ANNEXES

UN Women East and Southern Africa Regional Office Strategic Note (2022-25) Evaluation

The annexes provide further detail to supplement information in the main body of the report.

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The first two tables provide an overview of institutions and people consulted and details of the breakdown across stakeholder category and gender. This is followed by a detailed list of the stakeholders consulted and documents reviewed.

Target and actual sample

	Survey		Interviews	
	Target	Actual	Target	Actual
Government	2	0	3	1
CSOs	1	8	10	16
Academic institutions	2	1	1	2
Donors and multilaterals	1	1	5	2
Private sector and media	2	1	1	0
Inter-governmental / REC	2	0	5	11
UN agencies	2	3	8	12
UN Women	65	85	60	66
Total	77	99	93	110

Disaggregation by gender

	Interviews	Focus Groups	Total
Male	31	1	32
Female	79	4	83
Total	110	5	115

Survey

	Female	Male	Prefer not to say	Total
Country Office	39	21	1	61
Regional Office	16	8	0	24
External	12	2	0	14
Coordination Focal Points Survey	13	1	0	14
Total	80	32	1	113

	Total
UN Agency	3
CSO	8
Multilateral	1
Academic institution	1
Private sector	1
Total	14

Interviews

110 stakeholders were interviewed / consulted in focus group discussions in total. The table below lists the stakeholders. Stakeholders representing vulnerable groups noted in the 'LNOB group' column.

No	Organization	Title	Gender	Thematic Area	LNOB Group
Academia					
1	Portia	Managing Director	F	Gender statistics	
2	Centre for Environmental Policy, Imperial College London	Senior Research Fellow	F	Gender statistics	
Civil Society					
3	Crisis Action	Deputy Chief Executive Officer	F	WPP	
4	Legally Clueless Africa	Founder	F	Communications	
5	The International Foundation for Electoral systems	Inclusion Specialist	F	WPP	
6	SORD	Director	F	WPP&WPS	
7	Youth Advisory Group	Kenya Representative	F	Other	Youth
8	Women's rights organization	Women's rights organization	F	Humanitarian	
9	Coalition of Action on 1325 - Uganda	Executive Director	F	Humanitarian	
10	ATHENA Network	Director	F	EVAW	Vulnerable
11	International Peace Support Training Centre	Director	M	WPS	
12	Raising Voices-GBV Prevention Network	Director	F	EVAW	Vulnerable
13	NALA Feminist Collective	Generation Equality Facilitator	F	Generation Equality	Youth
14	Wiwemi Centre for Civil Society Strengthening	Director	M	WPP	
15	SIHA	Director	F	EVAW	Vulnerable
16	GIMAC	Chairperson	F	WPS	Youth
17	GROOTS	Director	M	Gender statistics	Vulnerable
18	FEMNET	Director	F	WPS	Youth
Donor					
19	Embassy of the Kingdom of Belgium to Ethiopia, Djibouti & African Union	Deputy Head of Mission	F	Other	
20	GIZ	Project coordinator	F	Gender statistics	
Government					

No	Organization	Title	Gender	Thematic Area	LNOB Group
21	Government of Tanzania	Generation Equality Focal Person	M	Generation Equality	Youth
Inter-governmental / REC					
22	COMESA Secretariat	Agricultural Statistician - Statistics Unit	F	Gender statistics	
23	SADC	GIZ Secondee - Gender Unit	F	EVAW	
24	COMESA Secretariat	Senior Gender Mainstreaming Officer	F	Other	
25	AU - humanitarian	Humanitarian and DRR focal Point	F	Humanitarian	
26	the East African Community (EAC)	Principal Gender & Community Development Officer,	M	WPS	
27	International Conference on the Great Lakes Region (ICGLR)	Programme Officer - Gender, Women & Children; Social and Humanitarian Issues	M	WPS	
28	Women's International Peace Centre	Partnerships and Advocacy Coordinator	F	WPS	
29	IGAD	Chief of Staff, Office of the Executive Secretary	M	WPP	
30	International Peace Support Training Centre	Training Coordinator & Gender Focal Point/Director	M	WPS	
31	African Union Commission	Gender, Peace and Security Coordinator	F	WPS	
32	SADC Peace and Security Training Centre	Civilian Training Officer	M	WPS	
UN Agency					
33	United Nations Environment Programme	Statistician, SDG and Environment Statistics Unit	F	Gender statistics	
34	UNICEF	Regional data manager	M	Gender statistics	
35	UNEP	Gender and Youth Focal Point	F	Coordination	Youth
36	UNICEF - Regional Gender Working Group (RGWG)	Member - UN Agency (UNICEF)	F	Coordination	
37	UNHCR	Community Services Officer	F	Humanitarian	
38	WFP	Senior Regional Programme Advisor	F	Coordination	
39	UNDRR	Coordination Officer and Head of the United Nations Office for Disaster Risk Reduction (UNDRR)	M	Humanitarian	
40	UNFPA	Regional Gender and Human Rights Advisor	F	Coordination	
41	DCO Africa	Regional Director for Africa	M	Coordination	
42	UN prevention strategy platform for the Horn of Africa and Great Lakes	Political Affairs Officer	F	WPS	
43	UNICEF-Kenya	Child Disabilities Programmes Specialist- Disability Group	F	Other	Disability
44	Office of the Special Envoy on P&S	WPS Focal Person	F	WPS	
UN Women					
45	Burundi CO	Deputy Representative	F	Other	
46	Ethiopia CO	Communications Specialist	F	Communications	
47	Ethiopia CO	Deputy Representative	M	Other	
48	Ethiopia CO	National Programme Coordinator	F	Coordination	

No	Organization	Title	Gender	Thematic Area	LNOB Group
49	Ethiopia CO	Program Specialist, Leadership and Governance	F	WPP	
50	Kenya CO	Strategic Planning and Coordination Specialist	F	Generation Equality	
51	Kenya CO	Strategic Planning Specialist	M	Monitoring and reporting	
52	Kenya CO	Team Leader-WPS	F	WPS	
53	Liaison Office to the AUC&ECA	Monitoring Reporting and Evaluation Specialist	F	WPS	
54	Malawi CO	Monitoring, reporting and evaluation Assistant	F	Monitoring and reporting	
55	Malawi CO	Programme specialist	M	WPP	
56	Mozambique CO	Planning Monitoring Evaluation and Reporting Officer	F	Monitoring and reporting	
57	Rwanda CO	Generation Equality Focal point and Communications Analyst	F	Generation Equality	
58	Rwanda CO	Planning and Coordination Specialist	M	Coordination	
59	Rwanda CO	Programme Management Specialist	F	Other	
60	SAMCO	Operations Manager	F	Operations	
61	SAMCO	WPS specialist	F	WPS	
62	Somalia CO	Programme Specialist-Humanitarian	M	Humanitarian	
63	South Sudan CO	Deputy Representative	F	Other	
64	South Sudan CO	Programme Management Specialist	F	WPP	
65	South Sudan CO	Programme Management, Monitoring and Reporting Analyst	F	Gender statistics	
66	Sudan CO	Gender Advisor	F	Gender statistics	
67	Sudan CO	Operations Analyst	M	Operations	
68	Sudan CO	Programme Specialist-Humanitarian	F	Humanitarian	
69	Tanzania CO	Deputy Representative	F	Other	
70	Tanzania CO	Programme Specialist	M	Monitoring and reporting	
71	Uganda CO	Operations Manager	M	Operations	
72	Uganda CO	Programme Management Specialist-Refugees	F	Humanitarian	
73	Uganda CO	Programme Specialist – Women, Peace and Security	F	Other	
74	Uganda CO	Team Leader-WPS	F	WPS	
75	UN Women - HQ	Advisor, Business Transformation, SPRED	M	Other	
76	UN Women - HQ	Chief, Strategic Planning Unit (SPU)	F	Other	
77	UN Women - HQ	Director – OIC, Coordination Division	F	Coordination	
78	UN Women - HQ	Director of Strategic Partnerships	M	Resource mobilization	
79	UN Women - HQ	Director, Strategy, Planning, Resources and Effectiveness Division (SPRED)	F	Other	
80	UN Women - RO	Communications Associate	M	Communications	
81	UN Women - RO	Communications Consultant	F	Communications	

No	Organization	Title	Gender	Thematic Area	LNOB Group
82	UN Women - RO	Coordination specialist	F	Coordination	
83	UN Women - RO	Deputy Regional Director	M	Other	
84	UN Women - RO	EVAW policy specialist	F	EVAW	
85	UN Women - RO	Finance Associate	M	Operations	
86	UN Women - RO	Finance Specialist	M	Operations	
87	UN Women - RO	Gender Statistics Specialist	F	Gender statistics	
88	UN Women - RO	HIV specialist	F	HIV	
89	UN Women - RO	Human Resource Specialist	F	Operations	
90	UN Women - RO	Humanitarian and DRR specialist	F	Humanitarian	
91	UN Women - RO	Knowledge Management Specialist	M	Communications	
92	UN Women - RO	M&E Specialist	F	Monitoring and reporting	
93	UN Women - RO	Management Associate	M	Other	
94	UN Women - RO	Monitoring and Reporting Analyst	F	Other	
95	UN Women - RO	Operations Manager	M	Operations	
96	UN Women - RO	Planning and Coordination Analyst	F	Coordination	
97	UN Women - RO	Programme Analyst	F	EVAW	
98	UN Women - RO	Regional Director	F	Other	
99	UN Women - RO	Regional Project Coordination Specialist, Generation Equality	F	Generation Equality	
100	UN Women - RO	Resource mobilization specialist	F	Resource mobilization	
101	UN Women - RO	Strategic Planning Specialist	F	Other	
102	UN Women - RO	WEE policy specialist	F	WEE	
103	UN Women - RO	WPS specialist	F	WPS	
104	UN Women-RO	WPP Specialist	F	WPP	
105	Zimbabwe CO	Deputy Representative	F	Other	
106	Zimbabwe CO	IAG Coordinator	M	Coordination	
107	Zimbabwe CO	Monitoring and Reporting Analyst	F	Gender statistics	
108	Burundi CO	Deputy Representative	F	Other	
109	Ethiopia CO	Communications Specialist	F	Communications	
110	Ethiopia CO	Deputy Representative	M	Other	

Documents reviewed

93 documents were reviewed. These are listed in the table below.

Category	Document
Regional Office/ Context	- Audits (2022: An internal audit by UN Women's Internal Audit Service (IAS) was conducted in SAMCO and Zimbabwe; external audits by UNBoA in Uganda and Tanzania Country Offices) - Capacity development 2014–17 - Civil Society Advisory Groups Strategy (2015) – UN Women - Evidence and lessons on types of UN Women support - A Meta-Synthesis of UN Women evaluations (2022) - Country, Regional and Headquarter Typologies (2022)

Category	Document
	• Dalberg Independent Review of the UN System's Capacity to Deliver on Gender Equality (2023)
	• Draft – RGWG Work Plan Results (2022–2023)
	• ESA Representatives Dialogue on the Beijing +30 Action Agenda. Meeting Notes. N.D.
	• GEF Regional Strategy
	• Handover Notes, N.D., Nyambura Ngugi (internal UN Women doc)
	• Mapping of UN Women ESARO and RECs (2024)
	• OneApp and Quantum Data
	• Regional architecture: administrative, budgetary and financial implications and implementation plan: Report of the Under-Secretary-General/Executive Director (2012)
	• Regional Civil Society Convenings with UN Women's Executive Director – Initial Draft Concept Note
	• Report of the First Meeting of ESARO & WCARO Internal Joint Working Group on Developing a Strategy to Engage RECs More, held at the Wells Carlton Hotel & Apartments, Asokoro FCT – Abuja, Nigeria (July 2–5, 2024)
	• Review and Revision of 2025 Workplan. Outcome 2.3. (Oct 2025)
	• RO SN MTR
	• Somalia CPE 2022–2025 emerging findings
	• UN Women Cross-Border Analysis of the Gendered Impacts of Climate-Induced Hazards in Malawi, Mozambique and Zimbabwe
	• UN Women Eastern and Southern Africa – Retrieved from *Where We Are: Eastern and Southern Africa | UN Women – Africa*
	• UN Women ESARO 2022 Annual Report
	• UN Women ESARO 2023 Annual Report
	• UN Women ESARO 2024 Annual Report
	• UN Women Indicator Monitoring Guidance Note (2022–2025)
	• UN Women Monitoring Evaluation and Research Plan (2022–2025)
	• UN Women Partners Normative Frameworks (2022–2025)
	• UN Women Regional support services
	• UN Women Strategic Note – ESARO (2022–2025)
	• UN Women Strategic Plan Mid-term Review
	• Virtual Meeting between UN Women ED and Women's Rights CSOs in ESAR (2022)
Thematic	
Communications	• UN Women ESARO Communications Strategy 2022 -2025
	• ESARO Communications Unit Onboarding for acting DRD (internal UN Women doc)
	• Facebook and Web Analytics reports (2022-2025)
Coordination	• Evaluation of the Partnership Between UN Women and the African Union Commission
	• ESAR Coordination FP Contacts (Feb 2025) (internal UN Women doc)
Normative	• Accelerating the Implementation of BPfA and the 2030 Agenda. Prodoc (2024-25)
	• Accelerating the Implementation of BPfA and the 2030 Agenda. First Progress Report (May-Sep 2024)
	• Gender Equality Accelerators. UN Women. 2024.
	• UN System wide Gender Equality Acceleration Plan (2024)
	• UN Regional Gender Working Group Meeting (2023)
	• Wanjuhi Njoroge Remarks to the Commission on the Status of Women (CSW69)
	• Regional Feedback Report on Beijing+30: Eastern Africa Review Session
	• Reflections shared at the UN Women's CSW69 Side-Event: Civil Society Pathways to Advancing Gender Equality
	• Ideologies, Institutions and Power: Addressing social norms implicated in gender equality and women's empowerment A framework for UN-Women
	• Draft UN Women Social Protection Strategy for East & Southern Africa

Category	Document
	• Corporate formative evaluation of UN Women's support for capacity development of partners to respond to the needs of women and girls at national level • Corporate evaluation on UN Women's policy advocacy work
Youth and Disability and Inclusion	• Disability inclusion strategy / intersectional approach • UN Women's Approach to Disability Inclusion and Intersectionality • Africa Youth Position Statement on Beijing +30 Review • Southern Africa Youth Report on Member State report Gender National Reviews • UN Women Eastern and Southern Africa Regional Youth Steering Committee (RYSC) Meeting Report • Beijing+30 Youth Negotiations Outcome Document & Proposed 2025 Focus Areas
Ending Violence Against Women and Women Peace and Security	• Corporate Evaluation of UN Women's UN System Coordination and Broader Convening Role in EVAW. (2021) • Corporate evaluation of UN Women's support to violence against women (VAW) prevention and response • Act to EVAW funding dialogue (2024) • East and Southern Africa Regional Civil Society Consultation for ACT For EVAW Summary Report (2023) • Debrief:Vision 2030 and 6th Pan-African ILGA Conference (2023) • EVAW Focal Points Retreat 2023 Retreat Report • UN Women ESARO Ending Violence against Women (EVAW) Strengths, Learning and Satisfaction Survey Summary of Results (March 2022) • Draft Regional Dialogue on Feminist Funding for Women's Movements in East and Southern Africa • System-Wide Final Evaluation of the Spotlight Initiative Africa Region Mission Report – 23-24 November 2023 • Thematic Assessment Assessing Spotlight Initiative's contribution to the engagement of civil society, the implementation of 'Leave no one behind', and movement building • Mission Report from Pan-African ILGA • Summary Report: UN Women East and Southern Africa Regional Office 16 DAYS OF ACTIVISM 2023 "UNITE! INVEST TO PREVENT VIOLENCE AGAINST WOMEN AND GIRLS (VAWG)!" • Summary Report: ESARO 16 DAYS ACTIVISM 25th Nov – 10th Dec 2022 UNiTE! ACTIVISM TO END VIOLENCE AGAINST WOMEN & GIRLS!"
Knowledge Management	• Knowledge Products Quality Assurance Strategy for East and Southern Africa (2023) • UN Women East and Southern Africa Publications Reader Survey Report (2023) • Review And Revision Of 2025 Work Plan Meeting • Knowledge Management Strategy (2022-2025) • Key results Knowledge Management (internal document)
Gender Statistics	• Workshop GBV reporting, research and data use in SADC • Gender Statistics Training Curriculum • Corporate Evaluation of UN Women's support to gender statistics (2018-2022) • UN Women Data and Statistics partnerships for SN (2022–2025)
Generational Equality	• Generation Equality East and Southern Africa Newsletter, Issue 3 • Integration of Generation Equality into UN Women • Generation Equality at Beijing+30 Review meeting
Humanitarian and DRR	• Prevention of COVID-19 infections among women and girls displaced into IDP and refugee camps in ESAR • UN Women Humanitarian Strategy (2022-2025) • Report of the Midterm Review of the Implementation of the Sendai Framework for Disaster Risk Reduction (2015-30) • Corporate Thematic Evaluation of UN Women's Contribution to Humanitarian Action Final Report (2019) • Final Evaluation Report - LEAP JSB III (2024) • UN Women End of LEAP II Programme Evaluation Consolidated Report (2022-2023)

