

**UN Women Kenya Country Office
Strategic Note Mid-Term Evaluation**

Final Report

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List of Acronyms

APO: African Press Organization

AWEIK: Awakening Women's Potential in Oil, Gas and Mining

CEDAW: Committee on the Elimination of Discrimination against Women

CIDP: County Integrated Development Plan

CoG: Council of Governors

DG: Democratic Governance

DRF: Development Results Framework

DRR: Gender and Disaster Risk Reduction

EVAW: Ending Violence against Women

FAO: Food and Agricultural organization

FGD: Focus Group Discussions

FP: Flagship Program

GAB: Gulf African Bank

GBV: Gender Based violence

GEWE: Gender and women Empowerment

GoK: Government of Kenya

GRB: Gender Responsive Budgeting

GVRC: Gender Violence Recovery Centre

HAK: Healthcare Assistance Kenya

IEBC - Independent Electoral and Boundaries Commission

IFAD: International Fund for Agricultural Development

ILO: International Labour Organization

IP: Implementing Partners

IPSTC: International Peace Support Training Centre

JOYWO: Joyful Women Organization

KCO: Kenya Country Office

KEWOPA: Kenya Women Parliamentarians Association

KISM: Kenya Institute of Supplies and Management

KRA: Key Result Areas

KRA: Kenya Revenue Authority

LVCT: Liverpool VCT Care and Treatment
MCA: Member of the County Assembly
MER: Monitoring, Evaluation and Reporting
MTP2: 2nd Medium Term Plan
MTE: Mid-Term Evaluation
NGEC: National Gender and Equality Commission
NGO: Non-governmental Organization
NMA: National Male Alliance
ODM: Orange Democratic Movement
OEEF: Organizational Effectiveness and Efficiency Framework
ORPP: Office of Registrar of Political Parties
PPRA: Public Procurement Regulatory Authority
RBM: Results-based Management
RCO: Resident Coordinator's Office
SED: Sustainable Economic Development
SME: Small and Medium Size Enterprises
ToC: Theory of Change
UNFEM: United Nations Fund for Women
UN Habitat: United Nations Human Settlements Programme
UN Women: United Nations Entity for gender equality and the Empowerment of Women
UNCT: United Nations Country Team
UNDAF: United Nations Development Assistance Framework
UNDP: United Nations Development Programme
UNICEF: United Nations Children's Fund
UNIDO: United Nations Industrial Development Organization
UNSCR: United Nations Security Council Resolution
WEE: Women's Economic Empowerment
WEP: Women Empowerment Principles
WFP: World Food Programme
WPS: Women, Peace and Security
YIKE: Youth Initiatives-Kenya

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Executive Summary

Background and Context

The Kenya Country Office of the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) commissioned an independent, external, mid-term evaluation of the Strategic Note (2014-2018). The Strategic Note (SN) is the first-ever comprehensive integrated multi-year programme since UNIFEM was transformed into UN Women; thus, embracing the programmatic approach. The SN was developed in 2013 through consultations with women organizations, the Civil Society Advisory Group, and Government agencies.

Since 2014, UN Women has continued to play a coordination role in ensuring delivery of the results of the SN at the national and county levels by providing state and non-state actors with upstream policy, capacity building, coordination and other technical support. The review process takes place after the adoption of the 2030 Agenda and other key events including the 60th session of the Commission on the Status of Women, and the 15-year review of the implementation of SCR 1325. At the same time, major national and regional challenges are directly impacting UN Women and the general agenda of promoting Gender and Women Empowerment. Other than general elections later in 2017 and the related threat of targeted violence against female political candidates etc., one needs to name devolved governance challenges and opportunities, the rise of violent extremism with continued threats to national security, the potential youth dividend, and emerging economic opportunities in the extractive industries and the agricultural sector.

While exact data against key indicators such as the prevalence of, for example, the actual incidence of GBV (as opposed to officially reported and/or investigated cases) at the national level are not yet available through existing data collection mechanisms and systems, it is clear that Kenya is still a predominantly patriarchal society where, in general, girls and women lag behind their male counterparts across key development measures in the social, political, and economic spheres. In the institutional context in particular, there are clear power differentials along gender lines, with women being the minority across leadership ranks and positions of power, influence and decision making in all branches of government.

The SN puts particular emphasis on strengthening women's political empowerment and leadership. This is underpinned under its five key result areas of: 1) Women lead and participate in governance; 2) Economically empowered women benefitting from public procurement and agricultural value chains; 3) Women and girls progressively living a life free from violence; 4) Peace, security and humanitarian action are shaped by women's leadership and participation; and 5) National and devolved planning fully reflects accountability for Gender equality commitments and priorities.

Purpose, Objectives and Scope of the Evaluation

The evaluation is of a formative nature and; thus, encapsulates the following three strands of inquiry: i). Development results and any evidence on early impact; ii). Corporate learning process and performance of policy and operations; iii). Forward-looking recommendations. It covers the period January 2014 to March 2017, evaluating all result areas of the SN including support to women's leadership and participation in democratic

governance and planning, mitigating SGBV including in humanitarian and post-disaster settings, and Women's Economic Empowerment (WEE).

*The **purpose** of the MTE is to inform UN Women, the Government of Kenya (GoK), as well as donors specifically about the extent to which the SN was aligned with national and international GEWE frameworks and goals. The key **objective** is to assess the relevance and progress achieved against targets as well as efficiency in delivering results through the SN regarding: a) normative; b) coordination and facilitation-related and c) developmental, humanitarian and (post-)conflict operational work. It thus holds UN Women accountable in terms of the SN's performance and success in supporting national GEWE priorities. Furthermore, evaluation findings and lessons learned are also intended to inform development of the next UN Women Kenya Strategic Note (2018-2022).*

The MTE also presents the theory of change based on a set of inter-related assumptions, including the following: for women to acquire basic skills and competencies enabling them to aspire to leadership roles and functions and actively participate in shaping policies and engaging in politics and legislature, there needs to be an enabling economic and societal environment which allows them to prepare and study so they can become eligible and/or contend for leadership positions. Recommendations based on findings and conclusions are presented on how to improve the strategy and implementation arrangements in the remaining period of the current implementation cycle, and beyond.

Methodological Approach

Standard evaluation criteria including relevance, effectiveness, efficiency, sustainability and early impact were applied. The evaluation used a mixed method approach including both quantitative and qualitative methods to assess actual achievements against planned outputs, outcomes and early impact; and to establish actual levels of efficiency.

Related general methods and tools included a desk review of key literature and semi-structured beneficiary interviews and focus group discussions with key stakeholders including donors and government institutions, civil society organizations (CSOs/NGOs and umbrella organizations), UN Women staff and a sample of representatives of other UN agencies. Moreover, the MTE made use of online surveys, one on the general perception of SN added value as well as strengths and weaknesses, and one specifically to assess the performance in terms of facilitation and coordination.

Given the limited time and resources for the MTE, a sampling approach was opted for. While all programme areas were part of the detailed desk review, the actual interviews focussed on a sub-set of implementing partners and beneficiaries. Other than meeting with the programme's implementing partners and other stakeholders, site visits to several implementing partners' project locations or offices were carried out.

Taking into account availability of groups and group members among partner agencies, an appropriate and representative sample size was covered. There were no major limitations to the strategic level evaluation. The only issue that deserves being mentioned is that given the absence of detailed financial data on expenditures against KRAs and outcomes per year, the analysis under the criterion of efficiency could not be expansive as initially intended. Meetings held with stakeholder agencies per key result area included the following: KRA 1 YIKE, KEWOPA; KRA 2 GAB, PPRA; KRA 3 LVCT, IPSTC; KRA 4 IPSTC; KRA 5 COG, NGEC.

Major Findings

A. *The introduction of the programmatic approach under the SN following the transformation from a UNIFEM Country Programme Office implemented via partners to a full-fledged Country Office has through the SN positioned UN Women squarely as primary UN interlocutor regarding GEWE, not only for donors and civil society, but also for GoK.*

B. *The SN contributes to the national development priorities in Kenya's Vision 2030 as articulated in its 2nd Medium Term Plan (2014-2018), under the economic, social and the political pillars. The SN is aligned with the UNDAF 2014-2017; the UN Women Global Strategic Plan (2014-2017) Development Results Impact Areas 1, 2, 3, 4, and 5; and the principles of the Quadrennial Comprehensive Policy Review (QCPR). The SN comprises elements following up on CEDAW (reporting requirements on commitments etc.) and re-affirms UN Women's commitment to the Paris Declaration on Aid Effectiveness as well as the UN-Sector Wide Action Plan (UN-SWAP).*

C. *The Strategic Note's theory of change reflects that the key result areas are closely intertwined, acknowledging the interconnectedness and complexity of structurally embedded bias, stereotypes, stigmatization and disenfranchisement along gender lines in the cultural, social, political, and economic spheres. However, the drawback is that transformational change(s) at the level of attitudes and practices takes much more time than instilling knowledge and skills or facilitating the development and enactment of policies and laws. This sets the limit to the level of ambition of the outcome areas under the various key result areas. Likewise, the financial limitations of the Plan set intrinsic boundaries to what one can reasonably expect in terms of results, for instance in terms of the scale of reforms being implemented at county level etc.*

D. *The planning process of the Strategic Note was participative, even though some stakeholders claim that they would like to become involved as of the very initial stages of planning rather than being brought in at the later stages of the planning for finetuning, critique or endorsement.*

E. *Regarding gender mainstreaming, devolution is key to the design of the Strategic Note. Women's leadership and participation dominate three of the five KRAs. However, there is room to reduce the number of KRAs and outcomes/outputs, mainly by merging areas of greatest overlap. Some outcomes and outputs are candidates for being dropped given that there is no donor and/or GoK interest in those areas which never took off since the beginning of the implementation of the Strategic Note. All scenarios of reducing KRAs have advantages and disadvantages, and come with their own opportunities and challenges.*

F. *The relevance and responsiveness of the Plan's implementation mechanisms to the rights and capabilities of the rights-holders and duty-bearers is quite convincing even though some NGOs and civil society organizations have still not come to terms with the "reinvention" of the UN gender entity. This being said, overall, the mandate of UN Women is by no means matched by the financial budget to implement the SN which hampers effectiveness and impact, and thus also the operational relevance of UN Women as an agency, and the impact of the SN as a programme.*

G. *UN Women KCO/the SN's budget is very limited in light of the, in reality, (multi-)generational scope of the intended change (surpassing the limited timeline of the SN programme life cycle with thus, to remain realistic,*

logically limited targets pursued by many KRAs). This state of affairs requires the SN to focus on pilot initiatives, upstream and coordination work through selected partnerships.

H. While almost all partners would appreciate more consistent, larger amounts of funding, it should be noted that at least in one case, namely the IPSTC (International Peace Support Training Centre) catalytic effects from UN Women support resulted in new and additional funding for one key partner from USAID, DFID etc., in an area not even directly covered by the Strategic Note.

I. In terms of the 2030 agenda and the SDGs, UN Women provided crucial support to GoK as a main player in the inter-governmental UN fora designing the sustainable development goal structure, resulting in a stand-alone SDG on Gender (SDG5). GoK (via CoG and the statistics agency etc.) committed to adopting all standard measures and, by implication, related activities, with the exception of the target on ensuring equitable access to land rights, titles and utilization rights. This is a significant oversight and constitutes a major area of so-far neglected activities, which requires both upstream and sensitization-related attention that UN Women could provide under KRA2.

J. In CoG and NGEC, UN Women has teamed up with two key state agencies in the field of devolution and public oversight and accountability.

K. Overall, the introduction of the Flagship Approach paid off handsomely in terms of rendering the SN more stringent, effective and efficient.

L. There is evidence that in some cases, transformative change at the impact level has already been enacted, including enabling holistic planning by a key KRA4 beneficiary and partner institution (IPSTC), opening up opportunities for integrated programming which otherwise could probably not have been realized to the same degree.

M. Various sustainable approaches are being used to implement the SN: directly by UN Women KCO, through state actors at federal level and county office level, parastatal entities, and non-state actors (incl. NGOs, CSOs).

N. All Implementing Partners (IPs) acknowledge critical contribution by UN Women: average grade 8/10 overall performance, even higher in terms of SN relevance and potential mid- to long-term impact.

O. The KRA structure which has helped to conceptualize the programme is perceived as limiting by partners (YIKE, KEWOPA, and IPSTC) who are keen to undertake complementary activities currently affiliated with KRAs to contribute towards a robust transformation. Key donors (Finland, Sweden) see the limitations of the KRAs as silos, while acknowledging that this as an inherent limitation of the somewhat indispensable pillar or result group structure needed to provide a structured framework for programme design. However, they stress their flexibility regarding the evaluation of the SN model/design. While the KCO ToC is still seen as valid by donors, cross-KRA planning is encouraged, to ensure integration of the respective activities.

P. UN Women's funding model (of one year) is not conducive for supporting sustainable efforts. The situation is worse during dynamics associated with election and disasters when quick decisions need to be taken. Some of the decisions may call for additional support or expertise/consultancy services not included in the Strategic Note approved budget. Further, UN Women funding is done through Units (DG, WPS, SED) resulting in stand-alone projects; contrary to the organization's theory of change (ToC) which embraces integration and interlinkages.

Q. While UN Women is seen to provide high quality policy advice in gender issues, some stakeholders recommend for quicker turn-around cycles in terms of ad hoc legislative advice. In general, UN Women is seen to have the following strengths: a). Effective advocacy; b). Neutral and trustworthy 'broker' with ample convening power to mobilize and facilitate interactions across a range of national and international actors; c). Strong brand image marshalling respect and belief in its technical ability to promote gender mainstreaming helping to address problems that cannot be solved by national stakeholders alone.

R. There is considerable room to improve RBM incl. reporting, analysis, use of data, which implies the need to revise the design of the KRA structure and related result chains, indicator framework, reporting processes. While the model and guidelines of the SP-SN foresee RBM as a cross-cutting issue, there are concerns about the design of the result chains, indicators and related reporting.

Conclusions and related Key Recommendations

The most important recommendations derived from the gathered evidence comprise the following items:

- i. KCO management, planning and M&E experts and programme officers to revise KRA structure and subsequently revise KRA objective and outcome levels. Reduce number of KRAs and 20+ outcomes, by consolidating or merging elements scattered under inter-connected, yet currently separately structured KRAs. This reorganization of the KRA structure should be done using an integrated approach, de-emphasizing the currently prevalent silo logic by minimizing duplication and enhancing the level of integration and articulation between result areas. This would also allow to unleash potentially dormant synergies, e.g. between KRA1 and 5, at the county and national levels. For daily work, emphasize the much more practical KRA/Flagship-level ToC rather than the long-term SN ToC, esp. with regard to work related to creating an enabling environment.
- iii. KCO to approach UN agencies with special expertise in financial support programming to discuss their potential interest and willingness to leverage efforts, e.g. through the JP modality. This might allow to address insufficient linkage between the survivors of GBV and financial-economic support (KRA 3 and 4), the missing one-stop shop (only one pilot being planned with insufficient budget) as well as the related needed link between economic empowerment as contributing factor to conflict prevention (KRA 2 and 4), and the need to provide access to finance to economically challenged female aspirants-candidates (KRA 1 and 4). In general, KCO should encourage IPs to independently mobilize additional funding for planned SN activities via networking support, UN Women-facilitated donor-IP-GoK brainstorming formats etc.
- iv. The blind spot in the current SN is the issue of ensuring women's access to land ownership or tenure rights, deeds and titles. This could be linked to lobbying for also adopting or customizing related SDG indicators, this being the only global indicator that was not selected and thus skipped, by national stakeholders (including the national statistics agency, CoG and NGEK) responsible for setting the standards for, and managing, national level data collection and general measuring and monitoring of development trends including the promotion of gender principles.
- v. Coordinate the development of common GRB standards. As good practice, CoG had supported the standardization of a performance management model for the county level and might therefore be considered as candidate to take the technical lead. The need for UN Women to assume the facilitation of stakeholders (LVCT, NGEK, KEWOPA, CoG) would still be anticipated. UN Women to convene stakeholders to kick off process.

- *vi. Advocate for political parties to nominate female MCAs for upcoming open slots, and to select them from among the pool of members having received training on leadership skills through partner efforts (YIKE, IPSTC etc.).*
- *vii. Implement a gender scorecard process via KEWOPA in the national assembly and its related secretariat's apparatus. KEWOPA staff feel they can do much more than only governance-related work. UN Women to consider backing them to provide subject matter training in all areas of gender work. A related needs assessment in terms of staff capacity and end beneficiary knowledge gaps would need to be carried out during the initial planning stage. This would allow to gauge structural and procedural flaws that need to be addressed, as well as to identify staff training needs. Accordingly, related needs- and evidence-based training programs could be designed..*
- *viii. Convene stakeholders in order to bring together CoG, county Governors/gubernatorial machinery staff, MinGender etc. in order to revisit the status, mandate and (potential) function of national government gender staff at county level, to decide whether to use them in an integrated fashion (e.g., to serve as conduits for, and resource persons on, national level laws and policies at county level?) or abolish their posts.*
- *ix. Support to the devolution agenda requires immediate coordination of scattered, isolated stakeholder initiatives to develop a). Country level GRB guidelines and databases; and b). systems and processes as well as indicators to register and measure incidences of SGBV.*
- *x. Facilitate and coordinate the development of a database system that allows to collate and share existing information on GBV, and the related standardization of indicators, data sources, data cleaning and quality control procedures across data providers (private and public health centres and clinics, hospitals etc.) . In terms of ad hoc requests of a specific technical nature (legal issues-KEWOPA etc.), generic information, reference materials, FAQ data etc. are to be posted on a shared online platform.*
- *xi. With regards to the standard business model consider to stretch the standard funding arrangement and related programming horizon from the current annual (or 1-year life cycle project) approach to a 2 to 3-year basis to enable IPs to better deliver results which are of a mid- to long-term nature, and focus on actual work rather than having to spend a lot of time for re-applying.*
- *xii. Enhance internal and external RBM capacity for delivering, tracking and reporting on results. While consolidating the KRAs and result chain will reduce demands on reporting, SMART indicators (with actual MoVs in decent frequency of data availability) with related milestones need to be defined/identified). Staffing needs could be addressed by hiring JPOs or UNVs.*
- *xiii. The scope of UN Women support to IPSTC is not covering the range of beneficiaries of the capacity for peace and security efforts. Currently, the Institution is addressing needs in war torn areas, especially in Somalia; giving no attention to the needs in streets of Nairobi, Kisumu and Mombasa. IPSTC curricula should include building the capacity for handling violence against women in volatile urban centres (SGBV/"urban war & conflict zones").*

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1. Introduction

1.1 Background and Context

The United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) commissioned an independent, external, mid-term evaluation of the Strategic Note (2014-2018). The Strategic Note is the first-ever comprehensive integrated multi-year programme since the United Nations Fund for Women (UNIFEM) was transformed into UN Women, thus embracing the programmatic approach. The Strategic Note was developed in 2013 through consultation with women organizations, the Civil Society Advisory Group, and Government agencies.

This report on the mid-term evaluation contains a review of the design of the Strategic Note (its logical framework, implementation arrangement, the work programme, monitoring and evaluation); a concise discussion of the theory of change (ToC); a discussion of key findings and lessons learned; and related evidence-based conclusions and recommendations. In line with the UN Women Evaluation Policy 2012 for conducting evaluations and the UN Women Monitoring, Evaluation and Research Plan (MERP 2014-2018), this mid-term evaluation (MTE) is conducted three years after the introduction of the Strategic Note.

The MTE was conducted at a time of increased emphasis on 'delivering as one' following the UN reform agenda to create a more effective and efficient UN, and the Paris principles of aid effectiveness. The Paris Declaration on Aid Effectiveness reflects the current international donor sentiment and commitment to reforming the ways in which multilateral technical assistance and supports is designed or planned, as well as coordinated, managed and delivered. Since 2014, UN Women has played a coordination role in ensuring delivery of the results of the Strategic Note at national and county level using various approaches, namely: direct involvement of UN Women and/or working through advisory and technical support to state and non-state actors.

Furthermore, the MTE process MTE takes place after the adoption of the 2030 Agenda for Sustainable Development in September 2015, the Addis Ababa Action Agenda on Financing for Development in July 2015, the 20-year review and appraisal of the implementation of the Beijing Platform for Action, including the adoption of the Political Declaration at the 60th session of the Commission on the Status of Women, and the 15-year review of the implementation of security council resolution 1325.

At the same time, these developments take place in the broader context of major national and regional challenges in Kenya that directly impact the gender equality and women's empowerment agenda and UN Women. These notably include the upcoming general elections in 2017 and potential violence against women, devolved governance challenges and opportunities, the rise of violent extremism and continued threat to national security, the youth dividend, and the emerging opportunities in the extractive industry.

All these areas are addressed through projects of programmes under the Strategic Note, with particular emphasis on women's political empowerment and leadership which was singled out as main focus and title of the UN Women Flagship Programme. Strengthening coordination and provision of technical support by UN Women and other international development partners has received increased attention through different adaptive strategies.

1.2 Purpose, Objectives and Scope of the Evaluation

The evaluation is of a formative nature and; thus, encapsulates the following three strands of inquiry:

- a) Development results and any evidence on early impact in regard to gender equality, women's rights and women's empowerment;
- b) The corporate learning process and performance of policy and operations; and,
- c) Forward-looking recommendations to improve future performance of the strategic plan and UN Women's coordination role.

The period under evaluation spans across 39 months, starting January 2014 and ending in March 2017. In terms of the thematic focus, the evaluation covers all five key impact areas of the Strategic Note; thus, the domains of UN Women (strategic) support in the areas of governance, economic empowerment, work towards the elimination of gender based violence, supporting women's leadership and, participation and accountability for gender equality commitments and priorities.

Whereas the overarching *purpose* of the MTE is to inform UN Women, the Government of Kenya (GoK) and partners about the extent to which the SN was aligned with national development priorities considering gender equality, women's rights and women's empowerment, including during the implementation, monitoring and evaluation processes; the *main objectives* of the evaluation are to determine progress made so far, particularly with regards to the efficiency and effectiveness of delivery in the various areas of the UN Women portfolio (i.e., normative; coordination and facilitation-related; and developmental, humanitarian and (post-)conflict operational work) as well as the relevance of the Strategic Note in terms of pursuing national priorities. The evaluation findings are intended to inform the development of the next UN Women Kenya Strategic Note (2018-2022).

Furthermore, the evaluation also assessed performance in coherently delivering the Note. Lessons learned and good practices as well as (if applicable) "bad practices" as identified by UN Women and its partners and reflected on by the evaluation team. The influence of emerging issues on planned results is discussed in view of the degree of flexibility to adjust to changing circumstances, and to deal with challenges. Based on the analysis of the findings and lessons learned, recommendations emerged on how to improve the Strategic Note and/or implementation arrangements in the remaining period of the current implementation cycle.

In order to gauge progress made towards planned outcomes and outputs, the Strategic Note put in place methods, tools and protocols for monitoring and evaluation. The evaluation used the indicators and established targets to assess actual achievement and the likelihood of reaching the target by the end of the Note life cycle. In the process, the evaluation also reviewed the extent to which the MER Plan was being respected and the indicators and results framed in a SMART fashion (or not), leading to recommendations on how to improve on the quality of the latter, if applicable and needed.

The corporate development and roll-out of Flagship Programs (FP) represents another important building block of the Strategic Note and thus also, the evaluation. The MTE provides an opportunity to align existing project initiatives under the FP on "Women's Political Empowerment and Leadership", which also integrates peace and security and Ending Violence against Women (EVAW) initiatives to ensure peaceful and violence free elections in 2017, to UN Women's Strategic Note.

The MTE also reviewed important Kenya Country Office (KCO) institutional development initiatives undertaken since the start of the Strategic Note. These include adoption of the programmatic

approach, the adoption of a communications strategy, the knowledge management strategy and the elaboration of the (still pending, but nevertheless also covered) Non State Actors engagement strategy.

1.3 Theory of Change or Programme Theory

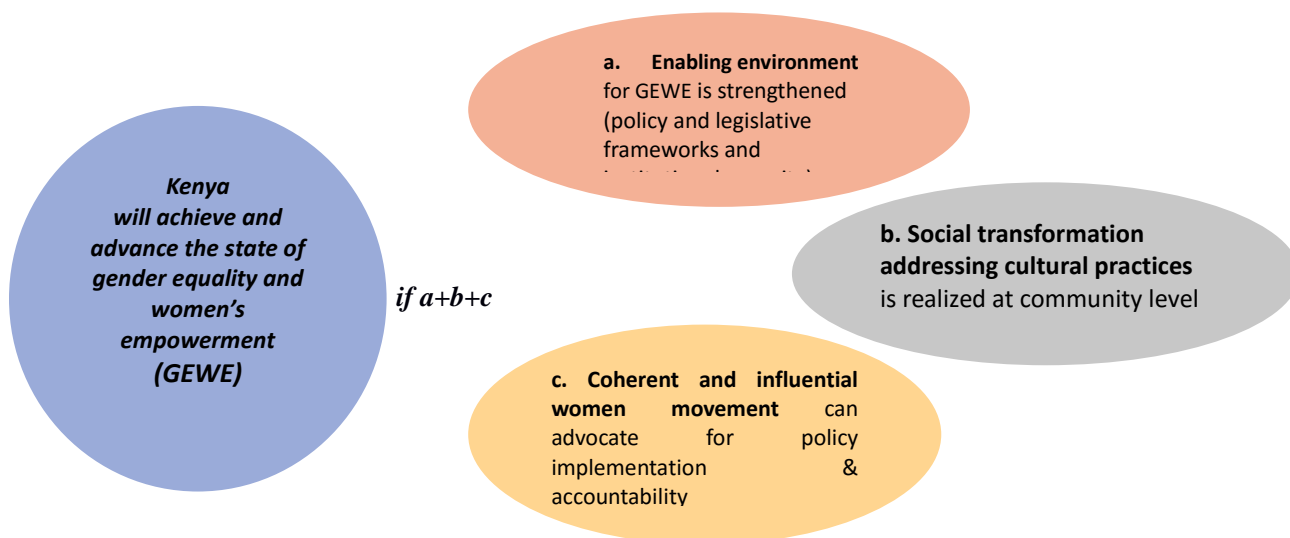
The Strategic Note has five impact areas (IAs), namely:

1. Women lead and participate in governance;
2. Economically empowered women benefitting from public procurement and agricultural value chains;
3. Women and girls progressively living a life free from violence;
4. Peace, security and humanitarian action are shaped by women's leadership and participation;
5. National and devolved planning fully reflects accountability for Gender equality commitments and priorities.

The theory of change (ToC) which underpins the design of the Strategic Note's programme areas builds on the three-pronged assumption that GEWE will be realized if the following three preconditions are met:

i. An enabling environment is in place based on the realization of conducive policies and legislative frameworks including the institutional capacity for the progressive achievement of gender equality and women's empowerment; ii. There is social as well as structural cultural transformative change at community level towards gender equality and economic empowerment; iii. There is advancement in women's political and societal participation, with a coherent women's movement as advocate for policy implementation and accountability and key enabler of change towards women's empowerment and participation; thus, further contributing to transforming women into a strong constituency and interest group.

UN Women Kenya Strategic Note (2014-2018) Theory of Change



The above reflects the insight that achieving one-dimensional change in an isolated sphere such as governance, is unlikely. The key results areas are hence not conceived as isolated silos but rather, interfacing, overlapping and interconnected entities which directly or indirectly “communicate” or “interact” with one another. Hence, it is posited that Kenya can only achieve GEWE if all other dimensions (that is, a. and b. and c.) are all addressed at once, ideally simultaneously rather than in any given consecutive order. For instance, to collectively enable women acquire basic skills and competencies to enable them leadership roles and functions and actively participate in shaping policies and engaging in politics and legislating, there needs to be an enabling economic and societal environment which allows them to gain required education to prepare them to become eligible and/or contend for leadership positions etc.¹

One of the main insights of the evaluation is that there is a missing link between the symbolic enactment of policies and laws, and their actual respect and implementation. This blind spot in the otherwise very much laudable and worthwhile work carried out in terms of empowering the female caucus also exists in the very centre of national legislation, namely the national assembly. While the UN Women-sponsored IP KEWOPA engages in its continuous empowerment and sensitization-related work through training, coaching, drafting support for its key constituency, namely the female caucus, informed sources pointed out to the evaluation team that the working culture in the national assembly firmly remains a bastion of male chauvinism regardless and in spite of any efforts to create an enabling environment.

While one might argue in defense of the existing theory of change that the general logic holds true and should not be changed, and that deep-rooted socio-cultural or psychological patterns of perception, behavior and social practices require that they are constantly addressed over the long term, this also indicates that in practical terms, the existing theory of change might not be that effective given the imbalance between the generational transformative horizon of the current ToC and the requirements of a mid- or even short-term ToC, if the theory is to be of practical relevance for the SN’s time horizon.

The immediate, practical conclusion would then be to spell out the gap between foundational work addressing the text-based body of legislation, and the practical dimensions of an enabling environment which actively support the immediate application, implementation, observance and respect of the spirit and content of the existing and emerging body of GEWE-related legislature and policies. This could either be done through a revised ToC, turning the language of the “enabling environment”-related item into more actionable/action-oriented language; or, in following the example of the Flagship framework with their respective layers of sub-ToCs tied to the specific KRA/Flagship higher-level results or outcomes, by emphasizing the KRA level and using the respective ToCs as strategic compass for the remainder of the SN cycle, and potentially even beyond if such an approach were to prove (more) effective.

¹ General adversity will sometimes also yield female political leaders. However, a structured programme design stands a better chance to collectively uplift women in the sense of allowing them to systematically and peacefully engage in governance and assume political leadership positions in national and regional assemblies by being voted into office.

2. Methodology

2.1 Evaluation criteria and elaboration of key questions

Standard evaluation criteria including relevance, effectiveness, efficiency, and sustainability were applied. The elaboration of key questions to cover the qualitative aspects of the evaluation criteria followed standard logic and queries, in applying them to the object of enquiry at hand; namely, the Strategic Note and its key result areas. Given that this is a mid-term evaluation, it was anticipated that gathering data on actual impact would pose a challenge – as normally this can only be measured after an intervention designed to enact transformative change has come to an end.

Nevertheless, the mission attempted to gather feedback on any evidence or indications hinting at early impact, mostly relying on qualitative information garnered from key informant interviews and focus group discussions (FGDs). This included, on the part of the evaluators, insisting on respondents to justify any potential statement that given changes observed (or hypothetical changes that are considered just about to materialize) are of transformational or “game changing” quality; as well as an explanation of why such change can be linked to interventions under the Strategic Note.

While the mission refined the set of draft questions and related tools and indicators until the early stages of the actual interview phase, the evaluators flexibly used the pre-formulated queries in the sense of semi-structured interview guidance. Thus, new and unexpected key issues that surfaced during any given interview would trigger related follow-up questions as applicable, rather than being neglected and passing unnoticed since outside the prepared universe and horizon of the pre-formulated queries.

In this context, it is worthwhile mentioning that the evaluation criteria as such were not treated as stand-alone entities where indeed, it makes sense to analyse related data in conjunction with data collected for specific indicators or questions linked to other criteria. In general, the applied methodology was appropriate in analysing gender and human rights issues as per the evaluation scope, in that it probed for rich or deep qualitative data during the interviews, iteratively cross-referencing and triangulating enunciations gathered during the interview session with relevant, already previously collected interview data and quantitative monitoring data.

2.2 Evaluation design (method of data collection and analysis)

In view of the proposed analytical framework (cf. the related table further below), the evaluation used mixed method approach. Thus, both quantitative and qualitative methods were used to assess actual achievements against planned outputs, outcomes and impacts; and to establish actual levels of efficiency.

