achievements and its efforts to secure financing. The KCO's rate of DIM activities is high, and it has resulted in significant transaction costs for the agency. Additionally, it is difficult to assess the Portfolio's VFM and the efficiency of its delivery, due in part to several budget revisions and non-execution of funds.

(Based on Findings 9, 10 and 11)

The visibility of UNW's achievements and its efforts to obtain financing are hindered by the fact that its 2015 RM strategy, and the 2015 KM strategy intended to support it, have not been implemented as planned; this is due in part to the insufficient number of staff persons dedicated to these functions. Going forward, it will be a matter of urgency to update these strategies and to review staffing levels in these areas. The KCO's rate of DIM is above average for a UN agency, and the office incurs greater transaction costs in terms of staff time and expenses through DIM than it would through NIM. As most of the DIM projects are training/capacity building interventions, UNW could reduce its level of DIM by

institutionalizing at least some of these activities (see also below, Conclusion 4.) It is difficult to assess the Portfolio's VFM and the efficiency of its delivery, due in part to several budget revisions and non-execution of funds; and the carry-over of funds suggests that UNW and/or its partners are under-performing in some areas. Although the DRF and OEEF include VfM indicators, they have not been used to measure this aspect of the Portfolio. To clarify issues related to VfM, donors have requested an audit.

Conclusion 4 (Sustainability): Sustainability indicators for the Portfolio's outcomes are mixed; and ongoing partner capacity deficits as well as UNW's lack of an exit strategy pose risks to the sustainability of the results to which it contributed.

(Based on Findings 12, 13, 14 and 15)

The institutionalization of some of UNW's efforts and the commitment of national champions for the WEPs are positive indicators for the sustainability of the Portfolio's results. However, UNW has not selected its partners according to a sustainability perspective; and the incomplete institutionalization of the capacity building UNW provides to its partners is a sustainability risk.

Partnership capacity is an area of concern noted in the KCO Risk Management Register, and a recommended risk mitigation measure included in the Register is the outsourcing of training activities. By institutionalizing at least some of its training activities, UNW would be able to focus more on quality assurance, follow up and assessment of training results, with the aim of achieving more sustainable capacity development outcomes. Accordingly, it may be more time and cost effective to outsource training activities through organizations such as the KSG and the IPSTC, with whom the agency already works and whose competencies in relevant subject areas are well-recognized. For example, the possibility of linking the County Peace Committees to the IPSTC has already been considered in the KCO Risk Management Register under "Partnership Capacity".

The lack of any exit strategy for the KCO Portfolio interventions also poses a significant sustainability risk. The development of a handover plan which is reviewed with stakeholders would reduce both this risk as well as partners' high expectations of ongoing support from UNW.

8 RECOMMENDATIONS

Recommendation 1 (Relevance – Portfolio Design and Alignment): Maximize financial and staffing investments by narrowing the geographical focus of interventions, and identifying and concentrating on those activities which are the most relevant and realistically achievable, given available resources, partners and the KCO's demonstrated strengths, achievements, and comparative advantage -and which also complement initiatives by other actors in the gender ecosystem - through

- a. **An ecosystem approach.** Use an ecosystem approach to strengthen Portfolio synergies with and non-duplication of other DPs activities
- b. **Relevance to national priorities and UN Flagship Programmes.** Align Portfolio interventions to priorities in the Vision 2030, the MTP III and the Big Four Agenda as well as to UNDAF SRAs and the UN Reform Flagship Programmes
- c. **Normative work.** Retain a strong focus on normative work where KCO has a demonstrated comparative advantage
- d. **Partnership Relationship Strengths.** Build on and scale up the achievements with private sector partners developed under, for example, KRA 2 and KRA 4, to deepen engagement with corporate partners, both as boundary partners and as possible funders.
- e. **Male Engagement.** Continue to intentionally include male engagement as a focus for programming, including youth
- f. **Joint Programmes and Joint Programming.** Continue to leverage through Joint Programmes and joint programming.

Urgency: High	Impact: High	Difficulty: Medium
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Recommendation 2 (Effectiveness – Coordination): To more strategically influence GEWE change at the national level, increase coordination with GoK stakeholders beyond the gender machinery, including the line ministries with which the KCO works in Joint Programmes and joint programming; options for greater coordination include the secondment of senior Gender Advisors and inclusion in relevant gender working groups.

Urgency: Medium	Impact: High	Difficulty: Low
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Recommendation 3 (Efficiency and Effectiveness): Strengthen organizational efficiency and effectiveness:

- a. **Conduct functional review** after the formulation of the new Strategic Note to inform staffing numbers and competencies
- b. **Review and update RM and KM strategies** and adjust staffing for these areas based on the functional review
- c. **Reduce DIM and increase coordination and technical advice.** Reduce DIM and, where possible, increase NIM where activities can be implemented through established, credible partners, for example, by institutionalizing training for government and NSA partners
- d. **Integrate VFM indicators** into reporting on DRF and OEEF results
- e. **Support the audit** requested by donors: findings from the proposed audit should strengthen the Portfolio’s VfM

Urgency: High	Impact: High	Difficulty: Medium
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Recommendation 4 (Sustainability): Mitigate sustainability risks:

- a. **Mitigate sustainability risks posed by the lack of handover plans:** Develop a phased and feasible exit strategy and review it with partners.
- b. **Reduce sustainability risks related to partner capacity deficits:** Increase efforts to institutionalize capacity building, beyond strengthening individuals’ skills and competencies, through the development of gender tools, templates and policies. Reduce the transaction costs for capacity building and training activities and their follow up by institutionalizing these activities with established and credible partners (see also Conclusion 3: Effectiveness)

Urgency: High	Impact: High	Difficulty: Medium
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ANNEX 1

TERMS OF REFERENCE FOR UN WOMEN COUNTRY PORTFOLIO EVALUATION IN KENYA

Location:	Nairobi, Kenya
Type of Contract:	Special Service Agreement (SSA)
Post Level:	International Consultants with experience in the ESA region
Languages Required:	English
Starting Date:	Immediate
Duration of Contract:	30 working days over a 3-month period.

UN Women Kenya is recruiting for an international evaluation consultant to undertake Country Portfolio Evaluation (CPE) in Kenya. The successful consultant will lead the CPE and will work with a national evaluation consultant who will be recruited separately. UN Women CPE is a systematic assessment of contributions made by UN Women to gender equality and development results at country level. They assess the entire UN Women portfolio which includes normative, programme and coordination work during the period of a UN Women Strategic Note.

The overall objective of the CPE is:

- (1) Assess the relevance, effectiveness and organizational efficiency of UN Women contributions to development results;
- (2) Support offices to improve their strategic positioning, identify lessons and good practices;
- (3) Analyze potential synergies between the 3 mandates (normative, coordination and programme work); (4) Provide recommendations to inform the next UN Women Kenya Strategic Note.

I. Background

For UN Women, the Country Office (CO) Strategic Note (SN) is the main planning tool for the agency's support to normative, coordination and programmatic work. The SNs in Kenya was developed in 2014 and is ending in 2018.

The Kenya 2014 -2018 Strategic Note contributes to the national development priorities in Kenya's Vision 2030 as articulated in its 2nd Medium Term Plan (2014-2018), under the economic, social and the political pillars. The SN is aligned to the United Nations Development Assistance Framework for Kenya (2014-2017) and to the principles in the Quadrennial Comprehensive Policy Review (QCPR). The

SN reaffirms UN Women’s commitment to the principles of the Paris Declaration on Aid Effectiveness and the UN-Sector Wide Action Plan (UN-SWAP) and commits to addressing the unfinished business of the Millennium Development Goals (MDG) and the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW). The Kenya SN includes the following five impact areas:

- 1) Women’s leadership and political participation
- 2) Women’s economic empowerment
- 3) Elimination of gender-based violence
- 4) Women’s leadership and participation in peace, security and humanitarian action
- 5) National planning reflects accountability for gender equality

The total planned budget of the Kenya Strategic Note was USD 38,000,000. As of Sep 2017, the total resources mobilized were USD 22,500,000 over a period of four years and the funding gap was USD 15,500,000.

Background info on Kenya:

The national poverty rate in Kenya for 2009 is 45.2%. This means that nearly half of Kenya’s 38 million people are still poor. Poverty levels vary greatly across the country with poverty incidences below 30% in the four counties of Nairobi, Kiambu, Kirinyaga, and Nyeri and incidences of roughly 85% in other counties such as Wajir, Mandera, and Turkana.

Kenyans voted their leaders for the 6th time since multiparty democracy on 8th of August 2017 with an average turnout of 79% country wide. Compared with 2013 Kenyan women performed better in the 2017 elections but the numbers still fall short of the constitutional two-thirds gender requirement, with 76 women in the National Assembly that is short by 41 seats to make 117 or one-third of the 349 MPs. In the Senate, women should make up to 23 members but only three were elected and 16 will be nominated, and one youth and one to represent persons with disabilities, will bring the number 21, remaining with a shortfall of 2. UN Women provided support to all 150 women candidates who were vying for various seats from gubernatorial, senatorial and single constituency MPs. The support ranged from materials, media profiling, party agents training, providing media platforms to engage voters, direct town hall meetings with voters, and mitigation strategies to counter violence and Electoral Gender Based Violence (EGBV). This support boosted the election of 29 women candidates who were elected in these positions.