Category	Document
	• End of Programme Evaluation LEAP III Somalia (2023-24) • Final Evaluation Report LEAP III Kenya (2021-23) • UN Women ESAR Regional training Workshop for Women-led Organizations in Humanitarian Action 2023 Workshop Report
Women's Economic Empowerment	• Transformative Approaches to Recognize, Reduce, and Redistribute Unpaid Care Work in Women's Economic Empowerment Programming (3R Programme) evaluation • Final Evaluation of the Project "Contributing To The Economic Empowerment Of Women In Africa Through Climate Smart Agriculture - 2019-2021" In Malawi, Nigeria, South Africa, And Uganda. • Corporate evaluation of UN Women's contribution to women's economic empowerment by advancing gender-responsive laws, frameworks, policies, and partnerships
Women's Political Participation	• Presence Governance Policy 2020 • Corporate thematic evaluation of UN Women's support to women's political participation: Insights from the field
Women's Peace and Security	• Corporate Evaluation of UN Women's support to women's participation in peace processes • Corporate Evaluation of Un Women's Support to National Action Plans on Women, Peace And Security

ANNEX 2: THEORY OF CHANGE

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

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

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

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

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

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

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

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

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

Figure 1 below sets out the main approaches used by the RO to deliver its five target outcomes. These were developed based on a review of key documents and feedback from the inception workshop

Figure 1: RO approaches and value add to deliver the triple mandate
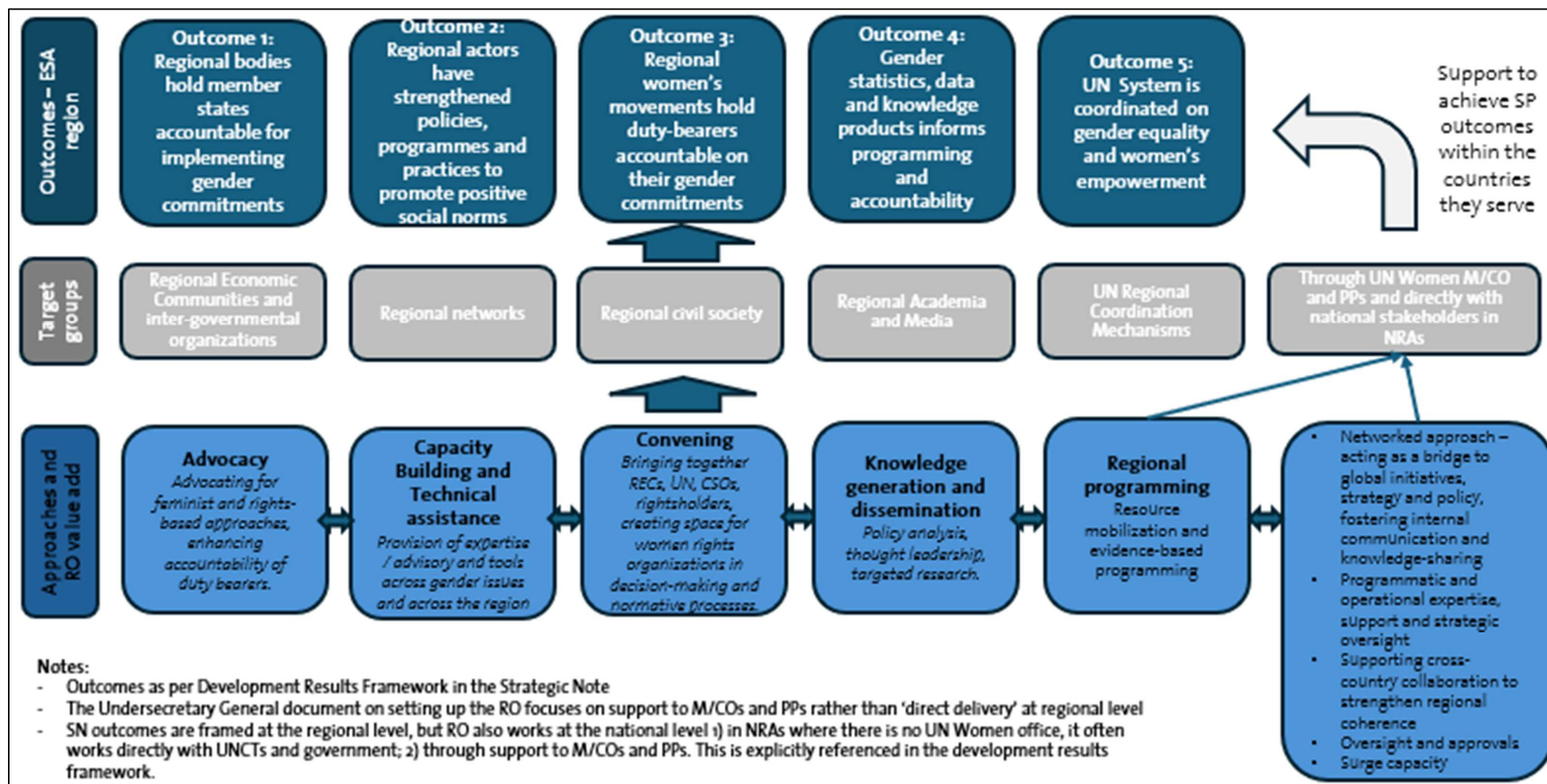
ANNEX 3: SUMMARY OF RESULTS DATA AND NON-CORE FUNDED PROGRAMMES

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

Summary of progress against indicators

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

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

Table 1: Summary of progress against indicators for the DRF outcomes and outputs (by thematic area) and OEEF as at Q4 2024.

Outcome / Indicator	Baseline value (2021)	Target (2025)	2024 Q4 value
Outcome: ESA_D_1.1 Regional actors in ESA have strengthened policies, programmes and practices on gender equality which challenge gender stereotypes and promote positive social norms			
ESA_D_1.1A Number of institutions with policies and practices to address gender-based discrimination and/or combat gender stereotypes	0	4	2022: 0 2023: 3 2024: 7 Cumulative: 10
Outcome: ESA_D_1.2 Regional women's movements, networks and organizations use their voice, leadership and agency to hold duty-bearers accountable for their commitments to gender equality and empowerment of women and girls			
ESA_D_1.2A Number of laws, policies, strategies, processes, mechanisms and agreements on gender equality and women's empowerment adopted	2	3	2022: 0 2023: 4 2024: 0 Cumulative: 4
Outcome: ESA_D_2.1 Regional bodies in ESA hold Member States accountable for implementation of GEWE commitments			
ESA_D_2.1A Number of governments that undertake national review processes in response to global/regional intergovernmental outcomes	19	8	2022: 0 2023: 10 2024: 0 Cumulative: 10
ESA_D_2.1B Number of regional entities that have increased capacities to design and implement institutional reforms/strategies/policies that promote gender equality and women's empowerment	0	4	2022: 1 2023: 4 2024: 1 Cumulative: 6
ESA_D_2.1C Number of adopted and costed National Action Plans on Women, Peace and Security with monitoring indicators	2	8	2022: 3 2023: 2 2024: 1 Cumulative: 6
Outcome: ESA_D_2.2 Gender statistics, sex-disaggregated data and knowledge products are produced and used to inform policy making, advocacy and accountability for delivering results on gender equality and empowerment of women and girls in ESA region			
ESA_D_2.2A Proportion of gender-specific Sustainable Development Goals (SDGs) indicators with available data with ESARO support (UNFPA, UNICEF)	2	5	2022: 57 2023: 52 2024: 25 Cumulative:134
ESA_D_2.2B Number of national plans and strategies that integrate gender statistics as an objective or strategy with ESARO support (UNFPA, UNICEF)	2022 :1	1	2022: 2 2023: 1 2024: 3 Cumulative: 6

Outcome / Indicator	Baseline value (2021)	Target (2025)	2024 Q4 value
ESA_D_2.2C Number of countries demonstrating use of gender statistics, analysis, and policy-relevant research with ESARO support (UNFPA, UNICEF)	*2022: 3*	2	*2022: 2* *2023: 2* *2024: 4* Cumulative: 8
Outcome: ESA_D_2.3 The UN system in ESA region is coordinated, and coherently and systematically contributes to progress on gender equality and empowerment of women and girls			
ESA_D_2.3B Number of UNSCDFs in ESAR that mainstream gender equality perspectives across cooperation framework outcomes	4	23	2022: 2 2023: 3 2024: 50 Cumulative: 55
ESA_D_2.3C Number of thematic inter-agency mechanisms (OIBCs, regional collaborative platforms, GTGs, EVAW and other thematic mechanisms) that effectively address gender mainstreaming in priority areas.	0	TBD	2022: 1 2023: 11 2024: 8 Cumulative: 20
ESA_D_2.3D Number of countries in ESAR implementing disaster reduction, resilience, or recovery initiatives that integrate gender	2	1	2022: 2 2023: 2 2024: 3 Cumulative: 7
ESA_D_2.3E Fraction of ESA UNCTs that conducted the comprehensive UNCT-SWAP Gender Equality Scorecard in the past four years, and met or exceeded requirements for at least 60% of UNCT-SWAP standards (derived from QCPR indicator 1.4.15)	TBD	TBD	2022: 5 2023: 7 2024: 6 Cumulative: 18

Source: OneApp Results Management System

Operational Efficiency and Effectiveness Framework

SN OEE Output / Indicator	Statement	Baseline (2021)	Target (2025)	2023 value
ESA_O_3.2 Application of Results Based Management in strategic planning processes in ESARO improved				
ESA_O_3.2A	Number of ESAR country offices in donor reporting Tier 1	4	8	2022: 4 2023: 6 2024: 6
ESA_O_3.2B	Number of Tier II countries with improved quality of reports	3	8	2022: 3 2023: 3 2024: 4
ESA_O_3.2D	Percentage of donor reports submitted on time	80%	98%	2022: 84.5 2023: 80.6 2023: 82.78
ESA_O_5.2 Improved Oversight, Quality Assurance and Country Office operations support				
ESA_O_5.2A	% ongoing projects on track / delivery rate	70	90	2022: 78 2023: 69 2024: 1
ESA_O_3.3 UN Women Offices Achieve DPC/Cost Recovery Targets				
ESA_O_3.3A	X% of UN Women Offices achieving DPC / Cost Recovery targets	25	50	2022: 30 2023: 100 2024: 1
ESA_O_2.2 Increased engagement of partners in support of UN Women's mandate				
ESA_O_2.2A	Number of partnerships regional office engages in disaggregated by types	4	6	2022: 0 2023: 6 2024: 1
ESA_O_1.3 UN Women staff in ESARO have the capacity, accountability and security for delivering results in Gender Equality and Women's Empowerment				
ESA_O_1.3A	Implementation rate for regular resources	80	95	2022: 94.7 2023: 90 2024: 1
ESA_O_1.3B	Implementation rate for other resources	80	95	2022: 74.6 2023: 69 2024: 1

SN OEE Output / Indicator	Statement	Baseline (2021)	Target (2025)	2023 value
ESA_O_1.3E	Percentage of Country Offices reporting on Greenhouse Gas emissions for travel and operations	60	90	2022: 0 2023: 65 2024: 1
ESA_O_2.3 Resource Mobilization in East and Southern Africa Region strengthened				
ESA_O_2.3A	Value of funding received from (a) public partners (b) private sector	0	$3,000,000.00	2022: 1.9m 2023: 2.5m 2024: 3.2m
ESA_O_2.3B	Value of funding received from UN entities	77922	$1,000,000.00	2022: 0 2023: 0 2024:2m
ESA_O_2.3C	Value of contributions received through pooled and thematic funding mechanisms	220334.40	$1,000,000.00	2022: 100,000 2023: 0 2024: 1.6m
ESA_O_2.3D	Percentage of UN-Women's country offices in ESAR that implemented dedicated initiatives to engage with non-traditional partners (modified to attribute to ESAR)	50	90%	2022: 0 2023: 67
ESA_O_2.3I	Number of new Strategic Notes in ESAR with a dedicated partnerships strategy	4	13	2022: 5 2023: 67
ESA_O_1.4 UN Women promotes a culture of risk management, accountability, harmonization of business practices and transparency in its operations				
ESA_O_1.4A	Percentage of risk units meeting Enterprise Risk Management policy and framework requirements	50	80	2022: 86 2023: 90 2024: 95
ESA_O_1.4B	Percentage of offices compliant with business continuity plans and processes, Occupational Safety and Health requirements, UNSMS Security policies	70	95	2022: 100 2023: 100 2024: 99
ESA_O_2.4 UN Women Communication capacity and systems provide a foundation for effective advocacy of Gender Equality and Empowerment of Women				
ESA_O_2.4A	Number of media mentions about UN Women's work in ESA region	98	140	2022: 435 2023: 216 2024: 348
ESA_O_2.4B	Number of partnerships developed for communications and advocacy purposes	3	15	2022: 12 2023: 12 2024: 6
ESA_O_2.4C	Number of communication products developed, supported and disseminated by ESARO per year	102	150	2022: 140 2023: 290 2024: 326
ESA_O_2.4D	Number of capacity building initiatives conducted for CO communications focal points	4	10	2022: 6 2023: 6 2024: 48
ESA_O_2.4E	Number of unique visitors to UN Women Africa English website	119,951	180,000	2022: 198,504 2023: 126,000 2024: 260,000
ESA_O_2.4F	Number of social media followers on UN Women Africa platforms	112,900	200,000	2022: 161,800 2023: 182,300 2024: 199,712
ESA_O_3.4 ESARO systems, tools, mechanisms and structures for Knowledge Management strengthened and used for institutional learning, capacity strengthening, policy advocacy and programming in ESAR.				
ESA_O_3.4A	Number of countries supported by UN Women ESARO to engage in knowledge generation and exchange	0	2	2022: 8 2023: 15 2024: 13
ESA_O_1.2 A clear evidence base generated from high quality evaluations for learning, decision and accountability				
ESA_O_1.2A	% of financial resources invested in evaluation in ESA region	1.8	3%	2022: 2 2023: 2
ESA_O_1.2B	% of COs in ESAR with certified M&E officer/focal point who completed UNW e-learning course 'Gender Responsive Evaluation	80	98%	2022: 83 2023: 98 2024: 100

SN OEE Output / Indicator	Statement	Baseline (2021)	Target (2025)	2023 value
ESA_O_1.2C	% of planned evaluations that are initiated or completed within the year	84	95%	2022: 84 2023: 100 2024: 100
ESA_O_1.2D	Percentage of evaluations reports rated "good and above"	62.5	100	2022: 75 2023: 100 2024: 100
ESA_O_5.1 Efficient administration and shared services for program, project, finance, procurement, HR, ICT and admin, travel and other processes				
ESA_O_5.1A	Average time taken to review submissions to the ESARO project appraisal committee to support M/CO/PPs program/project appraisal process	10	5 days	2022: 5 2023: 6 2024: 7
ESA_O_5.1B	Percentage of projects in ESAR complying with partner agreements management requirements	92	95%	2022: 75 2023: 100 2024:100
ESA_O_3.1 Effective leadership and direction to advance the mandate and mission of UN Women in ESAR				
ESA_O_3.1A	Number of ESAR's senior leadership whose capacity is strengthened through coaching, training and reinforcement of our Leadership values	2	13	2022: 0 2023: 5 2024: 13
ESA_O_3.1B	Percentage of ESAR Senior Leaders that participate in and lead their teams through the Leadership Dialogue	40	100	2022: 0 2023: 40 2024; 100
ESA_O_4.1 With its unique and inclusive culture, UN Women is an employer of choice with a diverse and highly performing cadre of personnel that embodies UN values.				
ESA_O_4.1A	Percentage of International Professional staff (P1-D1) from Programme countries	50	75	2022: 64.3 2023: 54.5 2024; 71
ESA_O_4.1B	Average time it takes to select a candidate/complete a recruitment process	60	70	2022: Medium 30-69% 2023: Medium 30-69% 2024: High>70%
ESA_O_4.1C	Extent to which personnel perceive UN Women to empower, engage and nurture their workforce in order to strengthen inclusive culture	50	58	2022: 50 2023: 55 2024: 70
ESA_O_4.1D	UN-Women has: A: Certified to the Secretary-General and the UN-Women Executive Board that it has reported all allegations of Sexual exploitation and abuse (SEA) that have been brought to its attention and has taken all appropriate measures to address such allegations, in accordance with established rules and procedures for dealing with cases of staff misconduct. B. i, Developed a sexual harassment action plan using a victim-centred approach for their actions; ii. provided a report on the actions taken to their respective governing bodies.	Yes	Yes	2022: True 2023: True 2024: True
ESA_O_4.1E	Percentage of annual performance management and development reviews completed on time	60	80	2022: 78 2023: 65 2024: 70
ESA_O_4.1F	Percentage of staff members completing mandatory trainings	50	85	2022: 90 2023: 60 2024: 90
ESA_O_4.1G	Average time to select a candidate/complete a recruitment process	16 weeks	14 weeks	2022: Medium 30-69% 2023: Medium 30-69% 2024: High>70%

SN OEE Output / Indicator	Statement	Baseline (2021)	Target (2025)	2023 value
ESA_O_4.1H	Percentage of the relevant indicators from the UNDIS accountability framework where UN _Women has met or exceeded the standard (QCPR)	50 (2022)	52	2022: 0 2023: 51 2024: 44
ESA_O_2.5 UN Women ESARO is a recognized hub of knowledge on achieving gender equality and women's empowerment in the region				
ESA_O_2.5A	Number of quality demand driven studies, analysis and research undertaken by ESARO in support of country offices and stakeholders in ESA	0	5	2022: 39 2023: 46 2024: 39
ESA_O_2.5B	Number of country gender equality profiles reviewed and updated in support of country policy and programming on gender equality and women empowerment	5	0	2022: 8 2023: 8 2024: 2
ESA_O_2.5C	Biennial Publications Reader Surveys undertaken and results used to improve quality of ESARO publications	0	1	2022: 1 2023: 1 2024: 1
ESA_O_2.5E	Level of plagiarism of UN Women ESARO publications	35	15	2022: 15 2023: 15 2024: 20

Source: OneApp Results Management System

ANNEX 4: OUTCOMES AND KEY RESULTS BY THEMATIC AREA

The table below summarizes the key results reported and areas of influencing by thematic area, drawn from document review and the scoping interviews with the RO Team Leads.[1] The evaluation's contribution analysis focused on verifying these reported results and UN Women's contribution to these results.