Related general methods and tools included the following:

- Desk review of all the documents (both from the government on national policies and strategies as well as from the UN agencies), including documents containing analyses relevant to this evaluation (cf. Annex 6.1);

- Semi-structured interviews (face to face/e-mails/Skype) with UN Women and national staff, and a sample of representatives of other UN agencies, academia and civil society organizations (CSOs).
- Beneficiary interviews;
- Interviews comprised in-depth sessions with key informants as well as FGDs with initial inputs from the mission to trigger a discussion among stakeholders, with the mission listening in and recording what was being said and only interfering to guide the discussion and clarify technicalities and address ambiguities or contradictions in what was discussed by and between the informants;
- A Likert scale for grading or ranking was used to standardize data collection regarding perception based questions that required and relied on, subjective judgments (for instance, about the perceived relevance of UN Women Strategic Note result areas, specific projects-programmes under the Strategic Note, the Strategic Note as a whole etc.);
- The mission conceived two on-line e-questionnaires (using the Survey Monkey platform) that were disseminated among key stakeholders, including UN Women staff, and Government, the private sector, academia and CSO representations for the general perception survey, and coordination clients among UNCT entities and RCO in the case of the coordination-specific mini-survey.
- In order to comply with ethical considerations, strict anonymity was guaranteed to all respondents. This was especially the case with regards to critical opinions and assessments, to ensure the interests of the individuals and their respective institutions or organizations participating in the exercise; and to safeguard the validity and integrity of the sample data by excluding any potential response bias, to the extent possible. So as to safeguard requisite data quality both in terms of data collection and data analysis, leading questions were avoided and available data submitted to logical consistency checks through data triangulation, checking reported results against baseline and target levels, as well as horizontal connectedness between reported results and the related indicator statement.
- Prospective online survey data respondents who had been invited to fill the template received a number of electronic messages reminding them to kindly answer the cyber questionnaire. The online questionnaires had inbuilt, programmed quality checks and features preventing illogical answers from being entered.
- There was no specific gender filter applied for screening the gender of the respondents, given that the key characteristic of in-house as well as external interlocutors was their implication in the respective entity's gender work supported through the SN. By virtue of their status as the UN Women SN programme/project-specific gender focal point, gender mainstreaming officer etc. their gender sensitivity was already implicitly secured. In almost all focus group settings, interviews, workshops and briefing sessions, the number of female respondents constituted the absolute, if not exclusive, majority, whereas in some meetings the gender affiliation was split. A headcount of the number of stakeholder staff incl. UN Women interviewed yielded a gender ratio of 3:1 in favour of women (30 ladies and 10 gentlemen; cf. annex F, page 67) while the Evaluation Management and Reference Group had a gender ratio of 6 women to 5 men.
- Last but not least, it should be noted for the record that both the international and the national evaluator are male, The evaluators did their level best to ensure that they would not fall into

the trap of gender blindness, gender bias and stereotypes etc. during the interviews, data analysis, discussions preliminary findings and conclusions, pinning down recommendations, final report writing etc.

The in-country phase for data collection lasted two weeks. Follow-up interviews were carried out by the national consultant after the departure of the international consultant, during a third week. In total, 9 face-to-face sessions were organized to conduct interviews with IPs and partner agencies under the various KRAs. In addition, a number of in-house interviews were conducted in bilateral or small group settings, with UN Women staff. In addition, the kick-off workshop format allowed to interact with and collect condensed, consensual information from among a large number of UN Women staff at the same time. Electronic data was collected by means of an online survey platform ("Survey Monkey").

Two different surveys were conducted electronically, one covering general perception-related issues and another one focussing on UN Women's coordination and facilitation function. The general perception survey was sent to 66 different contacts of which 21 provided answers. These 21 respondent parties included the following: 11x NGOs (professional technical agencies with full-time staff), 4x CSO (not technical NGOs, but civil society-based associations incl. faith-based entities), 2x entities belonging to the official executive branch of GoK (at the national level), 1x administrative technical entity (part of State machinery), 1x administrative technical entity (part of State machinery), 1x para-legal/quasi-state agency, 1 other UN entity. The issues to be assessed or discussed were of a generic, general nature and the menu of answers presented clear-cut, non-overlapping selection or ranking options. This allowed to use the same set of queries for respondents across the spectrum of different stakeholder agencies.

The coordination mini-survey garnered a total of nine responses from respondents belonging to 5 different UN agencies other than UN Women, and 1 RCO member, which makes for a reasonably representative sample of the 23 UNCT member agencies (some 23% of the 22 agencies not counting UN Women); and 3 UN Women staff. Answers provided by UN Women staff were analyzed separately to compare them with feedback received by the 6 non-UN Women staff (more precisely: 1 RCO staff and 5 UN Programme Officers/Specialists incl. gender focal points of various UN agencies) who participated in the survey.

2.3 Sample and sampling design

Internal UN Women quality control standards foresee that at least one third of the portfolio is to be subjected to intense independent review in regular intervals. The mid-term evaluation analysed the entire developmental as well as operational portfolio of the Strategic Note. Given the limited time and resources for the evaluation exercise, a sampling approach was opted for. While all programme areas were part of the detailed desk review, the actual interviews focused on selected implementing partners and beneficiaries.

The design of this rapid assessment combined elements of probabilistic, stratified sampling and non-probabilistic sampling. Key informant interviews were lined up with a weighted, purposive selection of those partner agencies seen as the most relevant partners, specifically in the governance and leadership-related programme result areas linked to the related Flagship initiative and election-relation interventions (CoG, NGEC, KEWOPA, YIKE etc.).

Other than meeting with the programme's implementing partners and other stakeholders, site visits to several implementing partners' project locations and-or offices were scheduled. Focus group discussions (FGDs) with field level implementing partners that could not be visited in the field due to resource restrictions, most notably time limits, were held in Nairobi. In this respect, taking into account availability of groups and group members among partner agencies, it can be said that an appropriate and representative sample size of 9 different entities was covered through direct interviews. This was complemented by the high proportion of NGOs, CSOs and GoK institutions among the 21 entities providing feedback to the perception survey shared via the online survey platform (in total, 21 of 66 or a participation rate of 32%); and 5/22 (23%) of UNCT members plus the RCO, that all participated in the electronic Coordination Mini-Survey.

Apart from beneficiaries, UN Women management as well as field level staff were also part of the sample. As expected, in a number of cases, during some field visits chance encounters with key decision making staff "in the hallway/stairways" presented opportunities for additional snapshot interviews; thus, introducing elements of convenience sampling at the level of interlocutors in the sense that any additional, not officially targeted key informant(s) that happened to be at the interview location and available for a quick exchange, would also be interviewed.

In a few cases, referrals suggested during the scheduled interviews by the informants were included into the list of interviewees, here especially through an invite to fill the perception survey e-questionnaire. Along with UN Women staff, external partners such as IPs, NGOs, state body representatives etc. were part of the kick-off briefing as well as of the final debriefing event. This allowed to expose the evaluation methodology as described in the inception report, as well as final (draft) findings, conclusions and recommendations to a comprehensive, inclusive circle of stakeholders.

2.4 Limitations to the evaluation

Limitations to the evaluation included the following factors:

1. Most importantly, a rapid assessment (20 days in total, 10 official work days on-site) is inherently limited in that it only allows a very rapid scan of the universe of data, not permitting to meet all concerned stakeholders; the sampling design and iterative cross-referencing of quantitative and qualitative data during the data analysis stage were meant to minimize any negative effect of this standard limitation.
2. Especially field level IPs and beneficiaries could not be met in the field outside Nairobi. Wherever possible, representatives of these groups were met with in Nairobi. In cases where this was not possible, they were still invited to partake in the evaluation through written inputs and feedback, particularly by filling the electronic questionnaire tool. This being said, it is likely that the feedback to the electronic survey is biased towards responses from Nairobi-based entities as well as Nairobi-based staff of organizations with a rural focus in terms of programmatic emphasis and presence.
3. Due to above-mentioned restrictions there was a trade-off between breadth and depth. In particular, wherever the evaluation management and oversight mechanisms of UN Women

identify shortage in data or any significant blind spots, these were picked up and flagged during the control evaluation stage.

4. In those cases where results indicators in the DRF and OEEF were found to be lacking in terms of SMARTness (no yearly targets such as in the case of some DRF indicators, formulation of indicator not unambiguous, no baseline data or MoVs including no monitoring data etc.), attempts were made to rescue the situation through such techniques as proxy design using alternative data sources, logical deduction of post factum targets.

5. There were severe limitations in accessing detailed financial data. A detailed financial analysis would have required access to financial planning or forecast figures including secured core and non-core funding, related allocations and actual disbursement or spending figures, as well as funding gaps or to-be-mobilized funding across KRAs as well as within KRAs, for specific outcomes, outputs and activities. Ideally, all this data would have been available on a yearly basis, as well as the total accumulated figure until the period during which the evaluation was carried out. Such detailed data would have allowed to discuss actual implementation progress in light of the available resources. Given the absence of such detailed data, the above analyses could not be run. Obviously, this points towards a weakness in the programme monitoring set-up and more specifically, requires improvements in financial tracking mechanisms and practices so that in the future, detailed financial data is readily available for reporting and monitoring purposes.

6. As anticipated, in a few cases there is likely happened to occur at least slight respondent bias, esp. in the sense of a systematic positively skewed slant in the answers in cases where the IP is heavily dependent on sustained funding through UN Women resources. Likewise, the mission was aware of the risk of skewedness overly focussing on the need for additional resources in administrative settings where UN Women intervenes at the level of policy support. Both risks were mitigated through iterative cross-referencing of data and a systematic focus on questions guided by the evaluation criteria and reflected in the evaluation matrix.

7. As mentioned, impact remained difficult to capture during a formative evaluation at mid-term. Likewise, recent or “fresh” outcome level data for Year 2/2016 DRF results only became available at an advanced stage in the evaluation process, with many esp. outcome level indicators remaining without any data. In addition to outcome level indicators, many of which still remain without measurement since 2014 due to dependence on data sources such as multi-year household surveys, there was also a number of output indicators for which no data was available, at least until the period during which the evaluation was carried out. The absence of output level indicators can probably be linked to a number of reasons, among which the inflation of indicators which accompanied the increase in outcomes and outputs esp. in 2015-2016, the absence of actual data collection mechanisms rendering the planned data sources or means of verification actionable, over-confidence in the ability of existing (administrative) reporting mechanisms to generate such data, the absence of or limitations in funding specific activities which in turn negatively affected investments into related data collection mechanisms etc. Regardless, all efforts were made to extrapolate from data actually available, including via data triangulation and inferring conclusions based on qualitative data collected.

3. Key findings and lessons learned

3.1 Relevance

-RELEVANCE OF KRA1

The Strategic Note's first key result area ("Women lead and participate in governance and decision making at all levels"²) is highly relevant in the overall design of the SN and its theory of change. It overlaps with all other GEWE themes and key result areas through women not only participating but influencing the political agenda(s), policies, legislation and related decision making processes. Thus, KRA1 is positioned squarely in the center of the GEWE agenda. While progress in the activities under KRA 1 is influenced by the other KRAs to a varying extent, all other KRAs are largely influenced by achievements and gains, or problems and set-backs suffered, in KRA1.

KRA 1 is aligned with the Political Pillar of the Government of Kenya's Vision 2030. It responds to three of the five strategic areas of this pillar. Moreover, it is aligned to the 2nd Medium Term Plan (MTP) and its priority component on leadership in legislative reforms contributes to strengthening the machinery for gender equality; supports the constitutional principle of a 30% recruitment and promotion of women in all public offices, and monitoring the effectiveness of measures taken and results achieved in regards to ensuring women's access to leadership positions and participation in the political sphere and public life, in general.

KRA 1 was initially framed as "Women lead and participate in governance" (as per the Strategic Note 2014-2018). While the title widened its scope to "Women lead and participate in governance and decision making at all levels" as of 2015, the actual focus of the interventions honed in on specific electoral support as of 2016. This is reflected in the changes brought to the KRA results chain(s) that were ushered in as of the 2nd year of implementation, building on the standard Flagship Programme (FP) platform "Women's political Empowerment and Leadership".

With the change towards the FP result chains and indicators, the focus of the outcomes and outputs became much sharper. While the scope was tightened, the level of concentration largely increased. Along with the more precise formulation of outcomes, the actual number of outcomes doubled from two to four, which saw the number of outputs grow from 5 to 14 (cf. annex I for a detailed overview of the outcome/output structure prior to and following the introduction of the FP approach across the various KRAs). This increase in the outputs reflects that through the FPs, the degree of articulation and concentration may have been enhanced. At the same time, the actual monitoring requirements increased along with the spike in the number of outputs which nearly tripled with the switch to the FP.

2 Strictly seen from a technical RBM perspective, the formulation of the KRA must be criticized since "women lead" can be interpreted in three different ways, namely a. leading exclusively, i.e. replacing men across the board; b. leading also, without any specific numeric or proportional target attached; and c. equally participating in leadership, at least at par with proportionality in terms of female representation in fora concerned. Such ambiguity runs counter to the principle of specificity.

The FP holistically tackles causes and challenges standing in the way of gender equality in democratic governance, in systematically and deeply addressing them at the level of their causal roots. This does not only strengthen the relevance of the KRA 1, but also enhances its chances to make a lasting, transformative impact. Generic efficiency and sustainability gains springing from the FP approach with its solid risk analysis, stringent result chain and detailed, multiple layers of separate ToC (at FP goal or umbrella level and for the separate FP outcomes, respectively) can also be expected.

-RELEVANCE OF KRA 2

KRA 2 (Economically empowered women benefitting from public procurement and agricultural value chains) is built around the principle of affirmative action in the economic sphere, through enhancing and, in the words of the FP brief, “stimulating equal opportunities for women entrepreneurs through affirmative procurement, investment and supply chain policies”. The official title of the KRA remained unchanged from its initial wording going back to the SN’s inception, in 2013-2014.

Similar to the effects of embracing the FP platform for KRA 1, KRA 2’s revised results logic introduced in 2016 unpacked the previous KRA contents by spreading the 3 former outcomes across twice that number (6 outcomes), while increasing the total number of outputs from 11 to 13. Similarly to the effect seen under KRA1, the pitch of the outcomes being lowered and their scope becoming more defined, KRA 2 became more focused and, at the same time, likely also more manageable, the cost implications notwithstanding.³

While the KRA still addresses women’s economic competitiveness through increased productivity, financial and legal inclusion targeting public and private sector market opportunities such as procurement tenders, both the initial and the FP-inspired result chains include the extractive industries sector, which is a new feature of UN Women programming on a global scale, positioning KCO at the forefront of gathering related experiences. This has allowed KCO to showcase achievements and good practices in this particular field, which has attracted wide coverage and attention well beyond regional level.

In terms of the goal and results alignment at the macro level, KRA 2 fits under the Economic Pillar of Vision 2013, and the MTP2. Furthermore, it is aligned with the Vision 2030 and MTP II WEE investments and speaks to CEDAW Committee’s recommendations to tackle limited access to means of production (land, capital/financial resources and credit facilities, and related legal and administrative obstacles). Key strategic partners under this KRA include the Public Procurement Regulatory Authority (PPRA) and the Private Sector, including commercial Banks.

³ The formulation of the pre-FP KRAs is/was much more vague and formulated in a more general, less actionable fashion. The term “manageable” does not refer to actual work load, but traction in the sense of results orientation.

-RELEVANCE OF KRA 3

KRA 3 (“Women and girls progressively living a life free from violence”) is aligned to Vision 2030’s Social Pillar called “Investing in the people of Kenya – Gender, children and social development”). Moreover, it echoes the principles of the Beijing Platform for Action, the UNSCRs 1325 and 1820, CEDAW; and promotes the commitments of the 57th Session of the Commission on the Status of Women.

Sustained UN Women support to the Africa UNiTE to End Violence against Women Campaign also falls under the remit of this KRA. KRA3 interfaces, if not overlaps, with KRA4 in that national contingency planning processes (e.g., preparatory work and responsiveness together with the Independent Electoral and Boundaries Commission; UWIANO Platform for Peace through the National Steering Committee on Peace Building and Conflict Management and CSOs) were targeted for gender mainstreaming.

Yet again, the revised logframe is more focused and more expansive (3 outcomes with 10 outputs under the revised KRA2 against 2 outcomes with 4 outputs for the previous KRA2 design), in covering all relevant aspects of the violence against women and girls (VAWG) challenge in light of the Kenyan GBV context. By adding a whole outcome dedicated to sensitization and specific outputs, the KRA gained in strategic depth but also in terms of its practical relevance.

-RELEVANCE OF KRA 4

KRA4 (“Peace, security and humanitarian action shaped by women’s leadership and participation“) addresses emerging issues in the operational business of development aid; namely, the field of natural and man-made crises and disasters and development in its classical sense and interpretation.

The KRA is built around the assumption that active engagement of women in peace building processes at all levels (national, county, and sub-county) contributes quite significantly to sustainable peaceful co-existence among people which helps to ensure peaceful, free, fair and transparent elections; which in turn encourages women to participate and contest in elections, therefore making elections inclusive and participatory.

The development-humanitarian/(post-)conflict/security nexus reflects the interconnectedness of societal as well as natural fragility, the undermining of productive livelihoods and the rise of unsustainable substitutes (e.g. economy of conflict and war, livelihoods based on pillaging of natural resources and/or the inhabitants of a given area), social upheaval and socio-economic disintegration. In this respect, KCO’s SN design, as was already the case with KRA 2 regarding Economic Empowerment, anticipated the growing clout of the issue in the development arena.

Undoubtedly, the proximity of Kenya to Somalia, Ethiopia and South Sudan, all disaster and conflict-prone countries facing major governance as well as development challenges, all directly or indirectly contributing to humanitarian pressure on Kenya through refugee flows etc., played a major role in this regard. The topic is by now firmly installed on the country’s development agenda and hence, the challenge of ensuring gender mainstreaming of related practices, processes and legal texts is here to stay.

This being said, it is hard to argue against the position that, from a logical standpoint, the scope covered by the KRA's formulation is arguably already fully covered by the remit of KRA1 ("Women lead and participate in governance and decision making at all levels"); unless under KRA1 the focus is laid purely on the process and mechanics of governance in disregard of content matter. Nevertheless, this does not take anything away from the relevance of the actual rationale and relevance of the work carried out under this KRA.

Likewise, there are considerable interfaces if not overlaps with KRA3, in the sense that humanitarian contexts are particularly prone to VWAG rendering related mitigation and preventive action highly relevant and pertinent. In conclusion, if one wanted to reduce the number of KRAs, solely from a logical perspective it would make sense to consider doing away with KRA4 as a stand-alone result area while not doing away with related results and activities but rather splitting its contents between KRA1 and KRA3.

As significant reason for maintaining KRA4 as a separate platform might count that after unpacking the initial KRA logframe, the revised version of the KRA increased the number of outcomes from 2 to 7, again doubling the number of outputs from 7 to 14. Still, there seems to be room for consolidating or merging those results with KRA3 and/or KRA1 outcomes and outputs, hence a simple re-distribution of formulated outcome and outputs would be side-stepped.

-RELEVANCE OF KRA 5

KRA5 ("National and devolved planning fully reflect accountability for gender equality commitments and priorities") is aligned to the 2nd Medium Term Plan's Governance component. Furthermore, it responds to the Committee on the Elimination of Discrimination against Women (CEDAW) concluding recommendations to promote gender-specific legislative reforms as well as the strengthening of gender machineries' capacity for oversight and planning, including Gender-Responsive Budgeting (GBR). Its design thus addresses the crucial aspect of ensuring the existence of a functional, fully operational set of mechanisms and procedures to ensure top-level oversight, monitoring and reporting on gender commitments.

This acknowledges the necessity of measuring implementation against high level goals and targets, and in a way represents the intrinsic M&E aspect of GoK's general GEWE agenda and in particular, reflects that the significance of establishing a dedicated machinery allowing to regularly gauge progress of GoK gender and related human rights commitments is fully embraced by the Authorities.

Key strategic partners under this KRA include National Gender and Equality Commission (NGEC), the Ministry of Devolution and Planning (MDP), and the Commission for the Implementation of the Constitution, which are all responsible for framing gender sensitive policies and laws; and ensuring compliance with constitutional gender provisions as well as international and regional commitments. Given the, in general, still weak capacity of the responsible institutions at both central and decentralized levels, the KRA has a strong capacity building component.

Other than supporting central level government, KRA5 is focusing on devolved government institutions and processes. The interface, if not major overlap, with KRA1 ("Women lead and participate in governance and decision making at all levels") is evident. Through its Outcomes, the KRA focuses on ensuring gender responsive service delivery, i.e. through equitable plans and strategies at national

and local level incl. (but not limited to) national and county-level AIDS response; and increases accountability of national and local government.—A key component under KRA5 is the joint “Gender and Economic and Policy Management Initiative” which UN Women jointly implements with UNDP to strengthen the capacity of Government agencies (including devolved government) to analyse, formulate and execute gender-responsive plans and budgets.

This KRA is the only key result area that remained unchanged since the beginning of the SN life cycle. In light of the on-going governmental devolution process, the relevance of this KRA in ensuring the gender mainstreaming across the governance-related sub-processes is beyond doubt. GEWE mainstreaming concerns institutional building at the local level including staffing, electing committee members among the caucus of elected members of local government and parliament, the drafting of regulatory and statutory texts such as by-laws, budgeting guidelines, and last but not least, the planning and implementation of policies, plans, and programme/project budgets.

3.2 Effectiveness & Early Impact

Disclaimer regarding the results discussed beneath: Given the changes brought to the result chains of KRAs 1-4, the revised result statements and related indicators are referred to, here. For KRA 5 which retained the initial set of results and related key performance indicators at outcome and output levels, data for 2014-2015 is also included in the discussion. Moreover, since the analysis delves quite deeply into the logic of the vertical result chains but also uses the currently existing set of key result indicators for reporting purposes, a technical critique of the horizontal logic of indicators-baseline-target is included in the analytical flow, wherever applicable.

The following discussion of performance under the various KRAs is preceded by a colour-coded graph for quick reference purposes. Each coloured box can be read as a status report using evidence-based reported progress against the respective indicator(s) at the various results levels. In the colour scheme, each hue has a specific meaning. The colour

- a. green signifies that final targets are very likely to be achieved, or that they have already been reached or even surpassed (grade A-B);
- b. yellow stands for decent progress against the planned target (“largely on track with some reservations”) (grade C);
- c. orange means that while some progress has been made, it is largely unsatisfactory and requires urgent action and general acceleration to at least partially reach final targets, or have moved within range by the end of the programme life cycle (grade D-E);
- d. red is reserved for outright failures, i.e. zero progress without any tangible excuse or explanation (grade F);
- e. grey stands for “not applicable” (due to deferral, changed priorities, no funding etc.) or “no data available”.

(Cf. Annex H – 2016 KRA Progress Tables for detailed evidence justifying the respective rating!)

EFFECTIVENESS & EARLY IMPACT OF KRA1 – WOMEN LEAD AND PARTICIPATE IN GOVERNANCE AND DECISION MAKING AT ALL LEVELS

KRA	Outcome indicator	Output indicator
1	1.1	
		1.1.1
		1.1.2
		1.1.3
		1.1.4

By 2016, under KRA1, a number of hitherto gender blind policy and legislative frameworks underwent a review to mainstream GEWE principles. Importantly, prior to the activities under this key result area, the national electoral framework did not take into account key tenets of gender sensitivity, equity and balance. So far, great strides have been made, and thanks not least to UN Women support under the SN, the following pieces of legislature addressing GEWE concerns were recently enacted: (1) The Elections Amendment Act (2016) including elements to enhance inclusion; (2) The Political Parties Amendment Act (2016) including requirements for political parties as institutions to include women in leadership, nomination guidelines to ensure political parties adhere to inclusion, and political finance regulations with incentives to parties that enhance women inclusion; (3) Reforms of electoral management bodies (Independent Electoral and Boundaries Commission-IEBC; and the Office of Registrar of Political Parties-ORPP).

With UN Women support, IEBC developed an inclusion policy to draft level with the text currently undergoing finalization. ORPP produced a gender and inclusion training curriculum which was applied to train political parties on inclusion. Along the same vein, support was provided through dialogue and discussions in view of enacting the pending law on the 2/3rd constitutional gender requirement.

The political parties act was amended in 2016 to include GEWE elements. In 2017, UN Women is working with political parties to adopt and report on the number of political parties complying with said act. Furthermore, 3 Joint Initiatives were supported in the field of electoral support. These included the SEPK Elections Programme (with UNDP) and the Women Situation Room.⁴

The SN target for Output 1.1.1 (Strengthened legislative framework enables women’s participation and leadership) has already been surpassed with the work so far accomplished, which earns it a mark of excellence. Progress against the key indicator for Output 1.1.2 (Political party policies and procedures reform to include women) is well on track. Under Output 1.1.3, the SP target of two joint initiatives to mitigate violence against women in elections has also already been surpassed. Meanwhile, Output 1.1.4 (Electoral arrangements enhance women’s political participation and leadership) is well on track. Altogether, progress against the final target of the Outcome is well on its way.

Arguably, it has already been reached, since there is a lack of precision in the formulation of the target (“*Revised electoral frameworks that is gender sensitive*”) since not quantifying nor specifying exactly

⁴ A related complementary, smaller and time-bound intervention for which funding could not yet be secured, is the electoral support activity under the Joint Programme on GBV (together with other UN entities and GOK).

which electoral frameworks were to be rendered gender sensitive. There is also a confusion between singular and plural and the syntax does not convey the finality of gender sensitivity. In assuming that the meaning of the current formulation is: “A gender sensitive electoral framework (exists following revision of the current, non-sensitive one)” the issue of SMARTness comes into play, for in order to decide whether or not the target has been reached someone would need to have defined how exactly this is to be measured. This implies breaking the current, non-SMART target down into measurable sub-units which could complement or replace the current indicator. Being as it may, to conclude, the effectiveness of KRA 1 has to be rated as (very) high.

In can be concluded that under KRA1, there has been exemplary performance. The achievements at the upstream and policy level are likely not least due to UN Women having teamed up with relevant institutions that are well placed to deliver against targets. The successes registered so far show that where governmental interests match UN Women’s proven comparative strength(s) and expertise, complex high-stakes results such as new or revised legislation can quickly materialize.

EFFECTIVENESS & EARLY IMPACT OF KRA 2 – ECONOMICALLY EMPOWERED WOMEN BENEFIT FROM PUBLIC PROCUREMENT, AND AGRICULTURAL AND EXTRACTIVE INDUSTRIES VALUE CHAINS

KRA	Outcome indicator	Output Indicator
2	2.1	
		2.1.1
		2.1.2
	2.2	
		2.2.1
	2.3	
		2.3.1
		2.3.2
		2.3.3
	2.4	
		2.4.1
		2.4.2
	2.5	
		2.5.1
		2.5.2
	2.6	
		2.6.1
		2.6.2
		2.6.3

The Outcome indicator for “2.1 Public procurement is gender responsive” did not have any data and could not be informed. In addition, the formulation of the target is not SMART since it is not clear whether the target of 30% means plus 30 percentage points, i.e. from the baseline value of 30% to

39%, or from 30% to 60%). In looking at progress against output indicators, the tendency is positive and seems largely on track for Output 2.1.1 (Increased awareness, engagement & advocacy for favourable public procurement opportunities for WBEs) the number of women business networks that have a procurement business registration and an AGPO certificate increased from zero to one county network, namely JOYWO, the membership of which boasts over 80% being already registered as AGPO. Meanwhile, for Output 2.1.2 (Public sector is held accountable to gender responsive provisions in public procurement policies), no progress was registered in terms of ensuring the utilization of the existing M&E system.

Hence, monitoring the uptake of the 30% procurement rule which is in place is presently not yet a reality. As a side note, it must be highlighted that the current target formulation (Target: Robust and effective system) implies the need to build a system, whereas the baseline (System available but not utilized) implies that apparently, a decent system is already in place and waiting to be used.⁵ At the same time, it was noted that some progress could be registered by UN Women through engaging Procurement and supply chain officers from public entities in partnership with National Treasury, KISM, CoG and PPRA with 3 fora held including 68 procurement officers from 13 counties training them on compliance and reporting; and providing a platform for PPRA and National Treasury to review and amend their reporting tools as well as the reporting mechanism.

It has become clear now that a major obstacle that needs to be addressed is that previously there was lack of clarity in the reporting lines of public entities (PEs). Hence, they did not exactly know whom they should be reporting to. Furthermore, there was no consensus on the reporting template. In moving forward, PPRA and National Treasury are now committed to harmonizing existing disparate reporting tools and mechanisms so that one standard approach is going to be used to eliminate sources of confusion or disagreement. The biggest challenge is that the reporting system remains manual and needs to be automated.

Outcome 2.2 (“Public and private investments create new economic opportunities for WBEs in Kenya”) and 2.3 (“Outcome 2.3 Corporations implement their commitments to the Women’s Empowerment Principles (WEP)”, with the key indicator “% increase of corporate sourcing from WBEs”) were not pursued in 2016 due to shifting donor and government interests. This is a pity since UN Women already identified promising business models in the banking sector targeting non-traditional client groups, that might convince additional development banks and private investors to venture into the sector of gender-responsive lending and investments (cf. Indicator 2.3.2: Number of companies with corporate sourcing policies that target women-owned enterprises); or to take steps in the direction of affirmative action in terms of sourcing procurement from among women-run businesses as illustrated herewith:

⁵ Incidentally, the main reason for the system not being used it not that is not user-friendly even though robust from a computer science/programming point of view. Rather, it is not used because it is a manual system which would need to be computerized. Hence, the formulation of the baseline and the target statement are misleading and in need of being reformulated (baseline: manual system in place; target: user-friendly computerized system actively used). If the manual system is solid then it can simply be turned into a computerized version. Adding some IT bells and whistles can be explored but the developers should be aware of the risk of over-engineering in terms of software and hardware needs. The most modern and high-performing solution is not going to salvage the situation if the intended users cannot manipulate it or the software licenses or debugging maintenance services cannot be renewed for want of funding. Technical lay persons need to be involved in the design and/or testing of the solution, to ensure user-friendliness to guarantee buy-in and uptake of the system.

Gulf Africa Bank (GAB) volunteered in October 2016 to champion Women's empowerment principle number 5 of WEPs and as a first step in strengthening its business relationships with women owned businesses (suppliers) undertook an internal review of its policies and procurement processes including a review of GAB prequalified suppliers. As a result, GAB realized that only 4.5% of its prequalified suppliers are women, spurring them into action to address this blatant imbalance through affirmative action.

Similarly, the number of companies having signed the WEPs increased (either from 10 as mentioned as baseline value, or from only 2 in 2014 as mentioned in the 2016 reporting sheet) to 20 companies (14 listed companies by the end of 2016 plus 6 signings that were yet to be listed in the Global WEP repertoire).⁶ This shows that the process of sensitizing top level corporate leadership in favour of gender-responsive procurement policies is well on its way. (Cf. Annex K for related case studies.)

In view of the above, it is not immediately clear why progress against Outputs 2.3.2 ("Corporate sourcing policies reviewed and reformed in favour of targeting women employees and WBEs") and 2.3.3 ("Corporates publicly report on implementation of gender-responsive procurement policies") was not measured in 2016 and why limited funding should have impacted negatively on the measurability of the performance indicators. As a matter of fact, it would appear that logically, the related indicators (Indicator 2.3.2: "Number of companies with corporate sourcing policies reviewed and reformed in favour of targeting women employees and WBEs"; Indicator 2.3.3: "# of companies publicly reporting on WEPs") could and should still be upheld even if outputs 2.3.2 and 2.3.3 were abandoned.

In truth, these two indicators would work perfectly fine as 2nd and 3rd indicators for Output 2.3.1 and could be merged into the catalogue of criteria and company commitments. Rather than budgeting for related technical and capacity building activities using third party or even UN-internal resources, UN Women might want to consider asking the underwriting commercial/for profit entities to pay for technical guidance allowing them to gender mainstream their procurement mechanism and build corporate skills in gender disaggregated reporting. After all, the companies embracing the WEPs might also be moved at least partially by self-interest given that they can and will make the WEP logo work to promote their business.⁷ Even if this were not the case, incidentally, the ultimate test of their buy-in into the WEP principles would consist in the degree of willingness to pay for engendering their businesses.

⁶ These 14 companies already listed comprise: Amiran Kenya, Capital Real Time, Central Bank of Kenya, City Scape Trends, Cooper (K) Brands, EABL, Evensis Ventures, Gulf Africa Bank, Kenya Commercial Bank, Nairobi Securities Exchange, Rexe Roofing, Safaricom, Sketches Design and Technobrain. The 6 companies which were in the process of joining the list by end 2016 included Barclays Bank, Total Kenya, Diamond Trust Bank, Chase Bank, ApexAfrica and ABMC Limited. In addition to these 20 companies, there were several other institutions including academic as well as MSEs that expressed interest but did not meet the criteria to be listed, e.g. Strathmore University, CAPITAL MARKET AUTHORITY, Kenya National Chamber of Commerce. Institute of Directors) among others. This obviously begs the question or the suggestion, if UN Women would not be well advised to open a second list for such non-profit institutions; or to amend the criteria to also include these institutions which can also have massive procurement budget lines.