The Kenya 2014 -2018 Strategic Note contributes to the national development priorities in Kenya’s Vision 2030 as articulated in its 2nd Medium Term Plan (2014-2018), under the economic, social and the political pillars. The SN is aligned to the United Nations Development Assistance Framework for Kenya (2014-2017) and to the principles in the Quadrennial Comprehensive Policy Review (QCPR). The SN reaffirms UN Women’s commitment to the principles of the Paris Declaration on Aid Effectiveness and the UN-Sector Wide Action Plan (UN-SWAP) and commits to addressing the unfinished business of the

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II. Description of the programmes

The work of UN Women is focused on its three core mandates as follows:

1. Normative work: to support inter-governmental bodies and countries in their formulation of policies, standards and norms on GEWE
2. Coordination work: entails both work to promote the accountability of the UN system on gender equality and empowerment of women (GEEW), and more broadly mobilizing and convening key stakeholders to ensure greater coherence and gender mainstreaming across the UN
3. Programme work: to support countries in implementing international standards on GEWE through programme and technical assistance in partnership with government and civil society

The main interventions undertaken under the current Strategic Notes are:

Table 1: Key Areas of Work in Kenya

	Normative work	Coordination work	Programme work
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Kenya	Support to the Gender Machinery (State Department of Gender Affairs) on reporting on implementation of gender related international and regional treaties and conventions. (CSW 62, CEDAW 8 concluding recommendations and SDG VNR 2017 recommendations for Kenya)	Advance the two-pronged approach on GEWE in UNDAF implementation; Implementation of recommendations of the Gender Scorecard exercise; Coordinate integration of GEWE at all stages of the development of the UNDAF 2019-2023	<p><u>Democratic Governance:</u> 2017 elections; engendering PFM; engendering legislative processes; <u>social economic development:</u> Support to increasing women access to the 30% Public Procurement preferential scheme, enhancing women benefits from the Extractives industry; leading on development of Joint Programme on GBV; <u>Peace and Security:</u> Implementation of UNSCR KNAP 1325, supporting Women Situation Room in 2017 elections, security sector engagement, scaling up Countering Violent Extremism project</p> <p>GBV prevention and response initiatives; Facilitating women access to leadership in IDP camps and community structures; Strengthening capacity of national and grassroots women focused peacebuilding networks and groups</p>
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A defining characteristic of gender-responsive evaluation is the active engagement of stakeholders in Kenya CPE process. A draft stakeholder analysis has been undertaken by the Country Office as per below.

Table 2: Stakeholder Analysis in Kenya

	Normative work	Coordination work	Programme work
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Kenya	Ministry of Public Service, Youth and Gender Affairs; National Gender Equality and Commission	UN Agencies in Kenya	Key ministries e.g. Ministry of Public Service; Ministry of Interior; National Gender Equality and Commission; Kenya Private Sector Association; Women’s Rights Organization; International Peace Support Training Centre; Ministry of Defense; National Cohesion and Integration Commission
	UN Stakeholders: UNFPA, UNDP,	UNCT, UNOCHA, OXFAM	UN Partners: UNESCO,

The Strategic Note includes a Development Results Framework (DRF) and an Organizational Effectiveness and Efficiency Framework (OEEF) with respective performance indicators. The assessment of organizational performance is expected to be informed by the OEEF. The Kenya Country Offices is structured as follows:

Table: Country Office Overview

	SN total budget	# of Staff (Internat./ Nat.)	# and location of programmes
Kenya	USD 22.5M of 38M mobilized	3 International / 23 National	countrywide (details to be provided)

III. Purpose and use of the evaluations

Evaluation in UN Women is guided by normative agreements to be gender-responsive and utilizes the entity’s Strategic Plan as a starting point for identifying the expected outcomes and impacts of its work and for measuring progress towards the achievement of results. The [UN Women Evaluation Policy](#) and the [UN Women Evaluation Strategic Plan 2014-2017](#) are the main guiding documents that set forth the principles and organizational framework for evaluation planning, conduct and follow-up in UN Women. These principles are aligned with the [United Nations Evaluation Group \(UNEG\) Norms and Standards for Evaluation in the UN System](#) and the [UNEG Ethical Guidelines](#).

The key principles for gender-responsive evaluation at UN Women are: 1) National ownership and leadership; 2) UN system coordination and coherence with regard to gender equality and the

empowerment of women; 3) Innovation; 4) Fair power relations and empowerment; 5) Participation and inclusion; 6) Independence and impartiality; 7) Transparency; 8) Quality and credibility; 9) Intentionality and use of evaluation; and 10) Ethics.

A Country Portfolio Evaluation (CPE) is a systematic assessment of the contributions made by UN Women to development results with respect to gender equality at the country level. The UN Women portfolio responds to its three core mandates which include normative, programme and coordination work. It uses the Strategic Note as the main point of reference.

This CPE is primarily commissioned by the Country Office (CO) as a formative (forward-looking) evaluation to support the CO and national stakeholders' strategic learning and decision-making. The evaluations are expected to have a secondary summative (backwards looking) perspective, to support enhanced accountability for development effectiveness and learning from experience. It is a priority for UN Women that the CPE will be gender-responsive and will actively support the achievement of gender equality and women's empowerment.

The primary intended users of these evaluations are:

- Relevant staff in target ministries, local government and targeted government institutions, and participating CSOs
- Target beneficiary communities/groups
- Relevant staff in participating UN-agencies.
- UN Agencies
- Technical units and head of Units in the participating UN-agencies.
- UN-agency Headquarters
- Development partners

Primary intended uses of these evaluations are:

- a. Learning and improved decision-making to support the development of new programmes;
- b. Accountability for the development effectiveness of the CO Strategic Note;
- c. Capacity development and mobilization of national stakeholders to advance gender equality and the empowerment of women.

IV. Objectives (evaluation criteria and key questions)

The evaluations have the following specific objectives:

Assess the relevance of UN Women contribution to the intervention at national levels and alignment with international agreements and conventions on gender equality and women's empowerment.

Assess effectiveness and organizational efficiency in progressing towards the achievement of gender equality and women’s empowerment results as defined in the Strategic Note.

Support the UN Women CO to improve its strategic positioning to better support the achievement of sustained gender equality and women’s empowerment.

Analyze how human rights approach and gender equality principles are integrated in the design and implementation of the Strategic Note.

Identify and validate lessons learned, good practices and examples of innovation that supports gender equality and human rights.

Provide insights into the extent to which the UN Women CO has realized synergies between its three mandates (normative, coordination and programme).

Provide actionable recommendations with respect to the development of new programmes/ the next UN Women CO Strategic Note.

The evaluations will apply four OECD/DAC evaluation criteria (relevance, effectiveness (including normative, and coordination mandates of UN Women), efficiency, and sustainability) and Human Rights and Gender Equality as an additional criterion. The evaluations will seek to answer the following key evaluation questions and sub-questions:

Criterion	Questions
Relevance	Is the portfolio aligned with international gender equality human rights norms? To what extent have lessons learned been shared with or informed global normative work and other country offices?
	<p>Is the choice of partners most relevant to the situation of women and marginalized groups?</p> <p>What contribution is UN Women making to UN coordination on GEEW in the different countries? Which roles is UN Women playing in this field in the different countries?</p> <p>Is the portfolio aligned with national policies?</p> <p>Is the choice of interventions most relevant to the situation in the target thematic areas?</p> <p>Is the thematic focus across the portfolio appropriate?</p> <p>Do interventions target the underlying causes of gender inequality?</p> <p>Was the technical design of the Strategic Note relevant?</p>
Effectiveness	To what extent have planned outputs been achieved on time?
	Are interventions contributing to the expected outcomes? For who?
	What unexpected outcomes (positive and negative) have been achieved? For who?
	What has UN Women’s contribution been to the progress of the achievement of outcomes?

	Does the organization have access to the necessary skills, knowledge and capacities needed to deliver the portfolio?
	To what extent has gender equality and women’s empowerment been mainstreamed in UN joint programming such as UNDAF? What are the main enabling and hindering factors to achieving planned outcomes?
Efficiency	Are the interventions achieving synergies within the UN Women portfolio and the work of the UN Country Team? Is the balance and coherence between programming-programmatic, coordination and policy-normative work optimal?
	What is UN Women’s comparative advantage compared with other UN entities and key partners? How can the workload across mandates be prioritised most effectively?
	To what extent does the UN Women management structure support efficiency for implementation? Has a Results Based Management system been established and implemented?
Sustainability	Is there national ownership and are there national champions for different parts of the portfolio? To what extent was capacity of partners developed in order to ensure sustainability of efforts and benefits? What local accountability and oversight systems have been established to support the continuation of activities?
	What contribution is UN Women making to implementing global norms and standards for gender equality and the empowerment of women? To what extent is the portfolio changing the dynamics of power in relationships Human Rights between different groups?
Gender Equality	Has the portfolio been implemented according to human rights and development effectiveness principles: Participation/empowerment; Inclusion/non-discrimination; National accountability/transparency

The final evaluation methodology and questions will be contextualized and adapted and agreed upon as part of the respective evaluation inception phase. During the evaluation inception meeting the evaluation team will also validate / reconstruct the Theory of Change through a participatory process which includes identifying indicators for assessing progress made during the implementation of the Strategic Note. A model template will be provided to the evaluation team for this purpose. Indicators are encouraged to include the following elements:

-
1. A pre-defined rubric for evaluative judgement in the form of a definition of success, a benchmark, or a minimum standard;
 2. Mainstreaming gender-responsiveness (where appropriate):
 - a. Gender-disaggregated,
 - b. Gender-specific (relating to one gender group),
 - c. Gender-redistributive (balance between different gender groups);
 3. Mainstreaming a human rights-based approach (where appropriate):
 - d. Reference to specific human rights norms and standards (including CSW concluding observations),
 - e. Maximising the participation of marginalised groups in the definition, collection and analysis of indicators.

Kenya CPE are expected to take a gender-responsive approach. Gender-responsive evaluations use a systematic approach to examining factors related to gender that assesses and promotes gender equality issues and provides an analysis of the structures of political and social control that create gender equality. This technique ensures that the data collected is analysed in the following ways:

1. Assessing the extent to which the intervention was guided by the relevant international (national and regional) normative frameworks for gender equality and women's rights, UN system-wide mandates and organizational objectives
2. Determining the claims of rights holders and obligations of duty bearers and identifying trends, common responses and differences between groups of stakeholders
3. Assessing the extent to which participation and inclusiveness was maximized in the interventions
4. Triangulating information to identify similarities and/or discrepancies in data obtained in different ways (i.e., interviews, focus groups, observations, etc.) and from different stakeholders (e.g., duty bearers, rights holders, etc.)
5. Identifying the context behind the numbers and people (using case studies to illustrate broader findings or to go into more depth on an issue) by analysing also relationships and power dynamics, and the structures that contribute to inequalities.
6. Assessing the extent to which sustainability was built into the intervention through the empowerment and capacity building of women and groups of rights holders and duty bearers

The preliminary findings obtained through this process should be validated through a debriefing workshop with Evaluation Management and Evaluation Reference groups at the end of the primary data collection stage. Further guidance on process and content for gender-responsive evaluations is available in the [UNEG Guidance "Integrating Human Rights and Gender Equality in Evaluations"](#).