Non-core funded programmes

The table below sets out the list of non-core funded regional programming, as per Quantum[2], along with actual budget values across the Strategic Note cycle. The evaluation explored the value added by these regional programmes to country level programming.

Table 2: Non-core funded programmes

Project Name	Donor	Start	Finish	Budget	Thematic Area
ESA Women Count Phase II	• Bill And Melinda Gates Foundation • Swedish International Development Cooperation • UN Women • Italian Ministry for Foreign Affairs • Irish Aid	2022	2025	2,965,562	Gender Statistics
Prevention of COVID-19 infections among women and girls displaced into IDP and refugee camps in ESAR	• Government Of Japan	2022	2023	1,851,851	Humanitarian
ESAR A.C.T. to EVAW	• European Commission	2023	2026	724,865	EVAW
3R ESARO	• Department of Foreign Affairs Trade and Development • Government of Germany	2022	2025	516,044	WEE
Every badge counts	• United Nations Office on Drug and Crime	2024	2025	382,278	WPS
Women Peace and Protection	• Multi-Donor Trust Fund Office • Peacebuilding Fund	2022	2025	382,210	WPS
Generation Equality: Action Coalitions and Accountability	• Bill And Melinda Gates Foundation • Open Society Institute	2022	2025	379,468	Generation Equality
Regional Project on Peace & Security in the Great Lakes Region	• Multi-Donor Trust Fund Office	2018	2022	227,133	WPS
Women Economic Empowerment	• Government Of Republic of Korea • United Nations Children's Fund • Department Of Foreign Affairs Trade and Development	2023	2024	163,306	WEE
Building the Resilience of Food Systems in Mauritius and Seychelles by leveraging on sustainable agricultural practices	• MPTF-SDG Fund	2022	2023	119,755	WEE
POWER-Programme SRMNCAH	• Austrian Development Agency	2022	2022	64,009	EVAW
Economic Empowerment of Women	• United Nations Development Programme • Un Women			60,697	WEE
Care and disability ESARO	• Multi-Donor Trust Fund Office	2024	2026	40,000	WEE

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

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

| Project Name	Donor	Start	Finish	Budget	Thematic Area
SPF3 Humanitarian Action	• Swedish International Development Cooperation	2022	2025	30,000	Humanitarian
Implementation of Beijing +30 & Sustainable Development	• UN Department of Economic and Social Affairs	2024	2025	25,200	Coordination
SPF 3_Outcome1 WPP	• Swedish International Development Cooperation	2023	2026	20,000	WPP
UN Women and WHO Joint Programme: Strengthening Methodologies and Measurement and Building National Capacities for Violence against Women Data	• JP UN Women as AA	2022	2023	16,000	EVAW
Women, Peace and Security Global Programme	• United Nations	2022	2022	15,264	WPS
SPF 3 Governance (outcome 2)	• Swedish International Development Cooperation	2022	2025	14,942	WPP
MEGWC Africa-Gender Statistics	• Swedish International Development Cooperation • Irish Aid	2022	2023	7,559	Gender Statistics

Source: Quantum

ANNEX 5: COORDINATION ANALYSIS

This annex sets out a synthesis of the coordination focal points survey and UNCT-SWAP tracking.

Synthesis of Coordination Focal Point Survey

A total of 14 out of 22 Coordination Focal Points (FPs) in the region responded to the survey. All but one of the respondents focused on gender coordination as a full-time role. As shown in the chart below, Coordination FPs noted high levels of consistency across countries for ESARO support to UNCT-SWAP, annual work planning (including UNCT-GEM), Beijing Plan of Action, Gender Joint Programmes and Gender Theme Groups with less consistent levels of support to normative processes (CSW, CEDAW), joint UNCT frameworks (UNSDCF, CCA) and the new Gender Equality Acceleration Plan.

Figure 2: Support Across GEWE Areas
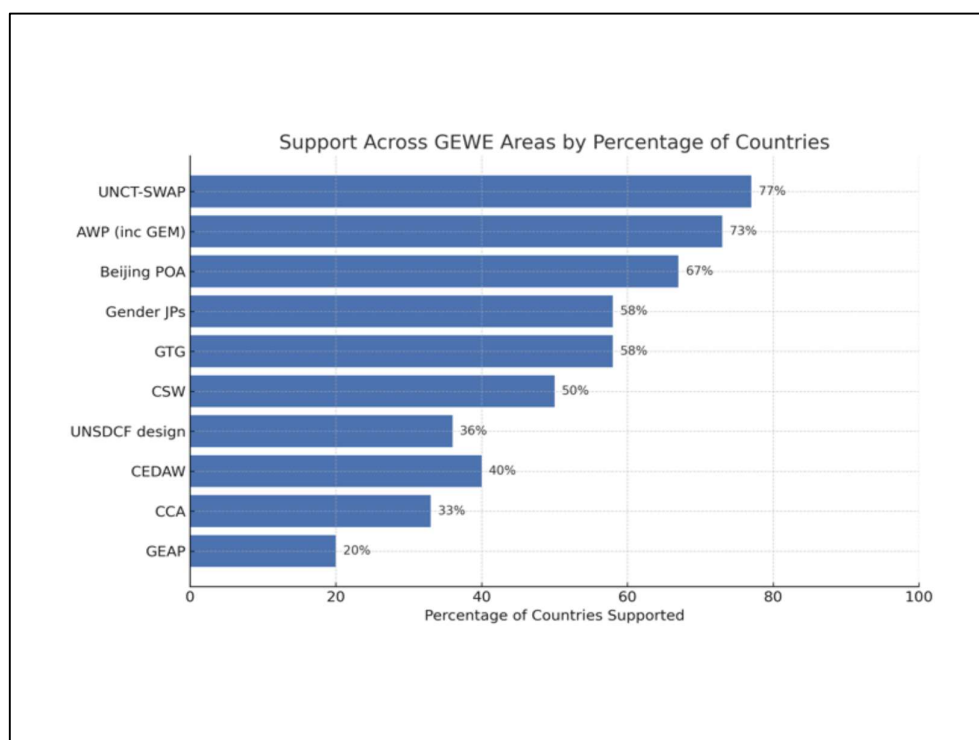
Source: Coordination focal point survey, n = 14

The most frequently cited types of support received from ESARO were information and knowledge-sharing (13 of the 14 responding countries) and capacity building (12 countries). Eight countries benefited from tailored technical support provided by ESARO, and seven from networking and community building. Other (beyond ESARO) sources of support received for the above activities included HQ, other country offices, country-level UNCTs, UN agencies and GTGs as well as consultants.

Perceived Effectiveness of GEWE Coordination and Support

Perceptions of the status of systems-level GEWE coordination varied. Half of the 14 respondents felt their UN system in their countries were very well or well-coordinated; five felt the system was somewhat coordinated, and two felt the system was poorly coordinated.

Perceptions of the effectiveness of ESARO in supporting UN coordination in countries in the region also varied considerably, with 50% of FPs finding ESARO to be very effective; 29% felt ESARO was somewhat effective, while the remaining 21% found the RO somewhat ineffective in providing country-level support.

Those who found ESARO to be effective highlighted the responsiveness of the team to specific support requests as well as the trainings and capacity building events organized by ESARO on topics including the UNCT-SWAP, GEM, GTG as well as other Coordination FPs forums for learning and sharing. Those who found ESARO to be less effective came predominantly from countries where UN Women was not a resident agency. Focal points noted issues with a lack of in-country dedicated support and challenges with making the organizations technical contributions visible at the country level.

Strengths (key areas of progress)

While experiences varied between countries, Coordination FPs identified the following areas as the most important areas of progress within UN systems at country level across the region.

Strong and Visible Leadership for GEWE. Leadership, particularly from the Resident Coordinator (RC) and Resident Coordinator's Office (RCO), was highlighted as a catalyst for progress with examples that included the RC's role in advocating for GEWE, dedicated UNCT gender meetings and the commitment of senior leadership to support key processes.

Gender Integration in Key Planning Frameworks with an emphasis on progress made in some countries to mainstream gender in UNSDCF outcomes and outputs as well as improved use of Gender Equality Markers and gender-sensitive M&E frameworks.

Improved Institutional Coordination and Monitoring Mechanisms. Gender Theme Groups were seen as a strength in a number of countries to facilitate inter-agency collaboration, while UNCT-SWAP Gender Equality Scorecards helped to drive institutional change by tracking progress, enhancing accountability, and informing leadership engagement.

Enhanced Capacities and Tools. Improvements in internal capacities were cited by several focal points as key strengths, supporting country-level stakeholders to conduct gender analysis and implement key accountability frameworks (UNCT-SWAP, Gender Equality Markers and gender parity targets and dashboards).

Challenges in GEWE Coordination

Limited Capacities and Expertise. Despite improvements in capacities noted above by some FPs, others pointed to persistent challenges with a lack of dedicated GEWE experts within many UNCTs and reliance on overstretched focal points with limited capacities and little power to influence decisions. Gaps in key leadership roles in countries with limited UN Women presence also impacted negatively on coordination efforts in some instances.

Insufficient Funding and Resource Allocation. Funding constraints were cited as a significant challenge to GEWE coordination, impeding the implementation of joint actions. Mainstreamed gender activities furthermore proved challenging to identify within allocation frameworks.

Structural Barriers. A number of Coordination Focal Points highlighted the persistence of siloed working cultures and agency competition for resources as factors that reduced collaboration on GEWE and undermined joint programming.

UNCT-SWAP Tracking
Summary

Report type and year	UN Women Country presence (13 Cos)	NRAs (12 countries)
Comprehensive or Annual Report - 2021	11 offices (84%)	3 countries (25%)
Comprehensive or Annual Report - 2024	11 offices (84%)	9 countries (75%)

UN Women Countries with Country Offices								
UNCT SWAP GE Scorecard Comprehensive Reporting						UNCT SWAP GE Scorecard – Annual Report		
No.	Name of country	2021-Comprehensive. Report	2021 -Annual Prog report	2021 Comprehensive or Annual Report		2024 - Comprehensive	2024 -Annual Report	2024 – Comprehensive + Annual finalized
1.	Ethiopia	Finalized -March 2021 (Report year 2020)		Annual		Finalized -Dec24		Comprehensive
2.	Kenya		Open - 2021				Finalized-Dec24	Annual
3.	Sudan	Finalized – Jan22		comprehensive			Open-2024	
4.	South Sudan	Finalized – Feb 22		comprehensive			Finalized – Dec24	Annual
5.	Uganda	Finalized -May 21	Finalized – Jan 22	comprehensive			Finalized-Nov24	Annual
6.	Tanzania		Finalized – dec21	Annual		Finalized – Oct 24		Comprehensive

No.	Name of Country	2021 - Comprehensive report	2021 Annual Progress report	2021 – Annual + Comprehensive	2024 comprehensive Report	2024 Annual	2024 – Annual + Comprehensive finalized
7.	Burundi	Finalized – Feb 22 (Report year 2019)		comprehensive		Open 2024	
8.	Rwanda	Finalized – Jan 22		comprehensive		Finalized - Dec24	Annual
9.	Malawi	Finalized – Feb 22		comprehensive		Finalized -Dec 24	Annual
10.	Mozambique		Finalized -Dec 21	annual		Finalized -Dec 24	Annual
11.	South Africa	Finalized – Feb 21 (report year – 2020)		comprehensive		Finalized-Dec24	Annual
12.	Somalia				Finalized – Dec 24		Comprehensive
13.	Zimbabwe	Finalized – Feb 21 (Report year 2018)	Finalized – Jan22	comprehensive		Finalized-Dec24	Annual

Countries where UN Women is a Non-resident agency / programme presence, without a full fledged country office							
UNCT SWAP GE Scorecard Comprehensive Reporting					UNCT SWAP GE Scorecard – Annual Report		
No.	Name of Country	2021 - Comprehensive report	2021 Annual Progress report	2021 – Annual + Comprehensive	2024 comprehensive Report	2024 Annual	2024 – Annual + Comprehensive finalized
1.	Eritrea					Open	
2.	Djibouti					Finalized – Dec 24	Annual
3.	Zambia		Finalized – Jan 22	Annual		Finalized- Dec 24	Annual
4.	Botswana	Finalized -Dec 21		Comprehensive		Finalized – Nov 24	Annual
5.	Lesotho	Finalized -Jan22		comprehensive		Finalized - Dec24	Annual
6.	Eswatini	No Data	No Data				
7.	Angola	NO Data	No data			Open	
8.	Mauritius				Finalized – Nov 2024		Comprehensive
9.	Seychelles				Finalized – Nov 2024		Comprehensive
10.	Madagascar					Finalized - Dec 24	Annual
11.	Comoros					Finalized – dec 24	Annual
12.	Namibia					Finalized – dec24	Annual

ANNEX 6: STAKEHOLDER MAPPING

The table below maps out the key stakeholders against the following categories, their contributions to the Strategic Note and the sampling approach for each stakeholder category. All stakeholders were be surveyed, and purposively sampled for interview / focus group discussion.

Category	Contributions to the Strategic Note	Sampling Approach
Governmental Stakeholders	Principle and primary duty bearers who make decisions and responsible for country development outcomes.	All government partners were surveyed. Those partnering with UN Women on the *sampled projects* were targeted for interview
Civil Society Organizations	Partners working with UN Women to deliver; partners working on different activities aiming to contribute to the same target outcomes	All civil society partners were surveyed. Those partnering with UN Women on the *sampled projects were targeted for interview*.
Research and academic institutions	Researchers working in the areas of UN Women's work, providing useful insights into what does and does not work.	All academic partners were surveyed.
Private sector	Partners on Women's Economic Empowerment Projects and funders.	All private sector partners were surveyed.
UN agencies	Partners on joint programs, development partners supported by UN Women's coordination work.	The UN Country Team was surveyed. Several UN agencies have been identified as key partners for UN Women – these were targeted for interview.
Bilateral and foundation donors	Donors of UN Women's work in SCO	All donors were surveyed. Donors funding the *sampled projects* were targeted for interview.
UN Women team	Responsible for implementing the strategic note.	As those with a leadership role to implementing the SN, the country rep, deputy country rep, thematic leads, planning, monitoring, evaluation and reporting specialist and planning and coordination specialist were interviewed. All other colleagues were surveyed.
Other multilaterals / regional bodies	Key partners contributing to same target outcomes.	All multilateral partners were surveyed.
Target groups of right holders	Target Groups of rights holders	Purposively sampled for *the sampled projects*, to ensure a good range of rights holders, considering different characteristics including: marginalized groups, those with disabilities and the hard to reach. These stakeholders were invited to take part in focus group discussions.