⁷ A way to further increase the uptake of the WEP might be to explain that embracing and implementing WEP principles will have multiple beneficial effects not only for society as a whole and the female business community in particular, but also for the reputation and hence sales records of the business itself. There is no reason why WEP adherence should not (also) be promoted by pointing out to businesses that by actively embracing the codex and documenting steps taken in that sense in their advertisement, they can make the WEP principles as a sales argument. The sales pitch of the "gender sensitivity certificate" through gender sensitive public relations and advertising is likely to boost the client base.

There is a potential mismatch between the statement of Outcome 2.4 (“Capacity of WBEs and women entrepreneurs to benefit from procurement is strengthened”) and its nominal key indicator: “% change of WBEs accessing public procurement quota”; for an increase in WBEs accessing public procurement funding might be due to increased sensitization of the public procurement entities of the GoK rather than the actual capacity among WBEs.

Also, since the actual measurement focuses on the overall worth of contracts rather than the number and diversity of entities benefitting, it cannot be ruled out that a “lucky few” businesses are monopolizing the scene; or, if not yet the case, that such a process is on its way. From an RBM perspective, an appropriate control measure to be considered here would be to count the number of businesses and the ratio of novices vs. established businesses that have already won a certain number (with the threshold to be determined) of tender contracts. Alas, sources indicated that such a process of monopolization is already a reality and one of the major drawbacks and weaknesses of the current approach or model to affirmative action.

The reported data in the 2016 results matrix (“77 % complete) does not chime with the baseline and target information and the reported data does not match the actual indicator statement. Hence there appears to be a disconnect both of the numerical logic of the figure and the actual content it reflects (Baseline 5%; Target: 5%... of an increase in absolute percentage points or relative percentage of the percentage?). The actual figure reported apparently does not necessarily reflect an increase as per the indicator (“% change of WBEs accessing public procurement quota”)⁸ but rather, the actual % share of WBEs against the total amount of public procurement.

This means that in 2016, WBEs accounted for 21.6% of the overall financial public procurement value which is not to be mistaken for the proportion of tenders won by women-owned businesses.⁹ Whether this actually represents an increase in line with the, or rather a (t.b.d.) desired target could not be established based on the available reporting data.¹⁰ Regardless of the observed inconsistencies

⁸ The formulation becomes blurred by the use of the term “quota” at the end since it seems to imply that if WBEs were to move beyond the fixed quota they would somehow not be considered. Even though it further complicates the matter, it must be pointed out that regardless of the implications of the aforementioned questions as to the use of the term “quota”, the formulation of the indicator lends itself to more than one interpretation: a. an increase in the number of tenders won by WBEs regardless of whether or not it is (always) the same one(s); b. an increase in the number of (different) WBEs winning tenders over a given time span; c. an increase in the % of the overall contractual value of public procurement tenders won by WBEs etc.

⁹ The proportion of tenders won by women at county level happens to be the indicator 2.4.2. which happens to be a SMART enough indicator at the output level. However, in this case, the same data that was used in the 2016 results matrix for reporting against the Outcome indicator was used to report against Output 2.4.2. In both cases, the reported data and the respective indicator do not correspond. If the used data is meant as a proxy, then this needs to be clearly highlighted and an explanation ought to be put forward establishing how and why, and with what kind of limitations the data can possibly serve as substitute for the original indicator.

¹⁰ “The PPRA report for 2015-2016 indicates that the 163 national government procuring entities reported to have reserved a total of Sh22.6 billion out of a cumulative total procurement budget of Sh104.2 billion. On the other hand, the county government entities reported to have reserved Sh6.2 billion out of a total cumulative budget of Sh28.9 billion. Cumulatively, the two levels of government reported to have reserved a total of Sh28.8 billion representing 21.6 per cent of the total annual procurement budget of Sh133.1 billion. According to the report, the national government’s performance in fulfilling the requirement was 21.7 per cent while that of county governments was slightly lower at 21.6. The report states that in the period under review, the Treasury had registered 57,085 businesses owned by disadvantaged groups out of which 34,250 were youth owned, 20,413 for women and 2,422 owned by the disabled. It further says only

between reported data and the indicators, the actual value of the reported data indicates quite a significant volume won by WBEs. The easiest way out of the present RBM conundrum surrounding this Outcome would be to adjust the Outcome indicator to measure what the available and measurable data is about, namely the “Net value of public tenders won by WBEs” and “% of public tender volume won by WBEs”.¹¹

At the output level (Output 2.4.1), steady progress in line with the expected tendency was registered in terms of the capacity development of women’s associations and women entrepreneurs to: a) lobby and b) hold governments and corporations accountable for, gender responsive procurement and investment: the number of WBA networks actively engaging government to be accountable for gender responsive procurement grew from none (2014 baseline value) to 2 (JOYWO and Turkana Women Network).¹²

Outcome 2.5 (“Women smallholder farmers and their cooperatives and agribusinesses have improved value chains, business development opportunities and access to sustainable markets”) with its indicator 2.5 (“Number of rural women’s self-help groups, cooperatives and agribusinesses that sell quality value added products”) along with the related outputs and its indicators¹³ were not measured in 2016 as priorities changed due to limited funding.

Outcome 2.6 which was designed to increase women’s access to skills, jobs, business opportunities and compensations from extractive industries already met its final target of one bill supporting women’s access and compensation mechanisms in extractive industries tabled in parliament: namely, the Mining Act passed in 2014 was enacted in 2015 with technical and financial assistance from UN Women to integrate gender in the extractive sector policy and legislative framework. At the output level, progress against key indicators shows decent progress, as well:

Output 2.6.1 (“Relevant government institutions have enhanced capacity to address women’s needs, rights and priorities in policies, laws, programmes and dispute resolution systems”) saw UN Women sponsor and, in collaboration with the Ministry of Mining, co-organize 3 national meetings on gender responsiveness and extractives, and 4 county level policy fora on the regulations regarding gender responsive extractive industries involving government institutions, parliamentarians, women’s groups and the media. The final target of 5 fora organized at national level and 10 at county level by 2018 is well within reach.

198 procuring entities submitted their reports to the agency as is required by the Public Procurement and Asset Disposal Act 2015.”

11 From a strict technical RBM perspective, an indicator is a neutral measure and as such, any aspirational terms such as *increase, reduction, growth* etc. should be avoided. *Number of/quantity* or, *proportion (% , ratio)* suffice. The aspired-to tendency is then reflected in the baseline-target relation, duly reflecting the intended direction (growth, decline, elimination etc.).

12 If the Turkana Women Network and/or its members also have an AGPO certificate then it should probably also be counted under Output 2.1.1, along with the JOYWO network.

13 For example, Output 2.5.1: Women smallholder farmers, and their cooperatives and self- help groups have strengthened capacities in innovative climate smart agriculture and selected value chains development; Indicator 2.5.1.a: Number of women smallholder farmers that have increased their agricultural productivity using improved seeds and fertilisers, green houses, drip irrigation and pesticides; Baseline: Zero; Target: At least 5,000 women smallholder farmers that have increased their agricultural productivity using improved seeds and fertilisers, green houses, drip irrigation and pesticides by 2018.

However, the intended target of 10 private sector companies to have put in place affirmative action measures in their procurement and skills development approach to offer business development opportunities to women might be beyond reach given that so far, no companies have signed a commitment to adhere to and promote the WEPs. Two companies (Base Titanium and Acacia Mining) have implemented a certain level of affirmative action measures in their operations and supply chain. In order to better grasp the root causes and issues in play, UN Women commissioned an assessment study to identify suitable entry points for opportunities for women in the extractive sector.

Similarly, progress against Output 2.6.3 (“Women’s groups participate more actively in the planning and implementation of extractive industry at community level”) is only slowly picking up with UN Women having held consultations with women in the extractive sector on ensuring that women in the sector leverage on the promise of the Extractive Industry (EI). Through technical and financial assistance, UN Women provided support in setting up the “Association of Women in the Extractive Industries in Kenya” (AWEIK).

This platform brings together women GEM dealers, artisanal, small scale miners and women in large scale mining. It seems wise to mention that in this context, the standard generic risk probably applies that this newly founded association might not prosper and withstand the test of time, but rather dissipate quickly if and once UN Women were to step back and cease organizational or funding support. Likewise, the contrary might be the case, and AWEIK might rise to quickly become emancipated and prosper without any further UN Women support.

The final report card for KRA2 requires a nuanced assessment. Overall progress against KRA indicators already signals that there are some challenges in reaching set targets. Essentially, the obstacles can be situated both at an operational and strategic level. Essentially, the overriding problem this KRA is facing that its main tool, or weapon, is affirmative action, which intrinsically always entails the risks inherent in wielding a double-edged sword. For instance, affirmative action in procurement might have already turned at least partially into a panacea of a (by now) well established limited number of trading companies, which are reaping the benefits of a quasi-monopoly in the sense of a “gender procurement cartel”.

This points to the need to revisit the ToC, and to critically question UN Women’s overall role and activities in this domain. The question should be allowed if UN Women is not over-reaching by engaging in this domain. This being said, it is clear that gender-specific action is dearly needed in the realm of public procurement, the extractive industries etc. UN Women might however be well advised to team up with UN agencies (UNIDO, ILO, UNCTAD, UNDP etc.) that have decade-long mandated experience in these or related fields. Another general challenge under this KRA is the difficulty to collect (higher-level) relevant data, which hampers the possibility of gauging the overall success of the related interventions.

EFFECTIVENESS & EARLY IMPACT OF KRA 3 – WOMEN AND GIRLS PROGRESSIVELY LIVING A LIFE FREE FROM VIOLENCE

KRA	Outcome Indicator	Output Indicator
3.	3.1	
		3.1.1.
		3.1.2
		3.1.3
	3.2	
		3.2.1
		3.2.2
		3.2.3
	3.3	
		3.3.1
		3.3.2
		3.3.3
		3.3.4

(N.B.: In this case, the official KRA outcome indicators do not signal the same tendency as the specific output measures. For example, the average of output indicators under outcome 3.3 would be green, while the indicator at outcome level “only” scored a yellow.)

Together with KRA1 (and KRA5) dealing with Democratic Governance, work against gender-based violence belongs to the traditional fields of activity for UN Women and its predecessor, UNIFEM. Still, this is an area where there can be quite intense inter-agency competition for funding. Traditionally, the other UN players in this area are UNDP, UNFPA and UNICEF. On the other hand, there are plenty of opportunities to actually team up and work alongside one another.

For the indicator of Outcome 3.1 (“An enabling legislative and policy environment in line with international standards on EAW and other forms of discrimination is in place and translated into action”; indicator: “Number of counties implementing the national VAW laws and policies that are in line with international standards on VAW”) there is still no data available, which reflects that systems are still being set up at the decentral level (cf. KRA1 and 5). It can be expected that by the end of the implementation cycle, a progress report can be established by measuring this indicator.

At the output level, results are fairly promising. For instance, Output 3.1.1 (“Women’s voice and agency strengthened to advocate for the development and implementation of laws and policies on EAW”) saw the target of establishing the first-ever 5 GBV networks doubled, already. Hence, by 2016

the number of GBV networks that influence the implementation of laws and policies had grown from none (the baseline value was "not existent/not consolidated before") to 10.¹⁴

Whereas there has still not been any progress registered against the intended increase from zero to five counties (Output indicator 3.1.2) supported by UN Women to have adopted National Action Plans/Strategies on EAW (National Policy on the prevention and response to GBV), there was good progress in building the capacity of institutions to implement legislation to EAW and other forms of discrimination is strengthened (Output 3.1.3), for the 2018 target of supporting three GBV service providers so that they can deliver harmonized and clear referral pathways in line with established quality guidelines was reached by 2016. While in 2014, such capacity was virtually non-existent and fragmented, there are now capacitated GBV/Protection working groups in select target Counties supported by LVCT, GVRC and HAK.

Outcome 3.2 ("Favourable social norms, attitudes and behaviors are promoted at community and individual levels to prevent VAW") addresses the transformative, long-term endeavour of changing perceptions, practices and attitudes related to gender-based violence.¹⁵ While there is detailed baseline data available and the target value has been set, there are so far no detailed updates. This is a challenge which various stakeholders including LVCT and NGECC are grappling with. UN Women is called upon its capacity as convenor and coordinator to bring together various stakeholders interested in and often attempting in isolated fashion to design enhanced related data collection mechanisms (including through project/programme-based reporting, the establishment of administrative reporting processes, case studies, survey mechanisms).

Decent progress has so far been realized in implementing Output 3.2.1 ("Prevention strategies and action plans in line with international human rights standards developed and implemented by UN and national actors in a coordinated manner"): Against a final target of 5 counties supported by UN Women that have adopted National Action Plans/Strategies on EAW with a prevention component addressing social norms, attitudes and behavioral transformation, from a baseline of zero the 2016 progress was

¹⁴ In Nairobi, Garissa, Marsabit, Kwale, Kilifi, Kiambu, Migori, Nyamira, Vihiga and Uasin Gishu Counties.--In this context, it should however be noted that from an RBM perspective, there is a potential ambiguity hidden in the current formulation of the indicator ("number of GBV networks that influence ..."). It is assumed that what is being measured here is limited to the networks engaging in policy work in trying to exert influence; rather than the effective success in influencing. In this specific case as well as in general, this (type of) distinction should be considered if/when revisiting the performance indicators for the new SP. Moreover, just for the sake of pointing out potential issues that might crop up for other indicators in the future, in some cases one might want to distinguish between one-topic networks (here: only GBV work and nothing else) and those with a multi-topical agenda (example: activities/an output focussing on transforming multi-agency networks into specialized one topic networks, or to the contrary trying to diversify uni-topical agendas).

¹⁵ The latest available data (from 2014) paints a pretty bleak picture of the situation and the enormity of the challenge, which in all likelihood is a generational task requiring sustained efforts over a decade and beyond: Forty-five percent of women and 44% of men age 15-49 have experienced physical violence since age 15, and 20% and 12%, respectively, experienced physical violence within the 12 months prior to the survey in 2014. The main perpetrators of physical violence against women are husbands; whereas, the main perpetrators against men are parents, teachers, and others. 14% of women and 6% of men age 15-49 report having experienced sexual violence at least once in their lifetime. Overall, 39% of ever-married women and 9% of men age 15-49 report having experienced spousal physical or sexual violence. Among women and men who have ever experienced spousal violence (physical or sexual), 39% and 24%, respectively, reported experiencing physical injuries. 44% of women and 27% of men have sought assistance from any source to stop the violence they have experienced.

that UN Women had managed to support 2 counties (Kiambu and Nairobi) through the Africa UNiTE initiative, bringing them to adopt specific legislation around GBV and provide safe shelters for survivors of SGBV.

Progress against the related Output 3.2.2 (“Women, girls, men and boys at community and individual level are mobilized in favour of respectful relationships and gender equality”) already surpassed the final target in that rather than 2 new networks established whose work on EAW includes engagement with men and boys at community level, UN Women managed to bring about at least three new networks (SDGA/ NCEG, NAME (National Male Alliance), Vunja Kimya Initiative with Universities).

Outcome 3.3 addresses the crucial issue of women and girls who experience violence using available, accessible and quality essential services to recover from violence. While so far there is no fresh data available to measure progress and even the baseline scheduled to be determined in 2016 is still missing, there is also need to refine the outcome indicator (3.3). Its current formulation refers to the “percentage increase of women and girls who experience violence in the last 12 months who seek help from formal institutions and access essential services”, referencing 44% of women and 27% of men having sought assistance from any source. The issue here is that one can only measure what is known, namely the number and related increase in cases reported. Hence, one can determine the percentage of cases registered that access support services; and the tendency in the number of cases where victims seek assistance.

Since the exact number of actual cases of SGBV-VAW including those not reported is by definition unknown, there is need to refine the wording of the indicator to rid it from any ambiguity. While the intent is clear the formulation remains ambiguous. In addition, it would be necessary to define the exact meaning of “from any source”, to render the indicator measurable. Incidentally, it would seem that the current formulation of Output indicator 3.3.3 (Percentage of women and girls accessing services), while also not SMART in its current version (is it about a. % of all women and girls, or b. % of (known) survivors, or c. proportion of women and girls against male survivors etc.), would end up mirroring or duplicating the revised Outcome indicator.

At the level of supporting outputs contributing to the intended outcome, Output 3.3.2 (“Capacity of service providers (health, police and justice, social services) to provide quality, coordinated services, and collect and use data in an ethical manner is strengthened”) already reached the intended 2018 target of 2 GBV service providers using the M&E framework to collect data, report and influence the coordination of GBV service providers, since by 2016 LVCT and NGEC fulfilled the criteria set by the indicator. This marks a meaningful achievement vis-à-vis the baseline of zero.

Progress against Output 3.3.4 (“Women understand and can exercise their rights to quality services”) has been impressive, since the intended increase of organizations supported by UN Women that provide information to all women on availability of VAW services almost reached its final target (from 2 in 2014 to 6 by 2018, i.e. adding four) in that it managed to mobilize three additional entities, namely LVCT Health, GVRC and SDGA/NGEC.

Under KRA 3, challenges encountered are mainly linked to difficulties in measuring progress, as well as in the translation of higher-level normative results at the policy level into concrete action and results at the level of end beneficiaries. These difficulties are typical for this activity area and by no means an

isolated phenomenon specific to the Kenyan context. In essence, until such a time where the country's GEWE M&E set-up will allow to capture high-quality, trustworthy standardized data on SGBV incidents from reporting to the end of the judicial chain (from initial reporting and registration to final conviction and sentence to possibly even follow-up of perpetrators' and survivors' status and situation in the mid- to long-term after the incident), it will remain difficult to pin down evidence for genuine transformational change, even if it were to have materialized.

EFFECTIVENESS & EARLY IMPACT OF KRA 4 – PEACE, SECURITY AND HUMANITARIAN ACTION SHAPED BY WOMEN'S LEADERSHIP AND PARTICIPATION

KRA	Outcome indicator	Output indicator
4	4.1	
		4.1.1
		4.1.2
		4.1.3
	4.2	
		4.2.1
		4.2.2
	4.3	
		4.3.1
		4.3.2
	4.4	
		4.4.1
		4.4.2
	4.5	
		4.5.1
		4.5.2
	4.6	
		4.6.1
	4.6.2	
	4.6.3	

Under KRA 4, UN Women is in a way exploring uncharted territory in terms of previous, traditional areas of intervention of UN Women and its predecessor, i.e. UNIFEM. The focus is at the upstream, policy level as well as on capacity building linked to gender mainstreaming support incl. work on SGBV-VAW. Under the KRA, the first outcome of creating an enabling environment for implementation of WPS commitments registered decent progress. While the intended increase in the budget allocation specifically directed for the implementation of KNAP UNSCR 1325 did not occur, the KNAP was in the

meantime domesticated through its adoption in 2016.¹⁶ So far, no resources were allocated at the national level.

Progress against Output 4.1.1 (“Gender equality advocates have the resources and capacity to promote evidence based advocacy”) reached the final target for 2018 well ahead of its time. Already by 2016, the target of producing two policy briefs generated to promote evidence based advocacy on WPS had almost been achieved. Two briefs on the drivers and factors drawing women and girls to join violent extremist groups in Kenya and the region were approaching finalization by early 2017. These briefs are designed to be used as advocacy tools to inform strategies, programmes and interventions being developed and implemented in Kenya and the region. Moreover, 3 researches to inform policy and programme on women peace and security and the advancement of UNSCR 1325 in Kenya had been produced.¹⁷

In partnership with UNDP, UN Women Kenya integrated gender in UWIANO-early warning and early response, mediation, training security on EGBV and establishing clear coordination mechanisms with elections monitoring bodies such as the Women Situation Room. This meant reasonable progress against the final target of empowering the UN system to meet its commitments in leading the coordination and implementation of UN accountability frameworks on WPS, and specifically the number of joint reports on implementing UNSCR 1325 across the UN system.

While Outcome 4.2 is fairly straightforward in that it aims at ensuring that women participate in and inform decision-making processes and responses related to conflict prevention, the outcome indicator seems off the mark in that it refers to the proportion of reports that include gender analysis in early warning reporting. Obviously, the latter can be achieved in the absence of including women’s participation. On the other hand, the mere presence of women in decision making processes does not guarantee effective gender mainstreaming in case power differentials are insurmountable or the capacity and sensitivity of both men and women to engage in gender mainstreaming are insufficient. Here, the assumption is the logical relationship between the desired result and the indicator implies the assumption of the underlying theory of change. (Thus, UN Women might want to revisit this.)

As show-case and pilot project for scaling at the national level, the role of women in countering violent extremism and preventing violence in elections, CEV and county systems was successfully developed and highlighted via the Kwale County Strategy. In addition the national strategy on CVE received support by UN Women in terms of gender mainstreaming.

The capacity of 606 women to prevent and counter violent extremism was strengthened through training activities, The coaching allowed them to gain skills, knowledge and confidence to tap into their potential as peace makers, bridge builders, preparing them to take up transformative roles in communities susceptible to violent extremism, by being able to better identify early warning signs and to participate in community based peace initiatives. This is supposed to ensure that women more

¹⁶ The target refers to (according to the indicator statement: an increase of) 100%, which does not make sense since the baseline is zero. It seems that what is needed here is a simple dual value “light switch type” indicator of the “on/off” or “yes/no” type; i.e., funding through a separate budget line made available or not.

¹⁷ The research titles 1. Cross Border Conflict and Gendered Implications on Local Communities: A Case of Kenya and Ethiopia Border; 2. Gender Mainstreaming study in Security Sector Reform Process in the National Police Service; 3. Making the invisible visible: women and violent extremism in Kenya.

actively participate and lead in effective early-warning and conflict prevention mechanisms.

Under Outcome 4.3 work is undertaken to increase the proportion of women as leading negotiators and mediators in formal and informal peace negotiations and conflict resolution settings and peace processes in targeted counties. The target foresees to double the proportion from 15% to 30% and by 2016, there were an estimated 30% of women (and youth) participating in decision making structures on peace and security in counties targeted by UN Women. In 2016 UN Women also supported the establishment of two networks of women in P/CVE to increase the leadership capacity and influence women to engage in formal and informal peace negotiations.

Under Outcome 4.4 (“Protection: Women and girls’ safety, physical and mental health and security are assured and their human rights respected”) the proportion of women aged 15-49 years who were at least once the victim of an act of SGBV is supposed to be reduced from the baseline value of 14% (in 2014) to 10%, by 2018. 45% of women and 44% of men aged 15-49 experienced physical violence since age 15, while 20% and 12%, respectively, experienced physical violence within the 12 months prior to the survey. The main perpetrators of physical violence against women are husbands; whereas among the main perpetrators against men are parents, other relatives and care-takers, and teachers.

By 2016, UN Women had supported the Ministry of Defence to develop its first ever gender policy. (Even though not reported on under this output, there was a second policy (developed by IPSTC) that was developed and should be added, here; cf. below discussion of output 4.4.2). This is a promising first step towards the target of ensuring that four state agencies in the security sector adopt gender specific guidelines and standards (starting from a baseline of zero in 2014). This will mark significant progress in ensuring (under Output 4.4.1.) that operational mechanisms and structures are in place for strengthening the physical security and safety for women and girls, both in society and within the concerned agencies. It should be noted here that there is immense overlap if not duplication between output (indicators) 4.4.1. and 4.4.2. (see below).

Output 4.4.2. (“Women and girls at risk and SGBV survivors have access to comprehensive redress, including justice, appropriate health & psycho-social support services”) shows significant complementarity if not overlap with Outcome 3.3 (“Women and girls who experience violence are empowered to use available, accessible and quality essential services and recover from violence”) and its outputs (esp. 3.3.3. “Percentage of women and girls accessing services”) which calls for a review of the respective result chains.

Consolidating outputs and activities related to SGBV-VAW under a joint KRA might be advisable. If this scenario was opted for, then shifting governance, planning, negotiations/politics and policy-related activities/output and outcomes under KRA4 engaging security sector agencies and peace actors at county level to the Democratic Governance unit (joining a cluster with KRA1 and KRA5). Otherwise, the alternative of consolidating KRAs 3 and 4 in a joint unit (as KRAs 1 and 5) makes the most sense.

Indicator 4.4.2 (“Extent to which measures to protect women’s and girl’s human rights are included in national security policy frameworks”) seems misplaced under Output 4.4.2 since largely replicates Output 4.4.1 and its related key indicator (see above). This calls for tightening and consolidating the results chain under Outcome 4.4. For clearly, the police service is part of the institutional security set-up and hence, there is bound to be double counting between indicators 4.4.2. (Baseline: Police service in 2015 developed draft gender policy; Target: By 2018 at least 3 Security Institutions

institutionalize measure to protect women and girls human rights) and 4.4.1. As a matter of fact, while under Output 4.4.1 only the Ministry of Defence's gender policy was reported on, the same policy is (again) referred to under output 4.4.2 where the internal reporting for 2016 refers to "IPSTC and Ministry of Defence both have integrated the protection and respect of women and human rights in their respective gender policies".

Outcome 4.5 which was designed to promote the socio-economic recovery and political participation of women and girls in post-conflict situations including peacebuilding and recovery through increasing the women and girls benefiting from livelihood support programmes was not pursued in 2016 due to changed priorities and a related shortage in funding.

The Kenyan constitution provides for a quota of 2% of its national and county level budgets to be reserved for humanitarian emergency purposes. UN Women set out to strengthen the capacities of counties to ensure gender is properly mainstreamed in their humanitarian planning and response programmes. This covers gender mainstreaming for county level humanitarian action, DRR/DRM policies, strategies and coordination processes. From a baseline of zero in 2013, the 2018 target is for at least 10 county governments to mainstream gender into their respective humanitarian plans. This is to be measured via the effective allocation of the related budget for gender in humanitarian action and DRR (the related target here is set at 5% of the humanitarian budget to address gender concerns).

In 2016, UN Women and UNDP jointly organized a gender mainstreaming awareness training for the five counties of Turkana, Kilifi, Kwale, Tana River and Baringo to support them in designing gender sensitive action plans for humanitarian action and DRR-DRM. More detailed training sessions were scheduled for Turkana and Baringo, to take place in 2017 (Output 4.6.1: "Capacity of multi-stakeholders (GOK, UN, CSOs) at national and county levels strengthened to integrate gender and women's empowerment in their planning and programming"). This marks the half-way point of the targeted number of 10 counties (up from zero in 2014). Since work in this regard is on-going, the final target for 2018 can potentially be reached.

As part of the 2017 elections preparedness planning, the UN and INGO set up 8 humanitarian hubs in different parts of the country, with UN Women planning TOTs for key GOK and humanitarian stakeholders to be delivered through these hubs. The objectives is to strengthen gender mainstreaming and participation of women in humanitarian response and DRR, both at the national and county level.

Similarly to outcome 4.3 and related outputs under KRA4 which focus on strengthening the participation and leadership of women in peacebuilding and conflict negotiation settings, processes and mechanisms, indicator 4.6.2. ("Proportion of women actively participating in leadership positions in humanitarian and DRR decision-making structures at county levels" targeting an increase of humanitarian hubs that have an equitable representation of women in active leadership positions) could logically also be shifted to KRA1, of which they form nested sub-results.

This should only be considered in case KCO were toying with a structural re-organization of its KRAs for the final year of SP implementation. Realistically, though, the splitting of related outcomes and outputs of KRA4 (SGBV-VAW components to be merged with KRA3 and leadership-related components at national and county levels to be shifted and merged with KRAs 1 and 5) should only be

tackled under the next SP since it will require major restructuring of result chains and the organizational set-up of the office.

Under KRA4, key results have registered solid advancement. This must be linked to the fact that UN Women has partnered up with key national players in this area, who were involved in the planning of the interventions and have a keen interest in the quality of the services provided and the results achieved. In this respect, KRA4 shows similarities to KRA1. In conclusion, KRA 4 is an area that has shown solid results and is well on its track of blossoming into a major results area of KCO. From a general perspective concerned with regional human development this is unfortunate since KRA4 is an answer to the increasing demand in services and solutions brought about by the plethora of crises in the Horn of Africa including political instability and conflict, natural disasters, refugee streams and cross-border migration etc. Since chances are that there will be an increasing work load and demand for, for example, AU or UN-commissioned peace-keeping services, the number of Kenyan police or soldiers called upon for such missions and who are in need of receiving training for gender sensitive policing or refugee management in crisis environments will also increase, at the same time.

EFFECTIVENESS & EARLY IMPACT OF KRA 5 - National and devolved planning fully reflect accountability for gender equality commitments and priorities

KRA	Outcome indicator	Output indicator
5.	5.1	
		5.1.1
		5.1.2
		5.1.3
	5.2	
		5.2.1
		5.2.2
	5.3	
		5.3.1
		5.3.2

KRA5 is closely related to KRA1 in that it focuses on the implementation of gender principles at the level of administrative planning and service delivery, at the national and county level.¹⁸ Under the KRA, plans and strategies as well as actual service delivery, i.e. the implementation of aforementioned policy products, is rendered gender responsive and gender equitable, both at national level and in selected counties. The introduction of gender responsive plans and budgets at local and county levels has reached the stage of GRB guidelines at county level being developed by stakeholders including GoC and NGECC.

¹⁸ The formulation of the result area title would have benefitted from including “service delivery” since the implementation aspect of plans is an important part of KRA 5’s result chain design.

The exact number of local and county level plans and budgets that incorporate gender equality commitments that will be reached by the end of the SP implementation life cycle will likely at least meet the target of at least 5 counties. The situation at the beginning of the SP period was that not a single county had undertaken a full gender analysis with 90% of counties not having any gender accountability tools or processes in place. While only 3 counties (Wajir, Kilifi and Turkana) had some gender policy and plan, while all the 47 counties have a Gender Directorate or department covering GEWE.

It is foreseeable that the challenge over the coming years will be to build adequate capacity among the recruited staff, for none of the counties have expertly skilled gender staff. Adequate office facilities and financial resources will also remain a challenge for years to come. While prior to UN Women support, 70% of the counties were working on draft gender policies, 70% did not distinguish between men and women in CIDP planning and budgeting (source: CoG Gender Assessment Report, 2017). Precise progress data on the above is not yet available.

UN Women is facilitating Gender Responsive Budget (GRB) analysis to provide data on county budget allocations and CIDP advancement towards GEWE. At national level, around 100 economists have undergone a general orientation of gender in economic policy and/or GRB. These economists may be posted at the county government level to assist counties in adopting and issuing clear directives on GRB and related planning.

For the time being, Gender Officers posted in all the new Ministries have limited or no capacity on gender mainstreaming whereas due to lack of coordination if not a clash of interests between the national and county government level there is a second set of gender officers representing the national ministry at local level, who are underutilized if not idling ever since the devolution agenda kicked in.¹⁹ UN Women has commissioned a study on Public Finance Management Research to establish the gaps in guidelines and processes.

UN Women developed a training module to enhance the capacity of national statistical systems to collect and analyse gender disaggregated data and gender sensitive indicators, including on time use.

In addition, a training module was developed. Some policy briefs have been drafted on selected sectors. Over the long run, all counties and ministries are supposed to collect and use gender disaggregated data and gender sensitive indicators for evidence based planning, policy design, as well as strategy and programme implementation management.

By 2018, the number of ministries trained on some modules is supposed to have increased from 4 ministries to at least 10. UN Women also provides support to the Kenya National Bureau of Statistics (KNBS) which already collects gender disaggregated data but now has plans to roll out a gender fact sheet. Together with KNBS, UN Women intends to have trained all county level statistical officers on gender statistics by the end of 2017, while the time use survey will likely not take place before 2018.

¹⁹ UN Women might be well advised to consider activities to facilitate the coordination of negotiating a solution with regards to the issue of two rivaling sets of gender staff at county level. A related Output if not Outcome indicator could be introduced immediately for the remaining period of the SP.