V. Scope of the evaluations

The period covered by Kenya CPE is the duration of the Strategic Notes which is from 2014 to 2018.

Kenya CPE will not consider impact (as defined by UNEG) as it is considered too premature to assess this. Kenya CPE team are expected to establish the boundaries for the evaluation, especially in terms of which stakeholders and relationships will be included or excluded from Kenya CPE. These will need to be discussed in the Inception Workshop.

UN Women organisational structures and systems outside of the CO (such as regional architecture) are not within the scope of this evaluation, and should be referenced only where there is a clear implication for the design and implement of the CO Strategic Note. Joint programmes and programming is within the scope of these evaluations. Where joint programmes are included in the analysis, Kenya CPE will consider both the specific contribution of UN Women, and the additional benefits and costs from working through a joint modality. The specificity of the Delivering as One (DaO) framework and UN Women's contribution to national development results through the UNDAF will be part of the scope of Kenya CPE.

Kenya CPE is recommended to apply the [Women's Empowerment Framework](#) developed by Sara Hlupekile Longwe as a way to conceptualize the process of empowerment. This will help frame progressive steps towards increasing equality, starting from meeting basic welfare needs to equality in the control over the means of production¹.

Kenya CPE team (National and International Consultant) is expected to undertake a rapid evaluability assessment in the inception stage. This should include the following:

1. An assessment of the relevance, appropriateness and coherence of the implicit or explicit theory of change, strengthening or reconstructing it where necessary through a stakeholder workshop;
2. An assessment of the quality of performance indicators in the DRF and OEEF, and the accessibility and adequacy of relevant documents and secondary data;
3. A review of the conduciveness of the context for the evaluation;
4. Ensuring familiarity with accountability and management structures for the evaluation.

Kenya CPE team will need to undertake an initial assessment of the availability of secondary data necessary for Kenya CPE in each country. Additionally, in circumstances where constraints are faced such as limited travel or accessibility to project sites (e.g. northern Kenya), these limitations should be understood and generalizing findings should be avoided where a strong sample has not been used. In addition, cultural aspects that could impact the collection of data should be analysed and integrated

into data collection methods and tools. Evaluators are expected to include adequate time for testing data collection tools.

¹ The five “levels of equality” in the Women’s Empowerment Framework include:

1. *Welfare*, meaning improvement in socioeconomic status, such as income, better nutrition, etc. This level produces nothing to empower women.
2. *Access*, meaning increased access to resources. This is the first step in empowerment as women increase their access relative to men.
3. *Conscientisation*, involving the recognition of structural forces that disadvantage and discriminate against women coupled with the collective aim to address these discriminations.
4. *Mobilization*, implementing actions related to the conscientisation of women.
5. *Control*, involving the level of access reached and control of resources that have shifted as a result of collective claim making and action

VI. Evaluation design (process and methods)

UN Women has developed the [Evaluation Handbook “How to manage gender-responsive evaluation”](#) as well as detailed [Guidance on Country Portfolio Evaluations \(CPE\)](#) to ensure greater rigor and consistency in CPE while also providing flexibility to cater to varied contexts and country typologies. While the final evaluation methodology and questions will be adapted for each country during the inception phase it is recommended that Kenya CPE use a theory-based⁷⁵ cluster design⁷⁶. To achieve sufficient depth, Kenya CPE will cluster programming, coordination, and policy activities of the Country Office around the thematic areas stated in the UN Women Strategic Plan.

Kenya CPE will undertake a desk-based portfolio analysis that includes a synthesis of secondary results data for the Development Results Framework and the Organisational Effectiveness and Efficiency Framework of the Country Office. This will cover all activities undertaken by the Country Office.

The portfolio analysis will be triangulated through a mixed methods approach that will include:

1. Desk review of additional documentary evidence;
2. Consultation with all main stakeholding groups; and
3. An independent assessment of development effectiveness using Contribution Analysis.

⁷⁵ A theory based-design assesses the performance of the Strategic Note based upon its stated assumptions about how change happens. These assumptions can be challenged, validated or expanded upon by the evaluation.

⁷⁶ A cluster evaluation assesses a large number of interventions by ‘grouping’ similar interventions together into ‘clusters’, and evaluating only a representative sample of these in depth.

Kenya CPE will apply a gender responsive approach to assessing the contribution of UN Women to development effectiveness. They should identify expected and unexpected changes in target and affected groups. It is anticipated that Kenya CPE will apply process tracing to identify the mechanisms of change and the probable contributions of UN Women.

Kenya CPE is expected to assess the strategic position of UN Women. It is anticipated that mixed qualitative/quantitative cases of different target groups will be developed, compared and contrasted. Kenya CPE team will identify which factors, and which combinations of factors, are most frequently associated with a higher contribution of UN Women to expected and unexpected outcomes.

The methods should include a wide range of data sources (including documents, field information, institutional information systems, financial records, beneficiaries, staff, funders, experts, government officials and community groups). Kenya CPE are particularly encouraged to use participatory methods to ensure that all stakeholders are consulted as part of Kenya CPE process. At a minimum, this should include participatory tools for consultation with stakeholder groups and a plan for inclusion of women and individuals and groups who are vulnerable and/or discriminated against in the consultation process (see below for examples).

The use of participatory analysis, video, photography or other methods are particularly encouraged as means to include rights holders as data collectors and interpreters. The evaluator should detail a plan on how protection of participants and respect for confidentiality will be guaranteed.

Kenya CPE is encouraged to use a wide range of relevant participatory data collection tools (please refer to the guidance note):

-
- (Group) Interviews
- Secondary document analysis
- Observation
- Multimedia (photography, drawing)
- Others [See [UN Women CPE Guidance](#)]

Kenya CPE team should take measures to ensure data quality, reliability and validity of data collection tools and methods and their responsiveness to gender equality and human rights; for example, the limitations of the sample (representativeness) should be stated clearly and the data should be triangulated (crosschecked against other sources) to help ensure robust results.

Kenya CPE team is expected to reconstruct the Theory of Change using a participatory process during the Inception Workshop. This should be critiqued based on feminist and institutional analysis. Kenya CPE will apply Contribution Analysis to assess the effectiveness of UN Women's multi-country portfolio.

Kenya CPE is expected to apply a purposive sampling design based on the following minimum standards:

1. One or two projects per thematic cluster of programmatic work;
2. The most strategically important thematic interventions to the CO:
 - a. Relevance of the subject. Is the project a socio-economic or political priority of the mandate and role of UN Women? Is it a key priority of the national plan, UN Women strategic note or the AWP? Is it a geographic priority of UN Women, e.g., levels of gender inequality and the situation of women in the country?
 - b. Risk associated with the project. Are there political, economic, funding, structural or organizational factors that present potential high risk for the non-achievement of results or for which further evidence is needed for management decision-making?
 - c. Significant investment. Is the intervention considered a significant investment in relation to the overall office portfolio (more than one-third)?
3. The richest learning opportunities.
 - a. Potential for replication and scaling-up. Would Kenya CPE provide the information necessary to identify the factors required for the success in a thematic area and determine the feasibility of replication or scaling-up? Does the thematic area include a pilot and/or an innovative initiative?
 - b. Knowledge gap. Will Kenya CPE help to fill a pressing knowledge gap in relation to achieving gender equality or the empowerment of women?

VII. Stakeholder participation

The evaluators are expected to discuss during the Inception Workshop how the process will ensure participation of stakeholders at all stages, with a particular emphasis on rights holders and their representatives:

1. Design (inception workshop);
2. Consultation of stakeholders;
3. Stakeholders as data collectors; 4. Interpretation; 5. Reporting and use.

The evaluators are encouraged to further analyse stakeholders according to the following characteristics:

1. System roles (target groups, programme controllers, sources of expertise, and representatives of excluded groups);
2. Gender roles (intersections of sex, age, household roles, community roles);
3. Human Rights roles (rights holders, principal duty bearers, primary, secondary and tertiary duty bearers);
4. Intended users and uses of the respective evaluation.

The evaluators are encouraged to extend this analysis through mapping relationships and power dynamics as part of Kenya CPE. It is important to pay attention to participation of rights holders—in particular women and vulnerable and marginalized

groups—to ensure the application of a gender-responsive approach. It is also important to specify ethical safeguards that will be employed during Kenya CPE.

The evaluators are expected to validate findings through engagement with stakeholders at stakeholder workshops, debriefings or other forms of engagement.

VIII. Time frame and deliverables

The table below shows the timelines for the CPE:

Activity	Working days
Desk review prior to field visits - review of progress reports, work plans, emergency work plans, mission and workshop reports, baseline surveys, monitoring data, country data and previous evaluation report.	4 days
Inception Report Drafting and Presentation to Reference group and UN WOMEN to discuss content and logistical requirements	3 days
Inception Meeting with UN Women and Evaluation Reference Group	1 day
Finalization of Inception Report and Data Collection Plan	1 days
Data collection	10 days
Debriefing/Validation workshop on: - preliminary findings - conclusions & recommendation to stakeholders, GoK, donors & UN agencies.	1 day
1st Draft Evaluation Report	6 days
Final Report	4 days

A model Evaluation Report will be provided to the evaluator based on the below outline. Kenya CPE manager and the UNW Regional Evaluation Specialist will quality assure Kenya CPE report. The draft and final evaluation report will be shared with Kenya CPE Reference Group (ERG) and Kenya CPE Management Group (EMG) for quality review. The final report will be approved by the EMG.

- 1) Title and opening pages
- 2) Executive summary
- 3) Background and purpose of Kenya CPE
- 4) Programme/object of evaluation description and context
- 5) Evaluation objectives and scope
- 6) Evaluation methodology and limitations

- 7) Findings: relevance, effectiveness (normative, coordination, programmatic), efficiency, sustainability, and gender and human rights
- 8) Conclusions
- 9) Recommendations
- 10) Lessons and innovations

ANNEXES:

- Terms of reference
- Documents consulted
- Lists of institutions interviewed or consulted and sites visited (without direct reference to individuals)
- Analytical results and methodology related documentation, such as evaluation matrix
 - List of findings and recommendations

The final evaluation report will be independently assessed using quality standards outlined in the [UNW Global Evaluation Reports Assessment and Analysis System \(GERAAS\)](#). The final evaluation report and evaluation management responses will be publicly disclosed in the [UNW GATE system](#).