Their contribution to and/or engagement in UN Women's normative, coordination and operational work, as well as thematic area is also mapped. The list also highlights stakeholders linked to the deep dive and desk review sample. The list is drawn from: donors from DAMS, partners from list of partner agreements, annual reports and UN Women personnel inputs.[3]

The Operational Result Areas are:

- Result Area 1: Ending Violence Against Women and Girls

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[3] Some stakeholders are listed more than once, where more than one representative from the organization has been identified as relevant for consultation.

- Result Area 2: Women's Political Participation

- Result Area 3: Humanitarian Action and Disaster Risk Reduction

- Result Area 4: Women, Peace and Security

The final columns indicates whether the institution was sampled, and what form of data collection was envisaged, and whether the stakeholder was reached. Stakeholders that the evaluation team was able to reach through interviews and focus groups are annotated in the final column. As survey responses were anonymous, the evaluation team is unable to ascertain whether the sampled stakeholders have participated.

Stakeholder mapping

Category	Institution	Thematic area	Approach	Reached
Academia	Centre for Environmental Policy, Imperial College London	Gender statistics	Interview	
	Imperial College London / Stockholm Environment Institute	Gender statistics	Interview	Y
	Portia	Gender statistics	Interview	Y
	Stockholm Environment Institute (SEI) (Nairobi office)	WPS	Survey	
	University of Nairobi (regional initiative)	WPS	Interview	
Civil Society	Legally Clueless Africa	Communications	Interview	Y
	African Women's Development Fund	Coordination	interview	
	FEMNET	Coordination	Interview	
	GIMAC	Coordination	Survey	
	Pan Africa Women's Organization (PAWO)	Coordination	Interview	
	Regional Civil Society Reference Group (RCSAG)	Coordination	Interview	
	ATHENA Network	EVAW	Interview	Y
	Cape Hope Organisation	EVAW	Interview	
	Council of Traditional Leaders (COTLA)	EVAW	interview	
	Disabled Women in Africa (DIWA)	EVAW	Interview	
	EQUALITY NOW	EVAW	interview	
	GBV Prevention Network	EVAW	Interview	Y
	GBV Prevention Network-Raising Voices	EVAW	Interview	Y
	Humanity and Inclusion	EVAW	survey	
	Integrated Disabled Women Activities	EVAW	survey	
	Inua Dada Foundation Trust	EVAW	Interview	
	Outright International Africa	EVAW	survey	
	SIHA	EVAW	Interview	Y
	Social Development Direct	EVAW	survey	
	Sonke Gender Justice and Men Engage Alliances (South Africa)	EVAW	survey	
	SVRI NPC - Sexual Violence Research Initiative, Medical Research Council South Africa and GBV Prevention Network Member	EVAW	survey	
	WOMEN EDUCATIONAL RESEARCHERS OF KENYA	EVAW	Interview	
	Yes! Trust Zimbabwe	EVAW	Interview	

	Global Partnership for sustainable development data (GPSSD) - Office in Nairobi and HQ in NY	Gender statistics	Interview	
	GROOTS	Gender statistics	Interview	Y
	PARIS21/OECD	Gender statistics	Interview	
	PORTIA LTD	Gender statistics	Interview	
	FEMNET	Generation Equality	Interview	
	GROOTS Kenya	Generation Equality	Interview	
	Landesa	Generation Equality	Interview	
	NALA Feminist Collective	Generation Equality	Interview	Y
	Youth leader	Generation Equality	Interview	
	Youth steering committee	Generation Equality	Interview	
	CARE international	Humanitarian	Interview	
	Coalition of Action on 1325 -Uganda	Humanitarian	Interview	Y
	FOCESE - Malawi	Humanitarian	Interview	
	Titi Foundation – South Sudan	Humanitarian	Interview	
	Women's rights organization	Humanitarian	Interview	Y
	Consultant on AU	Other	Survey	
	Ford Foundation - RD	Other	Survey	
	Women's rights organization	Other	Interview	
	Youth Advisory Group	Other	Interview	Y
	Nawi – Afrifem Macroeconomics Collective	WEE	Interview	
	Akina Mama wa Africa	WPP	Interview	
	Centre for Civil Society Strengthening	WPP	Interview	Y
	Crisis Action	WPP	Interview	Y
	The International Foundation for Electoral systems	WPP	Interview	Y
	WDN Uganda	WPP	Interview	
	SORD	WPP&WPS	Interview	Y
	ACCORD EDUCATION TRUST	WPS	Interview	
	FEMNET	WPS	Interview	Y
	GIMAC	WPS	Interview	Y
	International Peace Support Training Centre	WPS	Interview	Y
	STRATEGIC INITIATIVE FOR WOMEN IN THE HO	WPS	Interview	
	Women's International Peace Centre	WPS	Interview	
Donor	GIZ-Deutsche Gesellschaft Intern.	Gender statistics	Interview	Y
	Care International	Humanitarian	Interview	
	GOVERNMENT OF JAPAN	Humanitarian	Interview	
	Embassy of the Kingdom of Belgium to Ethiopia, Djibouti & African Union	Other	Interview	Y
	Belgium Embassy	Resource mobilization	Interview	

	Delegation of the European Union to the African Union	Resource mobilization	Interview	
	Denmark Embassy	Resource mobilization	Interview	
	Embassy of Austria in Nairobi	Resource mobilization	Interview	
	Ireland Embassy	Resource mobilization	Interview	
	Irish Embassy	Resource mobilization	Interview	
	Italian Agency for Development Cooperation (AICS) - Somalia	Resource mobilization	Interview	
	Japanese Embassy	Resource mobilization	Interview	
	Korean International Cooperation Agency (KOICA)	Resource mobilization	Interview	
	Norwegian Embassy to Sudan and Eritrea, p.t. Nairobi	Resource mobilization	Interview	
	Mastercard Foundation	WEE	Interview	
	UNICEF	WEE	Interview	
	USAID	WEE	Interview	
Government	Government of Tanzania	Generation Equality	Interview	Y
	Government of Tanzania	Generation Equality	Interview	Y
	IGAD Women, Peace and Security Forum	WPS	Interview	
Inter-governmental / REC	Africa Union - UNW-AU Liaison Office	Coordination	interview	
	African Peer-Review Mechanism (APRP)	Coordination	Interview	
	African Union	EVAW	interview	
	SADC	EVAW	interview	Y
	Africa Development Bank (AFDB)	Gender statistics	Interview	
	Africa programme on gender stats	Gender statistics	Interview	
	AUC - STATAFRIC	Gender statistics	Interview	
	COMESA Secretariat	Gender statistics	interview	Y
	COMESA	Gender statistics	Interview	
	IGAD	Gender statistics	Survey	
	SADC	Gender statistics	Interview	
	SADC	Gender statistics	Survey	
	the African Union Institute for Statistics (STATAFRIC)	Gender statistics	Interview	
	AUC, Women, Gender and Youth Directorate	Generation Equality	Interview	
	AU	Humanitarian	Interview	
	AU - humanitarian	Humanitarian	Interview	Y
	IGAD	Humanitarian	Interview	
	COMESA Secretariat	Other	Interview	Y
	UMA	Other	Survey	
	IGAD	WPP	Interview	Y

	SADC	WPP	Interview	
	Southern African Research and Documentation Centre (SARDC)	WPP	Interview	
	African Union	WPS	Interview	
	African Union Commission	WPS	Interview	Y
	AUC-Peace and Security and Political Affairs Department	WPS	Interview	
	EAC	WPS	Interview	
	FemWise-Africa	WPS	Interview	
	ICGLR	WPS	Interview	Y
	IGAD	WPS	Interview	Y
	International Conference on the Great Lakes Region (ICGLR)	WPS	Interview	Y
	International Peace Support Training Centre	WPS	Interview	Y
	SADC Peace and Security Training Centre	WPS	Interview	Y
	Southern African Development Community (SADC)	WPS	Interview	
	the East African Community (EAC)	WPS	Interview	Y
	The Intergovernmental Development Authority (IGAD)	WPS	Interview	
	The International Conference for the Great Lakes (ICGLR)	WPS	Interview	
	Women's International Peace Centre	WPS	Interview	Y
Media	Adelle Onyango/Legally Clueless	Communications	Interview	
	African Women in Media	Communications	Survey	
Multilateral	The Partnership in Statistics for Development in the 21st Century PARIS21	Gender statistics	Survey	
	World Bank	Humanitarian	Interview	
	IMF	Resource mobilization	Interview	
	IMF	Resource mobilization	Survey	
	World Bank	Resource mobilization	Interview	
	NAWI-AfriFEM Macroeconomics Collective	WEE	Interview	
Participants	WPS Expert	WPS	Interview	
Private sector	Airtel	Resource mobilization	Interview	
	Gates Foundation	Resource mobilization	Interview	
	Google	Resource mobilization	Survey	
	Safaricom	Resource mobilization	Interview	
UN agency	DCO	Coordination	Survey / interview	
	DCO Africa	Coordination	Interview	Y
	DCO regional Peer Support Group (PSG)	Coordination	Interview	
	ITU	Coordination	Survey	

OHCHR	Coordination	Survey	
Regional Gender Working Group (RGWG)	Coordination	interview	
UNAIDS	Coordination	Survey	
UNCTs in countries where UN Women is NRA	Coordination	Survey	
UNDP	Coordination	Interview	
UNDP	Coordination	Survey	
UNEP	Coordination	Interview	Y
UNESCO	Coordination	Survey	
UNFPA	Coordination	Interview	Y
UNFPA	Coordination	Survey	
UNHCR - Regional Gender Working Group (RGWG)	Coordination	interview	
UNICEF - Regional Gender Working Group (RGWG)	Coordination	Interview	Y
UNICEF	Coordination	Survey	
UNIDO	Coordination	Survey	
UNOAU	Coordination	Survey	
WFP	Coordination	Interview	Y
WFP	Coordination	Survey	
OHCHR	EVAW	Interview	
SADC	EVAW	Interview	
UNFPA	EVAW	interview	
UNICEF	EVAW	Interview	
UNICEF - disability inclusion group	EVAW	Interview	
UN HABITAT	Gender statistics	Interview	
UNECA	Gender statistics	Interview	
UNEP	Gender statistics	Interview	
UNICEF	Gender statistics	Interview	Y
United Nations Environment Programme	Gender statistics	Interview	Y
United Nations Statistics Division	Gender statistics	Interview	
UNODC - Centre of excellence Mexico city	Gender statistics	Interview	
OCHA	Humanitarian	Interview	
UNDRR	Humanitarian	Interview	Y
UNHCR	Humanitarian	Interview	Y
UNICEF-Kenya	Other	Interview	Y
AFDB	Resource mobilization	Interview	
UN Office of Counter Terrorism	Resource mobilization	Interview	
UNFPA	Resource mobilization	Interview	
UNICEF	Resource mobilization	Interview	
WFP	Resource mobilization	Interview	

	IOM	WEE	Interview	
	UNDP Representative in Mauritius	WEE	Interview	
	UNECA	WEE	Interview	
	UNHCR SPECIAL ACCOUNT	WEE	Interview	
	Office of the Special Envoy of the UNSG to the Great Lakes	WPS	Interview	
	Office of the Special Envoy on P&S	WPS	Interview	Y
	UN prevention strategy platform for the Horn of Africa and Great Lakes	WPS	Interview	
	UN prevention strategy platform for the Horn of Africa and Great Lakes	WPS	Interview	Y
	UN Resident Coordinator's Office Angola	WPS	Interview	
	UN Resident Coordinator's Office Zambia	WPS	Interview	
	UNDPPA	WPS	Interview	
	United Nations Office on Drug and Crime	WPS	Interview	
UN Women	UN Women Ethiopia	Communications	Interview	Y
	UN Women - RO	Communications	Interview	Y
	UN Women - RO	Communications	Interview	Y
	UN Women - RO	Communications	Interview	Y
	UN Women Ethiopia	Coordination	Interview	Y
	UN Women - HQ	Coordination	Interview	Y
	UN Women - RO	Coordination	Interview	Y
	UN Women - RO	Coordination	Interview	Y
	UN Women Rwanda	Coordination	Interview	Y
	UN Women - Zimbabwe	Coordination	Interview	Y
	UNCTs in countries where UN Women has offices	Coordination	Survey	
	UN Women - RO	EVAW	Interview	Y
	UN Women - RO	EVAW	Interview	Y
	UN Women - RO	EVAW	Interview	Y
	UN Women Burundi	Gender statistics	Interview	
	UN Women Ethiopia	Gender statistics	Interview	
	UN Women Mozambique	Gender statistics	Interview	
	UN Women - South Sudan	Gender statistics	Interview	
	UN Women - Sudan	Gender statistics	Interview	
	UN Women - RO	Gender statistics	Interview	Y
	UN Women - South Sudan	Gender statistics	Interview	Y
	UN Women - Sudan	Gender statistics	Interview	Y
	UN Women - Zimbabwe	Gender statistics	Interview	Y
	UN Women - Zimbabwe	Gender statistics	Interview	
	UN Women Kenya	Generation Equality	Interview	Y
	UN Women Rwanda	Generation Equality	Interview	Y

	UN Women - RO	Generation Equality	Interview	Y
	UN Women Rwanda	Generation Equality	Interview	Y
	UN Women Kenya	Generation Equality	Interview	
	UN Women Rwanda	Generation Equality	Interview	
	UN Women SAMCO	Generation Equality	Interview	
	UN Women - Tanzania	Generation Equality	Interview	
	UN Women - Zimbabwe	Generation Equality	Interview	
	UN Women - RO	HIV	Interview	Y
	UN Women Somalia	Humanitarian	Interview	Y
	UN Women - Sudan	Humanitarian	Interview	Y
	UN Women - Uganda	Humanitarian	Interview	Y
	UN Women - RO	Humanitarian	Interview	Y
	UN Women Mozambique	Humanitarian	Interview	
	UN Women Somalia	Humanitarian	Interview	
	UN Women - Uganda	Humanitarian	Interview	
	UN Women Ethiopia	Knowledge management	Interview	
	UN Women Kenya	Knowledge management	Interview	
	UN Women - South Sudan	Knowledge management	Interview	
	UN Women - Tanzania	Knowledge management	Interview	
	UN Women - Tanzania	Knowledge management	Interview	Y
	UN Women - Zimbabwe	Knowledge management	Interview	
	UN Women - Malawi	Monitoring and reporting	Interview	Y
	UN Women Burundi	Monitoring and reporting	Interview	
	UN Women Kenya	Monitoring and reporting	Interview	Y
	UN Women - Malawi	Monitoring and reporting	Interview	
	UN Women Mozambique	Monitoring and reporting	Interview	Y
	UN Women - RO	Monitoring and reporting	Interview	Y
	UN Women - Tanzania	Monitoring and reporting	Interview	
	UN Women - Tanzania	Monitoring and reporting	Interview	Y
	UN Women - Malawi	Monitoring and reporting	Interview	Y
	UN Women - RO	Operations	Interview	Y

	UN Women - RO	Operations	Interview	Y
	UN Women - RO	Operations	Interview	Y
	UN Women - RO	Operations	Interview	Y
	UN Women - SAMCO	Operations	Interview	Y
	UN Women - Sudan	Operations	Interview	Y
	UN Women - Uganda	Operations	Interview	Y
	UN Women Burundi	Other	Interview	Y
	UN Women Ethiopia	Other	Interview	Y
	UN Women - HQ	Other	Interview	Y
	UN Women - HQ	Other	Interview	Y
	UN Women - HQ	Other	Interview	Y
	UN Women - RO	Other	Interview	Y
	UN Women - RO	Other	Interview	Y
	UN Women - RO	Other	Interview	Y
	UN Women - RO	Other	Interview	Y
	UN Women - RO	Other	Interview	Y
	UN Women - Rwanda	Other	Interview	Y
	UN Women - South Sudan	Other	Interview	Y
	UN Women - Tanzania	Other	Interview	Y
	UN Women - Uganda	Other	Interview	Y
	UN Women - Zimbabwe	Other	Interview	Y
	UN Women - RO	Resource mobilization	Interview	
	UN Women Ethiopia	Resource mobilization	Interview	
	UN Women Kenya	Resource mobilization	Interview	
	UN Women - Malawi	Resource mobilization	Interview	
	UN Women - Rwanda	Resource mobilization	Interview	
	UN Women - Tanzania	Resource mobilization	Interview	
	UN Women - Uganda	Resource mobilization	Interview	
	UN Women - HQ	Resource mobilization	Interview	Y
	UN Women - RO	Resource mobilization	Interview	Y
	UN Women - RO	WEE	Interview	Y
	UN Women Kenya	WPP	Interview	
	UN Women - Rwanda	WPP	Interview	
	UN Women - South Sudan	WPP	Interview	
	UN Women Ethiopia	WPP	Interview	Y
	UN Women - Malawi	WPP	Interview	Y
	UN Women - RO	WPP	Interview	Y