A gender scorecard was expected to be introduced at county level through the Council of Governors and the NGEC much earlier but this has been delayed since 2015 and is by now overdue. Still, no county has signed up on introducing or at least piloting the scorecard approach, yet. At the same time, all 47 counties have some AGPO commitment with its tracking posing a challenge, and all counties have some budget allocation directly going towards GEWE. By late 2016, some 5 counties had started launching gender roundtables.

Other than introducing technical tools to promote GEWE at the national and county level, UN Women also supports the establishment of GEWE mechanisms to increase accountability of national and county government towards gender equality and to monitor the implementation of national and international gender equality commitments. According to the GoK 8th periodic report (published in early 2015, covering the period May 2009-December 2013) regarding the number of government mechanisms and directives for the implementation of CEDAW and CSW recommendations, Kenya has been somewhat compliant with the frequency of reporting and has been performing poorly in terms of disseminating and implementing agreed conclusions and recommendations.²⁰

Kenya disseminated CSW 60, concluding recommendations through a national stakeholders meeting. There is continued work by Kenya to progress on the recommendations like passing some policies and laws on family property, elections regulations to ensure parties include women, GoK AGPO-30% of contracts to vulnerabilities etc. However, there is still no law on the implementation of the 2/3 gender principle in political leadership. Efforts to strengthen the capacity of government and gender equality advocates to track and report on budget allocations and expenditures is on track. The development of harmonised GRB guidelines and a related centralized database covering both national and county government which started in 2016 is to be completed by NGEC in 2017.

UN Women facilitated the national stakeholders' forum to report on the agreed conclusions of the 58 CSW whose priority theme was "Challenges and achievements in the implementation of the Millennium Development Goals for women and girls". Further, UN Women provided facilitation services to GoK to develop the Beijing Platform for Action +20 and convene a related national stakeholder meeting of 60 participants that drew participation from the national and county level to provide additional input for Kenya's BPFA +20 final report. UN Women also supported the GoK Gender Directorate in participating in the 9th Africa Regional Conference on Women (Beijing+20), which provided Africa member states with an opportunity to systematically review their accomplishments as well as garner consensus on how to address the challenges affecting progress on GEWE, in November 2014. UN Women played a key role in supporting GoK in their (key) role regarding the formulation of SDG 5 (which is about GEWE) as a stand-alone SDG.

Meanwhile, progress against the planned results to support the national and county level response to HIV-AIDS in adequately addressing women's rights, needs and priorities appears to be a candidate for being eliminated from the SP since no progress was registered, at all, due to changes in GoK's political priorities with the related redirection of funding away from this Outcome and its outputs/activities.

²⁰ Incidentally, the fact of the GoK submitting the CEDAW report marked the fulfilment of the key performance indicators of Output 5.2.2 ("Government of Kenya regularly reviews its performance on international GEWE commitments, meets its reporting requirements to CEDAW and promotes GEWE in intergovernmental processes"), viz. Indicator 5.2.2a: Evidence of GoK compliance with its CEDAW reporting.

The general picture of performance under KRA5 is relatively bleak. The main underlying reason hindering progress in rolling out the various activities is that the devolution agenda is still essentially in the process of being rolled out. This complex exercise keeps running into all sorts of administrative delays, technical snags and bureaucratic glitches. Until the implementation of the devolution agenda is reaching a state of near completion and maturity, UN Women will likely keep experiencing challenges in implementing its own related complementary activities which are dependent on the general progress of the devolution agenda, as such.

3.3 Efficiency and sustainability / All KRAs (1-5)

Overall, the switch to the revised logframe introducing Flagships for several KRAs resulted in an increase of the total number of logframe results from 12 to 22 outcomes (factor 1.8) and from 34 to 58 outputs (factor 1.7).

KRA	Initial logframe	Revised logframe
1	2 Outcomes	4 Outcomes
	5 Outputs	14 Outputs
2	3 Outcomes	6 Outcomes
	11 Outputs	13 Outputs
3	2 Outcomes	3 Outcomes
	4 Outputs	10 Outputs
4	2 Outcomes	6 Outcomes
	7 Outputs	14 Outputs
5 <i>(no change)</i>	3 Outcomes	3 Outcomes
	7 Outputs	7 Outputs
Total	12 Outcomes	22 Outcomes
	34 Outputs	58 Outputs

As mentioned further above under the discussion of the SN's effectiveness, the evaluation team is of the opinion that given the much more rigid logic of the revised logframe, the increase in results actually increases the manageability of the various KRA programme portfolios. For the increase is much more owed to applying a sharper lens vis-à-vis the result formulation and design. The logical result is an increase in outcomes and outputs, while the actual work that needs to be carried out is likely to gain in efficiency (and effectiveness) since disaggregated into much more actionable, concrete chunks of work.

Correspondingly, related general management requirements in terms of fundraising efforts, operational transaction costs and monitoring and reporting, while increasing in numerical volume, are likely to have been rendered more manageable and/or more efficient in terms of the work effort required (i.e., lesser effort for similar final level of results, or higher level of results for similar efforts). To boot, all of the above occurred in view of shrinking financial resources.

The SN's monitoring, evaluation and reporting (MER) quality benefitted greatly from the switch to the FP logic for those KRAs concerned. An illustrative case in point is that for KRA2, the wording of the previous KRA logframe's first Outcome statement (*"Outcome 2.1: Women's MSMEs, including those of*

young women and women with disabilities win at least 10% of government tenders at national and devolved levels”) could be mistaken for an output indicator while Output 2.1.2 (*“Output 2.1.2: Supplies professionals from government entities and decision makers at the national and county level have strengthened capacity to effectively implement the Preference and Reservation Scheme Regulations 2011 and Presidential directive of 30 percent”*) is a far cry from a tangible, SMART result statement.

Overall, the level of KCO customization of the three global FP packages at KRA level does not go beyond miniscule changes in the syntax or wording of result statements. Other prospectively adding gains in terms of improved effectiveness and impact over time, there is a high likelihood of efficiency gains as well as for enhanced prospects in sustainability. Possibly, the FP approach will enhance donor buy-in and willingness to scale up, provided it proves successful, and does not produce poor results or unforeseen negative side effects, in a significant number of countries.

Over the medium term (that is, until the end of the Note life cycle in 2018) as well as in the long run (provided the global programme reform currently underway at HQ level will not result in scrapping the FPs) the alignment with the FP logic will smoothen MER processes at the level of KCO, but even more so, at regional and global level; and might also result in general effectiveness gains beyond the country level.

In following the global standard logframe of the FP platform approach, UN Women KCO did incur at least minor transaction costs in that it had to manage the swapping of its programme logframe while already approaching the middle of the implementation cycle (2016). While the switch from the initial KRA design to the FP-based results structure did not affect the general programme logic and strategic thrust in supporting overall GoK macro-goals etc. (cf. above), significant changes in the result chains underpinning the activities resulted in the need to adjustments in MER templates and processes, financial coding etc. with.

The fact that this switch more or less coincided with the introduction of the programme approach, the expansion of the organogramme and subsequent hiring of a whole new generation of novel staff might have actually mitigated the transaction costs including resistance and “chafing” at institutional level and among personnel. The introduction of a new programme framework allowed the newly hired staff to indirectly embrace the new FP logic, preventing them from becoming too accustomed to, or developing personal stakes in, the initial KRA set-up which might have resulted in resistance to change and transaction costs in terms of un-learning old work practices and reference frameworks and adopting new ones.

While it is difficult to pin down concrete quantifiable gains related to the OEEF framework, the value of this roadmap defining operational goals and yearly targets (beating the DRF which only provides a single, five-year target for 2018) is quite clear. For there is a reasonable chance that spelling out operational performance targets allowing to work towards them in a structured way, did indeed already generate efficiency gains. Even though the OEEF is an integral part of a UNW SN architecture, there are obviously inherent transaction costs to developing such a framework. These transaction costs were thus likely justified .

The absence of detailed financial data (disbursed, allocated, planned budget per output per year etc. which would allow to calculate delivery rates) points to the need to urgently strengthen related mechanisms and procedures. The design of the office management structure was adapted when it

became obvious that operating in distinct, non-overlapping programme departments would hamper the effectiveness and efficiency of the SN-KRA implementation.

Thus, while the number of KRAs was not reduced and remained at five different entities, the number of actual programme departments was brought down from five to three. Obviously, the likelihood of (further) reducing transaction costs in terms of money, expertise, staff time, and administrative costs, is likely to be further reduced if the actual number of KRAs can be compressed in the next programme cycle (see related discussion further above).

In terms of the KRA support to state institutions or para-statal bodies, there is a fair spread across various entities from NGEK and KEWOPA to support provided to the Police. Those KRAs (2 and 5) which are intrinsically positioned close to the gender ministry as strategic partner show a mitigated performance record.. UN Women is facing a tricky choice of either ignoring the relative perceived weakness of the dedicated gender ministry or engaging in what could turn out a slippery slope of trying to help in boosting the institution's capacity.

3.4 M&E/RBM-related observations and findings

To begin with, the formulation of the original, general SN ToC comes across as a set of guidelines much more than a neatly spelled out "if/then" analysis. The SN comprises three areas of work, including development and capacity building support, normative upstream or policy support to build a gender conducive environment, and coordination or facilitation-related work. While the model and guidelines of the SP-SN foresee RBM as a cross-cutting issue, there are a number of technical concerns about the design of the result chains, indicators and related reporting.

For instance, at the highest aggregate level, the DRF has a number of outcome indicators but there is no top level, impact tier, while the OEEF has 4 output clusters but is lacking higher level goal and result statements (at the impact/outcome level). The OEEF includes a number of coordination-related inputs which also constitute a substantive part of the programmatic KCO work under the DRF, as seen above. Whereas OEEF output indicators have annual milestones, DRF output and outcome indicators only have final target but no annual targets.

On the upside, KCO proved to be reactive when replacing three of the initial KRA result and indicator frameworks with flagship logframes, thus strengthening the SN's internal result chains in the process. Logically, KRAs 5 and 4 are logically nested within KRA1 following the Russian doll or onion effect, with KRA1 representing the largest, outer layer encompassing the other ones. The KRAs show logical overlap and differences in scope and pitch level (KRAs 4 and 5 at least partially logically nested within or showing sequential logic vis-à-vis KRA 1).

The initial set of five KRAs was not touched when the units were re-aligned. For instance, the Democratic Governance (DG) Unit now covers KRAs 1 and 5, with the separate KRAs being maintained. This means that the implicit inter-connectedness and interfaces between specific KRAs, allowing to tightly articulate specific KRAs, was realized by KCO prior to HQ. In fact, KCO played a pioneering role even in terms of developing FP ToCs in that HQ built upon the work of KCO who added ToC-specific elements to the generic FP framework. This however did not impact on the actual configuration of the KRAs, as such.

Interestingly, officially, the initial set of KRA result and indicator frameworks was never decommissioned but simply relegated to a dormant status. De facto, however, the current set of AWP is only aligned with KRA logframes in the (2 of 5) cases where Flagship result frameworks were not introduced to replace the initial KRA-specific programming framework. Conversely, those KRAs under which Flagships were adopted have ever since been using the flagship result and indicator frameworks as guiding reference for the respective KRA AWP.

Regardless of the above-mentioned historical technicalities, the bottomline is that in terms of the utility of the output and outcome indicators there still remains considerable room for improvement in terms of SN M&E and RBM. This includes the entire data value chain including data collection mechanisms, reporting, data analysis, use of data for evidence-based programme management and planning etc.. Hence, it is necessary to revise the design of the KRA structure and related result chains, indicator framework, reporting processes.

4. Conclusions

A number of major conclusions emerge from the analysis of the evidence gathered during the evaluation. In the following, they are grouped according to specific thematic categories.

a. Strategic Issues (ToC, general relevance, KRA design)

- 1) The Strategic Note's design reflects a fundamental necessity of societal transformational change, namely: that to achieve lasting, in-depth change in one specifically defined programme area, transformative change also has to occur in other areas that are closely interfacing with the given dimension.
- 2) In terms of the Strategic Note's theory of change, essentially, the key result areas are closely intertwined and mutually reinforcing. There is an interconnectedness and complexity of structurally embedded bias, stereotypes, stigmatization and disenfranchisement along gender lines in the cultural, social, political, and economic spheres. Hence, any transformational change in the field of governance is more likely to appear if there are accompanying if not causal changes in women's economic prowess and empowerment. However, achieving transformational change(s) at the level of attitudes and practices takes much more time than just instilling knowledge and skills.
- 3) For the knowledge and skills to be heeded and applied, the psychological mindset needs to be affected, which can be a (multi-)generational task. While sensitization and capacity building activities abound across the KRAs, the "elephant in the room" is that the work carried out by KEWOPA is taking place in a gender hostile, apparently at times openly chauvinistic environment. While one might argue that the ToC as such still addressed all angles, the actual activities supported and implemented via the SP (in this case, the support to and through KEWOPA) could sometimes benefit from being more systematically interlinked.²¹
- 4) The Strategic Note contributes to the national development priorities in Kenya's Vision 2030 as articulated in its 2nd Medium Term Plan (2014-2018), under the economic, social and the political pillars. The SP is aligned with the United Nations Development Assistance Framework for Kenya (UNDAF 2014-2017); the UN Women Global Strategic Plan (2014-2017) Development Results Impact Areas 1, 2, 3, 4, and 5; and the principles of the Quadrennial Comprehensive Policy Review (QCPR). The SP comprises elements following up on CEDAW (reporting requirements on commitments etc.) and re-affirms UN Women's commitment to the Paris Declaration on Aid Effectiveness as well as the UN-Sector Wide Action Plan (UN-SWAP).
- 5) In terms of the 2030 agenda and the SDGs, UN Women provided crucial support to GoK as a main player in the inter-governmental UN fora designing the sustainable development goal structure, resulting in a stand-alone SDG on Gender (SDG5). With regards to the performance targets under

²¹ In this concrete example, there is not only need to build the capacity of the gender caucus (i.e., of female MPs and Secretariat staff), for quite obviously the real challenge and obstacle are the male MPs and staff members who are (also, and much more so) in need of GEWE training. A first step in this direction would be to apply the gender scorecard to inform a needs assessment, to be followed by GEWE training to be expanded to male caucus members and staff.

SDG5, the GoK (via CoG and the statistics agency etc.) committed to adopting all standard measures and, by implication, related activities, with the exception of the target on ensuring equitable access to land rights, titles and utilization rights. This is a significant oversight and constitutes a major area of so far neglected activities, which requires both upstream and sensitization-related attention.

6) The planning process of the SP was participative, even though some stakeholders claim that they would like to become involved as of the very initial stages of planning rather than being brought in at the later stages of the planning for fine-tuning, critique or endorsement.

7) The Strategic Note has potentially taken on too much work and too many responsibilities in light of the available resources. Given that the resource situation is not likely enough to change in the positive sense, UN Women might want to consider prioritizing its fields of operation (reduction of KRA level) as well as the number of outcomes-outputs. At the level of KRAs, several at least partial overlaps between current KRAs, e.g. KRA 4 shows overlaps on domesticating international frameworks; KRA 1, 3 and 4 on VAW and peace and security. Consequentially, there is room for condensing the number from 5 to 3, by merging KRAs 1 and 5 and shifting GBV components of KRA4 to KRA3 while moving policy, planning and service delivery-related components to the cluster of merged DG-related KRAs (KRAs 1+5). In terms of reducing the number of outcomes and outputs, all those that have not received any funding due to changed GoK and/or donor interests (HIV-AIDS outcome under KRA5 etc.) could be dropped. Furthermore, there are a few obvious duplications of outputs which, if and once addressed, would further shrink the number of results in the DRF.

8) UN Women KCO/the Strategic Note's budget is very limited in light of the, in reality, generational scope of the intended change (surpassing the limited timeline of the SP programme life cycle with thus, to remain realistic, logically limited targets) pursued by many KRAs. This state of affairs requires the SP to focus on pilot initiatives, upstream and coordination work through a select number of partners. For example, the financial value of the Strategic Note support to NGEK never surpassed 5.5% (18/314 million KSh in 2015/2016 and 18/386 million KSh in 2016/2017) of the overall budget.

9) The introduction of the programmatic approach under the SN following the transformation from a UNIFEM Country Programme Office implemented via IPs to a full-fledged Country Office positioned UN Women squarely as primary UN interlocutor regarding GEWE, not only for donors and civil society, but also for GoK. From a strategic point of view, UN Women enhanced its ability to promote the gender and human rights agenda in Kenya not only through the corporate "upgrading" from UNIFEM to UN Women and the concomitant ushering in of the SP/SN format and logic; but also by introducing the FPs which added strategic heft not least vis-à-vis the donor community which commended the clearer structure this brought to the SN.

b. Effectiveness and efficiency

10) Various approaches were used to implement the SP – directly by UN Women KCO, through state actors at federal level and county office level, parastatal entities, and non-state actors (incl. NGOs, CSOs). The IPs are using various platforms for advocacy & awareness creation: e.g. party elders (YIKE) and traditional leadership grassroots structures (IPSTC).

11) All IPs acknowledge the critical contribution by UN Women in terms of general support to promoting GEWE in Kenya. Data collected during interviews and the online surveys indicates an average grade of 8/10 regarding overall perceived performance.

12) Based on evidence gathered during stakeholder interviews and via the related online survey, UN Women's role as facilitator and coordinator for policy dialogues etc. is by now well established and perceived as additional strength of UN Women, complementing its traditional strength as knowledge repository and go-to hub for all matters related to GEWE capacity building spanning from Gender responsive Budgeting (GRB) to Gender-based Violence (GBV).

13) UN Women is fully acknowledged by internal as well as external stakeholders for constantly displaying the following strengths: a). Effective advocacy; b) Neutral and trustworthy 'broker' with ample convening power to mobilize and facilitate interactions across a range of national and international actors; c) Strong brand image marshalling respect and belief in its technical ability to promote gender mainstreaming helping to address problems that cannot be solved by national stakeholders alone.

14) KRA2 is an area which would gain in effectiveness if UN Women were to systematically team up with specialized UN agencies (UNIDO, ILO, FAO, IFAD, for extractives as a new-comer in the field also UNDP) that have been operating in the related areas for a long time. The JP format should be considered, here.

15) The responsiveness and perceived significance of the SN's implementation mechanisms to the rights and capabilities of the rights-holders and duty-bearers of the programme (including national institutions, communities, and the related policy framework) can be rated as convincing. This being said, some players in the NGO scene and among civil society have still not come to terms with the "reinvention" of the UN gender entity, moving from the set-up of a gender fund focussing on support to civil society, to a full-fledged UN agency that is involved in upstream policy issues and has by now become a prime interlocutor and supporter of the governmental gender machinery. As mentioned, overall, the mandate of UN Women is by no means matched by the financial budget to implement the SP which hampers effectiveness and impact, and thus also the operational relevance of UN Women as an agency, and the impact of the SP as a programme.

16) While the support of para-statal and governmental institutions is part and parcel of UN Women's work, its entry points and mode of operation, there are calls both from GoK and other stakeholders for UN Women to further develop their work in the direction of capacity building at county level in support of the devolution process as well as in the sense of operational activities under KRA4. While the training of trainers (ToT) approach can help control financial needs in terms of capacity building activities, much higher funding would be required for concrete initiatives in the humanitarian field, at "field level". If no such funding can be mobilized, the stakeholders expectations (as well as, to some extent, the entitlements of right holders and esp. the most vulnerable women and girls in humanitarian settings esp. in terms of GBV-VAWG mitigation, treatment of survivors and persecution of perpetrators) might ultimately not be met by UN Women.

17) Support to the devolution agenda requires immediate coordination of scattered, isolated stakeholder initiatives to develop a. country-level GRB guidelines and databases; and b. systems and processes as well as indicators to register and measure incidences of sexual gender-based violence

(SGBV). In CoG and NGEC, UN Women has teamed up with two key state agencies in the field of devolution and public oversight and accountability.

18) In order to strengthen data management capacity of the gender machinery and its stakeholders, concerned stakeholders (CoG, LVCT, NGEC and KEWOPA) there is need for concerted action to build standards and related capacity to run real time data systems. Currently, where relevant data is collected, the approach is quite scattered and not systematically streamlined across stakeholders. In terms of general data quality, some key performance indicators are missing even when UN Women is in the advisory Board (IPSTC). Information on progress towards setting up of data system is inadequately shared.

19) Overall, the introduction of the Flagship Approach is likely to have paid off in terms of rendering the SP more stringent, effective and efficient. This judgment is based on a. comparative before/after assessments by stakeholders and b. extrapolations based on the evolution from the initial logframe which lacked in stringency, to the FPs which are much better structured thus facilitating general programme management. For instance, in view of practical mutli-sectorial programming and the design of integrated work plans and activities, the Flagship Programme on “Women’s Political Empowerment and Leadership” is a good example for complex multi-dimensional programming in that it also integrates peace and security and EAW initiatives to ensure peaceful and violence free elections in 2017.

20) UN Women support and coordination (ex. NGEC: GEWE Joint Programme JP) helped to leverage resources from donors (USAID, DFID etc.) beyond the actual scope of UN Women’s project design. Key donors (Finland, Sweden) see the limitations of the KRAs as siloes, while acknowledging that this is an inherent feature of any given pillar or result group structure. At the same time, it is understood that such a structure is needed to provide a structured framework for programme design. However, donors stress their flexibility regarding the review of the SN model/design. The KCO ToC is still seen as valid, cross-KRA planning is encouraged, activities should be more integrated. Likewise, donors pointed out that while they applaud UN Women’s programming guidance for describing in detail different approaches of vertical articulation and horizontal integration of programme outcomes, outputs and interventions, there is still room for improvement with regard to all of these aspects both in theory or planning, and in practice.

21) Initial signs for potential transformational change at the impact level comprise the following early indications:

- ii. IPSTC: UN Women added value in that their advice allowed for holistic planning, which would not have been possible otherwise since opportunities for integrated programming were only realized thanks to their support in strategizing;
- ii. The user-friendliness of the standard format for documenting reported cases of GBV at institutional level (police etc.) has dramatically improved to the point of it being used even for filing legal cases and as evidence before court; prior to LVCT sensitization of health staff, they used medical terms not understood by survivors, police and court staff, which often resulted in case being dismissed and no follow-up;
- iii. In the area of female leadership, a model related to election of female members in the county and national assemblies has brought together different target beneficiaries regardless of political party affiliations (YIKE, KEWOPA).

c. Sustainability

22) While partners appreciate support, pretty much all point out that more resources are needed, which points to the risk of strategic overstretch spreading support too thinly (“sugar coating” rather than strategic bulk and heft of programmes).

23) In terms of potential candidates for closing down support, KRA2-Procurement/Economic Empowerment has been identified most clearly as an area where others (FAO, UNCDF and UNDP) are likely better qualified.

24) In meeting the 2/3 rule, the counties in 2013 nominated female MCAs with sometimes minimal critical assessment of their political leadership capacity. UNW and others have documented across several county assemblies that women MCAs are contributing to debates which marks at least a partial success of related capacity building measures and the initial law which was passed long after the House Committees had been established. On the other hand, there remain cases of female MCAs who show major weaknesses in their ability to articulate and/or contribute to relevant debates. Current UN Women support realized this shortcoming and is addressing it through YIKE by providing basic technical skills to aspirants (YIKE).

25) The KRA structure helped to conceptualize the programme but is perceived as limiting by partners who are keen to undertake complementary activities currently affiliated with KRAs other than those their projects are running under, to contribute towards a more robust transformational process towards GEWE (YIKE, KEWOPA, and IPSTC).

26) Different implementing partners are pointing out the need for county level guidelines on Gender Responsive Budgeting (GRB) (LVCT, NGEK, KEWOPA, CoG) in order for GEWE to gain traction within, and via, the devolution agenda, for the sake of inherent programmatic sustainability which has obvious ramifications for the design of the next SN's programme and underlying ToC.

27) Different IPs are insufficiently coordinating their work even when their activities fall within one KRA (IPSTC, NGEK, and LVCT). This negatively effects programmatic efficiency as well as its general level of sustainability.

28) Among state agencies, a similar issue exists in that there are competing sets of civil servants (those on secondment from the national government and those recruited by the County Government). This has not only contributed to confusion about which functions were effectively devolved, but also seen staff on secondment underutilized. At the same time, it is recognized that this is much more a political than a technical issue (inter-state actor competition) and thus likely beyond the immediate reach of UN Women. Nevertheless, UN Women might be well positioned to play the role of arbiter between the different parties involved.

29) The current UN Women funding model (of one year) might qualify as a poor practice in that it was pretty unanimously identified by IPs as not conducive regarding sustainable planning and programme/project efforts. The situation is worse during dynamics associated with election and disasters when quick decisions need to be taken. Some of the decisions may call for additional support or expertise/consultancy services not included in the approved budget. Further, UN Women

funding is done through Units (DG, SED and WPS) resulting in stand-alone projects; which contains the risk of ignoring inter-KRA synergetic potential. This in turn would be contrary to the organization's theory of change (ToC) which embraces integration and interlinkages.

30) UN Women support is perceived by some stakeholders as mainly being concentrated on women at the risk of neglecting youth. For instance, UN Women support to KEWOPA has focused mainly on women parliamentarians caucus without considering the larger quite chauvinistic parliamentary environment (KEWOPA, YIKE, and NGEC) which might have compromised if not imperilled the overall sustainability of its interventions. NGEC even pointed out that they would appreciate for UN Women to interpret its mandate more liberally, by extending its support to other categories of the populace (incl. the physically or mentally challenged or disabled, the aged, albinos, TBGL etc.) supported by them. At the same time, it was readily acknowledged that the funding situation is not going to allow this, anytime soon.

31) General sustainability of intervention support will likely be enhanced by teaming up with a coalition of strong stakeholders, all the way down to the output and activity level. The comparative success of KRAs 1 and 4 where UN Women teamed up with state institutions, points at a solid chance if not inbuilt guarantee for success, by tailoring the SN response around specific demands and requests put forward by such institutions as CoG, the armed forces, the police etc.

32) While UN Women is seen to provide high quality policy advice in gender issues, some stakeholders (namely, KEWOPA) suggested the need for quicker turn-around cycles in terms of ad hoc legislative advice so that draft legislation can be properly vetted through a gender lens. Obviously, it would be even better to revisit the drafting procedure and establish an institutionalized, full-fledged procedural phase or at least step, to thoroughly ensure gender mainstreaming of any given draft piece of legislation.

5. Recommendations

Programming-related recommendations:

- i) Esp. regarding vertical and horizontal integration and articulation-related aspects, UN Women should fully engage IPs in developing its next Strategic Note.
- ii) In keeping the current KCO ToC, UN Women should revise KRA structure and subsequently check the need for KRA ToC revision at KRA objective and outcome levels. Reduce number of KRAs and the 20+ outcomes, by consolidating and merging KRAs using an integrated approach as already suggested in the programme guidance note, thus de-emphasizing silo logic.
- iii) UN Women should facilitate IP efforts to independently and directly mobilize additional resources.
- iv) UN Women should facilitate re-organization of KRAs to minimize duplication and enhance synergies (consensus: no need to maintain KRA1 and 5 as separate entities).
- v) UN Women should approach UN agencies with special expertise in financial support programming to discuss whether they'd be interested and willing to replace UN Women, or join forces under a JP arrangement. This might allow to address insufficient linkage between the survivors of GBV and financial-economic support (KRA 3 and 4), the missing one-stop shop as well as the related needed link between economic empowerment as contributing factor to conflict prevention (KRA 2 and 4), and the need to provide access to finance to economically challenged female aspirants-candidates (KRA 1 and 4), maybe not so much as campaign funding but credit if they fail to get elected after extensive campaigning and having had to allow for their businesses to wither away due to shortage of time and energy while focusing on getting elected.
- vi) Promoting women's access to land ownership titles (land tenure/title deeds) and user rights, and related financial support and services to acquire and make full use of such land once legally owned, requires both upstream and sensitization-related attention. If UN Women cannot provide this type of expertise this might be an opportunity for a JP with UNDP or FAO/IFAD etc. or else, a candidate for UN Women to facilitate UNDAF support to be provided by other UNCT member agencies.
- vii) UN Women should coordinate the development of common GRB standards for the county level. As good practice, CoG had supported the standardization of a performance management model for the county level and might therefore be considered as candidate to take the technical lead. UN Women might still need to assume the facilitation of stakeholders (LVCT, NGEK, KEWOPA, CoG), though, including convening stakeholders to kick off the process.
- viii) UN Women should support the establishment of a network of YIKE and KEWOPA alumni to strengthen mentorship of young and upcoming female aspirants of political offices.
- ix) UN Women should advocate for political parties to nominate MCAs from among the pool of female members having undergone leadership training, when it comes to distributing of committee slots.
- x) In terms of *ad hoc* requests of a specific technical nature (KEWOPA being seized on an emergency basis for providing quick advice or expertise on draft legislation, to ensure conformity with gender mainstreaming principles and standards etc.), generic information, reference materials, FAQ data etc. UN Women should coordinate posting of the same on a shared online platform. If possible, and as additional measure, UN Women could try to weigh on Parliament to revisit its drafting process and related procedures, in view of establishing an institutionalized, full-fledged procedural gender

mainstreaming phase dedicated to vetting, and if need be: rectifying and amending, any given draft piece of legislation in regard to its gender sensitivity.

xi) KEWOPA should apply the scorecard internally to gauge gender responsiveness within the National Assembly and secretariat's apparatus. The Secretariat feel the caucus can do much more than only governance-related work (subject matter training in all areas of gender work since need to build capacity across the board). Based on identified structural and procedural flaws training needs could be addressed via customized training programs.

xii) UN Women should convene stakeholders in order to bring together CoG, county Governors/gubernatorial machinery staff, MinGender etc. in order to revisit the status, mandate and (potential) function of national government gender staff at county level. Such a discussion process or forum should help in synchronizing and harmonizing national and County government gender machineries. Accordingly, UN Women's and other actors' capacity building investments should then be calibrated and formulated in a coordinated fashion. If necessary, this will require revisiting already planned capacity building elements to ensure they are properly integrated and avoid overlaps, repetitions, duelling guidelines etc.

xiii) UN Women should support IPs to develop a database system that shares information on GBV. In terms of the planned GBV pilot, rather than testing only one clinic, several models of clinics could be tested at once, thus linking testing the effectiveness of various modalities and moving forward in answering the existing demand.

xiv) The scope of UN Women support to IPSTC is not covering the range of beneficiaries of the capacity for peace and security efforts. Currently, the Institution is addressing needs in war torn areas, especially in Somalia. UN Women should give attention to the needs in streets of Nairobi, Kisumu and Mombasa. IPSTC curricula should include building the capacity for handling violence against women in volatile urban centres (*SGBV"urban war & conflict zones"*).

xv) With regards to the standard business model UN Women should consider to stretch the regular funding arrangement and related programming horizon from the current annual (or 1-year life cycle project) approach to a 2 to 3-year basis. This would likely enable IPs to better deliver results which are of a mid- to long-term nature, and focus on actual work rather than having to spend a lot of time for re-applying. In cases where donor partners funding cycles and related regulations are the driving force behind the standard annual funding window, UN Women should try to facilitate a related revision. If need be, UN Women could organize and facilitate a workshop to discuss this issue with donors, IPs, and GoK.

xvi) UN Women should enhance internal and external RBM capacity for delivering, tracking and reporting on results. While consolidating the KRAs and result chain will reduce demands on reporting, SMART indicators (with actual MoVs in decent frequency of data availability) with related milestones need to be identified and defined. Possibly, the issues of understaffing could be addressed by hiring JPOs and/or UNVs etc.. The following could serve as starting point for developing the ToR of an M&E review mission:

a) Consider integrating coordination-related aspects of the DRF and OEEF given that coordination inputs constitute a substantive part of the programmatic KCO work under the DRF, as seen above. Rather than keeping them listed separately under the stand-alone OEEF result framework they should be integrated into the M&E framework of the development result framework. This could even be used for innovative experimental, yet ethically sound programme

designs (for instance in the field of county support assuming comparability between counties against all other relevant variables) with control groups each receiving a different, specific dosage of programme-related coordination support;

b) Introduce outcome level indicators for OEEF with KAP data (internal, other UN agencies, right holders (population incl. beneficiaries and public at large) and duty bearers (at national, regional/county, community levels), donors etc.);

c) Consider introducing impact level indicators for DRF and OEEF;

d) Introduce annual targets for DRF outcome and output indicators;

e) Adopt SDG indicators as impact and-or outcome level indicators;

f) Condense the number of KRAs and outcomes-outputs via prioritization, thus compressing and tightening the scope and expansiveness of the SN KRA result chains (cf. ToC/KRA-related discussion);

g) Review the SMARTness and horizontal alignment of result and indicator statements and targets;

h) Provided the number of outcomes and outputs has been significantly decreased, increase the number of indicators to minimum of two (maximum of 4) per outcome, and 2-3 for outputs;

i) In thinking about the mid- to long-term future, help GoK to consider possibilities of introducing KAP indicators at outcome and/or impact level and help them in the design and testing of data collection protocols and use of technology (reach out to UNDP to check if the PULSE lab Kampala can provide support);

j) Officially endorse the set of Flagship indicators and result chains at KRA level;

k) Ensure that all KRAs (incl. those that did not adopt Flagships) have their own separate set of ToCs (at goal-KRA statement level and/or outcome level?), output-outcome indicators etc.; revise ToCs (at national level, for flagships check if covering enteri KRA), robustness of result chains and SMARTness of outcome/output indicators for KRAs having adopted Flagships;

l) Address the emerging issue of resilience (linking socio-economic, humanitarian, development aspects).