The key deliverables of the Evaluation are:

- (a) **Inception report** outlining the design- criteria, scope, methodology, data collection method and tools and time frame including a Draft Report Template: Submission of a draft report format containing Table of Contents for the final report for approval by UN Women.
- (b) **The Evaluation Draft and Final Reports:** The report should address the contents specified in section III and use a format that will be provided during inception phase. It should be logically structured, contain evidence-based findings, conclusions, lessons and recommendations, and should be free of information that is not relevant to the overall analysis. The report should respond in detail to the key focus areas described above. It should include a set of specific **recommendations** formulated for the project, and identify the necessary actions required to be undertaken, who should undertake those and possible time-lines (if any). Stakeholders will provide comments on the Draft Report, and the consultants will finalize the report in view of these comments.

IX. Management of the evaluation

At UN Women the evaluation phases are:

- Stage 1: Planning

- Stage 2: Preparation: This includes the stakeholder analysis and establishment of the Reference Group, Evaluation Management Group, development of the ToR, and recruitment of the evaluation team
- Stage 3: Conduct: Inception workshop, data collection and analysis
- Stage 4: Reporting: Presentation of preliminary findings, draft and final reports
- Stage 5: Use and follow up: Management response, dissemination of the report, and follow up to the implementation of the management response

This terms of reference covers stages 3 and 4 only.

Kenya CPE will have the following management structures:

1. Country Office Evaluation Manager and Regional Evaluation Specialist for coordination and day-today management;
2. Evaluation Management Group (EMG) for administrative support and accountability: Country Representative or Deputy Country Representative, Evaluation Manager, Regional Evaluation Specialist
3. Evaluation Reference Group (ERG) for substantive technical support: UN Women programme staff, National government partners, Development partners/donors, UNCT representatives, Civil Society partners.

The main roles and responsibility during the CPE process are:

Evaluation team	<ol style="list-style-type: none"> 1. To avoid conflict of interest and undue pressure, the members of Kenya CPE team need to be independent, implying that they must not have been directly responsible for the design, or overall management of the subject of Kenya CPE, nor expect to be in the near future. 2. Evaluators must have no vested interest and must have the full freedom to conduct their evaluative work impartially. They must be able to express their opinion in a free manner. 3. Kenya CPE team prepares all evaluation reports, which should reflect an agreed- upon evaluation approach and design from the perspective of Kenya CPE team, Kenya CPE Manager and Regional Evaluation Specialist.
Country Office Evaluation Manager	<ol style="list-style-type: none"> 1. Consults partners regarding Kenya CPE and the proposed schedule for data collection 2. Ensures the stakeholders identified through the stakeholder analysis are being included, in particular the most vulnerable or difficult to reach, and manages logistics for the field mission 3. Coordinates timely compilation of background documents for the desk review 4. Arranges for evaluation inception workshop and debriefing workshop with Kenya CPE Management group and Evaluation Reference group

	<ol style="list-style-type: none"> 5. Conducts a preliminary assessment of the quality of draft reports, provides substantive comments on the draft reports, coordinates feedback from the Regional Evaluation Specialist, Management and Reference groups 6. Initiates timely payment of Kenya CPE team 7. Maintains an audit trail of comments on Kenya CPE products so that there is transparency in how Kenya CPE team is responding to the comments
Evaluation Management and Reference Groups (including the Regional Evaluation Specialist)	<ol style="list-style-type: none"> 1. Provide substantive comments on Terms of Reference, Inception and draft evaluation report 2. Actively engages in evaluation inception workshop and debriefing workshop 3. Ensures timely development of management response to evaluation recommendations

X. Evaluation team composition, skills and experiences

UN Women Kenya is seeking to recruit one qualified individual to undertake the CPE. The successful consultant will lead the CPE and will work with a national evaluation consultant who will be recruited separately.

The international consultant is expected to demonstrate evidence of the following capabilities:

1. Documented previous experience in conducting gender-responsive evaluations
2. A strong record in designing and leading evaluations, extensive experience in applying qualitative and quantitative evaluation methods incl. data analysis skills
3. Proven knowledge and experience with theory-based evaluation designs
4. Knowledge of international normative standards on women’s rights and gender mainstreaming processes
5. Technical competence in the thematic areas to be evaluated
6. Knowledge of the role of UN Women and its programming, coordination and normative roles at the regional and country level
7. Excellent ability to communicate with stakeholders incl. process management and facilitation skills
8. Language proficiency in English
9. Country or regional experience in Eastern and Southern Africa incl. fragile state experience

XI. Ethical code of conduct

UN Women has developed the [UN Women Evaluation Consultants Agreement Form](#) for evaluators that must be signed as part of the contracting process, which is based on the UNEG Ethical Guidelines and Code of Conduct. The signed Agreement will be annexed to the consultant contract. The UNEG Guidelines note the importance of ethical conduct for the following reasons:

1. Responsible use of power: All those engaged in evaluation processes are responsible for upholding the proper conduct of the evaluation.
2. Ensuring credibility: With a fair, impartial and complete assessment, stake- holders are more likely to have faith in the results of an evaluation and to take note of the recommendations.
3. Responsible use of resources: Ethical conduct in evaluation increases the chances of acceptance by the parties to the evaluation and therefore the likelihood that the investment in the evaluation will result in improved outcomes.

The consultants are expected to provide a detailed plan on how the following principles will be ensured throughout the evaluation (see UNEG Ethical Guidance for descriptions): 1) Respect for dignity and diversity; 2) Right to self-determination; 3) Fair representation; 4) Compliance with codes for vulnerable groups (e.g., ethics of research involving young children or vulnerable groups); 5) Redress; 6) Confidentiality; and 7) Avoidance of harm.

Specific safeguards must be put in place to protect the safety (both physical and psychological) of both respondents and those collecting the data. These should include:

1. A plan is in place to protect the rights of the respondent, including privacy and confidentiality
2. The interviewer or data collector is trained in collecting sensitive information, and if the topic of the evaluation is focused on violence against women, they should have previous experience in this area
3. Data collection tools are designed in a way that are culturally appropriate and do not create distress for respondents
4. Data collection visits are organized at the appropriate time and place so as to minimize risk to respondents
5. The interviewer or data collector is able to provide information on how individuals in situations of risk can seek support

The evaluation's value added is its impartial and systematic assessment of the programme or intervention. As with the other stages of the evaluation, involvement of stakeholders should not interfere with the impartiality of the evaluation.

The evaluator(s) have the final judgment on the findings, conclusions and recommendations of the evaluation report, and the evaluator(s) must be protected from pressures to change information in the report.

Additionally, if the evaluator(s) identify issues of wrongdoing, fraud or other unethical conduct, UN Women procedures must be followed and confidentiality be maintained. The UN Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct, and accompanying policies protecting against retaliation and prohibiting harassment and abuse of authority, provide a cohesive framework aimed at creating and maintaining a harmonious working environment, ensuring that staff members do not engage in any wrongdoing and that all allegations of wrongdoing are reported promptly, investigated and appropriate action taken to achieve accountability. The UN Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct defines misconduct and the mechanisms within UN Women for reporting and investigating. More information can be provided by UN Women if required.

Annex: Resources for data on gender equality and human rights

- UN Office of the High Commissioner for Human Rights (OHCHR) – Universal Human Rights Index: <http://uhri.ohchr.org/en>
- UN Statistics – Gender Statistics: <http://genderstats.org/>
- UNDP Human Development Report – Gender Inequality Index: <http://hdr.undp.org/en/content/gender-inequality-index-gii>
- World Bank – Gender Equality Data and Statistics: <http://datatopics.worldbank.org/gender/>
- Organisation for Economic Co-operation and Development (OECD) Social Institutions and Gender Index: <http://genderindex.org/>
- World Economic Forum – Global Gender Gap Report: <http://www.weforum.org/issues/globalgendergap>
- A listing of UN reports, databases and archives relating to gender equality and women’s human rights can be found at: [http://www.un.org/womenwatch/directory/statistics and indicators 60.htm](http://www.un.org/womenwatch/directory/statistics_and_indicators_60.htm)

ANNEX 2

LIST OF DOCUMENTS CONSULTED

Unpublished Sources

United Nations Kenya Gender Technical Working Group, *Terms of Reference*

Published Sources

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September 2017: http://www.daghammarskjold.se/wp-content/uploads/2017/10/Financing-UNDS-2017_2oct.pdf

United Nations Entity for Gender Equality and Women's Empowerment Independent Evaluation Office, *Guidance On Country Portfolio Evaluations In UN Women*, New York, 2016

UN Women, *UN Women Evaluation Handbook: How to Manage Gender Responsive Evaluation*, New York, 2015: <https://genderevaluation.unwomen.org/-/media/files/un%20women/gender%20evaluation/handbook/evaluationhandbook-web-final-30apr2015.pdf?la=en>

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United Nations Evaluation Group, *Ethical Guidelines for Evaluation-Foundation Document*, New York, 2008: www.uneval.org/document/download/548

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United Nations Evaluation Group, *Norms and Standards for Evaluation*, New York, 2016: <http://www.unevaluation.org/document/detail/1914>