	UN Women - South Sudan	WPP	Interview	Y
	UN Women - RO	WPP	Interview	Y
	UN Women - Zimbabwe	WPP	Interview	
	UN Women Kenya	WPS	Interview	Y
	UN Women - Uganda	WPS	Interview	Y
	UN Women - RO	WPS	Interview	Y
	UN Women - RO	WPS	Interview	Y
	UN Women - SAMCO	WPS	Interview	Y
	UN Women - Uganda	WPS	Interview	Y
	UN Women Kenya	WPS	Interview	
	UN Women Liaison Office to the AU	WPS	Interview	Y
	UN Women Mozambique	WPS	Interview	
	UN Women Somalia	WPS	Interview	
	UN Women - South Sudan	WPS	Interview	
	UN Women - Sudan	WPS	Interview	
	UN Women - Uganda	WPS	Interview	

ANNEX 7: EVALUABILITY ASSESSMENT

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

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

Table 4: Summary of Assessment of the DRF and OEEF

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

Source: OneApp Results Management System

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

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

Table 5: Completeness of the DRF and OEEF in terms of Baselines and Targets

Framework	baseline	targets
Development Results Framework – outcomes	99%	97%

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

Source: Results Management System

DRF and OEEF outcomes, outputs and indicators quality assessment criteria

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

Table 6: Outcomes, outputs and indicators quality assessment criteria

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

Source: OneApp Results Management System

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

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

Table 7: Indicator Assessment

	Strong	Adequate	Weak
Development Results Framework			
Outcome Indicators (13)	13 (100%)	0 (0%)	0 (0%)
Output Indicators (32)	32 (100%)	0 (0%)	0 (0%)

Organizational Efficiency and Effectiveness Framework			
Output Indicators (43)	43 (100%)	0 (0%)	0 (0%)

Source: OneApp Results Management System

Data Availability for Strategic Note Interventions

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

Table 8: Data availability for the Strategic Note Interventions

Project Name	Donor	Performance Monitoring Framework	Evaluation	Donor Reports
ESA Women Count	Bill And Melinda Gates Foundation, Swedish International Development Cooperation, Italian Ministry for Foreign Affairs, Irish Aid	x	x	x
ESAR A.C.T. to EVAW	European Commission	x		x
3R ESARO	Department of Foreign Affairs Trade and Development, Government of Germany	x	x	x
Every badge counts	United Nations Office on Drug and Crime	x		x
Women Peace and Protection	Multi-Donor Trust Fund Office Peacebuilding Fund	x		x
Generation Equality: Action Coalitions and Accountability	Bill And Melinda Gates Foundation, Open Society Institute	x		x
Prevention of COVID-19 infections among women and girls displaced into IDP and refugee camps in ESAR	Government Of Japan	x	x	x
Regional Project on Peace & Security in the Great Lakes Region	Multi-Donor Trust Fund Office	x		x
Women Economic Empowerment	Government Of Republic of Korea, United Nations Children's Fund, Department of Foreign Affairs Trade and Development	x		x
Building the Resilience of Food Systems in Mauritius and Seychelles by leveraging on sustainable agricultural practices	MPTF-SDG Fund	x		x
POWER-Programme SRMNCAH	Austrian Development Agency	x	x	x
Economic Empowerment of Women	United Nations Development Programme	x		x
Care and disability ESARO	Multi-Donor Trust Fund Office	x		x
SPF3 Humanitarian Action	Swedish International Development Cooperation	x		x
Implementation of Beijing +30 & Sustainable Development	UN Department of Economic and Social Affairs	x		x
SPF 3_Outcome1 WPP	Swedish International Development Cooperation	x		x
UN Women and WHO Joint Programme: Strengthening Methodologies and Measurement and Building National Capacities for Violence against Women Data	JP UN Women as AA	x		x
Women, Peace and Security Global Programme	United Nations	x		x
SPF 3 Governance (outcome 2)	Swedish International Development Cooperation	x		x

Source: Results Management System and DAMS).

ANNEX 8: EVALUATION MATRIX

The table below sets out the evaluation matrix, which includes the evaluation questions, indicators, data collection and analysis approach and information sources.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

11. Do you have any questions?

12. Do you consent to participating in this evaluation?

Information to be shared in advance with interviewees

UN Women East and Southern Africa Regional Office (ESARO)

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

UN Women ESARO Strategic Note and Regional Architecture

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

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

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

3. Strengthening partnerships and efforts on evidence-based approaches to transform harmful behaviors and practices that

perpetuate gender stereotypes and inequalities (social and cultural change)

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

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

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

Indicative interview guide

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

Introduction

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

Effectiveness (UN Women RO personnel, external stakeholders)

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

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

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

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

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

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

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

Humanitarian, development and peace nexus

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

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

Partnerships

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

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

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

Human rights and gender equality, sustainability

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

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

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

Relevance and coherence

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

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

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

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

Country Office support and oversight (UN Women personnel only)

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

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

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

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

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

    a. Programmatic work across the thematic areas

    b. coordination

    c. knowledge management

    d. resource mobilization

    e. communications

    f. strategic planning

    g. monitoring and reporting

    h. operations (procurement, finance, human resources)

    i. other

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

Forward looking

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

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

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

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

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

Surveys

- Survey – UN Women personnel in the region
- Survey – other stakeholders, including donors, inter-governmental bodies, CSOs and other partners

ANNEX 10: DATA MANAGEMENT PLAN

All data collected through this evaluation is subject to the UN Women Information Security Policy that sets out the basis for

UN Women in protecting the confidentiality, integrity and availability of its data to protect these assets against unauthorized usage, access, modification, destruction, disclosure, loss or transfer of data, whether accidental or intentional.

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

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

Data collection and Storage and Security

The evaluation team was responsible for data collection. The evaluation team comprised the Regional Evaluation Specialist for the East and Southern Africa Regional Office and two independent evaluation consultants. The primary data collection approaches were as follows:

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

All primary and secondary data was stored using UN

Women's SharePoint/OneDrive accessible by evaluation team members only. Once the evaluation is over, access to share point folders was revoked to all external evaluation team members. This is protected under overall data protection mechanisms by UN Women Information Technology (IT) service. NVivo and Stata was used for qualitative and quantitative data analysis respectively. Raw data was quality assured as part of the triangulation and analysis process.

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

Archiving, Preservation and curation

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

ANNEX 11: EVALUATION REFERENCE GROUP AND EVALUATION MANAGEMENT GROUP MEMBERS AND TERMS OF REFERENCE

External Evaluation Reference Group Members

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

Evaluation Management Group Members

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

TOR for Evaluation Reference Group and Evaluation Management Group

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

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

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

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

Evaluation Reference Group

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

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

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

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

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

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

ANNEX 12: TERMS OF REFERENCE

The evaluation terms of reference can be accessed here.

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

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

Regional context

Women's Economic Empowerment.

The table below sets out some key economic statistics:

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

Source: World Bank Indicators | Data

Gender parity in Eastern and Southern Africa (ESA) is nearing achievement, with 25 million more girls enrolled in primary schools today than in the early 2000s.[4]

The rates of young people not in education, training or employment are high in the ESA region with countries like Malawi experiencing only 3 per cent of youth in formal wage employment. In Mozambique, 90 per cent of both age groups of women work in family agriculture with less than 5 per cent working as vendors and less than 1 per cent working as skilled labour such as sewing or cooking.[5]

Notable progress has also been made in expanding access to essential services and economic opportunities for women and girls. Since 2013, 22.4 million women and girls have gained access to improved health, water, and sanitation services.Error! Bookmark not defined. Between 2013 and 2023, 5.4 million women benefited from social safety net programs in **Ethiopia, Lesotho, Kenya, Rwanda, and Uganda**. By the end of 2022, 350,000 women and 600,000 children under five in **Rwanda** received support aimed at improving nutrition outcomes. In Ethiopia, 24,000 women entrepreneurs increased their annual average earnings by 68% after receiving loans from banks or microfinance institutions.[6]

However, persistent political fragility and shrinking civic space in several countries, such as **Ethiopia, Sudan, and South Sudan** remain key challenges. Continued conflicts pose security risks, limiting women's ability to engage in gender equality and women's empowerment (GEWE) initiatives. These conditions disproportionately impact vulnerable groups, including displaced women and girls, those living with HIV/AIDS, persons with disabilities, and minority communities. This environment exacerbates high levels of intimate partner violence, undermines efforts to eliminate harmful practices such as child marriage and female genital mutilation, and fuels the emergence of new forms of gender-based violence.[7]

In the labour market, women's participation rates exceed 80% in countries such as **Burundi, Madagascar, Rwanda, and Tanzania**. In some cases, like **Rwanda**, women participate more in the labour force than men. Nevertheless, a 2019 ILO analysis of the gender wage gap across over ten African countries including **Ethiopia, Madagascar, Malawi, Namibia, South Africa, and Tanzania** revealed that the pay gap is most pronounced at the lower end of the wage distribution.[8]

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

[5] Perry, H. (2022). The status of NEET: A quantitative analysis of youth not in employment, education or training (NEET) (15–24 years old). UN Women.

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

[7] Ibid

[8] United Nations Entity for Gender Equality and the Empowerment

Gender-based occupational segregation persists across the region. Men dominate sectors such as construction, mining and quarrying, and transport, where they represent over 80% of the workforce. Conversely, women are overrepresented in sectors like accommodation, wholesale and retail trade, and household services. In East Africa, for instance, women constitute more than 70% of the workforce in the accommodation sector.[9]

Agriculture remains the primary source of employment for women, accounting for 49% of the overall labour force and 51% of working women across Africa. In East Africa alone, over 60% of women are employed in agriculture. Despite this, women's landownership remains low even in regions with relatively higher rates reaching only 18% in East Africa and 25% in Southern Africa. Women are heavily involved in agricultural production but remain underrepresented in value chain segments such as agro-processing, marketing, sales, and export, where men tend to control the generated income. To redress this imbalance, initiatives like Rwanda's 2023 Agriculture Gender Strategy promote equitable household-level decision-making, fair access to markets, and shared control over agricultural resources.[10]

Overall, women's labour force participation in ESA remains lower than that of men, at 66% compared to 78%. Excluding agriculture, informal employment constitutes a significant share of employment 75% in Eastern Africa and 36.6% in Southern Africa with women more likely than men to be engaged in informal work.[11]

Ending Violence Against Women and Girls

Violence against women remains a widespread issue, perpetuated by harmful cultural norms and practices. Data indicates that one in four women in ESAR has experienced physical or sexual violence. Violence against girls in schools also contributes significantly to their high dropout rates[Error! Bookmark not defined.]. **The ESA** region continues to endure high rates of gender-based violence, even if most countries have adopted laws prohibiting and criminalizing GBV and have put in place various GBV services, such as specialized courts, police units, and shelters. The utmost prevalence of female genital mutilation (FGM) worldwide is found in **Somalia, Djibouti, Sudan, and Eritrea** (around 90 per cent of women), and the region maintains the top rates of early marriage, even if in several countries, there are declining indicator.[12]

The political fragility in ESAR for example in **Ethiopia, Sudan, South Sudan** and shrinking civic space in various countries are key challenges that have affected achievement of results in East and Southern Africa. Continued conflicts create security issues that affect women's safety making it challenging for them to engage in Gender Equality and Women's Empowerment (GEWE) initiatives. This brings an additional layer of risk for women and girls, particularly those who are displaced, living with HIV and AIDs, with disabilities or members of minority groups. This exacerbates the already high levels of intimate partner violence, threatens progress in addressing harmful practices such as child marriage and female genital mutilation, and accelerates newer platforms of violence to grow.[13]

UN Women East and Southern Africa and the West and Central Africa regional offices in collaboration with the **Sexual Violence Research Initiative (SVRI),** advanced its role as a thought leader on EVAW by contributing to the development of the Africa Shared Research Agenda for ending gender-based violence (ASRA).[Error! Bookmark not defined.] Through ASRA, experts (including women with disabilities, women living with HIV and AIDS, individuals engaged in the sex industry, and lesbian, gay, bisexual, transgender, and intersex plus (LGBTIQ+) person) engaged on discussions to identify the key research questions which need to be answered to address GBV over the next five to ten years. As conflicts in Africa

of Women (UN Women). (2023). *Accelerating progress towards gender equality in East and Southern Africa: An analysis of trends, challenges, indicators of progress, and good practices to achieve gender equality and women's empowerment in East and Southern Africa*. UN Women East and Southern Africa Regional Office

[9] Ibid

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

[11] Bonnet, F., Vanek, J., & Chen, M. (2019). Women and men in the informal economy: A statistical brief. International Labour Office, Geneva, 20.

[12] Ibid

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

exacerbated in recent years, there has been a surge in violence against women and girls, with sexual violence being systematically used as a weapon of war in countries like **South Sudan** and **Sudan**. Sexual violence against early adolescents, particularly those aged 15 and below, is most prevalent in conflict and post-conflict countries, including **Mozambique, Uganda,** and **Zimbabwe**.[14]

As of 2022, over 50 million girls were subjected to **child marriag**e in ESA, with nearly one-third (32%) girls married before their 18th birthday, the largest share in **Ethiopia**.[15] Furthermore, FGM is another prevalent form of VAWG in ESA with the highest rates reported in **Somalia** (99.2%), followed closely by **Djibouti, Sudan, and Eritrea**, where approximately 90% of women and girls aged 15–49 have undergone the practice.[16]

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

Intimate partner violence (IPV), the most common form of VAWG, affects approximately one in three (27%) ever-partnered women aged 15-49 in their lifetime and 13% in the past 12 months based on estimates available as of 2018. In Sub-Saharan Africa, 33% of women aged 15-49 have experienced physical and/or sexual IPV in their lifetime, and 20% in the past 12 months, well above the global averages.[17]

Instances of gender-based political violence occur both in person and online. In Uganda, for instance, female political figures at higher levels are disproportionately targeted by online harassment, with 18 per cent of

women experiencing such abuse compared to just 8 per cent of men.[18] In ESAR, UNESCO's report highlights that technology-facilitated gender-based violence TFGBV is widespread across countries including Kenya, Uganda, Tanzania, Rwanda, Malawi, Zambia, Zimbabwe, and South Africa, with female journalists among the most targeted groups facing online harassment and abuse that restrict their digital participation and safety.[19] Despite the increasing impact of TFGBV, only two countries (Mozambique and Eswatini) have their dedicated National Action Plans on GBV to address this form of violence[20], thus, highlighting a significant gap between the issue's rising prevalence and its formal inclusion in policy frameworks.

Governance And Participation in Public Life.

Politically, the region is diverse, with some countries experiencing conflict while others are emerging from it. Women's leadership is gaining broader acceptance, supported by constitutions that guarantee equality and electoral laws that mandate affirmative action measures.Error! Bookmark not defined. In politics, despite increased numbers in elected bodies, women in the region continue to face multiple barriers to their substantial contribution, from political violence to lack of financing to minimal support available to juggle family and political responsibilities.[21]

Despite their proven leadership capabilities, women remain underrepresented across local and global spheres, including as voters, elected officials, civil servants, private sector leaders, and academics. Women's representation in national parliaments varies across the ESAR countries supported by UN Women. The region, however, boasts the highest percentage of women in parliament within sub-Saharan Africa, with an average of 32% as of December 2020, surpassing the global average of 24.5%. **Rwanda** leads globally with 61% women's representation, followed by **South Africa**

[14] Ibid

[15] UNICEF**.** (2022). *Child marriage in Eastern and Southern Africa: A statistical overview and reflections on ending the practice.* Retrieved from https://data.unicef.org/resources/child-marriage-in-eastern-and-southern-africa-a-statistical-overview-and-reflections-on-ending-the-practice/

[16] UNICEF. (2024). Female genital mutilation: A global concern. UNICEF Data. https://data.unicef.org/resources/female-genital-mutilation-a-global-concern-2024/

[17] World Health Organization [WHO]. (2021). Violence against women prevalence estimates, 2018: Global, regional and national prevalence estimates for intimate partner violence against women and global and regional prevalence estimates for nonpartner sexual violence against women. Geneva: World Health Organization

[18] United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). (2023). *Accelerating progress towards gender*

equality in East and Southern Africa: An analysis of trends, challenges, indicators of progress, and good practices to achieve gender equality and women's empowerment in East and Southern Africa. UN Women East and Southern Africa Regional Office.