6. Annexes

A - Documents consulted

- MOPAN Technical Report United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) Volume II Methodology Appendices and Bibliography
- MOPAN Technical Report (2015) United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) Volume I Results by Micro-indicator and by Country
- UN Women Kenya Strategic Note 2014 -2018
- UN Women Strategic Note 2014-2018
- Third Progress Report to United Nations Development Programme
- Fourth Progress Report to the Government of Finland Jan-Dec. 2016
- Mid-Term Evaluation of the Gender and Governance Programme III in Kenya (2008-2011) Final Report
- Organisational Effectiveness and Efficiency Framework (2014-2018)
- Development Results Framework (2014-2018)
- Kenya Country Office Cover Note Draft 2017
- Draft UN Women KCO Annual Work Plan 2017
- UN Women KCO: From project to Programming: Guidance Note
- Organizational effectiveness and efficiency framework (2014-2018)

B - Structured Data Collection Instruments

B1 - Evaluation Matrix

As already mentioned further above, the review will be based on universally approved evaluation criteria of relevance, effectiveness, efficiency, sustainability and, to the extent possible, also indicators of (early) impact; also in accordance with the ToR and UN Women Evaluation Policy 2012. The following Matrix (Table 1), summarises the evaluation criteria, indicators and means of verification.

Overall, the review questions are distilled from the ToR arranged around the review criteria. The review questions of the ToR and strategic Note, specifically under the criteria for effectiveness are intended to reflect the ToC and short/medium outcomes and efficiency.

All indicators will be analysed during actual review based on UN Women MER Plan using as much as possible quantitative and qualitative data. These will be validated through review of knowledge products and through interviews with UN Women and national staff, partners and key stakeholders.

The consultants will conduct semi-structured interviews (around the review questions) with UN Women and national staff, partners, and stakeholders, and administer a questionnaire to stakeholders who will not be met during the review period (Annex 6.2). In some cases, the consultants will use 'perception' as an indicator, for instance, for the adequacy of implementation of the SP management and backstopping by UN Women.

Evaluation Matrix

Criteria	Indicators	Means of Verification/ methodology
Relevance -responsiveness of implementation mechanisms to the rights and capabilities of the rights-holders and duty-bearers of the programme		
Do the set of results outlined in the strategic Note address: a) GEWE; b) the relevant county and national priorities; and therefore, c) the objectives on GEWE of the MTP 2 and Vision 2030?	<ul style="list-style-type: none"> - Evidence of alignment of SP with (contribution of results to) UN Women's mandates at the time of design and implementation - Level of alignment of SP with national priorities 	<ul style="list-style-type: none"> - SP and annual reports and, policy and strategy papers of UN Women and national agencies. - Interviews with staff of UN Women and, County and National Governments
Are the SP objectives consistent with the requirements of rights-holders, especially most vulnerable women and girls?	<ul style="list-style-type: none"> - Extent to which plan objectives address needs of rights-holders - Key institutions implementing /promoting relevant actions 	<ul style="list-style-type: none"> - Annual reports / internal databases - Interviews with staff of UN Women and County and National Governments
To what extent does the strategic Note respond to devolution at national and county, what changes need to be done?	<ul style="list-style-type: none"> - No. of gender related national and county issues addressed by the Note - No. of legal frameworks and policies reformed /adopted and implemented 	<ul style="list-style-type: none"> - National & County reports - Interviews with staff of UN Women, CSOs, County and national agencies
Was the Note realistic, given the time and budget allocation, the baseline situation and the institutional context in which the Note was to operate?	<ul style="list-style-type: none"> - Level of achievement of Note outputs and outcomes - No. of county and national priorities that integrate gender equality and women empowerment 	<ul style="list-style-type: none"> - Annual reports / internal databases - Interviews with staff of UN Women, CSOs, County and national agencies
To what extent is the UN Women strengthening rights-holders' participation and duty-bearers accountability?	<ul style="list-style-type: none"> - No. of UN Women led Notes /initiatives on capacity building - Perceived coordination role of UNWomen 	<ul style="list-style-type: none"> - Annual reports / internal databases - Interviews with staff of UN Women, CSOs, County and national agencies
How relevant and appropriate is the Theory of Change (ToC) underlying the strategic Note to achieving the objectives?	-Extent to which components of the ToC are complementary	<ul style="list-style-type: none"> - Interviews with staff of UN Women, development partners, CSOs, County and national agencies
Efficiency - Achievement of Outputs		
Has the SP successfully delivered planned outputs, both in quantity and quality as well as their usefulness and timeliness?	<ul style="list-style-type: none"> - Output level indicators of development results framework (DRF), especially–<i>Note output milestones</i> 	<ul style="list-style-type: none"> - Note implementation reports - Knowledge products on governance, economic empowerment, gender violence targets & indicators

		<ul style="list-style-type: none"> - Interviews with UN Women staff and partner organizations
Was participation of county and national agencies and other stakeholders secured and effective?	Evidence of consultations with / feedback within UN Women, and from partners during Note implementation	<ul style="list-style-type: none"> - County and national Reports - UN Women Note implementation reports - Interviews with UN Women and national staff and partner organizations
Have adequate financial resources been mobilised for the SP? Is there collaborative funds mobilisation strategy?	<ul style="list-style-type: none"> - Level of delivery of planned outputs - Evidence of deviations from the approved program of work 	<ul style="list-style-type: none"> - Annual reports / internal databases - Interviews with staff of UN Women and government agencies
Did the Note build adequately on pre-existing institutions, agreements & partnerships, synergies & data sources?	Level of inclusion of pre-existing initiatives and institutions	<ul style="list-style-type: none"> - Note progress reports - Reports on Note implementation - Interviews with key stakeholders
To what extent have administrative procedures been harmonised? Are there any apparent cost-minimising strategies that should be encouraged?	-Evidence of consultations at UN Women, county and national levels	<ul style="list-style-type: none"> - Note implementation reports - Interviews with UN Women and national staff and partner organizations
How efficiently resources/inputs (funds, expertise, time, etc.) have been converted to strategic results?	<ul style="list-style-type: none"> - Level of delivery of planned outputs - Evidence of deviations from the approved program of work 	<ul style="list-style-type: none"> - Annual reports / internal databases - Interviews with staff of UN Women and government agencies
Effectiveness - the extent to which programme results are being achieved		
How and to what extent has GEWE embedded into social and economic development, including gender mainstreaming?	- The quantity/ quality of background materials and UN Women support provided to partners and implementing agencies	<ul style="list-style-type: none"> - Note progress reports - Interviews with partners - MER Plan indicators & target
To what extent has the SP contributed to achieving better synergies among the units (DG, SED and WPS) and among UN agencies in advancing GEWE in the UNDAF?	<ul style="list-style-type: none"> -Number of joint activities /initiatives -Evidence of leveraging resources 	<ul style="list-style-type: none"> - Note implementation reports - Interviews with UN Women and national staff and partner organizations
To what extent have effective partnerships and strategic alliances (e.g. national partners, development partners and other external support agencies been promoted	<ul style="list-style-type: none"> -Number of joint activities /initiatives -Evidence of joint initiatives 	<ul style="list-style-type: none"> - Annual reports / internal databases - Interviews with staff of UN Women and government agencies

(And UN Women coordination role)?	-Evidence of leveraging resources	
To what extent has GEWE knowledge been made available to policy- and decision-makers, & other key stakeholders at different levels?	- Quantity and quality of knowledge products (data, publications, workshops) distributed to key stakeholders	- Interviews with key stakeholders - Note knowledge products (publications, data)
Is more awareness created on gender equality and women empowerment among stakeholders?	- Quantity and quality of knowledge products (data, publications, workshops) distributed to general public	- Communication products & channels - Interviews with audience indirectly related to Note
To what extent has the Note succeed in contributing to improved capacity building among target actors /institutions?	- No. of backstopping capacity building activities and support to implementing agencies - Evidence of demand driven initiatives	- Note implementation reports - Interviews with UN Women and national staff and partner agencies
Did the monitoring process function effectively, including involving key stakeholders?	- No. of monitoring activities, diversity of issues, data management & reporting - Participation of key monitoring institutions	- Note implementation Reports - Reports on monitoring - Interviews with monitoring units /institutions
What is the overall likelihood of impact of the strategic Note, notably in the realization of MDGs, Vision 2013, and MTP 2?	- Major changes that can be attributed to the SP based on UN and national priorities – indicators/targets - Financial and operational sustainability	- Note implementation reports - Interviews with UN Women and national staff, key stakeholders - Analysis of Review of Outcomes to Impacts vs. SN results
To what extent has the Note built on other UN Women achievements to obtain its overall objective through on-the ground, measurable interventions planned for 2014/2016?	- Measures of adaptive management and inclusion of lessons learned during initial stage and during Note implementation	- Note implementation reports & staff management response - Interviews with UN Women and national staff, key stakeholders
Did the main plan risks /assumptions (if any) hold?	Risk mitigation /avoidance measures	- Note implementation reports - Interviews with UN Women and national staff, key stakeholders - Analysis of ROTl vs. Note results -

Sustainability and replication		
Are there any social, economic or political factors that may influence the sustenance of Note results and progress towards impacts?	- Key factors likely to positively or negatively impact Note results (in relation to stated risks)	- Interviews with UN Women and national staff, key stakeholders - Annual Note implementation reports
Is the level of ownership by the County and National Governments and other stakeholders sufficient to allow the SP results to be sustained?	- Level of Government and other stakeholders participation in the implementation and replication of Note activities and results	- Interviews with key stakeholders - Documentation of Note activity implementation - Documentation of activities of key stakeholders
Are there sufficient government and other stakeholders' awareness, interests, commitment and incentives to execute, enforce and pursue the agreements under the Note?	- Number and content of inter-institutional agreements to execute and enforce programs, plans and other Note results	- Execution and collaboration agreements - Interviews with UN Women staff and key stakeholders
To what extent is the sustenance of the Note results and onward progress towards impact dependent on continued financial support?	- Key institutional frameworks that may positively or negatively influence Note results (in relation to stated risks/assumptions)	- Analysis of existing institutional and financial frameworks - Interviews with staff and key stakeholders
Are there any financial risks that may jeopardize sustenance of Note results and onward progress towards impact?	- Level of financing commitment by Government and other partners	- Note implementation reports - Interviews with key institutions
To what extent is the sustenance of the results and onward progress towards impact dependent on issues relating to institutional frameworks and governance?	- Key institutional frameworks that may positively or negatively influence Note results (in relation to stated risks/assumptions)	- Analysis of existing institutional framework - Interviews with UN Women and national staff and key stakeholders
Are lessons and experiences coming out of the Note that are replicated or scaled up? What are the factors that may influence replication and scaling?	- Documented examples of replication or up-scaling	- Interviews with UN Women and national staff and stakeholders - Reports and publications by partners

Factors and processes affecting Note performance		
Was the Note implementation arrangement ready to start as at week 1 (staff, infrastructure, inter-divisional arrangements etc.)?	<ul style="list-style-type: none"> - Note resources (personnel and budget) - Level of execution of Note activities during initial six months 	<ul style="list-style-type: none"> - Note implementation reports - Interviews with UN Women and national staff
Were the skills for SP management, communication and coordination adequate?	<ul style="list-style-type: none"> - Perception of the level of satisfaction (among partners and UN Women staff) of the Note management 	<ul style="list-style-type: none"> - Interviews with UN Women and national staff and partner organizations
Was UN Women coordination and backstopping adequate?	<ul style="list-style-type: none"> - Personal perceptions - Evidence on backstopping activities 	<ul style="list-style-type: none"> - Minutes of meetings - Interviews with UN Women and national staff and partners
What was the achieved degree and effectiveness of collaboration during Note design and implementation?	<ul style="list-style-type: none"> - Level of participation of partners in Note design and implementation arrangements 	<ul style="list-style-type: none"> - Note document - Note implementation reports - Interviews with key stakeholders
How far did the other UN agencies assume responsibility for the Note and provide adequate support to Note outcomes?	<ul style="list-style-type: none"> - Endorsement of Note outcomes by UN Women, other UN entities and the government - Provision of counterpart funding 	<ul style="list-style-type: none"> - Interviews with UN Women and national staff - Note implementation reports - Documented endorsements and co-financing
What resources has the Note leveraged since start on Note implementation and how have these resources contributed to the Note's ultimate objective?	<ul style="list-style-type: none"> - Level of other leveraged resources by Note partners 	<ul style="list-style-type: none"> - Note financial reports - Reports of other organization - Interviews with UN Women partners and other institutions
What was the effectiveness of supervision and administrative and financial support provided by UN Women?	<ul style="list-style-type: none"> - Perception of effectiveness 	<ul style="list-style-type: none"> - Interviews with UN Women and national staff - Documented support (audits, communication)

B 2 – Questionnaire for UN Women Mid-term Review

Name: /

County/Institution/Organization: /

Contact details (optional):

Implementation of the UN Women strategic Note (2014-2018) commenced in 2014 with the intention to engage directly with implementing agencies and/or provide technical support and services to the Government of Kenya and other partners in ensuring gender equality women's rights and women's empowerment are integrated into County, National and UN system priorities.

-The Note is being jointly implemented by UN Women, the County and national Governments and other partners. The objective of the Note is to support the County and national Governments and the UN system to integrate gender into socio-economic and political dimensions. Thus, the Note is intended to contribute to the realization of gender-related UN Goals and national priorities such as Vision 2030. This was to be achieved through: i) the development of UN Women technical support and/or direct involvement in gender equality and women empowerment, and ii) increased access to the knowledge base, tools and guidelines.

-UN Women has commissioned consultants to conduct a mid-term review (MTE) of the Note during the period March-July 2017. The two main objectives of the MTE are:

- To determine achievements since the start of implementation of the Note, particularly with regards to the efficiency and effectiveness of delivery; and relevance of the Note to national priorities.
- To promote learning, feedback, and knowledge sharing through results and lessons learned among UN Women, Development partners, County and National Governments and other non-state actors.

Because the consultants will not be able to meet all key stakeholders, we would be grateful if you would take a few minutes to provide us with your feedback on the following questions:

a) What is your level of awareness of the UN Women Kenya Strategic Note (2014-2018)?

b) In your opinion, to what extent has the Note been implemented in the key results areas of:

- i. Women lead and participate in governance;
- ii. Economically empowered women benefitting from public procurement and agriculture value chains
- iii. Women and girls progressively living a life free from violence;
- iv. Peace, security and humanitarian action are shaped by women's leadership and participation; and

- v. National and devolved planning fully reflects accountability for gender equality commitments and priorities.
- c) *What factors have led to the progress made so far? What impediments (if any) have slowed progress in the implementation of the Note?*
- d) *What are the two key specific achievements of the Note? What factors contributed to the achievements?*
- e) *What is the relationship of the Note to national blue prints, strategies and overall implementation?*
- f) *In your opinion, is the Note and its objectives in line with Government or national priorities and programmes? Comment on its strengths and weaknesses*
- g) *How viable and effective are the partnership strategies with implementing partners and development partners in relation to the achievement of the outcome?*
- h) *What are the institutional strengths and weaknesses in the respective Ministries/ departments as the drivers of the Note?*
- i) *To what extent has UN Women and other development partners contributed to the achievement of the outputs and outcomes of the Note?*
- j) *What has changed in the context that needs to be integrated in the Note?*
- k) *What two recommendations would you make to ensure the Note gains currency/visibility? Or so that the Note is strategically improved*
- l) *What are the two lessons learned in the implementation of this Note?*
- m) *How can the Note be sustained?*

C - Terms of Reference

ToR for the Mid-Term Review of the UN Women Strategic Note 2014 - 2018

I – Background

UN Women Strategic Note 2014 -2018 was developed in 2013 in a consultative approach involving with representatives of women organizations, the Civil Society Advisory Group, and Government agencies. The four-year strategic contributes to the national development priorities in Kenya's Vision 2030 as articulated in its 2nd Medium Term Plan (2014-2018), under the economic, social and the political pillars.

The Note is aligned to

- a. the United Nations Development Assistance Framework for Kenya (2014-2017),
- b. the UN Women Global strategic Note (2014 to 2017) Development Results Impact Areas 7, 2, 3, 4, and 5 and
- c. to the principles in the Quadrennial Comprehensive Policy Review (QCPR).

The Note re-affirms UN Women's commitment to the principles of the Paris Declaration on Aid Effectiveness and the UN-Sector Wide Action Plan, (UN-SWAP) and commits to addressing the unfinished business of the Millennium Development Goals (MDG) and the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW).

As part of the results-based management approach for monitoring, reporting and evaluation, UN Women included, in its Monitoring, Evaluation and Research Plan (MERP 2014-2018) a provision to conduct a midterm review of the strategy that includes an assessment of programme design and results framework, results achieved, effectiveness and efficiency in achieving the vision outlined in the strategic Note.

The Note has five impact areas (IAs), namely:

1. Women lead and participate in governance;
2. Economically empowered women benefitting from public procurement and agriculture value chains;
3. Women and girls progressively living a life free from violence;
4. Peace, security and humanitarian action are shaped by women's leadership and participation;
5. National and devolved planning fully reflects accountability for gender equality commitments and priorities.

The impact areas are interlinked, interdependent and complementary in that the transformational change sought in each result area is essential to achieving the desired change

in the other areas. For example, economic empowerment interventions strengthen women's agency to claim rights and take advantage of opportunities that enable them occupy public decision-making spaces and processes for social transformation. Economic empowerment fosters independence and the ability to live a life free from all forms of gender based violence. Furthermore, empowered women who actively participate in peace building and security at all levels are enablers of growth and sustainable development.

II – Context

This Mid-Term Review process takes place at a pivotal moment, after the adoption of

- a. the 2030 Agenda for Sustainable Development,
- b. the Addis Ababa Action Agenda on Financing for Development,
- c. the 20-year review and appraisal of the implementation of the Beijing Platform for Action, including
- d. the adoption of the Political Declaration at the 60th session of the Commission on the Status of Women, and
- e. the 15-year review of the implementation of Security Council resolution 1325.

The alignment between these processes and UN Women strategic priorities, particularly in terms of UN Women's support to the implementation of the UNDAF 2014-2018, the 3rd Medium Term Plan and the Global 2030 Agenda will be critical in the review process, the UN MIC strategy.

At the same time, these developments take place in the broader context of major national and regional challenges in Kenya that directly impact the gender equality and women's empowerment agenda and UN Women. These notably include the upcoming General elections in 2017 and potential violence against women, devolved governance challenges and opportunities, the rise of violent extremism and continued threat to national security, the youth dividend, and the emerging opportunities in the extractive industry.

The corporate development and roll-out of Flagship Programs represents another important building block.

The Mid-Term Review will provide an opportunity to align flagship project initiatives to UN Women's Strategic Note.

The Mid-Term Review also reviews important KCO institutional developments undertaken since the onstart of the strategic plan: The adoption of the programmatic approach, the adoption of a communications strategy, the knowledge management strategy and the elaboration of the Non State Actors engagement strategy which is still pending but should be taken into account during the review process.

III -Objectives

With this background and context in mind, the Mid-Term Review of the Strategic Note will have the following objectives:

- Reviewing effectiveness of the strategic results framework specifically the indicators, baselines and targets assessing how realistic/relevant and measurable they are and make recommendations for improvement.
- Reviewing coherence in delivery (programmatic approach) of the strategic Note and recommend ways in which the units (DG, WPS, SED) may increase its effectiveness of programme delivery in the remaining period of the current cycle.
- Assessing achievements and progress made against planned results as well as assess challenges and lessons learnt over the past two and a half years of the strategic Note.
- Assessing how the emerging issues not reflected in the current strategic Note such as sustainable development goals (SDGs) among others impact on outcomes and make recommendations and suggestions for future programming to realign UN Women assistance to these new priorities to achieve greater development impact.
- Assess how effectively the current strategic Note is compatible with national development priorities (Vision 2030, Medium term program goals among others).
- Document lessons learnt, challenges and future opportunities, and provide recommendations for improvements or adjustments in strategy, design and/or implementation arrangements.

The key criteria and questions for the mid-term review are:

1. Relevance-responsiveness of implementation mechanisms to the rights and capabilities of the rights-holders and duty-bearers of the programme (including national institutions, communities, and the related policy framework).

-Do the set of results outlined in the strategic Note address a) the rights of women targeted; b) the relevant sectorial priorities identified at a national level; and therefore, c) the objectives on GEWE of the MTP2 and Vision 2030?

Are the stated strategic Note objectives consistent with the requirements of rights-holders, in particular, the requirements of most vulnerable women and girls?

-To what extent does the strategic Note respond to devolution at national and county relevant, what changes need to be done?

-How relevant and appropriate is the Theory of Change underlying the strategic Note to achieving the objectives?

-Is there a participatory approach in programming?

-To what extent is the UN strengthening rights-holders' participation and duty-bearers' accountability; ensuring that the most vulnerable populations know, demand and enjoy their human rights and reinforcing capacities of duty bearers to respect, protect and guarantee these rights.

2. Effectiveness - the extent to which programme results are being achieved.

-To what extent has the strategic Note contributed to achieving better synergies among the units (DG, SED and WPS) and among UN agencies in advancing GEWE in the UNDAF? .

-To what extent have effective partnerships and strategic alliances (e.g. national partners, development partners and other external support agencies) been promoted (UN Women coordination role)?

3. Efficiency - Is the implementation mechanism the most cost effective way of delivering this programme?

-Have adequate financial resources been mobilised for the Programme?

-Is there collaborative funds mobilisation strategy?

-To what extent have administrative procedures been harmonised?

-Are there any apparent cost-minimising strategies that should be encouraged?

-Are the implementation mechanisms - staff meetings, TL meetings, field monitoring missions, resource mobilisation and communications effective in managing the Programme?

-How efficiently resources/inputs (funds, expertise, time, etc.) have been converted to strategic results?

4. Sustainability - the extent to which these implementation mechanisms can be sustained over time

5. Assess design and focus of the strategic plan, the quality of the formulation of results at different levels, i.e. the results chain: .

-To what extent is the current strategic plan designed as a results-oriented, coherent and focused framework and aligned to the corporate flagship approach? .

-To what extent are the indicators and targets relevant, realistic and measurable? Are the indicators in line with the sustainable development goals (SDGs) and what changes need to be done? Are the baselines up to date -do they need adjusting?

-Are expected outcomes realistic given the strategic plan timeframe and resources? (see also alignment to flagship approach)

-To what extent and in what ways have risks and assumptions been addressed in strategic plan design?

6. Assess impact: To the extent possible, assess the impact of strategic Note on the lives of the women and girls, i.e. determine whether there is any major change that can reasonably be attributed to or be associated with UN women strategic Note, notably in the realization of MDGs, National Development Goals and the national implementation of internationally agreed commitments and UN Conventions and Treaties.

IV - Methods and process

The MTE will be an external, participatory, and iterative learning exercise, which should be completed within a timeframe of 20 working days and will build on the previous KCO Annual Reviews. The Mid-Term Review will be conducted under the guidance of the UN Women Kenya Deputy Country Director.

Internal arrangements - The Senior Management Team will constitute the Steering Committee for the Mid-Term Review, signing off and providing direction at key milestones.

The team will serve as a reference group for the process and provide feedback on the Terms of Reference and advice on the overall narrative and key messages to emerge from the review. It will review outlines and sections of the report, validate information, provide regular feedback on content and inputs received, and demonstrate leadership by mobilizing their respective teams in supporting the Mid-Term Review process,

Methods to assess SP outcomes and impact will include open and semi structured interviews with key stakeholders, a comprehensive review of documents (both from the government on national policies and strategies as well as from the UN agencies), a synthesis and analysis of data from regular programme monitoring as well as field visits. Interviews with beneficiaries and local partners using participatory review and evaluation methodologies will be strongly encouraged,

The Mid-Term Review will outline and recommend actions as a result of its analysis at mid-point. This may indicate areas that require deepening, greater or lesser focus, or adjustments. It is already apparent, for example, that some targets and indicators will need to be revised in light of results to date or data availability.

The Flagship Programming Initiatives will be positioned as an essential aspect of UN Women's fitness for purpose and operational impact. More broadly, a reflection about UN Women's business model should be included with suggestions for the way forward. The content will be mainly informed by internal and external consultations.

V. Deliverables

The findings and recommendations of the review will be thoroughly discussed with the UN Women and Partners.

The key deliverables of the MTE are:

(a) Inception report outlining the evaluation design including its criteria, scope, methodology, data collection methods and tools, and the evaluation time frame including a Draft Report Template: Submission of a draft report format containing Table of Contents for the final report for approval by UN Women.

(b) The MTE Draft and Final Reports: The report should address the contents specified in section III and use a format that will be provided during inception phase. It should be logically structured, contain evidence-based findings, conclusions, lessons and recommendations, and should be free of information that is not relevant to the overall analysis. The report should respond in detail to the key focus areas described above. It should include a set of specific recommendations formulated for the project, and identify the necessary actions required to be undertaken, who should undertake those and possible time-lines (if any). Stakeholders will provide comments on the Draft Report, and the consultants will finalize the report in view of these comments.

(c) Presentation: For presenting and discussing the draft final report interactively, the consultants will facilitate a concluding workshop for the project stakeholders.

(d) Revised Strategic Note: DRF and OEEF documents with revised results framework capturing the inputs from the MTE.

V. Consultant's competencies and qualifications

Consultant competencies should include but not be limited to the following:

- At least a master's degree in development studies, economics, political science, public policy /and or relevant field of social sciences.
- At least seven years of planning, reviews and/or evaluation experience, five years of which in planning/reviews in development programs related to human rights, gender and results-based evaluations
- Knowledge and experience with the national development frameworks, especially National Development Goals (MDGs), PRSP, SWAP, key legislation, etc. .
- Extensive experience with UN programming, especially the UNDAF and delivering as one
- Understanding of the Kenyan context with specific regards to the gender priorities and role of UN Women.
- Knowledge of issues concerning women's human rights and gender equality including specifically in the area of gender based violence, ii) familiarity with the relevant context in Kenya will be an added advantage
- Demonstrated ability and excellent communication skills to facilitate group discussions
- Demonstrated ability to produce high quality evaluation reports, including recommendations for future work of the funding organization/ a donor
- Ability to work with the Evaluation Manager to ensure that a high quality evaluation report is produced
- Facilitation skills and the ability to deal with multi-stakeholder groups
- Excellent analytical and communication skills.
- Fluent in English; knowledge of local language an asset

VI. Timeline

The consultancy will be for a period of 20 working days

D - Evaluation Management and Reference Group Members

Evaluation management

The Evaluation will be an external, participatory, and iterative learning exercise, which should be completed within a timeframe of 20 working days and will build on the previous KCO Annual Reviews.

The Mid-Term Evaluation will be conducted under the guidance of the UN Women Kenya Deputy Country Director.

Internal arrangements - The Senior Management Team will constitute the Steering Committee for the Mid-Term Evaluation, signing off and providing direction at key milestones.

The team will serve as a reference group for the process and provide feedback on the Terms of Reference and advice on the overall narrative and key messages to emerge from the evaluation. It will review outlines and sections of the report, validate information, provide regular feedback on content and inputs received, and demonstrate leadership by mobilizing their respective teams in supporting the Mid-Term Evaluation process.

Methods to assess SP outcomes and impact will include open and semi-structured interviews with key stakeholders, a comprehensive review of documents (both from the government on national policies and strategies as well as from the UN agencies), a synthesis and analysis of data from regular programme monitoring as well as field visits. Interviews with beneficiaries and local partners using participatory review and evaluation methodologies will be strongly encouraged,

The Mid-Term Evaluation will outline and recommend actions as a result of its analysis at mid-point. This may indicate areas that require deepening, greater or lesser focus, or adjustments. It is already apparent, for example, that some targets and indicators will need to be revised in light of results to date or data availability.

The Flagship Programming Initiatives will be positioned as an essential aspect of UN Women's fitness for purpose and operational impact. More broadly, a reflection about UN Women's business model should be included with suggestions for the way forward. The content will be mainly informed by internal and external consultations.

Composition and function of the UN Women reference group

The UN Women reference group is an integral part of the evaluation management structure and is constituted to facilitate the participation of relevant stakeholders in the design and scope of the evaluation, raising awareness of the different information needs, quality assurance throughout the process and in disseminating the evaluation results.

The UN Women reference group will be composed of National Government Agencies, Non-Governmental Organizations and Women Organisations.

Reference group members will be expected to:

- Act as source of knowledge for the evaluation
- Act as an informant of the evaluation process
- Assist in the collection of pertinent information and documentation
- Assist in identifying external stakeholders to be consulted during the process;
- Play a key role in disseminating the findings of the evaluation and implementation of the management response
- Participate in any meetings of the reference group
- Provide input and quality assurance on the key evaluation products: ToR, inception report and draft evaluation report
- Participate in the validation meeting of the final evaluation report
- Participate in learning activities related to the evaluation report

The proposed reference group composition included the following individuals:

UN Women Reference Group for Mid-Term Evaluation of the UN Women Strategic Note 2014 – 2018	
Name	Title, Organization
Arthur Okwemba	Executive Director
Stephen Samba	Program Director, Youth Initiatives-Kenya (YIKE)
Magdalene Mwanzia	Programme Officer, LVCT Health
Catherine Njeru	Gender Advisor, International Peace Support Training Center
Karin Fueg	Deputy Country Director, UN Women
Robert Simiyu	Team Leader, Democratic Governance Unit - UN Women
Idil Absiye	Team Leader, Peace and Security and Humanitarian Unit - UN Women

Faith Kasiva	Team Leader, Social Economic Development Unit - UN Women
Nyambura Ngugi	Programme Specialist, UN Planning and Coordination - UN Women
Ahmed Hassan	Knowledge Management, Monitoring and Evaluation Specialist - UN Women
Casper Merkle	Regional Evaluation Specialist

E - Work plan

The evaluation time frame is adapted to the period of this review (starting in March and ending in April 2017).