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ANNEX 3

EVALUATION SCHEDULE

Tuesday, 17 April – Wednesday, 20 June 2018

Date	Time	Name/Group/Institution	Location	Persons Met
Tuesday, 17 April – 30 April	Home-based document review and inception report production			
Wednesday, 18 April	19.00 –20.00	Introductory Skype call re-evaluation team		
Friday, 20 April	10.00 – 10.30	Skype – evaluation tasks	Dubai, Nairobi	Annette, Elizabeth
	11.00 – 13.30	Skype with UN Women re-evaluation approach, schedule	Dubai, Nairobi	Mr. Casper Merkle, Mr. Ahmed Hassan, M&E; Lisa Maina; Annette, Elizabeth
Monday, 23 April	17.00 – 17.45	Skype – evaluation workplan: interviews, FGDs	Dubai, Nairobi	Elizabeth, Annette
Tuesday, 24 April	12;45- 13.30	Skype – outstanding documentation	Dubai, Nairobi	Elizabeth, Annette
	17.15-17.45	SKYPE – outstanding documentation, respondents to contact	Dubai, Nairobi	Elizabeth, Annette
Wednesday, 25 April	17.00 – 18.30	Skype-interviews, inception report	Dubai, Nairobi	Elizabeth, Annette
Thursday, 26 April	11.00 – 12.45	Skype – inception report, inception workshop agenda, participants	Dubai, Nairobi	Casper, Annette
	17.00 – 18.15	Skype – inception report, inception workshop, documentation; interviews	Dubai, Nairobi	Annette, Elizabeth
Friday, 27 April	9.30	Skype – KRA - Governance	Dubai, Nairobi	Elizabeth, Annette, Lucy
	10.00	Skype-KRA WPSHRR, Team Leader	Dubai, Nairobi	Elizabeth, Annette, Idil
Monday, 30 April (day 10)		Skype/interview	Nairobi	Elizabeth, Annette, Nyambura
Wednesday, 2 May	8.30-17.00	Inception Workshop	Park Inn	Fridah Githuku, GROOTS Kenya; Col. Joyce Sitienei, IPSTC; Nancy Mulu, NCIC; Lucy Ndungu, ORPP; Beatrice Mwaura, MoAI; Faith Kasiva, UN Women; Idil Absiye, UN Women; Caspar Merkle, UN Women; Annette Ittig, CPE consultant; Elizabeth Ndambuki, CPE consultant; Michelle A. Oyuga, FIDA Kenya; ; Kraig Akoto, HAK-Hotline 1195; Mercy Mwangi, KEWOPA; Maureen Gitonga, UN Women; Karin Fueg, UN WOMEN; Nicasius

				Njeru, SDGA; Lisa Maina, UN Women
Thursday, 3 May				
	14.00 -14.30	Devolution	UNDP	Tim Colby, Devolution Advisor, UNDP; Annette
	14.45-15.15	Evaluation interviews	UN WOMEN	Karin, Annette
	16.00-16.30	Evaluation interviews	UN WOMEN	Zebib, Karin, Annette
	16.30-16.45	Interviews; questionnaire framework	UN WOMEN	Caspar, Annette
Friday, 4 May	08.45	UNFPA	UNFPA	Elizabeth; Florence Gachanja, Gender, UNFPA
	0.900-10.00	Coordination; UNDAF	UNON Cafeteria	Jane Oteba, M&E Specialist, RCO; Annette; Caspar
	10.00-10.45	Marsabit Leadership Training	Nairobi-Marsabit by telephone	Salad Liban, CIFA; Annette
		KWEOPA		Elizabeth, Caspar
	11.30	UNICEF	UNICEF	Ousman, Social Policy, UNICEF, Annette
Monday, 7 May	08:30	Evaluation Management Meeting	UN WOMEN	Karin, Caspar, Annette
	09.30 -10.30	UNILEVER-UN WOMEN Partnership	Nairobi-Kericho phone calls	Irene, UNILEVER; Annette
	10.40-12.00.	30% procurement, other partnerships	Kenya Chamber of Commerce	Ms. Mary Muthone, KCOC, Annette
	12.00-3.30	WE-30% Procurement –LPO Credit Access	Gulf Africa Bank	Anna Masinde; Elizabeth-Jacinta
	14.15-15.00	Gender coordination	UNON cafeteria	Nyambura, UNW UN Coordination Specialist, Annette
	15.00-16.00	UN Gender coordination	UNON cafeteria	Pauline, RCO Gender Advisor, Annette
	16.00-17.00	UNW management meeting	UNWOMEN	Karin, Caspar, Idil, Ahmed, Linner, Lisa ...Annette
	16.00-17.30	Leadership -KRA	WOKIKE-Garissa by telephone	Daudi Ahmed Elizabeth-Jacinta
Tuesday, 8 May	09.00-12.00	DG CSO Partners FGD	Southern Sun-May Fair Hotel	Annette, Elizabeth; Daisy Amdany, CRAWN Trust; Racheal Ouko, KENWOG; Range Mwita, CMD; Lisa Mumbi, CMD; Victor Bwire, Media Council of Kenya; Isaac Owiti, YIKE
	2.30-4.4.00	NCIC	NCIC Office Upper Hill Mara Road	Nancy Mulu, Caspar, Elizabeth-Jacinta
Wednesday, 9 May	13.45 – 14.15	GTWG FGD	Magna Hotel	Annette (list of participants here)
	8.30 -10.30	IPSTC	IPSTC	Col. Joyce Sitienei, Margret Cheptile, Eucabeth Katana

				and Daniel Wathome, Elizabeth
	11.00-12.30	AWEIK	AWEIK-GROOTS	Monicah Gichuhi, Elizabeth
	3.00-4.30	MOD	Karen JAVA House	Alice A. Kiarie-(Director Policy and Strategy), Charles Muhombe(Senior Assistant Director), Elizabeth-Jacinta
Thursday, 10 May	09.00-12.00	CSO EAW Partners FGD	Southern Sun-May Fair Hotel	Elizabeth, Caspar; Alberta Wambua, GVRC; Kate Githae, MENKEN; Michael Gaiho, LVCT Health; Angelina Cikanda, CREAM; Gladys Kii, GEM; Jackie Mutere, Grace Agenda; Phillip Otieno, MENGEN; Fanis Lisiagali, HAK 1195; Kennedy Otina, FEMNET; Fredrick Nyagah, Global Communities
	09.30-10.30	Democratic Governance, Leadership	UN Women	Robert, Annette
	11.20-11.50	UNFPA – UNW partnership	Nairobi-Lusaka by phone	Gift, UNFPA; Annette
	12:00-13.00	WPSHRR	UN Women	Idil, Annette
	13.45-14.30	CPE and the SN	UN Women	Ahmed, Annette
	3.00 -6.00	Association of Women in Police Service	Gigiri JAVA House	Lucy Nduati-Elizabeth-Jacinta
Friday, 11 May	800 – 930.	GWG	UNESCO	Alice, Chair, GWG; Annette
	8.30-10.00	WE KRA-AGPO	Treasury	Bartholomew Muriuki Elizabeth-Jacinta
	12.00-1.30	Donor support	Embassy of Finland	Asa, Josephine, Annette
	2.00 – 3.30	WEE	UNWOMEN	Faith, Annette, Caspar
	2.30-4.00	Planning-Access to Data	KNBS	Rosemary Kongani Elizabeth-Jacinta
	3.15-4.45	UN Women programming	UNON café	Karin, Annette, Caspar
Monday, 14 May	8:30 – 9:30	Gender and Human Rights synergies under UNDAF	OHCHR	Marcella, Annette
	10:00-11:00	UN Women support to gender machinery	NGEC	Winnie, Elizabeth
	10.00-11.00	Gender mainstreaming, advocacy in UNCT	RCO	Per, Head of RCO, Annette
	11:00 – 12:00	UNW partnership with SDGA	SDGA	Hon. Safina Tsungo, PS SDGA; Verity Mganga; Catherine Minayo; Pius Ondachi; Nicasrus Ndeni; Emily Opati; William Komu; Yvonne Ndunge; George

				Mogusu; Marianne Kisanju; Protus Onyango; Casper
	11:30-12:30	UNW partnerships with NGEC	FGD with NGEC staff	Tabitha Nyambura; Fredrick Lumiti; George Kimani; Allan Mogoi Elizabeth
	2:30-3:00	Elections programme	DFID	Con Osendo, Jerusha, Elizabeth
	3:00 – 4:00	Office of the Controller of the Budget	By telephone	Joshua Musyimi, Elizabeth
	4:00-4:30	SGD Platform and RM	UNON café	Arif Neki, Ruben Vallete, Annette
Tuesday, 15 May				
	9:00 – 10:00	UNW gender TA to Mol	By phone	Milka, Elizabeth
	10:00 – 11:00	UNW partnership with UNDP	UNDP	Sheila Ngatia, UNDP Kenya Deputy Country Director; Annette
Wednesday, 16 May				
	10.00-13.30	In-house Debrief	UN Women Board Room	Karin, Caspar, Ahmed, Nyambura, Elizabeth, Annette
Thursday, 17 May				
Friday, 18 May	Stakeholder Validation Session, including PPT			
Monday, 21 May	12.00 – 13.30	Evaluation tasks, timelines	UN Women Board Room	Casper, Annette
Wednesday, 23 May	11:00 – 13.30	Evaluation documentation gaps	UN Women Board Room	Banu, Maureen, Annette
	15.15 – 16.00	Evaluation deliverables, timeline	UN Women	Zebib, Ahmed, Annette
Monday, 4 June	Submission of Draft			
Tuesday, 5 June – Monday 11 June	Circulation of Draft to Evaluation Reference Group by UN Women			
Tuesday, 12 June	Feedback from Reference Group Collated by UN Women and Forwarded to Consultant			
Wednesday, 20 June	Submission of Final Report			

ANNEX 4

LIST OF RESPONDENTS

Institution	Name	Title
Government		
Office of the Controller of the Budget	Joshua Musyimi	Director, Research and Planning
NGEC	Winnie	Former Chair
NGEC	Tabitha Nyambura	Programme Manager
NGEC	Fredrick Lumiti	M&E Officer
NGEC	George Kimani	Programme Officer
NGEC	Allan Mogoi	Programme Officer
Ministry of Interior	Milka Chipkerui	Programme Manager
Ministry of Defense	Alice A. Kiarie	Director, Policy & Strategy
Ministry of Defense	Charles Muhombe	Principial Youth Officer
National Drought Management Authority	Paul Kimeau	Drought resilience manager
SDGA	Hon. Safina Tsungo	Permanent Secretary
SDGA	Verity Mganga	Principal Gender and Social Development Officer
SDGA	Catherine Minayo	Gender and Social Development
SDGA	Pius Ondachi	Gender and Social Development
SDGA	Nicasrus Ndeni	Gender and Social Development
SDGA	Emily Opati	Gender and Social Development
SDGA	William Komu	Gender and Social Development
SDGA	Yvonne Ndunge	Gender and Social Development
SDGA	George Mogusu	Gender and Social Development
SDGA	Marianne Kisanju	Gender and Social Development
SDGA	Protus Onyango	Deputy Director Gender and Social Development
Treasury	Bartholomew Muriuki	AGPO Secretariat
Council of Governors	Rosemary Nyamburi	Ag. Director - Legal
KEWOPA	Mercy Mwangi	Programme Coordinator
KENWOG	Rachael Ouku	Programme Coordinator
IPSTC	Col. Joyce Sitienei	Deputy Director
IPSTC	Margret Cheptile,	Research/Curriculum Designer
IPSTC	Eucabeth Katana	Project Manager
IPSTC	Daniel Wathome	Director Staffing
UN Agencies		
RCO	Per Knutsson	Head of RCO
RCO	Jane Oteba	M&E, UNRCO
RCO	Arif Neki	Advisor, UN strategic partnerships; Kenya Coordinator SDG Philanthropy Platform
UNFPA	Ruben Vellenga	SDG Partnership Specialist
UN Women	Bano Khan	Program specialist
UN Women	Idil Absiye	Team Leader, WPSHRR
UN Women	Zebib Kavuma	Country Director
UN Women	Lucy Mathenge	Program Associate
UN Women	Maureen Gitonga	Program Analyst
UN Women	Karin Feug	Deputy Director KCO