[19] Global Partnership for Action on Gender-Based Online Harassment and Abuse. (2022). *Technology-Facilitated Gender-Based Violence: Preliminary Landscape Analysis.* Retrieved March 25, 2025, from https://www.gov.uk/government/publications/technology-facilitated-gender-based-violence-preliminary-landscape-analysis

[20] UN Women ESARO Internal Mapping of National Action Plans on EVAW/GBV in ESAR Countries (as of February 2025)

[21] Ibid

(46%), **Namibia** (42%), and Mozambique (41%). Among ESAR countries, 12 have between 30% and 39% women in parliament, five have 20%–29%, and two have 11% and 7%, respectively. Ten countries have female Speakers of Parliament, and nine of the 16 nations (56%) surpass the 30% threshold for women in parliament.[Error! Bookmark not defined.] However, eight countries still fall below 30%, with three having less than 20%. Legislative or constitutional quotas for women at the national level exist in nine countries.[22]

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

Women's Political Empowerment

The table below sets out key political gender statistics:

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

Source: World Bank Indicators | Data

Despite notable normative and policy progress, women in East and Southern Africa (ESAR) continue to face systemic barriers to political participation and decision-making. Progress in advancing women's political participation is evident in 2025, with women holding 27% of seats in national parliaments and 35.5% in local governments globally, however still far short of the 50/50 target of women's political representation set by the 1995 Beijing Platform for Action.[23]

In 2023, **Rwanda** the highest proportion of seats held by women in national parliaments, with 61.25%. In contrast, **Botswana** and **Eswatini** have the lowest percentages, with women holding just 11% and 17% of seats, respectively.[24]

Tanzania and Namibia are the only 2 countries in ESA Region with a woman head of state or government. As of 1 April 2025, the regional average for women in parliaments remains below 30%, with several countries falling far below parity targets despite the presence of gender quota laws. In the Eastern and Southern Africa Region (ESAR), the regional average of women in parliament is 27%. [25]

Data from the Africa Barometer 2024 indicates that while 41 African countries have some form of gender quotas, the effectiveness of these quotas varies significantly.[26] However, it is evident that those countries without quotas such as **Zambia and Botswana** register low numbers of women in political participation. As of August 2024, only nine women serve as chairpersons of Electoral Management Bodies (EMBs) across Africa with 6 being from ESARO. These countries include **Cape Verde, Ethiopia, Ghana, Liberia, Malawi, Namibia, Rwanda, Zambia, and Malawi and Zimbabwe**. This highlights the underrepresentation of women in key electoral decision-making positions.[27]

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

Thirteen countries in the region have developed a Women, Peace and Security National Action Plan.[28] Yet, their impact remains unclear, tracking progress mostly at the activity rather than the outcome level. Most NAPs are under-budgeted and limit the WPS agenda to women's political participation and protection from violence rather than prioritizing conflict prevention and recovery. 3) In various contexts across the region, women's activism and women's organisations have successfully combined formal and informal initiatives and networks, working across ethnic, age and religious

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

[23] Inter-Parliamentary Union. (2025). Women in politics: 2025

[24] United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). (2023). *Accelerating progress towards gender equality in East and Southern Africa: An analysis of trends, challenges,*

indicators of progress, and good practices to achieve gender equality and women's empowerment in East and Southern Africa. UN Women East and Southern Africa Regional Office

[25] Ibid

[26] International Institute for Democracy and Electoral Assistance (2024). *Women's political participation in Africa: 2024 barometer.*

[27] Inter-Parliamentary Union. (2025). Women in politics: 2025

[28] Uganda, Rwanda, Burundi, South Sudan, Kenya, Angola, Djibouti, Mozambique, Namibia, Sudan, Malawi, South Africa, Somalia.

dimensions to build effective peace outcomes.[29]

The United Nations further reports that **women's participation in peace processes remains low**, often symbolic and resisted by cultural norms.[Error! Bookmark not defined.] Lack of coordination and cooperation by different actors involved in WPS at the regional and national levels continues to affect gender outcomes. Women's civil society organisations working on peacebuilding, conflict prevention, and gender equality remain underfunded and poorly integrated into the region's mainstream policy discussions on WPS. Additionally, the lack of women's representation in peace-building processes results in women and girls' unique vulnerabilities and needs during conflict being often forgotten in peace negotiations, limiting the effectiveness of peace and security agreements and humanitarian response. Globally, eight out of twenty-five peace agreements (32 per cent) reached in 2021 included provisions referencing women, girls, and gender, an increase from 26 per cent in 2020. However, this is still barely above the average over the last two decades.

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

has increased, mechanisms and resources to mainstream gender across EMBs' work remain limited.[30]

The region faced one of the worst droughts with the Horn of Africa experiencing failed rains for five consecutive seasons. Over 36.1 million people have been affected by severe drought in October 2022, including 24.1 million in Ethiopia, 7.8 million in Somalia and 4.2 million in Kenya.[31]

Climate change and climate-induced degradation of natural resources, such as fresh water, land, and pasture led to declined agriculture productivity and weakened supply chain for women leading to prices of food staples such as maize soar to 300% higher, worsening levels of food insecurity. This aggravated the risk of violent conflict and sexual and gender-based violence. The RO increased focus on climate conversations at the normative level to link systematic changes with the programmatic efforts at the regional and country level.[32]

Many countries in the region are evaluated to be at high and very high risk of environmental disasters and humanitarian crises; two scenarios have been proven to exacerbate inequalities and increase vulnerabilities. Significant data are available in the region testifying to the multiple challenges women and girls face during and after natural disasters and in relation to climate change.[Error! Bookmark not defined.] Several countries undertook progressive efforts to mainstream gender in climate change adaptation and disaster risk reduction/management policies. Yet, integrating gender in relevant national plans, policies and institutional structures is often rudimentary. Of 23 disaster risk management legal and policy documents adopted in the region, only 39 per cent were found to be gender-responsive or towards gender-responsive. Regional efforts to engender relevant policy-making practices and outcomes, including resource mobilization, have been made, with several national reforms on the way.[33]

Regional policy context

Most countries in the region have ratified important women's human rights instruments - including

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

Action (Revised 21 September 2022) - Ethiopia | ReliefWeb
[32] Regional Office Annual Report - 2023
[33] United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). (2023). *Accelerating progress towards gender equality in East and Southern Africa: An analysis of trends, challenges, indicators of progress, and good practices to achieve gender equality and women's empowerment in East and Southern Africa*. UN Women East and Southern Africa Regional Office.

CEDAW, the Maputo Protocol, and UNSCR 1325 - and have established GEWE legislation, institutions, and machinery.Error! Bookmark not defined. However, inadequate allocation of financial and human resources, low availability of gender data, and frail political will are among the common reasons for inconclusive and inefficient reforms. The persistence of pluralistic legal systems, discriminatory social norms, and women's often limited knowledge of the law are also responsible for the reduced impact of GEWE reforms. **Rwanda and Namibia** offer examples of successful gender-sensitive law reforms. Yet Namibia also shows how crucial law reforms for gender equality – such as marriage, divorce, and matrimonial property – are still lagging.[34]

Many countries[35] in the region have ratified relevant international, regional, and sub-regional agreements but lag in aligning national legislation with the standards these instruments set. Gender principles have been incorporated into constitutions, development visions, and plans, adopted various forms of GEWE legislation (acts, policies, strategies, or plans), and made visible efforts in gender mainstreaming across sectors, including the adoption of gender mainstreaming strategies. Many have also developed National Action Plans to implement the United Nations Security Council Resolution (UNSCR) 1325 on Women, Peace, and Security, a critical gender-sensitive theme for the region. However, discriminatory customary laws persist in several countries, and the silent or formal exclusion of customary law from equality provisions significantly undermines legal protections. For instance, the constitutions of Botswana, Lesotho, and Zambia exempt customary law from anti-discrimination clauses, rendering unjust and unfair customary practices unchallengeable in court[36].

The OECD has ranked African countries according to the degree of legal discrimination in four critical areas: family, physical integrity, access to productive and financial resources, and civil liberties. **Ethiopia, Kenya, Mozambique, Namibia, Rwanda, South Africa, and Zimbabwe** report a medium degree of legal discrimination while **Burundi, Somalia, Sudan, and Tanzania** report a high or very high level of discrimination in the law. All countries in the ESA region have established a leading gender institution mostly

under the form of a national ministry such as the Women's Affairs Office located within the Prime Minister Office in **Ethiopia**. **The African Union, the International Conference on the Great Lakes Region, the Southern African Development Community Consortium, and African NGO networks** have created tools and commitments, implemented significant initiatives, shared critical knowledge, and supported collective accountability. These initiatives have contributed to building momentum and establishing a sense of urgency regarding realizing substantial GEWE outcomes.[37]

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

Several countries in the region have witnessed a significant increase in women's political representation due to electoral reforms and the introduction of temporary special measures (TSMs) at the national and/or subnational levels.Error! Bookmark not defined. Southern Africa is the sub-region with the highest share of women in its single/lower houses (32 per cent), followed closely by East Africa (31 per cent). Country-wise, **Rwanda** marks the highest representation of women in its single/lower house (61 per cent) globally, mirrored by 62 per cent at the local level. In **Angola, Uganda, Tanzania** and **Burundi,** women's representation in their single/ lower house is above the 30 per cent threshold.Error! Bookmark not defined. In Southern Africa, women have the highest level of representation in election management bodies at 41 per cent, followed by East Africa (35 per cent). Challenges remain with gender-based violence in the political sphere being an unrelenting practice that undermines women's full public and political engagement. Political violence and the fear of such acts intimidate women and girls from pursuing leadership and political roles.[38]

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[34] Ibid
[35] Burundi, Ethiopia, Kenya, Malawi, Mauritius, Namibia, Rwanda, South Africa, South Sudan, Tanzania, Eswatini, Lesotho, Sudan, Somalia
[36] United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). (2023). *Accelerating progress towards gender equality in East and Southern Africa: An analysis of trends, challenges,*

indicators of progress, and good practices to achieve gender equality and women's empowerment in East and Southern Africa. UN Women East and Southern Africa Regional Office.
[37] Ibid
[38] United Nations Entity for Gender Equality and the Empowerment of

In terms of education, most of the countries with over 90 per cent enrollment rate are in the ESA region, including **Tanzania** (99 per cent), **Mauritius** and **Malawi** (97 per cent), **Uganda** (95 per cent), **Seychelles** (93 per cent), **Namibia** (92 per cent), and **Burundi** (91 per cent). Legislative reforms mandating free and mandatory primary education have strongly impacted the increase in female enrollment rates in most countries in the region. Teen marriage, pregnancy, and parenting, however, remain major reasons for girls' phasing out of school after the primary cycle.[39]

Women's movement

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

One such initiative is the African Women Leaders Network (AWLN).[40] The AWLN is a movement of African women leaders and implemented with the support of the Office of the AU Special Envoy on Women, Peace, and Security, and UN Women. The initiative aims to enhance the leadership of women in the transformation of Africa, in line with Africa Agenda 2063 and the 2030 Sustainable Development Goals.[41]

There has been an increasing number of women and women's groups, who have served as official negotiators, mediators, signatories, witnesses, or advisory bodies in peace processes in the region.[42] In **South Sudan**, women worked across religious and tribal lines to develop a common agenda and mobilize support to ensure they influence the peace process. In the aftermath of the South Sudan failed peace agreement (2015), over 40 women's organisations came together and established the South Sudan Women's Coalition as a platform for women to engage with the revitalized IGAD-led peace process effectively. Countries like **Namibia** have witnessed the formation of

movements such as #ShutItAllDown, which consisted of mainly younger women who protested against gender-based violence and femicide. These efforts prompted the Prime Minister to pledge several special measures to address GBV in the country.[43]

A 2020 study of women in five countries (Ethiopia, Senegal, Uganda, Kenya, and Nigeria) showed that access to the internet and digital spaces is deeply shaped by gendered inequalities, impacting women's ability to participate fully in online activism and feminist movements.[44]

In **Sudan**, women's organizations are leading the fight against sexual violence in conflict, stepping in where support systems fall short. The Peace for Sudan Platform, a network comprising over 49 women-led initiatives and organizations across the country, has emerged as a crucial force. These groups are working to provide protection and essential support to survivors of sexual and gender-based violence.[45]

Women's organisations have also been active in the promotion of women's access to justice. In **Burundi**, for example, women's organizations have been involved and campaigned to adopt a new law ensuring women's inheritance rights. Though resistant at first, leaders thereafter spoke out in support of the proposed law. Women's organizations have also been involved in the field of natural resources management to make gender is more visible. In **South Africa**, the Women Empowerment and Gender Equality Strategy for the Energy Sector (2021-2025), acknowledged that women's organisations are effective promoters of new technologies and active lobbyists for environmentally benign energy sources.[46]

Women (UN Women). (2023). Accelerating progress towards gender equality in East and Southern Africa: An analysis of trends, challenges, indicators of progress, and good practices to achieve gender equality and women's empowerment in East and Southern Africa. UN Women East and Southern Africa Regional Office.

[39] Ibid

[40] AWLN | African Women Leaders Network

[41] AWLN | African Women Leaders Network, https://www.awlnafrica.net/.

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

Africa. UN Women East and Southern Africa Regional Office.

[43] Ibid

[44] Iyer, N., Nyamwire, B., & Nabulega, S. (2020). Alternate realities, alternate internets: African feminist research for a feminist internet. Retrieved from https://ogbv.policy.org/report.pdf

[45] In Sudan, women's organizations fight back against sexual violence in conflict | UN Women – Headquarters

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

Socio-economic context

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

Economic Context

Despite global economic challenges, ESAR's[47] economic outlook remains favorable, mirroring Africa's overall trends. **Ethiopia, Mozambique,** and **Rwanda** are among the world's six fastest-growing economies. Economic growth in Africa is largely driven by the discovery and exploitation of mineral resources, particularly oil, gas, and solid minerals. However, this growth has not effectively reduced poverty or created significant employment opportunities. Africa still accounts for 30% of the world's poor, and the high-growth countries in ESAR exhibit some of the highest levels of income inequality globally.[48]

The ESA Region recorded a 2.3 percent annual growth rate in 2023 compared to 3.5 percent in 2022.[49] According to the World Bank, Somalia, Burundi, Djibouti are some of the countries that showed an annual improvement in the GDP with Botswana recording a significant drop from 5.4 percent in 2022 to 2.7 in 2023.[50]

In the region, fewer women take advantage of agricultural inputs and technologies and are members of agricultural cooperatives. **Tanzania, Malawi,** and **Uganda** have put in place efforts to narrow the gender gap - including in ICT - in their agricultural productivity. Such efforts have improved these countries' GDDP by approximately US$105 million, US$100 million, and US$65 million, respectively.[51]

Health and education

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

Indicator	Figure
Health	

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

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

The ESA region has achieved remarkable gains in access to health, reductions in maternal and child mortality, and HIV incidence and prevalence. Life expectancy was 62.8 years in 2022, with a slightly higher life expectancy for females (65.4 years) than for males (60.3 Years). **South Sudan** has the highest maternal mortality ratio at 1223 in 2020 with **Mozambique** and **South Africa** at 127 in 2020.[52]Even though new HIV/AIDs infections are dropping, in 2022, the rate of women with new infections continued to be higher than that of men at 1.9 and 0.9 respectively. In 2022, **Eswatini** had the highest prevalence of HIV, total (ages 15-49) at 25.9 with **Sudan** at 0.1.[53]

The ESA region has achieved outstanding progress in terms of improving access to education and gender parity in primary and secondary education. In 2023, the literacy rate of youth aged 15-24 was 83.2% (female, 82.9, male, 83.4). **Somalia** has the lowest percentage of literacy levels among female youth (65%) with **Eswatini** having the highest at (98.7%)[54]

