

EVALUATION SUMMARY

KENYA

GENDER, HUMAN RIGHTS &
GOVERNANCE PROGRAMME –
HUMAN RIGHTS COMPONENT



FINAL EVALUATION

KENYA HUMAN RIGHTS PROGRAM



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EVALUATION DATE: APRIL 2012

**EDITED BY: UN WOMEN EASTERN AND
SOUTHERN AFRICA REGIONAL OFFICE**



PROJECT SUMMARY

Country: Kenya

Thematic area: Leadership & Participation

Implementing Partners: Implemented with support from the Embassy of Sweden in Kenya (previously known as the Swedish International Development Agency – Sida).

Duration of Project: 2007 - 2011

Budget: The entire program budget is USD 6,436,931.

I. Background

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

II. Program Purpose and Goals

VAWG The overall development goal of the Program was to bring about systemic change to actualize gender equality and women's rights. The immediate program objectives were aiming at promotion of women participation, reduction of gender-based violence and enhancing economic rights. The major outcomes of the program were related to supporting constitution and legal frameworks, access to justice, advocacy and capacity building. Over the four years of implementation (2008-2011) the program partnered with more than 20 Civil Society Organizations (CSO) and key state institutions working in the area of gender equality and human

rights and implemented the Program in selected areas of all 8 Provinces in Kenya (See annex 1 on the list of key partners).

III. Evaluation Objectives and Scope

Evaluation Purpose:

The Gender, Human Right and Governance Program are implemented in two components; the Gender and Governance Program III and the Human Rights Program. This evaluation focused on the Human Rights component. The external evaluation of the Program was commissioned by UN WOMEN and Embassy of Sweden in Kenya. It is intended that the findings/lessons from this evaluation will be used to inform future programming. The overall objectives of the evaluation were to assess the achievement of outcomes, the relevance and sustainability of the Program and to draw lessons learned and to furnish set of recommendations.

Evaluation Methodology, Data Collection and Analysis:

A team of two external consultants facilitated the evaluation exercise with stakeholders. A reference group for the evaluation was established to facilitate the evaluation process and also ensure that the evaluation adopted a participatory approach. Total time frame of the exercise was 30 working days spread over between December 2011 and March 2012. Twenty (20) implementing partner organizations were consulted during the evaluation exercise and field visits were expedited in selected regions and more than 150 relevant individuals stakeholders were met during the process (see annex 2 for the list of partners contacted). Data was collected mainly through key informant interviews, focus group discussions, review of program documents and records and perception questionnaires (see annex 3 on tools used for data collection).

IV. Findings

It can be concluded from the findings of the exercise that **the Program was relevant, timely and consistent** with prevailing political, social and economic context of the country. Program support was instrumental in building capacities and advocating for inclusion of gender equality and human rights principles in the new constitution,

legal frameworks and policies. The program has made considerable efforts through its partners to reduce gender based violence. A good deal of awareness was raised among the communities, policy and administrative circles, and efforts were made to support framing of necessary regulations on Gender based Violence (GBV) and streamlining access to justice. Relevant state institutions such as the Judiciary, Kadhis Courts, Police and the National Legal Aid and Awareness Program (NALEAP) were supported to facilitate access to justice for women. At the community level, partner CSOs were actively involved in raising awareness, advocating for and providing paralegal support through networks of trained paralegals to the survivors of violence. The program also promoted rights to land for women and contributions were also made to gendering of the land reforms; governance of public funds and devolution.

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

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

Findings also reveal that UN Women is strategically positioned for promoting gender equality and partners hold UN Women's work in high esteem and they also have high expectations. Overall **the technical adequacy of the program** in highlighting and addressing the issues identified in the situation analysis was adequate and programmatic interventions were also in line with the mandates and scope

of work of partner organizations. The Program was also able to capitalize on existing capacities of its partner organisations in achieving outcomes. The ultimate beneficiaries remained the women population of the country. However, partner organizations i.e. CSOs and state organisations were also among the important intermediary beneficiaries.