UN Women	Robert Simiyu	Team Leader, Democratic Governance
UN Women	Faith Kasiva	Team Leader, Socio-Economic
UN Women	Ahmed Hasan	Knowledge Management, Monitoring and Evaluation Specialist
UN Women	Nyambura Ngugi	Programme Specialist, UN Planning and Coordination
UN Women	Linner	Finance Associate
UN Women	Susan Aletia	Ex Gender Advisor, Turkana
UNICEF	Ousmane Niang	Chief, Social Policy
OHCHR	Marcella Favretto	Human Rights Advisor
UNDP	Sheila Ngatia	Deputy Country Director
UNDP	Tim Colby	Devolution Advisor
UNFPA	Gift Malumga	Country Director, Zambia (ex Country Director Kenya)
UNFPA	Florence Gachanja	Gender Advisor
UNESCO	Alice Ochanda	Chair, Gender TWG
UNFPA	Loise Alix	GWG
WHO	Joyce Lavussa	GWG
UNOPS	Genevieve Imbali	GWG
FAO	Susan	GWG
WFP	Shirley Odero	GWG
Private Sector		
Gulf Africa Bank	Anna Masinde	Manager, Women Banking
Kenya Association of Manufacturers	Sally Kahui	Lead Coordinator
Kenya National Chamber of Commerce and Industry	Mary Muthone	Director, Women and Gender
Unilever	Irene Nganga	Social Welfare
AWEIK	Monicah Gichuhi	Advisor to the Cabinet Secretary at the Ministry of Mining
Donors		
Embassy Of Finland	Asa Wallendahl	Counsellor
Embassy of Sweden	Josephine Mwangi-Mweki	Programme Manager
DFID	Con Osendo	Governance Advisor
DFID	Jerusha Ouma	Governance Advisor
NGOs		
Kenya Red Cross Society	Silvia Khamati	Public Health Expert
Civil Society		
CIFA	Salad Liban	Programme Officer
WOKIKE	Daud Ahmed	Programme Officer
Muslims for Human Rights	Hassan Abdille	Director
YIKE	Isaac Owiti	Assistant Project Officer
CRAWN Trust	Daisy Amdany	CEO
Media Council of Kenya	Victor Bwire	Programme Manager
CMD Kenya	Lisa Mumbi	Assistant – Gender
HAK	Fanis Lisiagali	Executive Director
GEM	Gladys Kii	Programme Manager
Grace Agenda	Jacky Mutere	Director
LVCT	Michael Gaito	Senior Technical Officer
GVRC	Alberta Wambua	Executive Director
CREAW	Angeline Cikanda	Head of Programs

FEMNET	Kennedy Otina	Programme Officer - Advocacy
Global Communities	Fredrick Nyagah	Gender Advisor
Men Engagement Network	Catherine Githae	Programme Coordinator

ANNEX 5

EVALUATION MATRIX

Criteria	Questions	Indicators	Stakeholders to be interviewed	Data collection Tools, MoVs
Relevance	Is the portfolio aligned with international gender equality human rights norms?	Alignment of outcomes	UNW; other UN agencies; OHCHRI SDGA	Desk review; KIIs; FGDs
	What contribution is UN Women making to UN coordination on GEWE? Which roles is UN Women playing in this field?	GEWE indicators, outcomes in UNDAF	UNCT, GWG members	UNDAF reports; UN-GoK GEWE Workplan 2014-16; ⁷⁷ ; gender scorecard; UNW inputs to UNDAF GEEW & HR mainstreaming; input to UNDAF development – GEWE Mainstreaming Checklist; Gender Advisor reports; Secretariat support to the GWG
	Is the portfolio aligned with national policies?	Alignment of outcomes	GoK ministries, county governments	MTP II, Vision 2030; Ministry strategies/plans
	Is the choice of partners most relevant to the situation of women and marginalized groups? Are existing partnerships working?	perceptions of partners and UN Women CO	CSOs, NGOs, national and county partners	UN Women KCO monitoring documents, baseline information; FGDs, KIIs
	Is the choice of partners relevant to the themes and projects being carried out?		UN Women UN Partners	Project documents
	Is the choice of interventions most relevant to the situation in the target thematic areas?	Analysis of interventions against themes.	UN Women CO Government and CSO	

The workplan, which was prepared in 2014, includes all GoK GEWE activities supported or to be supported by the UN agencies. Unfortunately, due to changes in GoK structures., it was not possible to continue this approach of harmonizing UN support to GoK GEWE plans

			partners	
	What is UN Women CO's comparative advantage compared with other UN entities and key partners? How is the comparative advantage reflected in the choice of themes and interventions taken on?	Analysis of reporting documents and stakeholder perceptions	UN Women KCO UN Partners Government partners	FGDs; KIIs
	What has UN Women's contribution been to the progress of the achievement of outcomes?		UNW; UN agency partners; GoK; donors	KIIs; document review
	Does the organization have access to the necessary skills, knowledge and capacities needed to deliver the portfolio?		UNW; donors	KIIs; staffing gap analysis
	To what extent has gender equality and women's empowerment been mainstreamed in UN joint programming such as UNDAF?		UNCT	UNDAF reports; gender scorecard
	What are the main enabling and hindering factors to achieving planned outcomes?		UNW; donors; CSO, NGO partners	KIIs, FGDs; desk review
Efficiency	Are the interventions achieving synergies within the UN Women portfolio and the work of the UN Country Team?		UNW; UN agencies	KIIs; project reports
	Is the balance and coherence between programming-programmatic, coordination and policy-normative work optimal?		UNW	
	What is UN Women's comparative advantage compared with other UN entities and key partners?		UNW; UNCT	UNDAF and RC Annual Reports; JP reports
	How can the workload across mandates be prioritized most effectively?			
	To what extent does the UN Women CO management structure support efficiency for implementation?		UNW	Staffing gap analysis
	Has a Results Based Management system been established and implemented?		UNW	
Sustainability	Is there national ownership and are there national champions for different parts of the portfolio?		UNW; Gok, county partners	KIIs, desk review

	To what extent was capacity of partners developed in order to ensure sustainability of efforts and benefits?		UNW; CSO, NGO, county partners	KIIs; FGDs
	What local accountability and oversight systems have been established to support the continuation of activities?		Ministries; county govts	Project reports; KIIs
Human Rights and Gender Equality	What contribution is UN Women making to implementing global norms and standards for gender equality and the empowerment of women?		UNW; OHCHR; SDGA	Desk review KII & FGD
	Has the portfolio been implemented according to human rights and development effectiveness principles: Participation/empowerment; Inclusion/non-discrimination; National accountability/transparency		UNW & UNCT SDGA; other GoK and donor partners; CSO, NGO IPs	Desk review KII & FGD

ANNEX 6

DATA COLLECTION TOOLS

Questionnaire Framework

Criteria	Questions	UNW	UN Partners	GoK and County partners	NGO and CSO Partners	Beneficiaries
Effectiveness	For how long have you been in your current position?	X	X	X	X	
	When and how did your organization start its partnership with UNW?					
	How was your organization involved in the design of the UNW SN?					
	In which UNW interventions does/did your organization partner?					
	To what extent have the expected outcomes in those interventions been realized?					
	Which of those interventions have been most successful/effective? Why? Which group(s) benefit most?					
	Which have been least successful? Why?					
	To what extent does UNW have sufficient skills, knowledge and capacities to deliver the portfolio? To what extent has your organization's GEWE capacity changed by partnering with UNW?					
Relevance	What are the key national GEWE policies? With which of those is the portfolio most closely linked?	X	X	X		
	Is the portfolio aligned with international gender equality human rights norms?	X	X		X	
	Which of UNW's partners are the most relevant to the situation of women and other marginalized groups?	X	X	X	X	
	2. In your opinion has UN Women CO s programmes adapted to the changing circumstances over time? Can you give some examples?	X	X	X	X	X