[47] The Eastern and Southern Africa region (ESAR) comprises 25 countries, with UN Women actively operating in 13: Burundi, Ethiopia, Kenya, Malawi, Mozambique, Rwanda, South Sudan, Sudan, Tanzania, Uganda, Zimbabwe, and the South Africa Multi-Country Office (MCO), which oversees Botswana, Lesotho, Namibia, South Africa, and Swaziland. UN Women runs a Somalia Program and has established offices in Mogadishu, Hargeisa, and Puntland.
[48] Where We Are: Eastern and Southern Africa | UN Women – Africa
[49] World Bank: GDP growth (annual %) | Data
[50] Ibid
[51] United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). (2023). *Accelerating progress towards gender equality in East and Southern Africa: An analysis of trends, challenges, indicators of progress, and good practices to achieve gender equality and women's empowerment in East and Southern Africa*. UN Women East and Southern Africa Regional Office.*
[52] World Bank Indicators | Data
[53] United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). (2023). *Accelerating progress towards gender equality in East and Southern Africa: An analysis of trends, challenges, indicators of progress, and good practices to achieve gender equality and women's empowerment in East and Southern Africa*. UN Women East and Southern Africa Regional Office.
[54] Ibid

Main Marginalized and vulnerable groups

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

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

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

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

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

UN System Coordination

The Development Coordination Office (DCO) provides managerial and oversight functions for the Resident Coordinator system. At the regional level, DCO serves as first port of call for Resident Coordinators and their offices. They also serve with UNDP and the Regional Commissions as part of the joint secretariats for the Regional Collaborative Platforms and ensure connectivity between global and country level initiatives.[55]

At the regional level, the **Regional Collaborative Platform (RCP)**[56] unites all UN entities working on sustainable development to ensure full collaboration and coordination of UN assets in addressing key challenges that transcend country borders. The RCP provides policy support and access to expertise at the service of the specific needs and priorities of each region and in support of the work of Resident Coordinators and UN country teams at the country level. The RCP is chaired by the Deputy Secretary-General and co-chaired by two Vice-Chairs, the Executive Secretary of the Regional Economic Commission for Africa (UNECA) and the Regional Director of the United Nations Development Programme (UNDP). [57]

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

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

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

improved effectiveness and strengthened accountability". Serving as the main vehicles for the substantive work of the Platform, the OIBCs pool UN system-wide expertise in an agile and timely manner to respond to changing regional and country needs. They are demand-driven and results-oriented, avoiding both siloed approaches and overlaps.[58]

Regional Economic Communities (RECs)

The Regional Economic Communities (RECs) are regional groupings of African states. The RECs have developed individually and have differing roles and structures. RECs facilitate regional economic integration between members of the individual regions and through the wider African Economic Community (AEC)[59]The 1980 Lagos Plan of Action for the Development of Africa and the Abuja Treaty proposed the creation of RECs as the basis for wider African integration, with a view to regional and eventual continental integration. The RECS are increasingly involved in coordinating AU Member States' interests in wider areas such as peace and security, development and governance. The RECs are closely integrated with the AU's work and serve as its building blocks.[60]

The AU recognises eight RECs[61], the:

REC	Purpose
Common Market for Eastern and Southern Africa (COMESA)	Attain sustainable growth and development of Member States; promote joint development in all fields of economic activity; cooperate in the creation of an enabling environment for foreign, cross-border and domestic investment; promote peace, security and stability among the Member States; and cooperate in strengthening relations between the Common Market and the rest of the world
Community of Sahel–Saharan States (CEN–SAD)	Promoting the economic, cultural, political and social integration of its Member States.
East African Community (EAC)	Regional inter-governmental organisation of the five East African countries
Economic Community of Central African States (ECCAS)	Promoting Member States' economic and social development and improving people's living conditions
Intergovernmental Authority on Development (IGAD)[62]	Promoting joint development strategies; harmonising Member States' policies; achieving regional food security; initiating sustainable development of natural resources; promoting peace and stability in the sub-region; and mobilising resources for the implementation of programmes within the framework of sub- regional cooperation.
Southern African Development Community (SADC).	Promoting sustainable and equitable economic growth and development; promoting common political values and systems; consolidating democracy, peace, security and stability; achieving complementarity between national and regional strategies; maximising productive employment and use of resources; achieving sustainable use of natural resources and effective protection of the environment; and combating HIV/AIDS and other diseases.

In addition, **the Eastern Africa Standby Force Coordination Mechanism (EASFCOM)** and **North African Regional Capability (NARC)** both have liaison offices at the AU.[63]

The Committee on Coordination[64] provides policy advice and oversight of implementation of the 2008 Protocol on Relations between the RECs and the AU. It is also tasked with coordinating and monitoring progress

[58] Africa Opportunity And Issues-Based Coalitions (OIBC) | AKMH
[59] established under the Abuja Treaty (1991)
[60] *Regional Economic Communities (RECs) - African Union*, https://au.int/en/organs/recs, The relationship between the AU and the RECs is mandated by the Abuja Treaty and the AU Constitutive Act and guided by the: 2008 Protocol on Relations between the RECs and the AU; and the Memorandum of Understanding (MoU) on Cooperation in the Area of Peace and Security between the AU, RECs and the Coordinating Mechanisms of the Regional Standby Brigades of Eastern and Northern Africa

[61] Regional Economic Communities (RECs) | African Union
[62] In October 2013, on the sidelines of an AU Extraordinary Summit, IGAD and EAC Foreign Ministers decided to explore the possibility of merging these two RECs.
[63] Other RECs include: Arab Maghreb Union (UMA) and Economic Community of West African States (ECOWAS
[64] The Committee comprises the Chairperson of the AU Commission, Chief Executives of the RECs, Executive Secretary of the UN Economic Commission for Africa (UNECA), President of the African Development Bank (AfDB) and Chief Executives of the AU financial institutions

made by the RECs in meeting the regional integration
goal stages detailed in article 6 of the Abuja Treaty.

ANNEX 14: INCEPTION REPORT

The evaluation inception report can be accessed here.

ANNEX 15: SYSTEMS DATA ANALYSIS

This annex provides a comprehensive analysis of key systems and processes, offering insights into operational efficiency and opportunities for improvement. The analysis covers the following topics:

- Global Service Tracker (GST): Examines service request data, usage patterns, and recommendations for optimizing GST workflows.
- Regional Project Appraisal Committee (RPAC): Reviews project submissions, thematic areas, and suggestions for streamlining the RPAC process.
- Missions: Evaluates travel data, mission types, and opportunities for cost efficiencies and balanced support to country offices.
- Knowledge Management Products: Assesses the dissemination and engagement of knowledge products, with recommendations for improved targeting.
- LNOB (Leave No One Behind): Analyzes the integration of social inclusion principles across thematic areas, highlighting strengths and gaps.

Global Service Tracker (GST)

The evaluation team analyzed GST data for the period January 2022 to 21 May 2025. During this time, the Regional Office (RO) received a total of 17,640 service requests with 9,820 originating from Country Offices (COs) and 7,820 initiated by the RO itself. This amounts to an average of 368 requests per month. This is comparable to other regions. For example, the Asia Pacific Regional Office processes approximately 1,040 requests per month.

The volume of GST requests generally aligned with office typology and size, see figure 3 below, with a few exceptions:
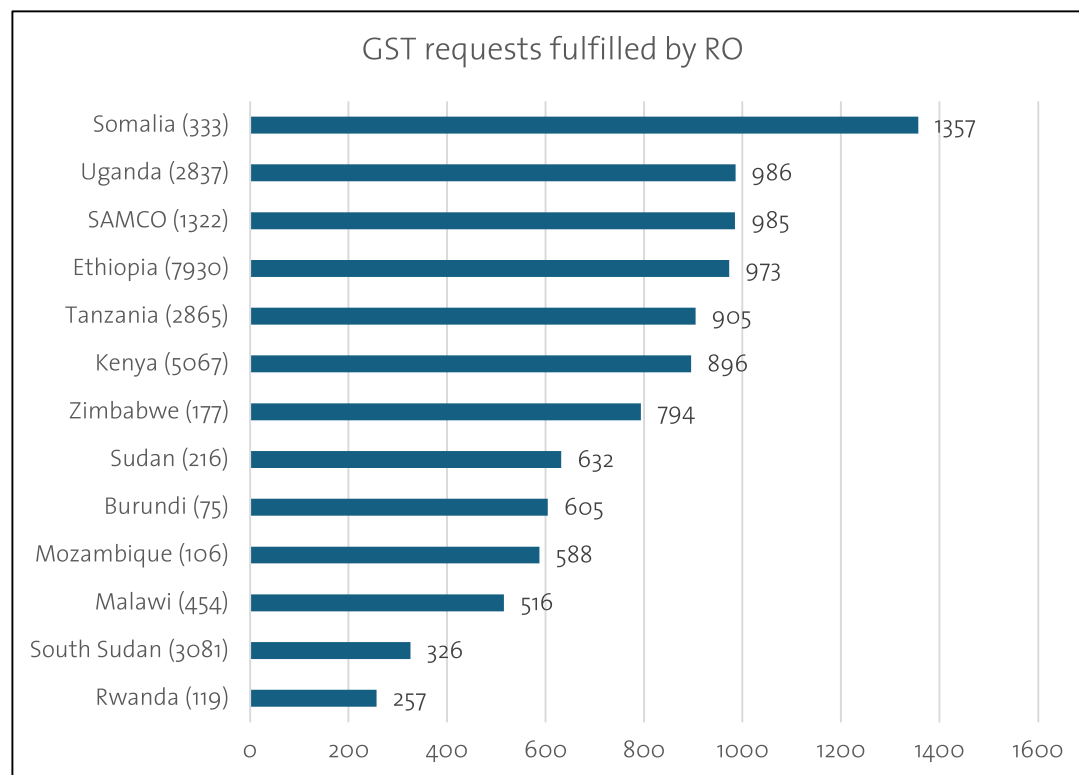
- Zimbabwe recorded a higher-than-expected number of requests.

- South Sudan had a lower number of requests, reflecting its recent onboarding to GST.

- Somalia's requests were managed directly by the RO and therefore do not reflect typical CO-generated volume.

There is an opportunity to encourage more consistent use of the GST, including expanding its application to additional areas such as RPAC submissions.

Increasingly, some approvals are done in Quantum (enterprise resource management system), resulting in some duplication between GST and Quantum. Stakeholders suggested that the RO discuss with the corporate team opportunities to integrate, for example, by moving AP forms and the FACE form process into Quantum for improved efficiency.

According to Quarter 1 Quarterly Business Review (QBR) data, the regions average resolution time is 3.31 days, which exceeds the corporate target of 1.5 days. This indicates a need for ongoing sensitization and support to staff to enhance timely use of the system.

Figure 3: GST requests fulfilled by RO

GST requests fulfilled by RO

Country	Value
Somalia (333)	1357
Uganda (2837)	986
SAMCO (1322)	985
Ethiopia (7930)	973
Tanzania (2865)	905
Kenya (5067)	896
Zimbabwe (177)	794
Sudan (216)	632
Burundi (75)	605
Mozambique (106)	588
Malawi (454)	516
South Sudan (3081)	326
Rwanda (119)	257

Regional Project Appraisal Committee (RPAC)

The Regional Programme Appraisal Committee (RPAC) reviews and recommends the approval, rejection, or revision of project documents and partner selections within the East and Southern Africa Region. The RPAC appraises new Project Documents (ProDocs) with budgets up to USD 6,000,000, new Partner Agreements up to USD 1,000,000, and new Partner Agreements with grant-making components up to USD 500,000. It also evaluates substantive revisions to ProDocs, Partner Agreements, and Strategic Notes/Annual Work Plans (SN-AWPs) when budget changes exceed 20% or involve significant modifications to the results framework, provided they fall within these budget limits.

The committee, chaired by the Deputy Regional Director with alternates from the Regional Programme Specialist or any of the six Thematic Specialists, comprises UN Women personnel and may include ex-officio representatives from government, civil society, or other UN organizations, provided they are not implementing partners. The RPAC ensures quality programming, alignment with UN Women's Strategic Plan, UNSDCF priorities, and national development goals, as well as efficient resource use, supported by a secretariat from the Strategic Support Unit for coordination and documentation

Overall, the RPAC process is not yet fit-for-purpose, and requires clearer guidance to COs and RPAC members to facilitate faster turnaround. The analysis in the table below identified long average processing times (62 days from submission to endorsement), 3 post-facto submissions and 4 ad hoc submissions.

There is opportunity to use GST to better track the process, update the workflow and target turnaround for each step, supporting COs with better planning to reduce ad hoc and post hoc reviews, and facilitating easier 2nd review for RPAC

(which takes on average 21 days), for example, through including more detail in the checklist on how comments are addressed and highlight areas for review in documents and enabling the secretariat to close off more straightforward comments.

Table 13 2: RPAC Analysis

Tasks	RPAC package received	Screening by secretariat / Email sent to RPAC	RPAC meeting	Minutes shared with submitting office	Responses received from submitting office	RPAC second layer of review	RPAC endorsement	Total
Average		7	8	12	10	21	4	62
Indicative target		7		2				

Source: Analysis of RPAC submissions in 2024 (16 submissions in total)

Travel

Travel has been highlighted corporately as an area to introduce cost efficiencies, and there are key opportunities to strengthen efficiency in terms of number of travellers, reducing in-person internal missions and reviewing the balance of support to different country offices. 443 travel requests for RO personnel were raised between January 2024 to May 2025 in the travel system, including those processed by either the RO or CO, which forms the basis of the analysis below. Analysis was done by mission, rather than by individual traveller (except when specified below).

- **Number of travellers**: The average was 1 traveller across most missions, though there were several missions involving multiple participants, in particular key normative processes (Beijing+ 30 preparations and SVRI & ACT), external forums such as the Africa Gender Statistics Forum and support to the deputy country representatives retreat (4 travellers). In cases where more than one person participated in a mission, it was typically either 2–3 individuals from the same team or a combination of one thematic unit staff member and one from communications, knowledge management, or IT. Other missions with larger number of travellers were trainings, for example, a RO and Kenya Country Office knowledge management workshop was held in Naivasha.
- **Mission duration:** The majority of missions were less than one week, though there were a few longer-term missions. 5 missions were longer than 16 days, including 3 support missions to country offices and 2 missions on support to normative processes.
- **Type of mission and units:** The most common types of mission were external conferences (64), CO support missions (46), trainings to CO colleagues (22), normative process (22) and retreats (20). The units with the most missions were the Monitoring and reporting (33) and communications (31). The majority of M&R missions were CO training. Communication missions were largely to provide communication support at events and to capture stories for country offices. The thematic units averaged between 12 to 24 missions.
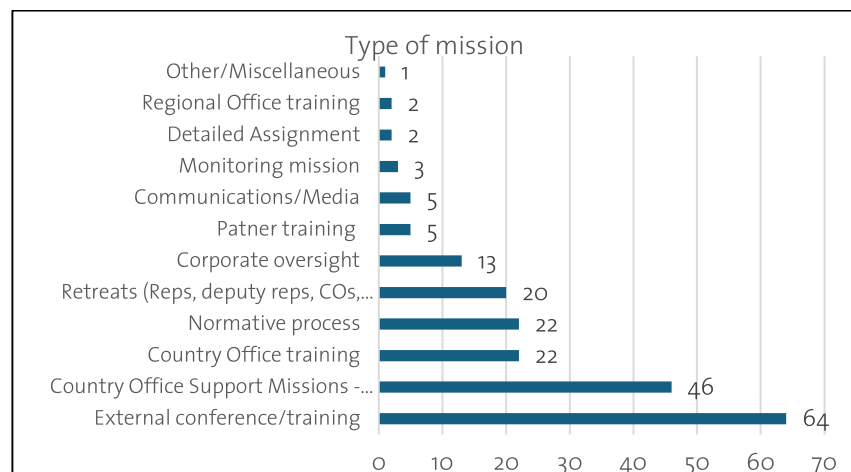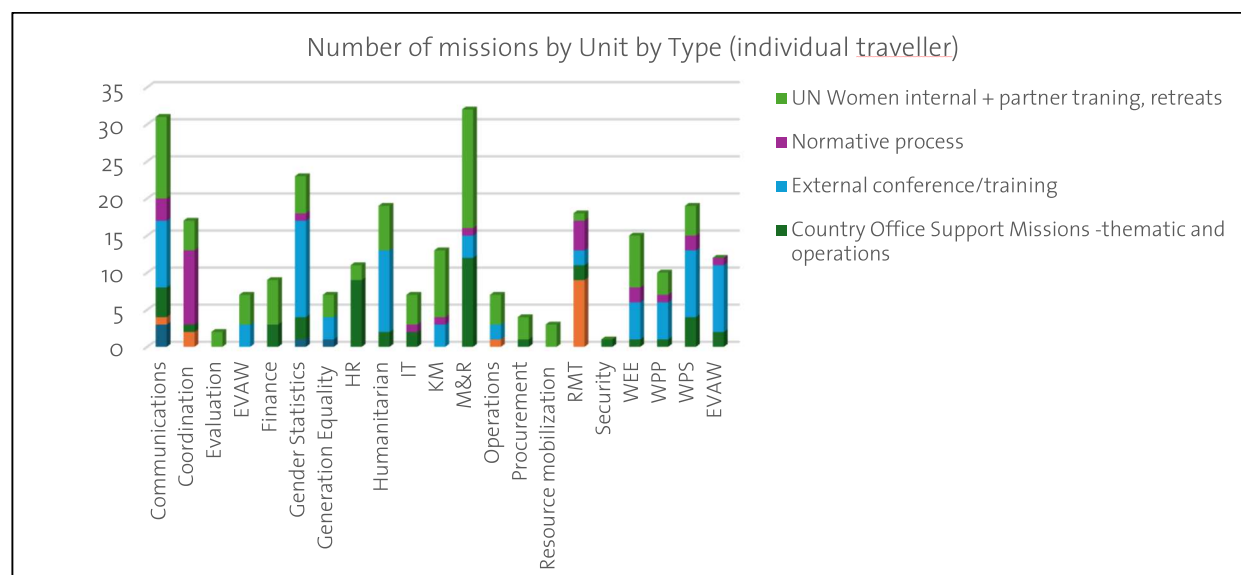
Figure 4: Type of mission

Type of mission

Other/Miscellaneous	1
Regional Office training	2
Detailed Assignment	2
Monitoring mission	3
Communications/Media	5
Patner training	5
Corporate oversight	13
Retreats (Reps, deputy reps, COs,…	20
Normative process	22
Country Office training	22
Country Office Support Missions -…	46
External conference/training	64

Figure 5: Number of missions by Unit by Type (individual traveller)

Number of missions by Unit by Type (individual traveller)

Legend:
- UN Women internal + partner traning, retreats
- Normative process
- External conference/training
- Country Office Support Missions -thematic and operations

- **Missions by country** also varied significantly. There were 16 individual missions to Ethiopia, compared to 2 for Burundi and 1 for Mozambique, indicating the disproportionate support provided by RO to different countries and also reflecting the limited French and Portuguese speakers within the RO (see graph below).