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

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

V. Conclusions & Recommendations

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

Evaluation Recommendations:

1. Future programs should be based on a comprehensive program designs using results based approaches. Development of detailed logical frameworks consisting of program specific outcomes, outputs, indicators etc is the key to effective program implementation and evaluation. The programs also need to be formulated in a participatory manner involving all stakeholders especially beneficiaries. Organizing standard logical framework analysis workshops, facilitated by Logical Framework Approach (LFA) experts can help greatly in devising the programmatic logical frameworks.
2. Future programming should pay attention and avail resources to effectively and timely measure the objectives and outcomes. Indicators need to be identified keeping in view the SMART (Specific, Measurable, Accurate, Realistic and Time bound) criteria. Most importantly adequate baselines need to be established and specific and realistic targets outlined to measure the performance of indicators. Due provisions shall be made in the program design to devise monitoring and evaluation frameworks and to collect and process required data. This may require the establishment of and comprehensive M&E system with dedicated resources and expertise at the program level
3. Consistency with country context needs to be further fostered by keeping a continuous watch on the changing human rights situation in the country especially in the context of ongoing constitutional and legislative reforms and changing ground situations. Resources and expertise need to be allocated to expedite situation analysis and scenarios building in the designing of future programs.
4. For Ownership of the program by partners capacities of local stakeholders and especially of target communities needs to be further built to enhance their influence, coverage and ownership level. Provision should be made within the program to test indigenous solutions that are in line with local traditions and norms to foster local ownership of the interventions.
5. To further improve technical adequacy, there is a greater need to reach out to the wider population of women and vulnerable groups. In the next round, the program need to further foster its efforts and expand its interventions and partnerships to reach out the wider women population living especially in the rural and remote regions.
6. There is a need to devise specific mechanisms for identification and targeting of beneficiaries at the community level and on the basis of geographical distribution. Equal chance needs to be given to all regions of the country and preference shall be for the most neglected, remote and unattended communities.
7. UN WOMEN is strategically positioned and is also held in high esteem by its partners, and simultaneously they have high long-term expectations. To meet these high expectations on one hand UN WOMEN has to generate more programmatic resources and on the other hand it has to synergise its capacities and energies in program management. The interventions need to be scaled up and longer term partnerships need to be built on sustainable basis to address women rights issues.
8. Use of existing local capacities to achieve outcomes: there is a need to continue the programmatic and capacity building support to partners, especially to community groups to further enhance their influence to achieve the longer term impacts. Management Response: Agree with the Recommendation.
9. Sustainability of the Program: In view of scarcity of available local resources, almost all partners including state institutions, CSOs and community groups were of the view that necessary financial, technical and capacity support needs to continue for a while until situation considerably improves. Sustainability can be ensured in the longer run by investing in joint ventures where state institutions, CSOs and communities join hands to implement joint interventions. To induce sustainability at the community level there is a need for investing more in local communities groups to gradually build their capacities and resources to continue the interventions in the longer run and without external support.
10. Program Implementation Partnerships agreements should be made for longer periods and

projects shall be implemented with partners in 3-5 years cycles. Transfer of funds to partners needs to be reviewed by putting in place desired financial management capacities at the program level. On the other hand capacities of some of the partners also need to be strengthened in timely reporting and financial management to avoid process delays.

11. Coordination among stakeholders needs to be considerably improved to give way to generating synergies. Specific mechanisms need to be explored and further strengthened including common forums and networking. Joint ventures shall be promoted, in which many partners are involved in implementation of joint projects.
12. Monitoring and evaluation mechanisms and capacities need to be considerably strengthened both at the program and project level. M&E mechanisms need to be duly incorporated at the program and project design stage and necessary capacities shall be further built to effectively monitor and evaluate both programmatic and project interventions.
13. Stakeholders and especially communities need to be involved at the program and project formulation stages to give way to their needs and ownership. The cooperation and support of respective communities need to be ensured through promotion of indigenous solutions and awareness rising. Issues of partnerships with closed nature state institution need to be further explored and these organizations should be involved by addressing their needs, raising awareness and building capacities.

VI. Lessons

In view of the analysis it is recommended that future programs need to be designed in a more holistic manner involving all stakeholders and capturing all synergies. There is a need for developing comprehensive logical frameworks, consisting of specific, realistic and measurable outcomes and outputs and respective indicators, base-lines, targets, and necessary resources and capacities should be put in place to collect and process required data to effectively measure programmatic outputs and outcomes. The programmatic resource base need to be further extended to generate extra

sources to reach out to the wider population of women. Capacities of partners need to be further strengthened and coordination among stakeholders considerably improved through networking and joint ventures.

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

For further details of key findings under each area, please see the full mid-term evaluation report, available at:

<http://gate.unwomen.org/evaluationadmin/manageevaluation/viewevaluationdetail.html?evalid=4555>