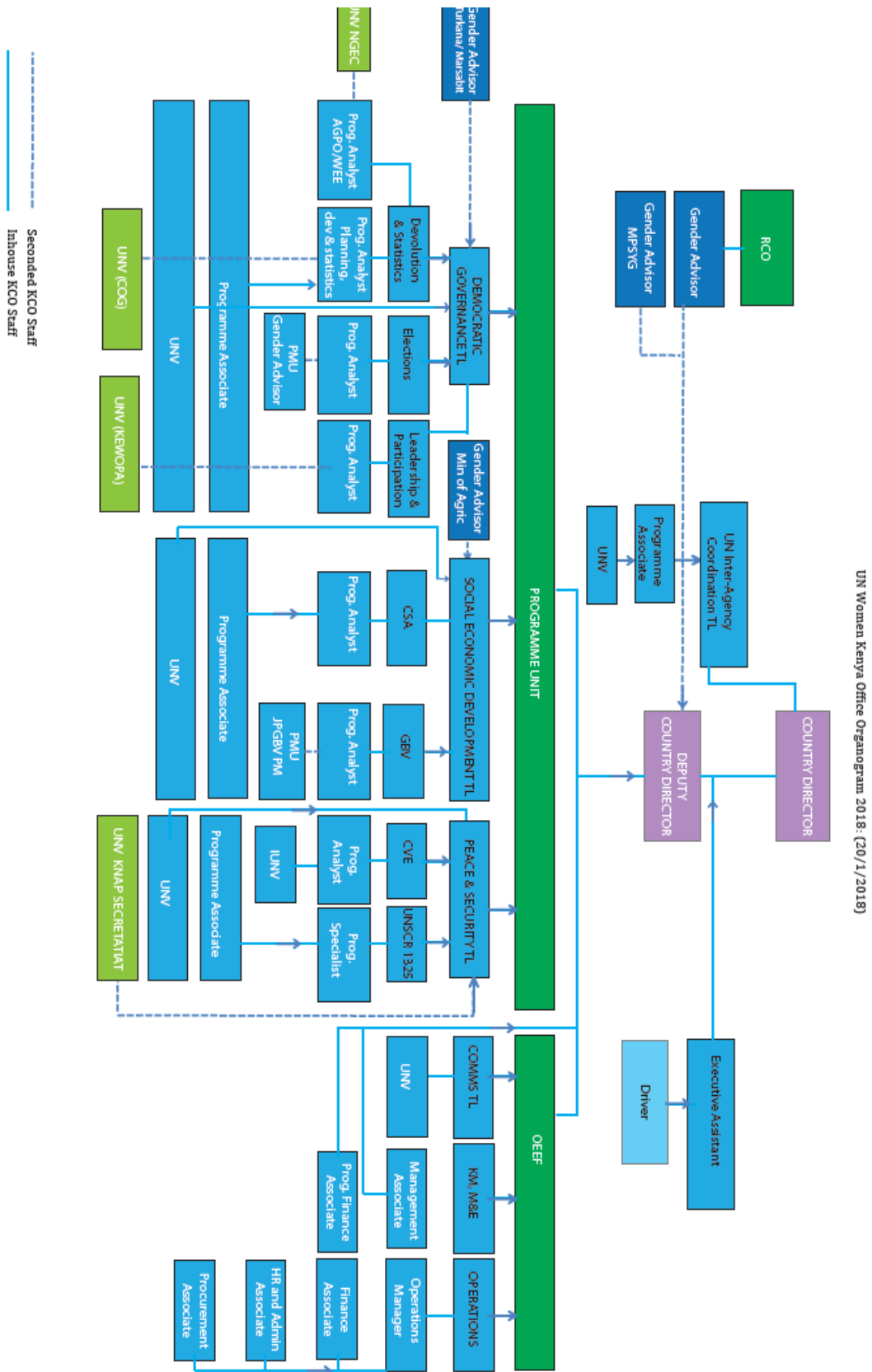
Efficiency	<p>. To what extent do UNW interventions synergize with/support the UNDAF? Examples?</p> <p>What is UNW's contribution to the UNDAF?</p> <p>How well is gender mainstreamed in the UNDAF?</p> <p>In the UNCT?</p> <p>What other agencies/groups also implement gender-related initiatives? How well do they synergize with/or not with those of UNW?</p> <p>To what extent does UNW have a comparative advantage over other agencies/organizations in supporting GEWE?</p>	X	X			
	<p>How well are the 3 UNW mandates - programmatic, coordination and policy-normative work- balanced, or not? If not, which are should be more/less emphasized?</p>	X	X			
Sustainability	<p>How has the capacity of individual and institutional partners been developed to support post-project sustainability?</p>	X	X	X	X	X
	<p>To what extent does your organization now need capacity development in GEWE? If there is a need, how is your organization going to manage it?</p> <p>When UNW's support ends, to what extent would your organization be able to continue the activities that UNW has support? If not, why not?</p>		X	X	X	X
	<p>What is/are UNW's exit strategies?</p>	X				

ANNEX 7

STATUS OF KENYA'S ACCESSION TO INTERNATIONAL AGREEMENTS ON GENDER

Gender Convention/Treaty	Ratified by Kenya	Year	Policy Implications
International Covenant on Civil and Political Rights (1966)	Yes	1972	
International Covenant on Economic, Social and Cultural Rights (1966)	Yes	1972	On signing the International Covenant on Economic, Social and Cultural Rights, Kenya placed a reservation against Article 10 (2) which requires that states make provision for paid maternity leave. In 2009, the UN Treaty Body Monitor reiterated the need for Kenya to withdraw the reservation to this text
Optional Protocol I to the International Covenant Civil and Political Rights (1976)	Yes	1972	
Convention on the Elimination of all forms of Discrimination against Women (1979)	Yes	1984	
Optional Protocol I to the International Covenant on Economic, Social and Cultural Rights (CESCR), (2008)	No		Kenya has not signed these Optional Protocols, which recognise the competence of the Committees governing these Conventions to hear individual complaints or institute investigations into breaches.
Optional Protocol to the Convention on the Elimination of all forms of Discrimination against Women (CEDAW), (1999)	No		
Kenya has adopted many key International Labour Organisation (ILO) Conventions governing discrimination in employment, including, the Equal Remuneration Convention, 1951 and the Discrimination (Employment and Occupation) Convention, 1958.			
UNESCO Convention against Discrimination in Education ¹⁴⁹ ,1960	No		
Indigenous and Tribal Peoples Convention, 1989	No		
Convention on the Rights of the Child (1989) YES 1990	Yes	1990	The Education Act, 23 which governs primary and secondary educational institutions, contains no non-discrimination provisions and does not expressly prohibit discrimination. However, the Children Act (2001) contains a single broad provision prohibiting discrimination on ground
Optional Protocol I to the Convention on the Rights of the Child (2000)	Yes	2002	
Optional Protocol II to the Convention on the Rights of the Child (2000)	No		
African Union Treaties			
Protocol on the Rights of Women in Africa (2005)	Signature only	2003	

KENYA COUNTRY OFFICE ORGANOGRAM



ANNEX 9

CONTRIBUTION ANALYSIS TABLE

Mandate	Changes found by the evaluation	Link to UN Women (performance story)	Other contributing factors	Likely contributions of other factors	Plausible contribution of UN Women to this change	Summary of evidence	Gender and Human Rights implications
Operational	KRA 1 Leadership JP SERP Election of 29 women to gubernatorial, senatorial and single constituency MP positions in 2017 elections	UNW advocacy; as well as mentoring, training and financial support to women candidates through CSO partners	Efforts by other DPs, e.g.	High	High	FGDs, KIIs with CSO, GoK , UN partners; donors; project and media reports	Women's increased political participation and leadership to claim rights to which they are entitled
Normative	KRA 4 WPSHRR Development of KNAP UNSCR 1325	UNW supported MoICNG and SDGA to produce 2016, 2017 progress reports	KNAP UNSCR 1325 development also supported by OHCHR, OCHA, UNFPA, UNDP, AGO, FIDA, KNCHR, Finland, IDLO and others	High	High	Reports, KIIs with donors, GoK, UN partners	NAP UNSCR 1325 is key for greater participation of women to improve WPS outcomes
Operational	KRA 2 WEE AGPO gender affirmative procurement	UNW has provided technical support this process with KNCCI , other partners	Initiatives by other DPs, including UNDP, World Bank and private sector actors not partnering with UNW	High	Medium High	UNW, AfDB reports on AGPO; KIIs with GoK, UN,private sector partners	Women's leadership and economic empowerment increased
Normative	National level legislation and policies are more gender sensitive	Advocacy, technical and financial assistance to SDGA, NGEC; CSOs; technical	Initiatives by other development actors, including UNDP, UNFPA, UNICEF, IDLO	GoK stakeholders are generally receptive to development of gender sensitive policies and	High	Number of gender-sensitive laws, policies passed during SN period, e.g. PDVA;	Passing of gender sensitive legislation and policies are the basis for nationwide, sustainable GEWE; operationalization of these laws,

		assistance to Ministries of Defence, Mining, including seconded Gender Advisors		laws which support national priorities.		MoD gender policy; engendered Mining Act; KIIs with GoK, CSO, UN partners	policies and monitoring of their implementation will be the next steps
Normative	KRA 5 Democratic Governance Devolution Programme County level legislation and policies have become more gender sensitive	Technical assistance provided to CoG, county governors offices to raise gender awareness; engender new legislation; build capacity on GBR	Efforts by other DPs including World Bank, UNDP; USAID; other donors	Governors in model counties appreciate and are receptive to development of gender sensitive laws and policies	High	KIIs with UN, CoG partners	Passing of gender sensitive legislation and policies are the basis for sustainable GEWE at the county level; operationalization of these laws, policies and monitoring of their implementation will be the next steps
Operational	KRA 3 EVAW Kericho Project		Support from USAID, IRC				