Schedule of the Review (Initial Plan)

Key evaluation tasks	Set Time frame	Expected deliverable (s)
A - Inception report, 1st draft <ul style="list-style-type: none"> ✓ evaluation design ✓ data collection methods ✓ data collection tools ✓ Organisations to be interviewed ✓ sampling procedures ✓ detailed time schedule 	3 days	Detailed inception report
B - Desk review prior to field visits <ul style="list-style-type: none"> ✓ eview of progress reports, work plans, emergency work plans, mission and workshop reports, baseline surveys, monitoring data, country data and previous evaluation report.	3 days	Data and information from the desk review incorporated into the final inception report
C - Inception Report Presentation to Reference group and UN WOMEN to discuss content and logistical requirements	1 day 28 th March 2017	Feedback from the reference group on incorporated and inception report finalized.
D - Finalization of Inception Report and Data Collection Plan	1 days 29 th March 2017	Based on feedback from Reference Group and UN Women

Key evaluation tasks	Set Time frame	Expected deliverable (s)
<p>E - Data Collection</p> <p>Key informant interviews, FGDs, direct interviews etc.</p> <ul style="list-style-type: none"> ✓ Meeting with UN Women field & key programme staff. ✓ Meeting with the programme implementing partners and other stakeholders. ✓ Site visit to selected implementing partners. ✓ Data Collection through the KII & FGDs. ✓ Analysis of field data. ✓ FGDs with any IPs not sampled in the field to be held in Nairobi and in counties ✓ FGDs to be held informally with TOTs ✓ FGDs to be held with direct beneficiaries 	<p>7 days</p> <p>30th March – 6th April</p>	<p>Detailed itinerary for interviews and FGDs prepared by UN Women and IPs</p>
<p>F - Data analysis/content analysis</p>	<p>Continuous during and after data collection</p>	<p>Country reports and related data analysis to team leader</p>
<p>G - Debrief on Data collected and initial observations</p>	<p>1 day: 7th April</p>	<p>The International Consultant departs after the debrief</p>
<p>H - 1st Draft Evaluation Report</p>	<p>3 days: by 17th April 2017</p>	<p>1st draft Evaluation report</p>
<p>I - Debriefing/Validation workshop on:</p> <ul style="list-style-type: none"> - Preliminary findings - Conclusions & recommendation to stakeholders, GoK, donors & UN agencies. 	<p>1 day (5th May 2017)</p>	<p>Presented by the National Consultant</p> <p>Input from the workshop incorporated in the final report</p>
<p>J - Final Report</p>	<p>2 days</p>	<p>Final draft incorporating</p>

Key evaluation tasks	Set Time frame	Expected deliverable (s)
	Submitted by 19 th May 2017	feedback from stakeholders, GoK, donors & UN agencies

The detailed meeting schedule for the mid-term evaluation involves ten partner organizations as well as UN Women KCO staff. All the planned meetings will be held in Nairobi.

Actual Schedule of Mid-Term Evaluation Partner Meetings

Date	Event	Partner	Comments
28 th March	Inception Meeting	ERG	
29 th March	-Preparation for staff workshop -Finalisation of the inception report	UN Women	Workshop demanded by staff
30 th March	Review of DRF with staff	UN Women	Participative learning/data collection event
31 th March	LVCT Health visit for the EAW programmes	LVCT	
3 rd April	KEWOPA for the EAW programmes National Gender and Equality Commission for the EAW programmes	KEWOPA NGEC	
4 th April	Youth Initiative Kenya for the Democratic Governance programmes Council Of Governors for the Planning and Budgeting interventions at the County Governments	YIKE COG	FGD with youth / women beneficiaries on leadership and representation
5 th April	International Peace Support Training Centre for Peace and Security impact area	IPSTC JOYWO	
6 th April	-Debriefing staff and stakeholders -Meeting with external partners	UN Women External	Sessions to be used to collect data and debrief

	(Gender Focal Points of Embassies of a. Finland and b. Sweden)	partners	
7 th April	-Debriefing meeting with key Evaluation Management Team members (DCD, M&E-KM PO) -Meeting with CD -Exchange with HQ RBM Process Review Team	UN Women	
8 th May	The State Department for Gender Affairs and The Public Procurement Oversight Authority	SDGA PPOA	FGD with women beneficiaries on public procurement
9 th May	JOYWO for Women Economic Empowerment	JOYWO	

F – Persons met with and interviewed

No.	Name	Function / Title	Agency
1	Josephine Mwangi Mweki	Programme Manager (Civil Society, Gender, Child Rights, Peace and Reconciliation)	Embassy of Sweden
2	Riikka Raatikainen	Counselor, Governance, gender and Human rights	Embassy of Sweden
3	Grace Wairimu	Program Officer	LVCT
4	Magdaline Mwanzia	Technical Officer	LVCT
5	Paul K. Kuria	Ag. Commission Secretary / CEO	National Gender and Equality Commission (NGEC)
6	Tabitha Nyambura	Principal Officer	NGEC
7	Fred Rumiti	Monitoring & Evaluation Officer	NGEC
8	Mercy Mwangi	Programs Coordinator	Kenya Women Parliamentarians Association (KEWOPA)
9	Omiti Odhiambo	Program Officer	KEWOPA
10	Sharon Makena	Acting Chief Executive Officer	Council of Governors (CoG)
11	Asunza Masiga	Gender advisor and technical lead for gender, youth, culture and social services committee	CoG
12	Rosemary Irungu	Liaison Officer	CoG
13	Ken Oluoch	Program Officer SDGs	CoG
14	Joyce Sitienei	Colonel	International Peace Support Training Centre (IPTC)
15	Catherine Njeru	Gender specialist	IPTC
16	Stephen Samba	Programs Director	Youth Initiatives-Kenya (YIKE)
17	Lona Makokha	Gender & Governance Project officer	YIKE
18	Jane Wangari Njoroge	Deputy Director General	Public Procurement Oversight Authority
19	Najma Jabri	Head, HNI, Women and Youth banking	Gulf Africa Bank
20	Rosaline Ochieng	MCA aspirant	ODM Party
21	Hellen Kamene	MCA Aspirant	Jubilee Party
22	Beatrice Adhiambo	MCA aspirant	ODM Party
23	Virginia Wanja	MCA Aspirant	Jubilee Party

24	Francisca Mutunga	MCA Aspirant	Wiper Party
25	James Gakunya	Youth mobilize	YIKE Affiliate
26	Peter Kinyua	Youth Mobilize	YIKE Affiliate
27	Jacob O Ogutu	MCA aspirant	ODM Party
28	Zebib S. Kavuma	Country Director	UN Women
29	Karin Fueg	Deputy Country Director	UN Women
30	Tolulope Lewis Tamoka	Programme Specialist / Regional Advisor	UN Women
31	Ahmed Hassan	KM-Monitoring and Evaluation Specialist	UN Women
32	Nyambura Ngugi	Programme Specialist, UN Planning and Coordination	UN Women
33	Robert Simiyu	Team Leader, Democratic Governance Unit - UN Women	UN Women
34	Idil Absiye	Team Leader, Peace and Security and Humanitarian Unit - UN Women	UN Women
35	Faith Kasiva	Team Leader, Social Economic Development Unit - UN Women	UN Women
36	Wondeli	Programme Analyst	UN Women
37	Tabitha	Programme Officer	UN Women
38	Simga Robut	Democratic Governance Programme Officer	UN Women
39	Banu Khan	Women Empowerment Specialist	UN Women
40	Mads Svenssen	RBM Process Review Consultant	HQ (on secondment from UNDP)

(10 men and 30 women; gender ratio 3:1 in favour of women.)

In addition, the mission received analytical inputs and feedback from some 15 UN Women KCO programme staff who participated in the KRA review kick-off workshop at the beginning of the MTE in-country phase. While the mission did not meet in person with the participants of the two e-survey exercises, it should also be mentioned that the general perception survey and the coordination assessment mini-survey were answered by a combined total of yet another 30 staff working for various entities across the spectrum of stakeholders including governmental institutions, donor agencies, KCO UNCT member agencies, the RCO, and NGOs.

G -Responsibilities, Logistics and Support

The MTE will be an external, participatory, and iterative learning exercise, which will be conducted under the guidance of the UN Women Kenya Deputy Country Director in collaboration with the Senior Management Team (SMT). The SMT will constitute the Steering Committee for the Mid-Term Review, signing off and providing direction at key milestones.

The team will serve as a reference group for the process and provide feedback on the Terms of Reference and advice on the overall narrative and key messages to emerge from the review. The UN Women Evaluation Manager will be responsible for providing overall guidance to the review exercise and coordinate the required logistical and administrative mission support.

The review process will be conducted by an international and a national consultant. Whereas the international consultant will lead the review process and be responsible for quality control of the review report, the national consultant will provide substantive technical inputs throughout the process, and in particular during the interviews and data collection events.

H – 2016 KRA Progress Tables

A. Aggregate overview table

Overview across all KRAs

<i>KRA</i>	<i>Outcome indicator</i>	<i>Output indicator</i>
1	1.1	
		1.1.1
		1.1.2
		1.1.3
		1.1.4
<i>KRA</i>	<i>Outcome indicator</i>	<i>Output indicator</i>
2	2.1	
		2.1.1
		2.1.2
	2.2	
		2.2.1
	2.3	
		2.3.1
		2.3.2
		2.3.3
	2.4	
		2.4.1
		2.4.2
	2.5	
		2.5.1
		2.5.2
	2.6	
		2.6.1

		2.6.2
		2.6.3
KRA	Outcome indicator	Output indicator
3.	3.1	
		3.1.1.
		3.1.2
		3.1.3
	3.2	
		3.2.1
		3.2.2
		3.2.3
	3.3	
		3.3.1
		3.3.2
		3.3.3
		3.3.4
	KRA	Outcome indicator
4	4.1	
		4.1.1
		4.1.2
		4.1.3
	4.2	
		4.2.1
		4.2.2
	4.3	
		4.3.1
		4.3.2
	4.4	
		4.4.1
		4.4.2
	4.5	

		4.5.1
		4.5.2
	4.6	
		4.6.1
		4.6.2
		4.6.3
KRA	Outcome indicator	Output indicator
5.	5.1	
		5.1.1
		5.1.2
		5.1.3
	5.2	
		5.2.1
		5.2.2
	5.3	
		5.3.1
		5.3.2

B. Detailed tables

1 – Women lead and participate in governance and decision making at all levels				
1. Results	2. Performance Indicators	3. Baseline	4. Target	5. 2016

<p>Outcome 1.1 Electoral frameworks and arrangements promote gender balance in elections.</p>	<p>Indicator 1.1: Existence of electoral frameworks that promote gender balance in Kenya</p>	<p>Baseline: The current electoral framework does not promote gender balance</p>	<p>Target: Revised electoral frameworks that are gender sensitive</p>	<p>The following policy and legislative frameworks were reviewed to enable GEWE:</p> <ul style="list-style-type: none"> (1) The Elections Amendment Act (2016) was enacted- which included elements that enhance inclusion; (2) The Political Parties Amendment Act (2016) was enacted that had requirements for political parties as institutions to include women in leadership, nomination guidelines that would ensure political parties adhere to inclusion, and the political finance regulations with incentives to parties that enhance women inclusion; (3) Reforms to electoral management bodies (Independent Electoral and Boundaries Commission-IEBC; and Office of Registrar of Political Parties-ORPP); IEBC produced the inclusion policy, while ORPP produced the gender and inclusion training curricula which was applied to train political parties on inclusion (4) The dialogue and discussion around the enactment of the law that would enable implementation of the 2/3rds Constitutional gender requirement is still ongoing-with the law not yet enacted.
<p>Output 1.1.1 Strengthened legislative framework enables women's participation and leadership.</p>	<p>Indicator 1.1.1: Number of legislation and regulations reformed/reviewed to promote women's political participation and leadership</p>	<p>Baseline: 3</p>	<p>Target: 4 (cumulative)</p>	<p>4</p> <ul style="list-style-type: none"> (1) The Elections Amendment Act (2016) (2) The Political Parties Amendment Act (2016) (3) Reforms to electoral management bodies (Independent Electoral and Boundaries Commission-IEBC; and Office of Registrar of Political Parties-ORPP); (4) The dialogue and discussion around the

				enactment of the law that would enable implementation of the 2/3rds Constitutional gender requirement is still ongoing-with the law not yet enacted.
Output 1.1.2. Political party policies and procedures reform to include women.	Indicator 1.1.2: Number of political parties with reformed or adopted rules to promote women's participation.	Baseline: 0	Target: 4	The political parties act was amended and in 2017, UN Women will work with political parties to adopt and report on the number of PP complying
Output 1.1.3. Violence against women in elections is mitigated	Indicator 1.1.3: Number of joint initiatives supported	Baseline: 0	Target: 2 (Elections and Devolution Programmes)	3 Joint Initiatives Supported (1-SEPK Elections Programme with UNDP, 2-Women Situation Room and 3-Joint Programme on SGBV with UN and GOK)
Output 1.1.4. Electoral arrangements enhance women's political participation and leadership	Indicator 1.1.4: IEBC inclusion strategy developed	Baseline: 0	Target: 1	IEBC inclusion strategy developed to draft level. To undergo further processing in 2017

2 – Economically empowered women benefit from public procurement, and agricultural and extractive industries value chains

1. Results	2. Performance Indicators	3. Baseline	4. Target	5. 2016
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<p>Outcome 2.1 Public procurement is gender responsive.</p>	<p>Indicator 2.1: % change in public procurement directed towards WBEs;</p>	<p>Baseline: 30%;</p>	<p>Target: 30%;</p>	<p>The PPRA report for 2015-2016 indicates the 163 national government procuring entities reported to have reserved a total of Sh22.6 billion out of a cumulative total procurement budget of Sh104.2 billion. On the other hand, the county government entities reported to have reserved Sh6.2 billion out of a total cumulative budget of Sh28.9 billion. Cumulatively, the two levels of government reported to have reserved a total of Sh28.8 billion representing 21.6 per cent of the total annual procurement budget of Sh133.1 billion. According to the report, the national government's performance in fulfilling the requirement was 21.7 per cent while that of county governments was slightly lower at 21.6. The report states that in the period under review, the Treasury had registered 57,085 businesses owned by disadvantaged groups out of which 34,250 were youth owned, 20,413 for women and 2,422 owned by the disabled. It further says only 198 procuring entities submitted their reports to the agency as is required by the Public Procurement and Asset Disposal Act 2015.</p>
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<p>Output 2.1.1: Increased awareness, engagement & advocacy for favourable public procurement opportunities for WBEs</p>	<p>Indicator 2.1.1: Number of women business networks with procurement business registration and AGPO certificate</p>	<p>Baseline: N/A</p>	<p>Target: 4 county networks</p>	<p>1 Network (JOYWO) Supported with over 80% of members registered as AGPO</p>
<p>Output 2.1.2: Public sector is held accountable to gender responsive provisions in public procurement policies</p>	<p>Indicator 2.1.2: Effective M&E system to monitor the uptake of the 30% procurement rule in place</p>	<p>Baseline: System available but not utilised</p>	<p>Target: Robust and effective system</p>	<p>No progress made on this in 2016 due to prioritization of government agendas. A lot of progress has been made here through engagement with Procurement and supply chain officers from PE's in partnership with National Treasury, KISM CoG AND PPRA. 3 forums held with 68 officers from 13 counties. The forums focused on compliance and reporting and provided a platform for PPRA and National Treasury to review and amend its reporting tool as well as reporting mechanism. previously it was not very clear who the Public Entities(PE) should be reporting to and consensus on the reporting template. Going forward, PPRA and National Treasury have committed to harmonize their reporting tools into one standard tool for ease of monitoring. The biggest challenge is that the reporting system remains manual and needs to be automated.</p>

Outcome 2.2 Public and private investments create new economic opportunities for WBEs in Kenya.	Indicator 2.2: % increase of WBEs that access credit/lending that generates	Baseline; To be collected in 2016;	Target; 10% increase in opportunities	This indicator was not measured in 2016 as priorities have changed due to limited funding
Output 2.2.1: Increased engagement with development banks and private investors for gender-responsive lending and investments	Indicator 2.2.1..a: Number of FIs engaged by UN Women who provide favorable access to credit	Baseline: N/A	Target: 2	There was no progress note on this indicator. This indicator was not measured in 2016 as priorities have changed due to limited funding.
Outcome 2.3 Corporations implement their commitments to the Women's Empowerment Principles	Indicator 2.3: % increase of corporate sourcing from WBEs.	Baseline 20	Target: 5%,	There was no progress note on this indicator. This indicator was not measured in 2016 as priorities have changed due to limited funding.
Output 2.3.1: Create top level corporate leadership in favour of gender-responsive procurement policies	Indicator 2.3.1. Number of companies signing the WEPs	Baseline: 10	Target: 40	20 (14 listed companies and 6 additional signings but yet to be listed) From only 2 companies in 2014, the number of WEPs signatories has grown to 14 companies by December 2016 and they are listed in the Global WEPs list. These companies are: Amiran Kenya, Capital Real Time, Central Bank of Kenya, City Scape Trends, Cooper (K) Brands, EABL, Evensis Ventures, Gulf Africa Bank, Kenya Commercial Bank, Nairobi Securities Exchange, Rexe Roofing, Safaricom, Sketches Design and Technobrain. <u>The</u>

				<p>following companies have also committed to the WEPs publicly but have not yet submitted a fully completed CEO statement of support and as such are not yet part of the global list but in essence they are signatories. UN Women is following up these companies on a one on one basis so that they dully complete the required forms to be officially listed.. The companies are Barclays Bank, Total Kenya, Diamond Trust Bank, Chase Bank, ApexAfrica and ABMC Limited. In addition to these 20 companies, there are several other institutions (academic as well as micro and small enterprises that have expressed interest but do not meet the criteria to be listed e.g. Strathmore University, CAPITAL MARKET AUTHORITY, Kenya National Chamber of Commerce. Institute of Directors) among others.</p>
<p>Output 2.3.2: Corporate sourcing policies reviewed and reformed in favour of targeting women employees and WBEs.</p>	<p>Indicator 2.3.2: Number of companies with corporate sourcing policies that target women-owned enterprises</p>	<p>Baseline: 0 companies audited</p>	<p>Target: at least 5 companies</p>	<p>1 Gulf African Bank (GAB) volunteered in October 2016 to champion principle number 5 of WEPs and as a first step in strengthening its business relationships with women owned businesses(suppliers) undertook an internal review of its policies and procurement process. This exercise included a review of GAB prequalified supplies. As a result, they realized that</p>

				only 4.5% of its prequalified suppliers are women
Output 2.3.3: Corporates publicly report on implementation of gender-responsive procurement policies.	Indicator 2.3.3: # of companies publicly reporting on WEPS.	Baseline: 0	Target: 1	There was no progress note on this indicator. This indicator was not measured in 2016 as priorities have changed due to limited funding.
Outcome 2.4 Capacity of WBEs and women entrepreneurs to benefit from procurement is strengthened	Key indicator 2.4: % change of WBEs accessing public procurement quota.	Baseline 5%	Target: 5%	21.6% accessing the public procurement quota. The PPRA report for 2015-2016 indicates the 163 national government procuring entities reported to have reserved a total of Sh22.6 billion out of a cumulative total procurement budget of Sh104.2 billion. On the other hand, the county government entities reported to have reserved Sh6.2 billion out of a total cumulative budget of Sh28.9 billion. Cumulatively, the two levels of government reported to have reserved a total of Sh28.8 billion representing 21.6 per cent of the total annual

				<p>procurement budget of Sh133.1 billion According to the report, the national government's performance in fulfilling the requirement was 21.7 per cent while that of county governments was slightly lower at 21.6.</p> <p>The report states that in the period under review, the Treasury had registered 57,085 businesses owned by disadvantaged groups out of which 34,250 were youth owned, 20,413 for women and 2,422 owned by the disabled. It further says only 198 procuring entities submitted their reports to the agency as is required by the Public Procurement and Asset Disposal Act 2015.</p>
<p>Output 2.4.1: Capacity development of women's associations and women entrepreneurs to lobby for & hold governments and corporations accountable for gender responsive procurement and investment</p>	<p>Indicator 2.4.1: Number of WBA networks actively engaging government to be accountable for gender responsive procurement</p>	<p>Baseline: 0 (2014)</p>	<p>Target: 4 county networks</p>	<p>2 (JOYWO and Turkana Women network)</p>

<p>Output 2.4.2: Capacity of women's associations and women entrepreneurs to respond to procurement is increased</p>	<p>Indicator 2.4.2: Proportion of tenders won by women at county level</p>	<p>Baseline: 0</p>	<p>Target: 5% in 4 counties</p>	<p>21% The County government's performance in fulfilling the requirement was at 21.6%. The PPRA report for 2015-2016 indicates the 163 national government procuring entities reported to have reserved a total of Sh22.6 billion out of a cumulative total procurement budget of Sh104.2 billion. On the other hand, the county government entities reported to have reserved Sh6.2 billion out of a total cumulative budget of Sh28.9 billion. Cumulatively, the two levels of government reported to have reserved a total of Sh28.8 billion representing 21.6 per cent of the total annual procurement budget of Sh133.1 billion</p>
<p>Outcome 2.5 Women smallholder farmers and their cooperatives and agribusinesses have improved value chains, business development opportunities and access to sustainable markets</p>	<p>Indicator 2.5: Number of rural women's self-help groups, cooperatives and agribusinesses that sell quality value added products</p>	<p>Baseline: No data available</p>	<p>Target: By 2018 at least 5,000 women smallholder farmers and their cooperatives and agribusinesses sell value added products</p>	<p>There was no progress note on this indicator. This indicator was not measured in 2016 as priorities have changed due to limited funding.</p>

<p>Output 2.5.1: Women smallholder farmers, and their cooperatives and self-help groups have strengthened capacities in innovative climate smart agriculture and selected value chains development</p>	<p>Indicator 2.5.1.a: Number of women smallholder farmers that have increased their agricultural productivity using improved seeds and fertilisers, green houses, drip irrigation and pesticides</p>	<p>Baseline: Zero</p>	<p>Target: At least 5,000 women smallholder farmers that have increased their agricultural productivity using improved seeds and fertilisers, green houses, drip irrigation and pesticides by 2018</p>	<p>There was no progress note on this indicator. This indicator was not measured in 2016 as priorities have changed due to limited funding.</p>
<p>Output 2.5.2: Policy makers at national and devolved levels and parliamentarians have enhanced capacities to address the needs and priorities of women and youth smallholder farmers into agriculture, trade and MSMEs policies, laws and budgets</p>	<p>Indicator 2.5.2: Number of counties that include gender equality provisions in their policies and plans on agriculture, trade and MSMEs</p>	<p>Baseline: Zero. County policies and plans on agriculture, trade and MSMEs yet to be defined</p>	<p>Target: At least 6 counties have included gender equality provisions in their policies and plans on agriculture, trade and MSMEs by 2018</p>	<p>There was no progress note on this indicator. This indicator was not measured in 2016 as priorities have changed due to limited funding.</p>
<p>Outcome 2.6 Women have increased access to skills, jobs, business opportunities and compensations from extractive industries</p>	<p>Indicator 2.6: Number of bills supporting women's access and compensation mechanisms in extractive industries tabled in parliament</p>	<p>Baseline: Zero</p>	<p>Target: 1 bill by 2018</p>	<p>1 The Mining Act 2014 was been passed by the National Assembly and enacted in 2015 with technical and financial assistance from UN Women to integrate gender in the extractive sector policy and legislative framework</p>

<p>Output 2.6.1: Relevant government institutions - have enhanced capacity to address women's needs, rights and priorities in policies, laws, programmes and dispute resolution systems</p>	<p>Indicator 2.6.1: Number of policy forums on gender responsive extractive industries involving government institutions, parliamentarians, women's groups and the media</p>	<p>Baseline: Zero</p>	<p>Target: 5 at national level and 10 at county level by 2018</p>	<p>3 National and 4 County UN Women through collaboration with Ministry of Mining held 3 national level meetings on the gender responsive extractives and 4 county forums on the regulations</p>
<p>Output 2.6.2: Private sector companies signatories to the Women's Empowerment Principles in the extraction sector offer business development opportunities to women in their value chains</p>	<p>Indicator 2.6.2: Number of extraction companies who put in place affirmative action measures in their procurement and skills development opportunities</p>	<p>Baseline: Zero</p>	<p>Target: At least 10 companies by 2018</p>	<p>0 - No companies yet Towards this target, UN Women commissioned a study on Local Content to understand the gap and entry point for opportunities for women in the extractive sector. Base Titanium and Acacia Mining have implemented a certain level of affirmative action measures in their operations and supply chain.</p>
<p>Output 2.6.3: Women's groups participate more actively in the planning and implementation of extractive industry at community level</p>	<p>Indicator 2.6.3.a: Number of women's groups who participate in consultation and decision making forums related to the extractive industries at county and community level</p>	<p>Baseline: Data to be collected in the gender audit of the extractive industries</p>	<p>Target: At least 10 women's groups by 2015</p>	<p>UN Women held 2 consultations with women in the extractive sector on ensuring that women in the sector leverage on the promise of the EI. Through technical and financial assistance, UN Women provided organization development of the women in the sector that resulted to the birth of the Association of Women in the Extractive Industries in Kenya. This platform brings together women GEM dealers, artisanal, small scale miners and women in large scale mining.</p>

3 – Women and girls progressively living a life free from violence

1. Results	2. Performance Indicators	3. Baseline	4. Target	5. 2016
Outcome 3.1 An enabling legislative and policy environment in line with international standards on EAW and other forms of discrimination is in place and translated into action	Indicator 3.1: Number of counties implementing the national VAW laws and policies that are in line with international standards on VAW	Baseline: 0	Target: 4	No county has reported on this so far
Output 3.1.1 Women's voice and agency strengthened to advocate for the development and implementation of laws and policies on EAW	Indicator 3.1.1: Number of GBV networks that influence the implementation of Laws and policies	Baseline: None Existent (has not been consolidated before)	Target: 5	10 GBV Committees were formed in Nairobi, Garissa, Marsabit, Kwale, Kilifi, Kiambu, Migori, Nyamira, vihiga and Uasin Gishu Counties to influence the implementation of Laws and policies.
Output 3.1.2 Laws and policies are regularly reviewed, reformed and resourced to conform with international human rights standards and evidence	Indicator 3.1.2: Number of counties supported by UN Women that have adopted National Action Plans/Strategies on EAW (National Policy on the prevention and response to GBV)	Baseline: 0	Target: 5 counties	None
Output 3.1.3 Capacity of institutions to implement legislation to EAW and other forms of discrimination is strengthened	Indicator 3.1.3: Number of GBV service providers supported by UN Women that deliver harmonized and clear referral pathways in line with established quality guidelines	Baseline: Non-existent and fragmented GBV/Protection working groups in select target Counties	Target: 3	3 (LVCT Health and GVRC and HAK)

<p>Outcome 3.2 Favourable social norms, attitudes and behaviors are promoted at community and individual levels to prevent VAW</p>	<p>Indicator 3.2: Percentage of women who experience physical/sexual violence ever;</p>	<p>Baseline 40.7% (2014);</p>	<p>Target: 30%;</p>	<p>45%</p> <p>Forty-five percent of women and 44 percent of men age 15-49 have experienced physical violence since age 15, and 20 percent and 12 percent, respectively, experienced physical violence within the 12 months prior to the survey in 2014. The main perpetrators of physical violence against women are husbands; whereas, the main perpetrators against men are parents, teachers, and others.</p> <ul style="list-style-type: none"> • Fourteen percent of women and 6 percent of men age 15-49 report having experienced sexual violence at least once in their lifetime. • Overall, 39 percent of ever-married women and 9 percent of men age 15-49 report having experienced spousal physical or sexual violence. • Among women and men who have ever experienced spousal violence (physical or sexual), 39 percent and 24 percent, respectively, reported experiencing physical injuries. • Forty-four percent of women and 27 percent of men have
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				sought assistance from any source to stop the violence they have experienced.
Output 3.2.1 Prevention strategies and action plans in line with international human rights standards developed and implemented by UN and national actors in a coordinated manner	Indicator 3.2.1: Number of counties supported by UN Women that have adopted National Action Plans/Strategies on EAW that have a prevention component that addresses social norms, attitudes and behaviors transformation.	Baseline: None Existent	Target: 5 counties	2 Kiambu and Nairobi counties through Africa UNiTE adopted specific legislation around GBV. Kiambu on And Nairobi on provision of safe shelters for survivors.
Output 3.2.2 Women, girls, men and boys at community and individual level are mobilized in favour of respectful relationships and gender equality .	Indicator 3.2.2: Number of networks supported by UN Women whose work on EAW includes engagement with men and boys and community	Baseline: 1 (Africa Unite)	Target: 3	5 Africa Unite SDGA/NGEC, NAME(The National Male Alliance) and Vunja Kimya Initiative with Universities
Output 3.2.3 Educational curricula and programmes addressing gender equality and VAW are developed and integrated into formal and non-formal education	Indicator 3.2.3: Number of modules developed or reviewed with KSG	Baseline: 0	Target: 1	Deferred
Outcome 3.3 Women and girls who experience violence are empowered to use available, accessible and quality essential services and recover from violence	INDICATOR: 3.3 Percentage increase of women and girls who experience violence in the last 12 months who seek help form formal institutions and access essential services;	Baseline: To be collected in 2016;	Target: To be determined after the baseline collection;	Forty-four percent of women and 27 percent of men have sought assistance from any source to stop the violence they have experienced.

Output 3.3.1 Global standards and guidelines for essential services are developed and integrated in service delivery.	Indicator 3.3.1: Number of counties that have adopted national protocol(s) for the management of VAW at the health, justice AND security (police) sectors	Baseline: None existent	Target: 5 Counties	No data available
Output 3.3.2 Capacity of service providers (health, police and justice, social services) to provide quality, coordinated services, and collect and use data in an ethical manner is strengthened	Indicator 3.3.2: Number of GBV service providers using the M&E framework to collect data, report and influence coordination of GBV service providers	Baseline: 0	Target: 2	2 (LVCT and NGEC)
Output 3.3.3 Availability and accessibility of services to women and girls who were subject to violence improved	Indicator 3.3.3: Percentage of women and girls accessing services	Baseline: TBC	Target: 10%	Forty-four percent of women and 27 percent of men have sought assistance from any source to stop the violence they have experienced.
Output 3.3.4 Women understand and can exercise their rights to quality services	Indicator 3.3.4A: Number of organizations supported by UN-Women that provide information to all women on availability of VAW services	Baseline: Year: 2014 Value: 2	Target: Year: 2018 Value: 6	5 (Africa UNiTE has a membership of 25 organizations) LVCT Health GVRC SDGA/NGEC

4 – Peace, security and humanitarian action shaped by women’s leadership and participation

1. Results	2. Performance Indicators	3. Baseline	4. Target	5. 2016
Outcome 4.1 An enabling environment for implementation of WPS commitments is created	Indicator 4.1: % increase of budget allocation specifically directed for the implementation of KNAP UNSCR 1325	Baseline: None	Target: 100%	The KNAP was domesticated and adopted in 2016 but no resources were allocated at the national level
Output 4.1.1 Gender equality advocates have the resources and capacity to promote evidence based advocacy	Indicator 4.1.1: Number of policy briefs generated to promote evidence based advocacy on WPS	Baseline: Zero	Target: 2	2 2 policy briefs on the drivers and factors drawing women and girls to join violent extremist groups in Kenya and the region are currently being produced and used as advocacy tools to inform strategies, programmes and interventions being developed and implemented in Kenya and the region Commissioned 3 researches to inform policy and programme on women peace and security and the advancement of UNSCR 1325 in Kenya; 1. Cross Border Conflict and Gendered Implications on Local Communities: A Case of Kenya and Ethiopia Border 2. Gender Mainstreaming study in Security Sector Reform Process in the National Police Service 3. Making the invisible visible: women and violent extremism in Kenya

Output 4.1.2. UN system empowered to meet WPS commitments (lead coordination & implementation of UN accountability frameworks on WPS)	Indicator 4.1.2: Number of joint reports on the implementing of the 1325 in UN systems	Baseline: 1 (2014)	Target: 2	UN Women in partnership with UNDP have integrated gender in UWIANO-early warning and early response, mediation, training security on EGBV and establishing clear coordination mechanisms with elections monitoring bodies such as the Women Situation Room.
Output 4.1.3. Kenya adopt quality accountability frameworks, which are locally contextualized including to meet emerging threats and challenges	Indicator 4.1.3: Number of periodic reports on the implementation of KNAP	Baseline: 1 report in 2014	Target: 1	Not applicable for 2016
Outcome 4.2 Conflict Prevention: Women participate in and inform decision-making processes & responses related to conflict prevention	Indicator 4.2: Proportion of reports that includes gender analysis in early warning reporting	Baseline: TBD	Target: TBD after the baseline	Not clear on the progress on this indicator. The role of women in prevention is highlighted in the Kwale County Strategy
Output 4.2.1. Favourable attitudes of parties to the conflict & communities towards women's participation in conflict prevention	Indicator 4.2.1- Strategy on engagement of women in conflict prevention developed (in elections, CEV, national and county	Baseline: 0	Target: 1	1 Supported the national strategy on CVE. In addition, UN Women support to mainstream gender in County strategy-Supported and provided input to the development of Kwale county strategy on countering violent extremism

is promoted	systems)			
Output 4.2.2. Women participate and lead in effective early-warning and conflict prevention mechanisms	Indicator 4.2.2: Proportion of women in CPCs who actively engage in early warning systems	Baseline: 15%	Target: 30%	Capacity of 606 women ²² enhanced on preventing and countering violent extremism through gained skills, knowledge and more importantly the confidence to tap into their potential as peace makers, bridge builders, and are better prepared to take up transformative roles in their communities which are susceptible to violent extremism, by being able to better identify early warning signs and to participate in community based peace initiatives.
Outcome 4.3 Conflict Resolution: Representation and leadership of women is increased in formal and informal peace negotiations	Indicator 4.3: Proportion of active women as mediators and negotiators in peace processes in targeted counties	Baseline: 15%	Target: 30%	There are estimated 20% representation of women and youth in decision making structures on peace and security in targeted counties.
Output 4.3.1. Availability of gender expertise in the negotiations increased	Indicator 4.3.1: % increase of gender expertise in formal peace processes in targeted counties	Baseline: 20% of members of county peace committees are women	Target: 50%	The data on gender expertise in formal peace processes is not available. However, the % composition of women in county peace committee stands at 30%. In 2016 UN Women also supported establishment of two networks of women in P/CVE

²² In this case, the obvious reservation and critique of the M&E practice is that the baseline and target refer to a proportion of a total (without indicating the quantity representing 100 p.c., or the universe of reference), whereas the reported result refers to a concrete figure.