60

Figure 6: Missions by country – Jan 2024 – April 2025

■	Large
■	Medium
■	Small
■	Not UN Women office in ESAR
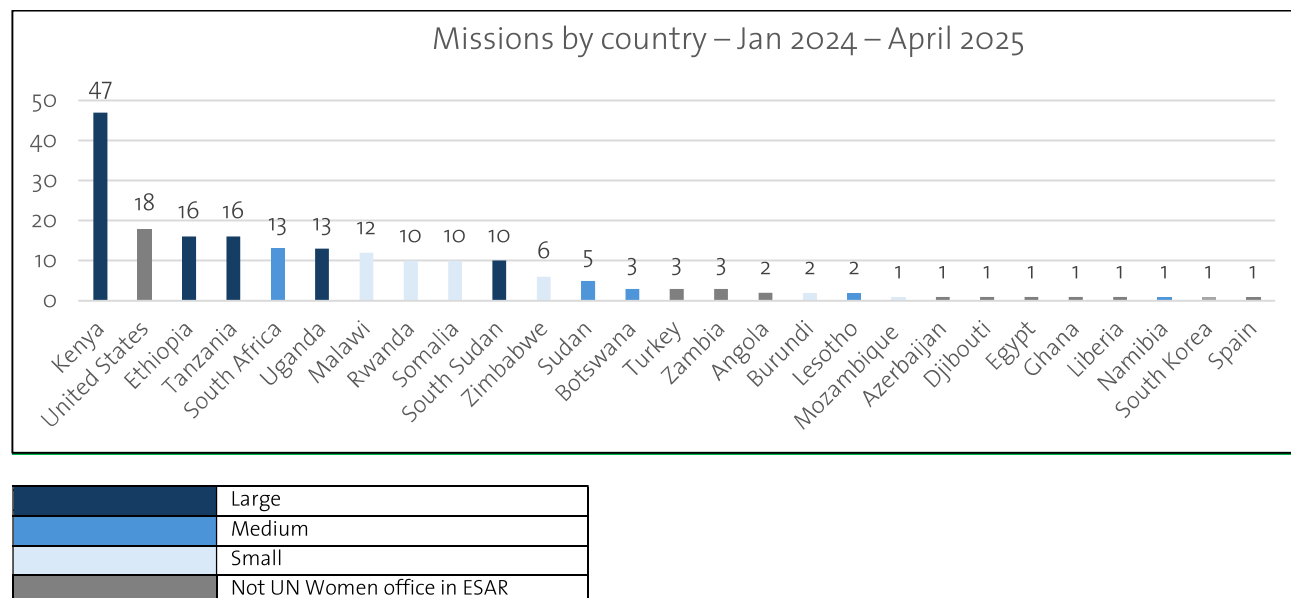
Greater efficiency is possible by reducing the number of travellers for missions and reducing the number of internal in-person retreats and training, especially where no external stakeholders are involved. The RO can explore provide more support to COs remotely, to counterbalance the longer-term country office support missions. There is opportunity to build in-country communications support, to reduce the reliance on RO for providing communications support. Finally, there is need to review the balance and spread of support provided to different COs.

Knowledge Management Products

This analysis draws on data from the Knowledge Management and Communications teams and includes knowledge products released prior to 2025. Download data indicates highly variable levels of engagement:

- 1 knowledge product recorded over 1,000 downloads.

- 9 products had between 100 and 400 downloads.

- 10 products were downloaded between 50 and 100 times.

- 22 products had between 10 and 50 downloads.

- 13 products recorded fewer than 10 downloads.

Several products gained traction. For example, The most downloaded publication was "Why Women Earn Less: Gender Pay Gap and Labour Market Inequalities in East and Southern Africa", which received 1,195 downloads, indicating significant interest in this topic However, overall download patterns suggest that further investment is needed to improve dissemination and strategic planning of knowledge products. There is value in strengthening the needs assessment process and making a more compelling case at the concept note stage, to prioritize fewer, more targeted outputs.

A number of cross-cutting themes emerged as particularly relevant across the most accessed knowledge products. These included publications focused on COVID-19, technology and AI, as well as insights generated from the publication readers' survey. These themes appear to align with areas of high stakeholder interest and may serve as useful entry points for future knowledge generation and dissemination.

This section sets out analysis of LNOB and gender equality considerations across a sample of programmes.

Methodology:

For each thematic area, one major programmes was selected. The evaluation team reviewed donor agreements and donor narrative reports.

The programmes were reviewed in terms of:

- Extent to which Leave no one behind characteristics (Diverse Sexual Orientation, Gender Identity and Expression, and Sex Characteristics (SOGIESC), Women with disabilities, Indigenous/rural women/ethnic minorities, Youth, Displaced women,) were considered during the design and analysis phases.
- Performance against the Gender Results Effectiveness Scale, see below

Figure 7:Gender Results Effectiveness Scale
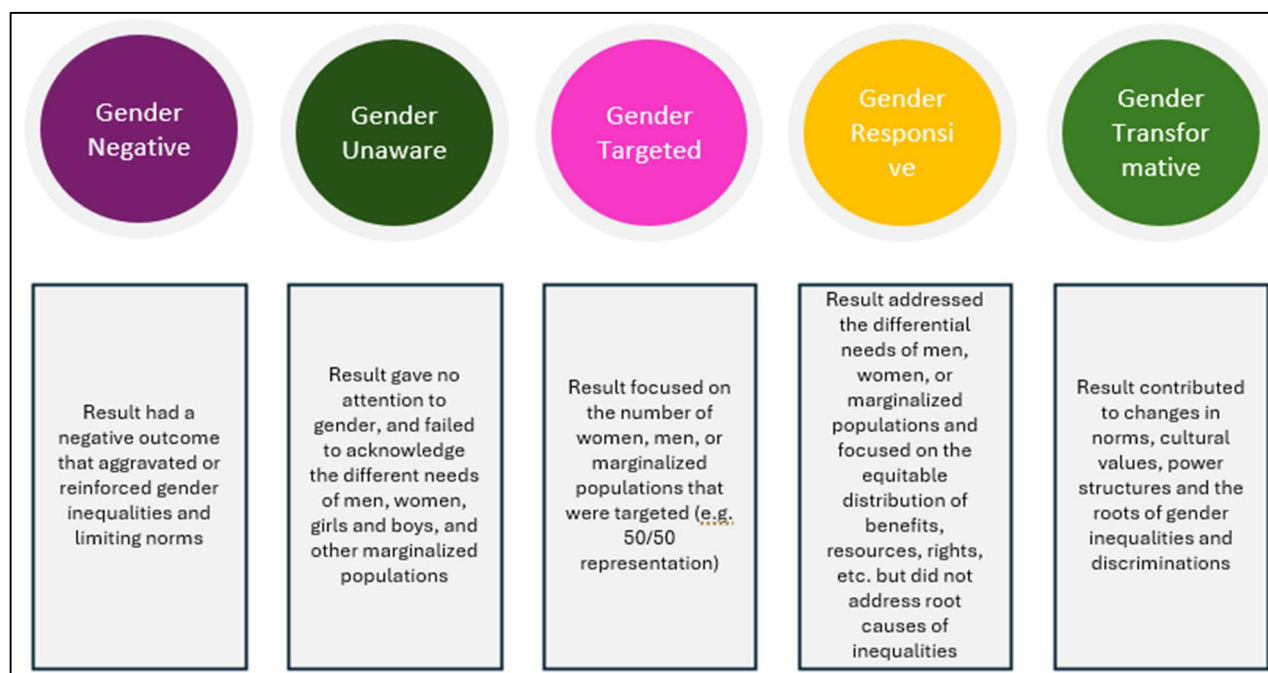
Key

	Unaware
	Aware
	Somewhat aware

Thematic Area/Project	SOGIESC		Women with disabilities		Indigenous/rural / minorities		Youth		Displaced women		Gender Results Effectiveness
	Design	Implementation	Design	Implementation	Design	Implementation	Design	Implementation	Design	Implementation	
Coordination: Implementation of Beijing +30	Red	Red	Green	Red	Green	Red	Green	Green	Green	Red	Potential to be transformative: The project contributed to shifting structural barriers to gender equality by embedding intersectional analysis into UNCT planning processes, ensuring that the rights and needs of women, youth, persons with disabilities, and other marginalized groups are integrated and monitored from the design phase through implementation.
ESAR A.C.T. to EVAW	Green	Green	Green	Green	Green	Red	Green	Green	Red	Red	Potential to be transformative: The project contributed to advancing inclusive norms and challenging exclusionary practices by amplifying LGBTIQ+ voices in research, advocacy, and interagency coordination, while promoting engagement of diverse women's groups including those with disabilities and from indigenous backgrounds in regional policy spaces.
Gender statistics: ESA Women Count Phase II	Red	Red	Green	Green	Green	Green	Green	Green	Green	Green	Potential to be transformative: The project contributed to strengthening institutional capacity to address gender disparities by generating disaggregated data and gender-sensitive analysis that inform inclusive policy development across areas such as employment, education, displacement, and disability.
Generation Equality: Action Coalitions and Accountability	Red	Red	Green	Green	Green	Green	Green	Green	Red	Red	Potential to be transformative: The project contributed to building equitable governance structures by mobilizing diverse stakeholders governments, civil society, youth, and the private sector under a unified platform to drive forward the Generation Equality agenda with shared responsibility and commitment.
Humanitarian and DRR: Prevention of COVID-19 infections among women and girls displaced	Red	Red	Green	Green	Green	Green	Green	Green	Green	Green	Potential to be transformative The project contributed to reducing exclusionary decision-making by enabling the active participation of at-risk women, including refugees, women with disabilities, and heads of households, in shaping national COVID-19 responses that reflect their priorities.
WEE: 3R ESARO	Red	Red	Green	Red	Green	Green	Green	Red	Red	Red	Potential to be transformative: The project contributed to redefining gender roles and power relations by advancing the care economy agenda through evidence generation, policy advocacy, and innovation promoting the recognition and redistribution of unpaid care work to support women's economic empowerment across East and Southern Africa
Outcome1 WPP	Red	Red	Green	Orange	Green	Orange	Green	Green	Red	Red	Potential to be transformative: The project contributed to transforming gender norms, cultural values, and power structures by promoting inclusive political

Thematic Area/Project	SOGIESC		Women with disabilities		Indigenous/rural / minorities		Youth		Displaced women		Gender Results Effectiveness
	Design	Implementation	Design	Implementation	Design	Implementation	Design	Implementation	Design	Implementation	
	🔴	🔴	🟢	🟠	🟢	🟠	🟢	🟢	🔴	🔴	participation for marginalized groups, including women with disabilities, indigenous communities, and displaced women, through advocacy, dialogue, and targeted programming.
WPS: Every badge counts	🔴	🔴	🔴	🔴	🔴	🔴	🟢	🟢	🔴	🔴	The project contributed to transforming gender norms and cultural values by leveraging public awareness campaigns, including photo stories of Gender Champions and video portraits of successful female officers, alongside targeted initiatives engaging youth, students, and community members, to challenge stereotypes, inspire young women to pursue careers in law enforcement, and promote gender equality in police services that better represent the communities they serve.

Source: document review and interviews with programme teams

ANNEX 16: EMERGING THEMATIC PRIORITIES AND STRATEGIC OPPORTUNITIES FOR CONSIDERATION IN THE NEW STRATEGIC NOTE

Thematic Area	Key opportunities and emerging priorities
EVAW	• Leverage the *AU Convention on Ending Violence Against Women and Girls*, *SADC Gender Protocol* to push for legislative reform and implementation by Member States. • Emerging areas: cross-border sexual violence in conflict situations; online and digital gender-based violence and safety, including cybercrime legislation. • Strengthened integration of GBV, WEE and gender statistics, to inform policy and investment
Gender statistics	• Emerging areas: gender statistical methodological work in the humanitarian and environmental sphere • Greater collaboration with UN agencies on the Multiple Indicator Cluster Surveys given likely scale back of the Demographic and Health Surveys
Humanitarian Action	• Build on achievements in disaster risk reduction (DRR) through continued advocacy and technical support with IGAD and Africa WG for DRR to influence national plans and budgets. • Localize and operationalize at regional level global MOU with UNHCR for refugee site management.
HIV	• Strengthen linkages with other thematic areas beyond EVAW and WEE, especially WPP given HIV indicators sit under WPP in the reporting framework. • Opportunity to scale capacity building to the women's movement in the global fund mechanism, depending on funding availability
WEE	• Emerging areas: Cross-border trade and green economy • Support ratification and domestication of ILO Convention 190 • Building economic case for WEE investments, to advocate for increased attention and funding; scale up care economy work and links to social protection.
WPP	• Recommend complementing election focus with also building up women leaders for sustainability • Shifting beyond the 30% quota approach to parity (50%) and transformative leadership to align with African Union standards

ANNEX 17: THEMATIC EXAMPLES OF SUPPORT TO COS

The Regional Office provided a range of targeted technical and strategic support to Country Offices (COs) across East and Southern Africa, across the triple mandate, to advance gender equality and women's empowerment. A few examples highlighted by Country Offices as particularly valuable are set out below.

Thematic Area	Examples of Regional Office Support
Coordination	Supports country offices in engaging with UN Country Teams (UNCTs) to institutionalize gender equality and women's empowerment through common processes and accountability frameworks.
Ending Violence Against Women (EVAW)	Supports development and implementation of national EVAW strategies, and shares lessons from other countries' Spotlight programming to strengthen positioning for Spotlight 2.0.
Gender statistics	Provides technical expertise to enable stronger CO engagement with national statistics offices and facilitates linkages to regional convenings and standards.
Generation Equality	Supports COs in engaging youth and feminist civil society organizations, and in advancing the implementation of Generation Equality Compact commitments.
HIV	Assists COs in collaboration with Joint UN Teams on AIDS, helping to integrate gender perspectives and support multisectoral coordination.
Humanitarian action	Builds capacity and offers guidance on the Gender in Humanitarian Action (GIHA) framework, supporting gender integration in humanitarian coordination and resource mobilization.
Women, Peace and Security (WPS)	Provides technical support in the development of National Action Plans (NAPs) and gender-responsive peacebuilding frameworks, while facilitating connections to regional advocacy platforms.
Women's Economic Empowerment (WEE)	Provides technical assistance on care economy policy, including opportunities for cross-learning around programme implementation and policy engagement.
Women's Political Participation (WPP)	Delivers technical guidance on electoral laws, quotas, and candidate training tools to support CO-level efforts.

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

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

UN WOMEN