ANNEX 10

EVIDENCE TABLE

Evaluation Questions	A. Portfolio Analysis	B. Country Visits interviews and observations	Overall finding (on balance of evidence)
1. Is the portfolio aligned with national policies?	The CP supports the achievement of GoK development priorities.	Most respondents agreed that UNW's interventions supported and aligned with GoK GEWE-related policies.	Portfolio interventions align with GoK GEWE-related policies.
2. Is the portfolio aligned with international gender equality human rights norms?	The CP is well-aligned with and supports international norms for GEHR	Respondents confirmed CP alignment with GEHR norms, including the targeting and inclusion of traditional male figures in its programming	The portfolio is well-aligned with international GEHR norms.
3. Is the choice of partners most relevant to the situation of women and marginalised groups?	While each category of partner was relevant for realizing change through at least one entry point, some of these partnerships carry high transaction costs as well as sustainability risks.	Most respondents agreed that the categories of partners with whom UNW engages was relevant, but that partners' competencies were variable, e.g. some required repeated trainings on monitoring and reporting, indicating that this kind of capacity building had not been institutionalized.	Although the categories of partner chosen were relevant, partners' competencies and capacities varied; and some of these partnerships carry high transaction costs as well as sustainability risks.
4. Is the choice of interventions most relevant to the situation in the target thematic areas?	Portfolio interventions were contextually relevant, albeit wide ranging. However, UNW's available budgetary and human resources have not always allowed monitoring or assessment of the outputs of those activities.	Most respondents found the choice of interventions contextually relevant, although many felt that both the geographical and programmatic range of interventions was too broad.	Although wide-ranging, the Portfolio's interventions were both relevant and responsive to GEWE challenges in Kenya.
5. To what extent does the UN Women CO management structure support efficiency for implementation?	There are insufficient staff dedicated to RM and KM functions which hinders efficiency in these areas and which ultimately impacts upon	UN respondents noted that UNW's current RM capacity could be stronger. UNW respondents also stated that the work load was high for KRA Team Leads.	Staffing gaps hinder the efficiency of Portfolio implementation, monitoring and reporting, as well as of resource mobilization

	implementation.		and KM. Staffing levels and competencies should be assessed through a functional review at the time of the formulation of the new SN.
6. Does the organisation have access to the necessary skills, knowledge and capacities needed to deliver the portfolio?	UNW programme staff have sound technical expertise in GEWE related areas. However, their understanding of M&E and RBM, which are needed to sharpen the results framework, could be improved. Twenty-five percent of the KCO staff are UNVs; and the effectiveness and efficiency of placing them in partners' offices also needs to be reviewed.	UN, GoK and private sector respondents stated that the technical expertise of UNW staff is high. However, many CSO partners felt that UNW was inefficient in terms of funds disbursement and this affected their ability to implement activities as planned on time.	UNW programme staff have high technical expertise in GEWE related areas, although their understanding of M&E and RBM could be strengthened. Also, late disbursements by UNW, have been an issue throughout this SN; and this impacts on the efficiency of implementation.
7. Was funding sufficient and how adequate was funding allocated and utilised across various parts of the intervention and activities (were there under or over-allocations)?	There are funding gaps across all of the KRAs. The wide geographical and programmatic range of the current Country Portfolio is overly ambitious given the financial – as well as human – resources available.	Funding shortfalls and resource mobilization challenges were noted by most UN and CSO respondents as well as some Government interviewees. UN respondents also noted that financing was the greatest challenge to the implementation of the JP GBV as planned. CSO respondents also advised of delays in disbursements.	There are funding gaps across all KRAs. More consistent resource mobilization is needed, in tandem with a more narrow geographical and activity focus.
8. To what extent have planned outputs been achieved on time and as planned?	Some outputs, but not all, were achieved on time.	There were delays in the implementation of several activities; some delays were attributed by respondents to the prolonged election period; some relate to partner capacity gaps, among others.	While many outputs were realized, not all were achieved on time; and delays in activity implementation and reporting hindered the efficiency of the Portfolio.
9. Are interventions contributing to the expected outcomes?	Portfolio interventions are contributing to	UN, GoK and donor respondents agreed that	Portfolio interventions are contributing to

	<p>planned SN outcomes, although the multitude of other actors also involved in GEWE-related initiations hinders direct attribution of results to solely to UNW.</p>	<p>Portfolio interventions are contributing to planned outcomes. CSO partners felt that contributions were less visible, due in part to implementation often being too rushed due to late disbursements</p>	<p>planned SN outcomes, although the multitude of other actors also involved in GEWE-related initiations hinders direct attribution of results to solely to UNW. Late disbursements, among others, hinder timely implementation of activities.</p>
<p>10. Which are the main enabling and hindering factors to achieving planned outcomes?</p>	<p>Enabling factors include UNW's strong partnerships with GoK, UN, private sector and civil society partners, the technical expertise of UNW programme staff; and the alignment of the SN to GoK priorities.</p> <p>Constraints include the prolonged election period, which affected timeliness of implementation; partner capacity gaps; and funding gaps.</p>	<p>Almost all respondents noted UNW's strong GEWE technical expertise as well as strategic partnership brokerage skills as enabling factors; UN respondents also noted UNW's strategic positioning within the UNCT.</p> <p>The constraint most frequently mentioned by UN, CSO and some GoK respondents was a shortfall in funding. A second constraint frequently mentioned by both UN and CSO respondents was the prolonged election period. A further constraint mentioned by UN respondents was partner capacity deficits.</p>	<p>Enabling factors include the technical expertise and knowledge of UNW staff; its strategic positioning within the UNCT; and its strategic partnerships with relevant categories of boundary partners.</p> <p>Constraints include the prolonged election period, partner capacity gaps; and funding gaps.</p>
<p>12. Is the balance and coherence between programming-operational, coordination and policy-normative work optimal?</p>	<p>There is a greater focus in the Portfolio on normative and programmatic work; coordination work is less visible albeit essential to the achievement of planned GEWE outcomes.</p>	<p>UN, GoK and private sector respondents noted UNW's strength and comparative advantage in normative work; and some stated that the portfolio should focus more on this area and less on programmatic activities.</p>	<p>UNW has a comparative advantage in both normative and coordination work related to GEWE; and a focus on these mandates, with less programmatic work, could better maximize its financial and human resources.</p>

<p>13. What contribution is UN Women CO making to UN coordination on gender equality and women’s empowerment? Which roles is UN Women CO playing in this field?</p>	<p>UNW KCO contributes to UN Coordination through its coordination role in and support to the GWG, its participation in each of the UNDAF SRA WGs, and its participation in a large number of UN JPs, among others.</p>	<p>UN respondents noted the strong contribution that UNW has made to the formulation of the 2018-2022 UNDAF, which is visibly more gender sensitive than its precursor. UNW’s expertise has also strengthened programming on GEWE with some UN agencies, e.g. UNW’s partnerships with UNFPA in the JP GBV; and with UNDP in the Devolution and Elections Programmes.</p>	<p>UNW has played a significant role in ensuring that the current UNDAF is more gender sensitive than the previous UNDAF, as well as increasing GEWE responsive interventions through JPs.</p>
<p>14. To what extent has gender equality and women’s empowerment been mainstreamed in UN joint programming such as the United Nations Development Framework?</p>	<p>See above, no. 13</p>	<p>See above, no. 13</p>	<p>See above, no. 13</p>
<p>16. Are there clear, well-conceived strategies for expansion or extension, exit or increasing ownership</p>	<p>There are no exit or handover strategies for any Portfolio activities; and this is a sustainability risk. The expansion of some activities is under consideration, pending available resources.</p>	<p>Respondents were unaware of any exit or handover strategies.</p>	<p>There are no exit or handover strategies for any Portfolio interventions; expansion of some activities is under consideration and will depend upon funding availability.</p>
<p>17. Was the technical design of the Strategic Note relevant?</p>	<p>The design of the SN is relevant to the Kenya context through its alignment with national development policies and priorities. as well as its responsiveness to key GEWE challenges in the country.</p>	<p>Respondents agreed that the SN was broadly relevant to the Kenya context. However, some observed that more could be done in areas such as EAW and male engagement as well as on movement building.</p>	<p>The design of the SN was relevant and responsive to major GEWE challenges in Kenya.</p>
<p>18. What was the quality of the Management Information / M&E system and framework?</p>	<p>Although revised in 2016, the Results Framework needs further refinement, as it still has insufficiently “SMART” indicators, e.g. over one-fifth of DRF outcome indicators and</p>	<p>UNW staff acknowledged deficits in the SN logframe, and they and donors noted that its results chains are more clear since the KRA 1-4 sections of the logframe were revised.</p>	<p>Although the logframe has been revised, Insufficiently “SMART” indicators still hinder the measurement of Portfolio progress.</p>

	nearly 40% of output indicators cannot be measured. Moreover, there is an incomplete understanding among staff of Results-Based M&E and of Theories of Change.		
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ANNEX 11

EVALUATION REFERENCE GROUP MEMBERS

Institution	Name	Title
GROOTS	Fridah Githuku	CEO
FIDA	Teresa Omondi	CEO
ORPP	Lucy Kamunye	CEO
KEWOPA	Mercy Mwangi	Programme Coordinator
LVCT Health	Michael Gaithe	Senior Technical Officer
IPST	Col. Joyce Sitienei	Head of Programmes and Plans
HURIA	Yusuf Lule Mwatsefu	
FEMNET	Kennedy Otina	Regional Programme Associate
HAK	Fanis Lisiagali	Executive Director
NCIC	Nancy Mulu	
MoA	Beatrice Mwaura	
FIDA	Mitchelle Oyuga	
SDGA	Nicasius Njeru	Gender and Social Development
Embassy of Sweden	Josephine Mwangi	Programme Manager
UNDP Kenya	Sheila Ngatia	Deputy Country Director
UNFPA	Florence Gachanja	Gender Specialist
Council of Governors	Masiga Asunza	
Gulf Africa Bank	Anna Amasinde	Manager, Womens Banking
UN Women	Karin Fueg	Deputy Country Director
UN Women	Robert Simiyu	Team Leader, Democratic Governance Unit
UN Women	Idil Absiye	Team Leader, Peace and Security and Humanitarian Unit
UN Women	Faith Kasiva	Team Leader, Social Economic Development Unit
UN Women	Nyambura Ngugi	Programme Specialist, UN Planning and Coordination
UN Women	Ahmed Hassan	Knowledge Management, Monitoring and Evaluation Specialist
UN Women	Casper Merkle	Regional Evaluation Specialist

ANNEX 12

EVALUATOR'S PROFILE

Dr. Annette Ittig is the international consultant for the UN Women Kenya 2014-2018 Country Portfolio Evaluation. Dr. Ittig is an evaluation and partnership expert with extensive experience in both staff and contractor roles in donor, UN agency and private sector assignments, including with the World Bank, UNDP, UNICEF, ILO, WFP, DPKO, UN-Habitat, CIDA and the MasterCard Foundation in Kenya, Ghana, Zimbabwe, the Gambia, South Sudan, Somalia, Iraq, Afghanistan, Nepal, Indonesia, the UAE and elsewhere. Her country level evaluations include the 2014-2018 Kenya UNDAF, the 2012-2016 Gambia UNDAF, the 2012-2015 Zimbabwe UNDAF and the Afghanistan National Area-Based Development Programme evaluations. Her multi-stakeholder partnership work includes the design of the concept for a Kurdistan Regional Government/international extractives companies' Public-Private Partnership for education infrastructure, and formulation of the project document ***Multi-stakeholder Partnerships for Disaster Recovery***, including corporate community investments, for UNDP Indonesia. Dr. Ittig received her doctorate from the University of Oxford, England.