Output 4.3.2. Increased leadership capacity and influence of women to engage in formal and informal peace negotiations	Indicator 4.3.2: Proportion of women in CPCs who actively engage in early warning systems	Baseline: 15%	Target: 30%	The % composition of women in county peace committee stands at 30%.
Outcome 4.4 Protection: Women and girls' safety, physical and mental health and security are assured and their human rights respected	Indicator 4.4: Proportion of women (15-49) victims of SGBV	Baseline: 14%	Target: 10%	Forty-five percent of women and 44 percent of men age 15-49 have experienced physical violence since age 15, and 20 percent and 12 percent, respectively, experienced physical violence within the 12 months prior to the survey. The main perpetrators of physical violence against women are husbands; whereas, the main perpetrators against men are parents, teachers, and others.
Output 4.4.1. Operational mechanisms and structures in place for strengthening physical security and safety or women and girls	Indicator 4.4.1- Number of security agencies that adopt gender specific guidelines and standards in the Security Sector.	Baseline: 0	Target: 4	In 2016 UN Women supported the Ministry of Defence to develop its first ever gender policy
Output 4.4.2. Women and girls at risk and SGBV survivors have access to comprehensive redress, including justice, appropriate health & psycho-	Indicator 4.4.2- Extent to which measures to protect women's and girls' human rights are included in national security policy frameworks	Baseline: Police service in 2015 developed draft gender policy	Target: By 2018 at least 3 Security Institutions institutionalize measure to protect women and girls human rights	IPSTC and Ministry of Defence both have integrated the protection and respect of women and human rights in their respective gender policies

social support services				
Outcome 4.5 Peacebuilding & Recovery: The socio-economic recovery & political participation of women and girls are promoted in post-conflict situations	Indicator: Percentage of women and girls benefiting from livelihoods programmes	Baseline: 300 Women	Target: 300%	There was no progress note on this indicator. This indicator was not measured in 2016 as priorities have changed due to limited funding.
Output 4.5.1. Women benefit from peacebuilding and recovery efforts	Indicator 4.5.1: Number of women and girls supported by UN Women benefiting from conflict recovery efforts (including livelihoods support)	Baseline: 300 women	Target: 1000 women	There was no progress note on this indicator. This indicator was not measured in 2016 as priorities have changed due to limited funding.
Output 4.5.2. Post-conflict institutions and processes (including security, justice, reconciliation & governance) and are gender-responsive	Indicator 4.5.2: NCIC processes are gender responsive	Baseline: None	Target: 2 social cohesion processes	No data

<p>Outcome 4.6 Humanitarian action and DRR/DRM policies, strategies and coordination processes are gender responsive.</p>	<p>Indicator 4.6: % of county level budgets allocated to mainstreaming gender in humanitarian action and DRR</p>	<p>Baseline 0 (2013)</p>	<p>Target: By 2018, at least 10 county governments allocate 5% budget for gender in humanitarian action and DRR</p>	<p>The constitution provides for a 2% of its national and county level budgets to be used for humanitarian emergencies. UN Women is currently focusing on strengthening the capacities of counties to ensure gender is reflected in their humanitarian planning and response programmes.</p>
<p>Output 4.6.1: Capacity of Multi-stakeholders (GOK, UN, CSOs) at national and county levels strengthened to integrate gender and women's empowerment in their planning and programming.</p>	<p>Indicator 4.6.1: no. of county level action plans/frameworks that address specific priorities of women and girls in humanitarian action and DRR.</p>	<p>Baseline: Zero (2014), since formation of county governments ongoing</p>	<p>Target: 10</p>	<p>In 2016, UN Women in collaboration with UNDP carried out a gender mainstreaming awareness training for five counties of Turkana, Kilifi, Kwale, Tana River and Baringo. More detailed training sessions are scheduled for Turkana and Baringo in 2017. The key objective is to support these counties to develop gender sensitive action plans.</p>
<p>Output 4.6.2: Affected Women, men, boys and girls actively participate and are represented in all processes including decision making in humanitarian and DRR at national and county levels.</p>	<p>Indicator 4.6.2- Proportion of women actively participating in leadership positions in humanitarian and DRR decision-making structures at county levels.</p>	<p>Baseline: 0</p>	<p>Target: 30% (1/9 humanitarian hubs have 30% representation of women in active leadership positions)</p>	<p>As part of the 2017 elections preparedness planning, the UN and INGO have set up 8 humanitarian hubs in different parts of the country. In 2017 UN Women will be conducting TOTs for key GOK and humanitarian stakeholders through the hubs. The objectives is to strengthen gender mainstreaming and participation of women in humanitarian response</p>

Output 4.6.3: Strengthened and coordinated system wide and inter-agency evidence based programming on gender in humanitarian action and DRR/M.	Indicator 4.6.3a. No. of successfully funded initiatives that address priorities of women and girls in humanitarian and DRR settings based on evidence generated.	Baseline: Zero.	Target: 2	No progress made due to limited funding.
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5 - National and devolved planning fully reflect accountability for gender equality commitments and priorities					
1. Results	2. Performance Indicators	3. Baseline	4. Target	5.a 2015	5.b 2016
Outcome 5.1: Service delivery (including plans and strategies) at national level and in selected counties is gender responsive and gender equitable.	Indicator 5.1a: Number of local and county level plans and budgets that incorporate gender equality commitments	Baseline: TBD based on National Baseline Survey on Status of Governance in Kenya 2012, and reports from NGEK	Target: At least 5 counties develop gender responsive plans and budgets	UN Women is also facilitating Gender Responsive Budget (GRB) analysis to provide data on county budget allocations and how the CIDPs are advancing GEWE. The reports will be launched in 2016.	0 Not a single County has undertaken a gender analysis. 90% of counties do not have accountability instruments on gender. 70% of the counties were working on draft gender policies. 70% of the CIDPs do not distinguish between men and women for purposes of planning and budgeting (CoG

					gender assessment report, 2017).
Output 5.1.1: Capacity of Government (including devolved government) to analyse, formulate and execute gender-responsive plans and budgets at national planning and budgeting and at devolved level is enhanced.	Indicator 5.1.1.a: Number of counties that adopts and issue clear directives on gender responsive planning and budgeting	Baseline: Zero, since the county government is just formed. At national level, around 100 economists have undergone a general orientation of gender in economic policy and/or GRB, and may be posted to the county government. Gender Officers posted in all the new Ministries have limited or no capacity on gender mainstreaming Pilot gender action plan in 3 counties	Target: at least 5 selected counties adopt gender action plans and GRB guidelines.	UN Women has commissioned a study on Public Finance Management Research to establish the gaps in guidelines and processes. UN Women has also facilitated Gender Responsive Budget (GRB) analysis to provide data on county budget allocations and how the CIDPs are advancing GEWE. The reports will be launched in 2016.	3 Only 3 counties (Wajir, Kilifi and Turkana) had some gender policy and plan. (CoG gender assessment report, 2017). 100% of the counties had some department covering GEWE and had Gender Directorates. 0 of the counties had skilled staff on gender to support the directorates, neither did they have adequate office facilities and adequate financial resources.
Output 5.1.2: Enhanced capacities of national statistical systems to collect and analyse GDD and	Indicator 5.1.2.a: Number of ministries and counties collecting, and gender disaggregated data	Baseline: 4 ministries have been reviewed and staff have been trained on some modules	Target: At least 10 ministries are collecting and using gender	No data available.	Kenya National Bureau of Statistics (KNBS) collects gender disaggregated data. KNBS has plans to roll

<p>gender sensitive indicators, including on time use</p>	<p>and gender sensitive indicators</p>	<p>A training module has been developed. Some policy briefs have been drafted on selected sectors. Interim County integrated plans have not incorporated gender equality as key result</p>	<p>disaggregated information, including on time use in a visible and discernible way to inform policy</p>		<p>out a gender fact sheet, but it has not yet implemented this. Plans are underway to train all county statistical officers in 2017 on gender statistics. The time use survey is not yet rolled out.</p>
<p>Output 5.1.3: County specific tools for effective gender mainstreaming and women’s empowerment are successfully piloted in selected counties</p>	<p>Indicator 5.1.3a. Number of counties that adopt and implement a scorecard on model counties for GEWE</p>	<p>Baseline: 0</p>	<p>Target: At least 5 counties sign on to the scorecard on model counties for GEWE</p>	<p>The scorecard was expected to be introduced to the counties through the Council of Governors and the NGEC in 2015 but this was delayed by the signing the LOA with the COG and NGEC.</p>	<p>No county has signed up on this yet. All the 47 counties have some commitment on AGPO for example, but its tracking is still a challenge. All the 47 counties have some budget allocations directly going towards GEWE. About 5 counties have started launching the gender roundtables. However in terms of signing scorecard, is still 0.</p>

<p>Outcome 5.2: Mechanisms are in place to increase accountability of national and county government towards gender equality and to monitor implementation of national and international gender equality commitments</p>	<p>Indicator 5.2.a: Number of government mechanisms/directives for the implementation of CEDAW and CSW recommendations²³</p>	<p>Baseline: Kenya has been complying though not on regular basis on reporting but weak on dissemination and implementation of agreed conclusions/recommendations</p>	<p>Target: Strengthening and sustaining compliance to the national and international GEWE commitments.</p>	<p>1 Kenya submitted its 8th periodic report on 15th February 2015 covering the period May 2009 - December 2013.</p>	<p>Kenya disseminated CSW 60, concluding recommendations through a national stakeholders meeting. There is continued work by Kenya to progress on the recommendations like passing some policies and laws on family property, elections regulations to ensure parties include women, GoK AGPO-30% of contracts to vulnerabilities etc. However, there is still no law on implementation of the 2/3 gender principle in leadership.</p>
<p>Output 5.2.1: Capacities of government and gender equality advocates to track (oversight) and report on budget allocations and expenditures strengthened</p>	<p>Indicator 5.2.1a: number of guidelines and databases developed by NGEC</p>	<p>Baseline: No guidelines existing at county level; weak gender indicators in performance contracts</p>	<p>Target: Guidelines and data bases developed and adopted at national and county levels.</p>	<p>No progress in 2015</p>	<p>On track. 2016 there was a start towards development of a harmonised GRB guideline-covering both national and county government level. This to be completed in 2017.</p>

²³ This is an example of a poorly calibrated sequence of a numerical indicator with a qualitative baseline and target.

<p>Output 5.2.2: Government of Kenya regularly reviews its performance on international GEWE commitments, meets its reporting</p>	<p>Indicator 5.2.2a: Evidence of GoK compliance with its CEDAW reporting</p>	<p>Baseline: 0</p>	<p>Target: 1 CEDAW report successfully submitted by GoK during the SP period</p>	<p>1 Kenya submitted its 8th periodic report on 15th February 2015 and cover the period May 2009 - December 2013.</p>	<p>GoK has successfully submitted its 8th CEDAW report.</p>
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requirements to CEDAW and promotes GEWE in intergovernmental processes

Indicator 5.2.2b: Evidence of Kenya's supportive position for the Stand Alone Goal on GEWE in African Foras on Post 2015 Development Agenda and Open Working Group on SDGs

Baseline: Africa is currently consulting to define its position under the leadership of the President of Liberia

Target: GoK supports the Stand Alone Goal on GEWE in the Africa's position on Post 2015

3 Facilitated national stakeholders' forum to report on the agreed conclusions of the 58 CSW whose priority theme was "Challenges and achievements in the implementation of the Millennium Development Goals for women and girls". Facilitated the Government of Kenya to develop the Beijing Platform for Action +20 and convene a national stakeholder meeting of 60 participants that drew participation from the national and county level to provide additional input from on content that needs to be captured in Kenya's BPFA +20 final report. UN Women facilitated the Government of Kenya – Gender Directorate to participate in the 9th Africa Regional Conference on Women (Beijing+20), which provided Africa member states with an opportunity to systematically review their

Accomplished. SDG 5 is on GEWE, and Kenya played a key role in SDGs formulation.

Outcome 5.3: National and county HIV Aids response adequately address women's rights, needs and priorities	Indicator 5.3 Number of county development plans that address the gender dimensions of HIV/Aids	Baseline: Zero. County development plans are currently being developed	Target: At least 5 counties	No data available.	No data available
Output 5.3.1: Key government institutions at national and county level enhanced capacity to develop gender responsive HIV policies, plans, strategies and budgets	Indicator 5.3.1 Number of government policy forums that address women's rights, needs and priorities in national and county HIV/Aids response	Baseline: TBD	Target: TBD	1 (national) UN Women supported the Kenya AIDS Strategic Framework for 2014/15 – 2018/19.	No data available
Output 5.3.2 Women living with HIV and women affected by HIV have increased knowledge of their legal rights and available services and have strengthened capacities to have their priorities included in HIV strategies and budgets	Indicator 5.3.2 Number of groups of Women living with and affected by HIV who participate in government policy forums on HIV/Aids	Baseline: Zero	Target: At least 5 women in 10 counties supported to participate in government policy forums on HIV/Aids at county level by 2017.	No data available.	No data available

I – Overview of KRA Outcome and Output Structure before and after Logframe re-modelling

Prior to KRA 1 logframe re-modelling (2014-2015; used for 2016 Annual Results Report)	Updated KRA 1 logframe (used for reporting 2016 data)
Outcome 1.1 Legal frameworks and policies to advance GEWE and women's leadership and participation are reformed/adopted and implemented	Outcome 1.1 Electoral frameworks and arrangements promote gender balance in elections
<i>Output 1.1.1: Enhanced capacity of gender advocates (including Parliament, CSOs and Judicial Systems) to develop/review and implement constitution, legal frameworks and policies</i>	<i>Output 1.1.1 Strengthened legislative framework enables women's participation and leadership</i>
<i>Output 1.1.2: Capacity of Parliament and County Assembly strengthened to adopt policies, legislation and procedures that promote gender equality and women's empowerment</i>	<i>Output 1.1.2. Political party policies and procedures reform to include women</i>
	<i>Output 1.1.3. Violence against women in elections is mitigated</i>
	<i>Output 1.1.4. Electoral arrangements enhance women's political participation and leadership</i>
Outcome 1.2: Women participate equally in democratic governance structures, at national and devolved levels and in public and private institutions	Outcome 1.2 A cadre of interested, diverse and capable women political leaders is formed
<i>Output 1.2.1: Capacities of communities (including women and youth) to participate in electoral processes both as candidates and voters strengthened</i>	<i>Output 1.2.1. Increased technical capacity of women to engage in leadership contests</i>
<i>Output 1.2.2: Increased dialogue mechanisms and enhanced policy space to enable gender equality advocates and civil society to promote political participation</i>	<i>Output 1.2.2: Enhance women's capacity to conduct competitive, well-resourced and innovative campaigns</i>
<i>Output 1.2.3: Capacity of gender equality advocates (The Gender Directorate, NGEC, NWSC and Judicial System) strengthened to promote women's leadership and political participation</i>	<i>Output 1.2.3: Diverse networks of support for women leaders strengthened and sustained.</i>
	Outcome 1.3 Women are perceived as equally legitimate and effective political leaders as men
	<i>Output 1.3.1. Increased community and civic understanding of gender equality and women's right to political participation UNDAF</i>
	<i>Output 1.3.2 The media promotes positive portrayal of women</i>

	<i>leaders and gender equality as a social goal</i>
	<i>Output 1.3.3. Political leaders publicly promote gender equality and women's leadership</i>
	Outcome 1.4 Women are promoted as leaders in gender sensitive political institutions
	<i>Output 1.4.1. Elected women apply leadership skills</i>
	<i>Output 1.4.2. Parliamentary institutions are receptive to women leaders</i>
	<i>Output 1.4.3. Political institutions promote and monitor a violence-free culture</i>
	<i>Output 1.4.4. Women serve as role models to inspire a new generation of leaders</i>

<i>Prior to KRA 2 logframe re-modelling (2014-2015; used for 2016 Annual Results Report)</i>	<i>Updated KRA 2 logframe (used for reporting 2016 data)</i>
Outcome 2.1: Women's MSMEs, including those of young women and women with disabilities win at least 10% of government tenders at national and devolved levels	Outcome 2.1 Public procurement is gender responsive
<i>Output 2.1.1: Women's led MSMEs are more competitive to do business with government</i>	<i>Output 2.1.1: Increased awareness, engagement & advocacy for favourable public procurement opportunities for WBEs</i>
<i>Output 2.1.2: Supplies professionals from government entities and decision makers at the national and county level have strengthened capacity to effectively implement the Preference and Reservation Scheme Regulations 2011 and Presidential directive of 30 percent</i>	<i>Output 2.1.2: Public sector is held accountable to gender responsive provisions in public procurement policies</i>
<i>Output 2.1.3: Accountability mechanisms are in place to guarantee women's access to public procurement</i>	
<i>Output 2.1.4: Financial institutions have enhanced capacities to offer tailored financial products to facilitate women MSMEs' access to public procurement</i>	
Outcome 2.2: Women smallholder farmers and their cooperatives and agribusinesses have improved value chains, business development opportunities and access to sustainable markets	Outcome 2.2 Public and private investments create new economic opportunities for WBEs in Kenya
<i>Output 2.2.1. Women and youth smallholder farmers, and their cooperatives and self-help groups have strengthened capacities</i>	<i>Output 2.2.1: Increased engagement with development banks and</i>

<i>in value addition and value chains development</i>	<i>private investors for gender-responsive lending and investments</i>
<i>Output 2.2.2: Policy makers at national and devolved levels and parliamentarians have enhanced capacities to address the needs and priorities of women and youth smallholder farmers into agriculture, trade and MSMEs policies, laws and budgets</i>	
<i>Output 2.2.3: Results-based partnerships are built with supermarket chains and World Food Programme to expand business opportunities for women and youth smallholder farmers and their cooperatives and self help groups</i>	
<i>Output 2.2.4: Financial institutions have greater capacity to design innovative products that meet the emerging financial needs of women and youth smallholder farmers and their cooperatives and agribusinesses</i>	
Outcome 2.3: Women have increased access to skills, jobs, business opportunities and compensations from extractive industries	Outcome 2.3 Corporations implement their commitments to the Women’s Empowerment Principles
<i>Output 2.3.1: Relevant government institutions -Ministry of mining, Kenya Chamber of Mines, Kenya Minerals and Mining Authority, Kenya Mining Corporation, Mining Dispute Resolution Tribunal- and parliamentary commissions have enhanced capacity to address women’s needs, rights and priorities in policies, laws, programmes and dispute resolution systems</i>	<i>Output 2.3.1: Create top level corporate leadership in favour of gender-responsive procurement policies</i>
<i>Output 2.3.2: Private sector companies signatories to the Women’s Empowerment Principles in the extraction sector offer business development opportunities to women in their value chains</i>	<i>Output 2.3.2: Corporate sourcing policies reviewed and reformed in favour of targeting women employees and WBEs</i>
<i>Output 2.3.3: Women’s groups participate actively in the planning and implementation of extractive industry at community level</i>	<i>Output 2.3.3: Corporates publicly report on implementation of gender-responsive procurement policies</i>
	Outcome 2.4 Capacity of WBEs and women entrepreneurs to benefit from procurement is strengthened
	<i>Output 2.4.1: Capacity development of women’s associations and women entrepreneurs to lobby for & hold governments and corporations accountable for gender responsive procurement and investment</i>
	<i>Output 2.4.2: Capacity of women’s associations and women entrepreneurs to respond to procurement is increased</i>
	Outcome 2.5 Women smallholder farmers and their cooperatives and agribusinesses have improved value chains, business development opportunities and access to sustainable markets
	<i>Output 2.5.1: Women smallholder farmers, and their cooperatives and self- help groups have strengthened capacities in innovative climate smart agriculture and selected value chains development</i>

	<i>Output 2.5.2: Policy makers at national and devolved levels and parliamentarians have enhanced capacities to address the needs and priorities of women and youth smallholder farmers into agriculture, trade and MSMEs policies, laws and budgets</i>
	Outcome 2.6 Women have increased access to skills, jobs, business opportunities and compensations from extractive industries
	<i>Output 2.6.1: Relevant government institutions - have enhanced capacity to address women's needs, rights and priorities in policies, laws, programmes and dispute resolution systems</i>
	<i>Output 2.6.2: Private sector companies signatories to the Women's Empowerment Principles in the extraction sector offer business development opportunities to women in their value chains</i>
	<i>Output 2.6.3: Women's groups participate more actively in the planning and implementation of extractive industry at community level</i>

<i>Prior to KRA3 logframe re-modelling (2014-2015; used for 2016 Annual Results Report)</i>	<i>Updated KRA3 logframe (used for reporting 2016 data)</i>
Outcome 3.1: Laws, policies and strategies in target counties adopted, known and implemented and informed by voices of women survivors of violence to prevent and respond to violence against women and girls	Outcome 3.1 An enabling legislative and policy environment in line with international standards on EVAW and other forms of discrimination is in place and translated into action
<i>Output 3.1.1: Strengthened capacity of (Women, media, civil society including women's human rights organisations and women's rights defenders) to mobilize political commitment, organize collectively to prevent and end VAWG at national and (select) local levels</i>	<i>Output 3.1.1 Women's voice and agency strengthened to advocate for the development and implementation of laws and policies on EVAW</i>
<i>Output 3.1.2: Strengthened and coordinated partners action (incl UN-system) to prevent and eliminate violence against women and girls, including interagency initiatives such as the Secretary-General's UNiTE to End Violence Against Women campaign and other joint programmes</i>	<i>Output 3.1.2 Laws and policies are regularly reviewed, reformed and resourced to conform with international human rights standards and evidence</i>
	<i>Output 3.1.3 Capacity of institutions to implement legislation to EVAW and other forms of discrimination is strengthened</i>
Outcome 3.2: Women and girls have increased capacity and use existing multi-sectoral, quality VAW services, which are survivor focused	Outcome 3.2 Favourable social norms, attitudes and behaviors are promoted at community and individual levels to prevent VAW
<i>Output 3.2.1: Established and strengthened capacity of multi-sectoral VAW service providers to provide quality, survivor</i>	<i>Output 3.2.1 Prevention strategies and action plans in line with international human rights standards developed and implemented</i>

<i>focused support to women and girls in selected counties</i>	<i>by UN and national actors in a coordinated manner</i>
<i>Output 3.2.2: Increased awareness of women and girls of availability of multi-sectoral VAW services including referral pathways</i>	<i>Output 3.2.2 Women, girls, men and boys at community and individual level are mobilized in favour of respectful relationships and gender equality</i>
	<i>Output 3.2.3 Educational curricula and programmes addressing gender equality and VAW are developed and integrated into formal and non-formal education</i>
	Outcome 3.3 Women and girls who experience violence are empowered to use available, accessible and quality essential services and recover from violence
	<i>Output 3.3.1 Global standards and guidelines for essential services are developed and integrated in service delivery</i>
	<i>Output 3.3.2 Capacity of service providers (health, police and l services))to provide to provide quality, coordinated services, and se data in an ethical manner is strengthened</i>
	<i>Output 3.3.3 Availability and accessibility of service s to women and girls who were subject to violence improved</i>
	<i>Output 3.3.4 Women understand and can exercise their rights to quality services</i>

<i>Prior to KRA4 logframe re-modelling (2014-2015; used for 2016 Annual Results Report)</i>	<i>Updated KRA4 logframe (used for reporting 2016 data)</i>
Outcome 4.1: Women and youth actively participate and influence decision making in prevention, peace-building and conflict management at the county and national level	Outcome 4.1 An enabling environment for implementation of WPS commitments is created
<i>Output 4.1.1.: Key government, community peace structures (DPCs), women and youth leaders and CSO stakeholders in Kenya have enhanced capacity and skills to participate, implement and monitor KNAP on WPS</i>	<i>Output 4.1.1 Gender equality advocates have the resources and capacity to promote evidence based advocacy</i>
<i>Output 4.1.2: Early warning mechanisms and security sector reform processes are gender responsive at national and county levels</i>	<i>Output 4.1.2. UN system empowered to meet WPS commitments (lead coordination & implementation of UN accountability frameworks on WPS)</i>
<i>Output 4.1.3 Social protection, humanitarian and DRR governance mechanisms and processes strengthened and uphold women and girls human rights in conflict and post conflict settings</i>	<i>Output 4.1.3. Kenya adopt quality accountability frameworks, which are locally contextualized including to meet emerging threats and challenges</i>

<i>Output 4.1.4: UN Women leads and catalyses inter-agency coordination and implementation of the SGs 7 Point Action Plan</i>	
Outcome 4.2: Humanitarian action and DRR/DRM policies, strategies and coordination processes are gender responsive	Outcome 4.2 Conflict Prevention: Women participate in and inform decision-making processes & responses related to conflict prevention
<i>Output 4.2.1: Capacity of Multi-stakeholders (GOK, UN, CSOs) at national and county levels strengthened (including technical support) to integrate gender and women's empowerment in their planning and programming</i>	<i>Output 4.2.1. Favourable attitudes of parties to the conflict & communities towards women's participation in conflict prevention is promoted</i>
<i>Output 4.2.2: Affected Women, men, boys and girls actively participate and are represented in all processes including decision making in humanitarian and DRR at national and county levels</i>	<i>Output 4.2.2. Women participate and lead in effective early-warning and conflict prevention mechanisms</i>
<i>Output 4.2.3: Strengthened and coordinated system wide and inter-agency evidence based programming on gender in humanitarian action and DRR/M</i>	
	Outcome 4.3 Conflict Resolution: Representation and leadership of women is increased in formal and informal peace negotiations
	<i>Output 4.3.1. Availability of gender expertise in the negotiations increased</i>
	<i>Output 4.3.2. Increased leadership capacity and influence of women to engage in formal and informal peace negotiations</i>
	Outcome 4.4 Protection: Women and girls' safety, physical and mental health and security are assured and their human rights respected
	<i>Output 4.4.1. Operational mechanisms and structures in place for strengthening physical security and safety of women and girls</i>
	<i>Output 4.4.2. Women and girls at risk and SGBV survivors have access to comprehensive redress, including justice, appropriate health & psycho-social support services</i>
	Outcome 4.5 Peacebuilding & Recovery: The socio-economic recovery & political participation of women and girls are promoted in post-conflict situations
	<i>Output 4.5.1. Women benefit from peacebuilding and recovery efforts</i>
	<i>Output 4.5.2. Post-conflict institutions and processes (including security, justice, reconciliation & governance) and are gender-responsive</i>

	Outcome 4.6 Humanitarian action and DRR/DRM policies, strategies and coordination processes are gender responsive
	<i>Output 4.6.1: Capacity of Multi-stakeholders (GOK, UN, CSOs) at national and county levels strengthened to integrate gender and women's empowerment in their planning and programming</i>
	<i>Output 4.6.2: Affected Women, men, boys and girls actively participate and are represented in all processes including decision making in humanitarian and DRR at national and county levels</i>
	<i>Output 4.6.3: Strengthened and coordinated system wide and inter-agency evidence based programming on gender in humanitarian action and DRR/M</i>

KRA 5 - National and devolved planning fully reflect accountability for gender equality commitments and priorities (remained unchanged)

Outcome 5.1: Service delivery (including plans and strategies) at national level and in selected counties is gender responsive and gender equitable.

Output 5.1.1: Capacity of Government (including devolved government) to analyse, formulate and execute gender-responsive plans and budgets at national planning and budgeting and at devolved level is enhanced.

Output 5.1.2: Enhanced capacities of national statistical systems to collect and analyse GDD and gender sensitive indicators, including on time use

Output 5.1.3: County specific tools for effective gender mainstreaming and women's empowerment are successfully piloted in selected counties

Outcome 5.2: Mechanisms are in place to increase accountability of national and county government towards gender equality and to monitor implementation of national and international gender equality commitments

Output 5.2.1: Capacities of government and gender equality advocates to track (oversight) and report on budget allocations and expenditures strengthened

Output 5.2.2: Government of Kenya regularly reviews its performance on international GEWE commitments, meets its reporting requirements to CEDAW and promotes GEWE in intergovernmental processes

Outcome 5.3: National and county HIV Aids response adequately address women's rights, needs and priorities

Output 5.3.1: Key government institutions at national and county level enhanced capacity to develop gender responsive HIV policies, plans, strategies and budgets

Output 5.3.2 Women living with HIV and women affected by HIV have increased knowledge of their legal rights and available services and have strengthened capacities to have their priorities included in HIV strategies and budgets

J – Survey Monkey Questionnaires and Responses collected

A1. Survey Monkey Template 1 / UN Women KCO Mid-Term Review Perception Survey

Q0. Please select the category that best describes your line of work/type of agency

Q1. On a scale of 0-100 (0 being lowest, 100 highest score), how do you rate UN Women's visibility in Kenya over the past 2-3 years?

Q2. On a scale of 0-100 (0 being lowest, 100 highest score), how do you rate UN Women's general performance on promoting gender equality and women's empowerment (GEWE) in Kenya over the past 2-3 years?

Q3. On a scale of 0-100 (0 being lowest, 100 highest score), how do you rate UN Women's performance in promoting gender equality in the area of democratic governance in Kenya over the past 2-3 years?

Q4. On a scale of 0-100 (0 being lowest, 100 highest score), how do you rate UN Women's performance in promoting women's economic empowerment in Kenya over the past 2-3 years?

Q5. On a scale of 0-100 (0 being lowest, 100 highest score), how do you rate UN Women's performance in the area of addressing (that is, preventing and reducing) gender based violence in Kenya over the past 2-3 years?

Q6. In your opinion, is UN Women Kenya concentrating sufficiently on work at the various geo levels (national, county, sub-county) or should it intensify (or downscale/abandon) work in any of the above? Please explain your judgment/recommendations in detail!

Q7. On a scale of 0-10 (0 being lowest, 10 highest score), rank the quality of UN Women KCO's work over the past 2-3 years in the following areas: a. normative upstream policy work, b. coordination work, c. operational development and humanitarian work.

Q8. In terms of comparative advantage, mandate and growth potential, indicate the area(s) of intervention where you believe UN Women KCO should focus on and prioritize (i.e., upscale and/or deepen engagement) and indicate areas where you think other development partners are better qualified engaging in (i.e., areas to be considered for downscaling or shut-down of UN Women KCO support). - Also please explain why!

Q9. Mention one or more examples of the most significant positive change(s) that UN Women has contributed to during the past 2-3 years. Please provide specific details.

A2. Response Matrix (Overview of individual and aggregate Data)

Q #	Respondent																					Ø
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	
1	60	60	90	70	100	65	80	80	45	70	62	90	80	90		77	77	85	65	90	30	73.3
2	80	80	90	75	100	80	85	80	60	65	61	90	85	90	85	75	75	84	70	90	30	77.6
3		60	90	75	100	85	75	70	45	70	61	90	80	85	90	50	50	89	54	90	30	72
4	65	80	90	50	90	50	50	64	40	40	42	50	60	75		40	40	85	44	85	50	59.5
5	80	50	90	65		50	50	50	40	60	70	90	60	75	90	76	76	83	93	80	20	67.4
6	8	7	7	8	10	7	5	5	6	9	6	9	8	7	8	8	5	8	5	8	6	7.1
7	7	8	6	9	10	8	7	8	8	9	5	9	9	8	9	9	6	7	2	8	3	7.4
8	8	7	6	10	10	5	6	7	7	6	9	8	8	6	7	7	7	8	8	8	3	7.2
9	10	7	10	6	10	4	7	5	3	7	8	9	7	5	7	7	5	8	8	7	3	6.8

A3. Qualitative Data in Response to specific Queries

Q6: In your opinion, is UN Women Kenya concentrating sufficiently on work at the various geo levels (national, county, sub-county) or should it intensify (or downscale/abandon) work in any of the above? Please explain your judgment/recommendations in detail!

		At National level	At County level	At Sub-County level
Level of Support	Keep as is	10	1	2
	Intensify a little	6	8	3
	Intensify a lot	4	9	12
	abandon	-	-	1

Respondent no. 1 (R1)

- b) **at national level** keep level of support as is
-
- c) **at county level** need to intensify support a little
- d) **at sub-county/community grassroots level** need to intensify support a lot

R2)

- ✓ **at national level** keep level of support as is
-
- ✓ **at county level** need to intensify support a little

Comment:Most county gov'ts have enacted the right policies but implementation and follow up has not been achieved

- ✓ **at sub-county/community grassroots level** need to intensify support a lot
-

Comment:The community have to have a buy-in regarding any implementation in order for it to get it entrenched

R3:

a. **at national level** need to intensify support a lot

b. **at county level** need to intensify support a lot

c. **at sub-county/community grassroots level** need to intensify support a lot

R4:

a. **at national level** need to intensify support a lot

b. **at sub-county/community grassroots level** *No response*

Comment:IN ORDER TO REACH BENEFICIARIES DIRECTLY AT THE GRASS ROOTS

R5:

i. **at national level** keep level of support as is

Comment:All counties need UN Women's support i.e. national, County and Sub-County especially the Sexual and Gender Based Violence support

ii. **at county level** keep level of support as is

Comment:As above

iii. **at sub-county/community grassroots level** keep level of support as is

Comment:As above

R6:

I. **at national level** keep level of support as is

Comment:Un Women has been instrumental in supporting the State Department of Gender Affairs

II. **at county level** need to intensify support a little

III. **at sub-county/community grassroots level** need to intensify support a little

R7:

i. **at national level** need to intensify support a little

Comment:More has been done only improve on the gaps

ii. **at county level** need to intensify support a lot

Comment:More counties need this kind of programmes

iii. **at sub-county/community grassroots level** need to intensify support a lot

Comment:Its important to target grassroot and community

R8:

- **at national level** need to intensify support a lot

Comment:UN women is less mentioned by civil societies involved in women empowerment and policy influence in gender issues

- **at county level** need to intensify support a lot
-

Comment:Gender transformation and women empowerment highly desirable at county level.

- **at sub-county/community grassroots level** need to intensify support a lot
-

Comment:powerment highly desirable at this level.

R9:

- **at national level** need to intensify support a little
-

Comment:It has not penetrated the private sector effectively where gender inequality is still high

- **at county level** need to intensify support a lot
-

Comment:The capacities on GEWE at county level is very low.UN Women play a major role

- **at sub-county/community grassroots level** abandon this type/level of support
-

Comment:This should be left to UN Partners.UN Women should stay at the Macro level working with government and private sector to improve policies and capacity of policy implementation

R10:

- **at national level** need to intensify support a little
-

Comment:The UN need to increase on gender base violence and women economic empowerment.

- **at county level** need to intensify support a little
-

Comment:Ensure that it expands to grassroot level.

- **at sub-county/community grassroots level** need to intensify support a little
-

R11:

- **at national level** keep level of support as is
-

- **at county level** need to intensify support a lot
-

Comment:To connect the global agenda with local needs of women in rural areas

- **at sub-county/community grassroots level** need to intensify support a lot
-

Comment:The lower levels could benefit from shared experiences

R12:

- **at national level** need to intensify support a lot
-

Comment:Their intervention at national level is not felt and no result achieved has been publicised if any

- **at county level** need to intensify support a lot
-

Comment:The allocations for interventions at county levels are inadequate and cannot yield the intended objectives/outcomes

- **at sub-county/community grassroots level** need to intensify support a lot
-

Comment:More funding for the level intervention will yield greater impact and reach majority

R13:

- **at national level**keep level of support as is
Comment:The Orgazination's activities and level of engagment trickles dwon from the national to county and sub county, hence most of the interventions are felt nationally
- **at county level**need to intensify support a little
Comment:ASAL areas need much more support due to the distinct challenges we face due to social and cultural believes that undermine women
- **at sub-county/community grassroots level**Need to intensify support a lot
Comment:The grassroots level need to feel the effect of the programs we run, the mappng should majorly give focus on issues like GBV and women leadership

R14:

- **at national level**need to intensify support a little
Comment:The demand for UN Women interventions is high compared to the levels of intervention. Sometimes beneficiaries feel the support is minimal and implementing organizations are usually taken to task over this.
- **at county level***No response*
Comment:UN Women is so much concentrated at the National level. There is limited presence of UN women at the County level.
- **at sub-county/community grassroots level***No response*
Comment:Same reason as County above

R15:

- **at national level**keep level of support as is
Comment:Need to strengthen further for stronger collaboration and coordination
- **at county level**need to intensify support a lot
Comment:The devolved system has still teething problem hence need strong support
- **at sub-county/community grassroots level**need to intensify support a lot
Comment:To strengthen more grass root and sub county members on capacity support

R16:

- **at national level**need to intensify support a little
- **at county level**need to intensify support a little
Comment:Level of funding sometimes too low to bring about impact
- **at sub-county/community grassroots level**need to intensify support a lot
Comment:This is the level that matters most

R17:

- **at national level** need to intensify support a little

Comment: Gender work is still a lot

- **at county level** need to intensify support a little

Comment: Supplement other partner's work

- **at sub-county/community grassroots level** need to intensify support a little

Comment: To make maximum impact

R18:

- **at national level** need to intensify support a lot

Comment: if the national level is transformed, it will manifest itself in the laws that are gender sensitive

- **at county level** need to intensify support a lot

Comment: Working with CSO/NGOs that serve the community at county level

- **at sub-county/community grassroots level** need to intensify support a lot

Comment: Fund local networks to organize local women and men

R19:

- **at national level** keep level of support as is

Comment: So far its presence is felt all over the country.

- **at county level** need to intensify support a little

Comment: Too much concentration on marginalised communities in other counties

- **at sub-county/community grassroots level** Don't know / no opinion
-

R20:

- **at national level** need to intensify support a little

Comment: What is being done is laudable but a little more would do even better good.

R21:

- **at national level** keep level of support as is

Comment: at national level most organisations have benefited from the rich technical expertise of the UN-W

- **at county level** need to intensify support a lot

Comment: there is need to duplicate the same structures at the national level to the counties

- **at sub-county/community grassroots level** need to intensify support a lot

Comment: UN is too academic. it has very little connection with the ground. though they use CSOs, unfortunately the agenda is most often than not top down and not the other way round

Q8: In terms of comparative advantage, mandate and growth potential, indicate the area(s) of intervention where you believe UN Women KCO should focus on and prioritize (i.e., upscale and/or deepen engagement) and indicate areas where you think other development partners are better qualified engaging in (i.e., areas to be considered for downscaling or shut-down of UN Women KCO support). - Also please explain why!

		Normative upstream/policy	Coordination and facilitation	Development operations	Humanitarian/post-conflict related
Level of Support	Reduce	1	2	3	2
	Keep as is	8	9	6	7
	Increase	12	7	8	5
	Abandon	/	/	1	4

Q8/R1:

- ✓ **normative upstream/policy work incl. general advocacy and technical support at legislative/top executive level**
- ✓ should be more focused on (to be prioritized)

- ✓ **coordination and facilitation work (incl.at inter-UN and inter-stakeholder level)**should be kept as is in terms of strategic weight of focus/prioritization
- ✓ **concrete operational support (development work incl. county and grassroots-level work)**should be more focused on (to be prioritized)
- ✓ **concrete operational support (humanitarian and peace operations)**should be kept as is in terms of strategic weight of focus/prioritization

Q8/R2:

- **normative upstream/policy work incl. general advocacy and technical support at legislative/top executive level**should be kept as is in terms of strategic weight of focus/prioritization

- **coordination and facilitation work (incl.at inter-UN and inter-stakeholder level)**should be less focused on (to be de-prioritized)
- **concrete operational support (development work incl. county and grassroots-level work)**should be more focused on (to be prioritized)
- **concrete operational support (humanitarian and peace operations)**should be more focused on (to be prioritized)

Q8/R3:

- **normative upstream/policy work incl. general advocacy and technical support at legislative/top executive level**should be kept as is in terms of strategic weight of focus/prioritization

- **coordination and facilitation work (incl.at inter-UN and inter-stakeholder level)**should be kept as is in terms of strategic weight of focus/prioritization

- **concrete operational support (development work incl. county and grassroots-level work)** should be kept as is in terms of strategic weight of focus/prioritization
- **concrete operational support (humanitarian and peace operations)** should be more focused on (to be prioritized)

Q8/R4:

- normative upstream/policy work incl. general advocacy and technical support at legislative/top executive level** should be more focused on (to be prioritized)
- concrete operational support (development work incl. county and grassroots-level work)** *No response*

Comment: for greater improvement in results achieving

Q8/R5:

- normative upstream/policy work incl. general advocacy and technical support at legislative/top executive level** should be more focused on (to be prioritized)
Comment: Lack of knowledge hence escalated cases of domestic violence
- coordination and facilitation work (incl. at inter-UN and inter-stakeholder level)** should be kept as is in terms of strategic weight of focus/prioritization

Comment: The framework has worked well.

- concrete operational support (development work incl. county and grassroots-level work)** should be kept as is in terms of strategic weight of focus/prioritization

Comment: Currently beneficiaries are mainly from counties and grassroots

- concrete operational support (humanitarian and peace operations)** should be kept as is in terms of strategic weight of focus/prioritization

Comment: The support to the national Gender Violence Based Violence Hotline 1195

Q8/R6:

- normative upstream/policy work incl. general advocacy and technical support at legislative/top executive level** should be kept as is in terms of strategic weight of focus/prioritization
- coordination and facilitation work (incl. at inter-UN and inter-stakeholder level)** should be more focused on (to be prioritized)
- concrete operational support (development work incl. county and grassroots-level work)** should be kept as is in terms of strategic weight of focus/prioritization
- concrete operational support (humanitarian and peace operations)** should be kept as is in terms of strategic weight of focus/prioritization

Q8/R7:

- **normative upstream/policy work incl. general advocacy and technical support at legislative/top executive level** should be kept as is in terms of strategic weight of focus/prioritization
- **coordination and facilitation work (incl. at inter-UN and inter-stakeholder level)** should be less focused on (to be de-prioritized)
- **concrete operational support (development work incl. county and grassroots-level work)** should be more focused on (to be prioritized)

- **concrete operational support (humanitarian and peace operations)** should be kept as is in terms of strategic weight of focus/prioritization

Q8/R8:

- **normative upstream/policy work incl. general advocacy and technical support at legislative/top executive level** should be more focused on (to be prioritized)
Comment: Policy change and advocacy will influence action

- **coordination and facilitation work (incl. at inter-UN and inter-stakeholder level)** should be more focused on (to be prioritized)

Comment: UN women should be the flag bearer of gender equity intervention

- **concrete operational support (development work incl. county and grassroots-level work)** *No response*

Comment: Instead build capacity for civil societies and women groups to upscale intervention initiatives

- **concrete operational support (humanitarian and peace operations)** should be abandoned

Comment: Instead build capacity for civil societies and women groups to upscale intervention initiatives

Q8/R9:

- **normative upstream/policy work incl. general advocacy and technical support at legislative/top executive level** should be more focused on (to be prioritized)

- **coordination and facilitation work (incl. at inter-UN and inter-stakeholder level)** should be more focused on (to be prioritized)

- **concrete operational support (development work incl. county and grassroots-level work)** should be more focused on (to be prioritized)

- **concrete operational support (humanitarian and peace operations)** should be less focused on (to be de-prioritized)

Comment: Because it is not the specialisation or expertise of UN women. Other agencies are working on it. Redcross, IOM, UNCHR.....

Q8/R10:

- **coordination and facilitation work (incl. at inter-UN and inter-stakeholder level)** should be kept as is in terms of strategic weight of focus/prioritization

- **concrete operational support (development work incl. county and grassroots-level work)** should be kept as is in terms of strategic weight of focus/prioritization

- **concrete operational support (humanitarian and peace operations)** should be kept as is in terms of strategic weight of focus/prioritization

Q8/R11:

- **normative upstream/policy work incl. general advocacy and technical support at legislative/top executive level** should be kept as is in terms of strategic weight of focus/prioritization

Comment: It's focussed on real issues

Q8/R12:

- **normative upstream/policy work incl. general advocacy and technical support at legislative/top executive level** should be more focused on (to be prioritized)

Comment: This will realize more change and outcome

- **coordination and facilitation work (incl. at inter-UN and inter-stakeholder level)** should be kept as is in terms of strategic weight of focus/prioritization

Comment: For more engagement and realize result without duplication of efforts and resources

- **concrete operational support (development work incl. county and grassroots-level work)** should be kept as is in terms of strategic weight of focus/prioritization

Comment: to build the capacity of the county and grassroots level interventions

- **concrete operational support (humanitarian and peace operations)** should be more focused on (to be prioritized)

Comment: for effective coordination and avoid duplication of resources

Q8/R13:

- **normative upstream/policy work incl. general advocacy and technical support at legislative/top executive level** should be kept as is in terms of strategic weight of focus/prioritization

Comment: Most CSOs and NGOs do not have the capacity to undertake such engagements

- **coordination and facilitation work (incl. at inter-UN and inter-stakeholder level)** should be kept as is in terms of strategic weight of focus/prioritization

Comment: Most CSOs and NGOs do not have the capacity to undertake such engagements

- **concrete operational support (development work incl. county and grassroots-level work)** should be less focused on (to be de-prioritized)

Comment: The grassroots CSOs and NGOs have had much more interactions with the communities at this level, and thrive more at this work

- **concrete operational support (humanitarian and peace operations)** should be less focused on (to be de-prioritized)

Comment: The smaller organizations understand the dynamics of the communities at this level and might be better placed to deal with such situations

Q8/R14:

- **normative upstream/policy work incl. general advocacy and technical support at legislative/top executive level** should be more focused on (to be prioritized)

- **coordination and facilitation work (incl. at inter-UN and inter-stakeholder level)** should be more focused on (to be prioritized)

- **concrete operational support (development work incl. county and grassroots-level work)** should be more focused on (to be prioritized)

- **concrete operational support (humanitarian and peace operations)** should be more focused on (to be prioritized)

Q8/R15:

- **normative upstream/policy work incl. general advocacy and technical support at legislative/top executive level** should be more focused on (to be prioritized)

Comment: To create more awareness on right based approaches

- **coordination and facilitation work (incl. at inter-UN and inter-stakeholder level)** should be more focused on (to be prioritized)

Comment: There is need for further collaboration and coordination among key stakeholders

- **concrete operational support (development work incl. county and grassroots-level work)** should be more focused on (to be prioritized)

Comment: To strengthen and support grass root members to realize impact of the development intervention

- **concrete operational support (humanitarian and peace operations)** should be more focused on (to be prioritized)

Comment: Peace is of paramount for any intervention to be undertaken

Q8/R16:

- **normative upstream/policy work incl. general advocacy and technical support at legislative/top executive level** should be kept as is in terms of strategic weight of focus/prioritization

- **coordination and facilitation work (incl. at inter-UN and inter-stakeholder level)** should be kept as is in terms of strategic weight of focus/prioritization

- **concrete operational support (development work incl. county and grassroots-level work)** should be more focused on (to be prioritized)

- **concrete operational support (humanitarian and peace operations)** should be kept as is in terms of strategic weight of focus/prioritization
-

Q8/R17:

- **normative upstream/policy work incl. general advocacy and technical support at legislative/top executive level** should be more focused on (to be prioritized)

- **coordination and facilitation work (incl. at inter-UN and inter-stakeholder level)** should be kept as is in terms of strategic weight of focus/prioritization

- **concrete operational support (development work incl. county and grassroots-level work)** should be less focused on (to be de-prioritized)

- **concrete operational support (humanitarian and peace operations)** should be abandoned
-

Q8/R18:

- **normative upstream/policy work incl. general advocacy and technical support at legislative/top executive level** should be less focused on (to be de-prioritized)

- **coordination and facilitation work (incl. at inter-UN and inter-stakeholder level)** should be more focused on (to be prioritized)

- **concrete operational support (development work incl. county and grassroots-level work)** should be less focused on (to be de-prioritized)

- **concrete operational support (humanitarian and peace operations)** should be abandoned

Q8/R19:

- **normative upstream/policy work incl. general advocacy and technical support at legislative/top executive level** should be more focused on (to be prioritized)
- **coordination and facilitation work (incl. at inter-UN and inter-stakeholder level)** should be kept as is in terms of strategic weight of focus/prioritization
- **concrete operational support (development work incl. county and grassroots-level work)** should be kept as is in terms of strategic weight of focus/prioritization
- **concrete operational support (humanitarian and peace operations)** should be kept as is in terms of strategic weight of focus/prioritization

Q8/R20:

- **normative upstream/policy work incl. general advocacy and technical support at legislative/top executive level** should be more focused on (to be prioritized)
Comment: particularly the matter of the gender 2/3rds principle

Q8/R21:

- **normative upstream/policy work incl. general advocacy and technical support at legislative/top executive level** should be more focused on (to be prioritized)
Comment: This being an area that is still nascent in terms of appreciating gender issues in our Kenyan society, there is need for a long term strategy beginning from the most basic level. i.e. in schools and in faith based institutions.
- **coordination and facilitation work (incl. at inter-UN and inter-stakeholder level)** should be more focused on (to be prioritized)
Comment: the citizenry are coming of age in realising the benefits of engagement. Thus, the UN women should leverage on this found space to help stakeholders appreciate the various dynamics of inclusion. Only, consistent engagement will the required culture be adopted.
- **concrete operational support (development work incl. county and grassroots-level work)** should be more focused on (to be prioritized)
Comment: Grassroots are the basics of our human socialisation. It is here where values are taught and caught. arguably making it the richest ground for early and successful intervention
- **concrete operational support (humanitarian and peace operations)** should be abandoned
Comment: peace or lack of it is an output of underlying issues. Thus, treating the symptoms will not be effective till we peel the onion to discover the issues that lead to humanitarian issues or violence.

Q9: Mention one or more examples of the most significant positive transformative structural change(s) that UN Women has contributed to during the past 2-3 years. If applicable, also describe related (sub-) results that UN Women Kenya Country Office can exclusively claim as attributable to them alone.

-Increasing the participation of women in CVE and peacekeeping structures through capacity building and networking/formation of linkages of the women with key stakeholders at the County level
-The Protection Against Domestic Violence Act, The He for She Campaign in Kenya, The Africa Unite Kenya Chapter Campaign against Violence on Women and Girls. The involvement of men in the fight against GBV - the Male Alliances - GBV Agency for change The support to the National Sexual and Gender Based Violence Rapid Response Call Centre.

- The work within peace and security through supporting development of gender policy for the International Peace Support Training Center.
- Women leadership and review of women legislation's, policies and laws.
- Visible intervention on women politicians' inclusion in the election process
- Their support in the development of the mining act and the ongoing mining sector in general offering the gender lens
- Participation on women roles on leadership and gender base violence. UN has worked with other actors and other local NGOS to agitate for women rights and advocating for women economic empowerment.
- Women in political participation .An increase of women aspirants showing interest in political posts has been due to the roll out of nationwide UNW support since 2011
- Capacity enhancement of our staff with regard to Result based management; developing clear indicators for effective implementation of advocacy programmes
- Public action against discrimination/participation of women, due to the initiatives run with the help of UN Women, cases of GBV have reduced due to the change of aspects of social norms relating to discrimination of women, women are now more empowered and take responsibilities, they similarly report cases of infringement of their rights
- Contributing towards democratic governance in the country by advocating for increased representation of women in governance institutions.
- Greatly participated in Women economic empowerment, He for she comparing and support to women in politics. This has resulted in women recognition in decision making , participation in community development project which has impacted women to be recognized , socially , politically and economically and seen as not a threat but development champion
- Promote gender equality & empower women
- He for she campaign
- UN Women has really put the matter of gender mainstreaming at national and county levels at the forefront- kept alive the quest for the implementation of the gender 2/3rds principle...gender responsive budgeting (GRB), etc.
- UN Women has really put the matter of gender mainstreaming at national and county levels at the forefront- kept alive the quest for the implementation of the gender 2/3rds principle...gender responsive budgeting (GRB), etc.

B. Coordination mini-survey

B1. Perception Survey

From among 66 contacted agencies a total of 21 entities provided answers. These agencies belong to the following institutional categories:

- 11x NGO (professional technical agencies with full-time staff);
- 5x CSO (not technical NGOs, but civil society-based associations incl. faith-based entities);
- 1x administrative technical entity (part of State machinery);
- 2x official executive branch of GoK (national level);
- 1x other UN entity;
- 1x para-legal/quasi-state agency.

B2. Survey Monkey Template 2 / Mini-Survey focusing on Coordination Function

Q1: Please select the category that best describes your line of work/type of agency

Q2: On a scale of 0-10 (with a score of 10 meaning "outstanding/excellent"), how do you rate the overall average performance (from 2014-2017) of UN Women KCO in the following areas:

- a. normative (incl. engendering existing laws; drafting novel legislation promoting gender equality and women's empowerment; related advocacy)
- b. operational (e.g., supporting NGOs; strengthening women's political leadership; preventing and reducing GBV and FGM; para-statal agencies and state actors in developmental fields such as women's economic empowerment etc.)
- c. coordination (UN external; internal/at inter-agency level)

Q3: Please rate the perceived added value of UN Women Kenya Country Office's work as convener of duty bearers and right holders (external coordination) on a scale of 0-10 (a score of 10 meaning "outstanding/excellent").

Q4: Please rate the perceived added value of UN Women KCO's work in the area of general UN-internal (inter-agency) coordination support on a scale of 0-10.

Q5: Please assess UN Women KCO's performance in UN inter-agency work in the following technical fields:

- a. gender responsive budgeting support
- b. UNDAF planning support
- c. UNDAF M&E gender mainstreaming
- d. general advocacy support
- e. facilitating agency-specific gender assessments (scorecard exercise etc.)

Q6: In which UN inter-agency coordination-related areas should UN Women KCO enhance its performance (please explain and provide detailed recommendations how this could be achieved in terms of entry points, strategy, key partners etc.)?

B3. Data collected

The above questions were answered by 9 respondents belonging to 5 different UN agencies other than UN Women, and 1 RCO member, which makes for a reasonably representative sample of the 23 UNCT member agencies (some 23% of the 22 agencies not counting UN Women); and 3 UN Women staff. Answers provided by UN Women staff were analyzed separately to compare with feedback received by the 6 non-UN Women staff (more precisely: 1 RCO staff and 5 UN Programme Officers/Specialists incl. gender focal points of various UN agencies) who participated in the survey.

Q2: On a scale of 0-10 (with a score of 10 meaning "outstanding/excellent"), how do you rate the overall average performance (from 2014-2017) of UN Women KCO in the following areas:

- a. normative (incl. engendering existing laws; drafting novel legislation promoting gender equality and women's empowerment; related advocacy)

Mean value-arithmetic average 6.4, median value 6 (individual responses: 6, 8, 8, -, 3, 7)

b. operational (e.g., supporting NGOs; strengthening women's political leadership; preventing and reducing GBV and FGM; para-statal agencies and state actors in developmental fields such as women's economic empowerment etc.

Mean value-arithmetic average 7.2, median value 7 (individual responses: 10, 7, 7, 7, 4, 8)

c. coordination (UN external; internal/at inter-agency level)

Mean value-arithmetic average 5.8, median value 7 (individual responses: 6, 8, 7, 7, 1, -)

UN Women self-assessment slightly better than peer review values: a. 8.3 average, 8 median (individual responses: 7, 8, 10); b. 8.3 average, 8 median (individual responses: 6, 8, 10); c. 7.3 average, 7 median (individual responses: 7, 6, 10)

Q3: Please rate the perceived added value of UN Women Kenya Country Office's work as convener of duty bearers and right holders (external coordination) on a scale of 0-10 (a score of 10 meaning "outstanding/excellent").

Mean value-arithmetic average 6.4, median value 7 (individual responses: 6, 8, 7, -, 3, 8)

UN Women 8 mean value, 8 median (individual values 6, 8, 10)

Q4: Please rate the perceived added value of UN Women KCO's work in the area of general UN-internal (inter-agency) coordination support on a scale of 0-10.

Mean value/arithmetic average 6.6, median value 7 (individual responses: 7, 8, 8, 7, 1, 9)

UN Women 8.3 average, 8 median (individual values: 8, 7, 10)

Q5: Please assess UN Women KCO's performance in UN inter-agency work in the following technical fields:

- a. gender responsive budgeting support
mean 7, median 7 (individual responses: 9, 7, 7, 5, 4, 10)
UN Women mean 7.3, median 6 (individual values 6, 6, 10)
- b. UNDAF planning support
mean 7.3, median 8 (individual responses: 8, 8, 8, 7, 4, 9)
UN Women mean 8.7, median 8 (individual values 8, 8, 10)
- c. UNDAF M&E gender mainstreaming
mean 7.3, median 7.5 (individual responses: 9, 7, 8, 7, 4, 9)
UN Women mean 7.7, median 8 (individual values 5, 8, 10)
- d. general advocacy support
mean 7.5, median 8 (individual responses: 9, 8, 8, 6, 5, 9)
UN Women mean 8.3, median 8 (individual values 7, 8, 10)
- e. facilitating agency-specific gender assessments (scorecard exercise etc.)
mean average value 6.7, median 7.5 (individual responses: 8, 7, 8, 3, 5, 9)
UN Women mean 8, median 8 (individual values 6, 8, 10)

Q6: In which UN inter-agency coordination-related areas should UN Women KCO enhance its performance (please explain and provide detailed recommendations how this could be achieved in terms of entry points, strategy, key partners etc.)?

i. Coordinating the engagement of the UN with external partners on gender concerns

ii. U.N. Gender Working Group and UNDAF (N.B.: UN Women also expressed a similar view)

iii. UN Women greatest achievement on 2016 was capacity building of gender focal persons. This should be an ongoing activity so as to ensure effective delivery of services on Gender issues within agencies. The functions of the SRA groups is not well structured. No regular circulation of invitation of meetings. NO information on the SRA activities. Strengthen the SRA systems particularly on information sharing. Consistent attendance of inter agency meeting by UN agencies needs to be enhanced to ensure delivery of activities.

iv. UN Women-internal opinion: Help cultivate wider ownership of the GEWE agenda by other agencies - i.e. recruit more foot soldiers amongst the other UN agencies as a way of ensuring that gender issues are addressed across sectors that are beyond UN Women's own mandate. One entry point is stronger gender capacity in the Resident Coordinator's office; invest in bi-lateral relationship building with heads of agencies and UN Women senior management to generate support at that level, before trickling it down to the technical level through the UNDAF SRA groups and the GWG.

K - KRA2 Case Studies (Effectiveness/Early Impact)

Case Study I

Gulf Africa Bank (GAB)

GAB, a Middle East Bank has been in business in Kenya for over 10 years with women banking as a key programme in the bank's portfolios. A section of the programme called ANNISAE has the mandate to champion inclusive financing of women, considering that:

- Women constitute over 50% of the population providing a huge financial market.
- Form majority of SME and agricultural actors in Kenya
- Women are prudent borrowers and honest clientele in the banking sector

With UN Women, GAB has built relevant capacity for women financing, which is core in the bank's strategy. Since 2013, the bank has tried to address collateral challenges that affect women borrowing, through its programme which is based on 3 pillars to 'empower, educate and protect' women. UN Women's role is mainly to facilitate (i.e. cost sharing of workshops and providing technical support) agreed upon capacity building activities. UN Women provides the Bank with knowledge products on lessons learned and good practices, and vice versa.

UN Women addresses development needs already identified by GAB, sometimes through joint efforts, including 'gender inclusivity in the private sector procurement space. Consequently, GAB has become a signatory to UN Women seven women's empowerment principles, a set of Principles for business offering guidance on how to empower women. Through these efforts GAB is now the national champion of principle Number 5: Implement enterprise development, supply chain and marketing practices that empower women. GAB has a MoU with UN Women in view of its role in this principle.

UN Women work has helped GAB to improve own database on women financing, using the same to learn how best to support women inclusivity in the banking sector. Necessary guidelines are already in place that have also been informed by UN Women databases. Over the past 2 years, 90% of GAB's achievement on women public procurement has been informed with UN Women work.

GAB aware of other KRA, but considers KRA 2 critical in reaching women at grassroots level. UNW support has been critical is joint annual forums on women financing. UNW cost sharing funding modality is one of the best.

Major gains

- Women banking portfolio at GAB has grown from 30% in 2014 to close to 44% in 2017. This translates mainly to support for women participation in procurement.
- More products have been introduced in the tendering space, including up to KES 20 million unsecured loans

for women with good previous procurement records. In addition, GAB now offers KES 3 million unsecured loan for women entering into tendering space.

-Women beneficiaries of the joint UNW/GAB capacity building initiatives have applied to become vendors in the GAB database. This has opened up new opportunities for women to compete for tendering with the private sector

Challenges

-GAB's program on banking inclusivity has been over-subscribed due to increasing realization that women economic empowerment is key to improving livelihoods and women's security. GAB with UNW support is unable to meet the programme demand. UNW support for capacity building is rated 95-100%. If UNW support ends, GAB is only able to do what is within the organization's programme budget – with limited efforts to reaching disadvantaged groups.

CASE STUDY II

Public Procurement Oversight Authority (PPRA)

PPRA previously known as Public Procurement Oversight Authority (PPOA) is mandated to ensure orderly legally regulated procurement system. PPRA is the body endowed with the responsibility of prescribing regulations and procedures for public procurements by Federal Government. It has a MoU with UNW since 2012.

PPRA's Monitoring, Evaluation, Research and Advisory services Unit is charged with tracking performance in procurement by public entities at national and county governments, advising, interpreting, keeping the databases and attending to grievances by right holders and duty bearers.

UNW has proven handy in facilitating PPOA's capacity through provision of technical and advisory services and cost sharing of training workshops for women, youth and PWD. Between 2012 and 2016 over 2500 women received training on public procurement through joint efforts, and close to 20,000 women, youth and PWDs through PPOA's efforts. UNW's support is unique – targeting groups of semi-illiterate women mainly at the county level.

For a long time, public procurement has been the domain of women elites in the urban areas. With UNW support, more rural women have been recruited and more opportunities created for women participation in procurement, including in schools and health facilities where women and youth are now supplying foodstuffs and stationery. Thus, UNW support has seen wealth creation and more jobs, and enabled women and youth to move outside the enclave of subsistence farming into supply chain.

The support has opened up more livelihood opportunities as the rural facilities are now compelled to create procurement space for the participation of youth and women as by the 30% Kenya's Public Procurement requirement of 2013.

Other gains

-A lot of women have become earners of profit in the rural and urban areas, and self-sustaining economically and better understand their rights to participate in tendering processes.

A CASE: Ruth Michoma a business lady and owner of Rosebe Enterprises is a recipient of the UNW supported capacity building initiatives. She began by borrowing her brother to supply KES 40,000 tender. A few years later she can service tenders worth millions KES from her own savings.

-There are unmet request from other countries (e.g. Seychelles and India) to learn from the Kenyan model of promoting the Kenyan born innovation of 30% women participation in tendering and procurement. India has committed to be the first country to benchmark Kenya's progress on women participation in tendering and procurement.

-The 30% procurement programme has been operationalized through the Public Procurement and Asset Disposal of 2015

-EAC member states through the annual forums on public procurement, respective institutions are benching with Kenya

-In April 2016, Uganda began to amend respective clauses to ensure the government sets aside procurement opportunities for disadvantaged groups.

-The capacity building initiatives have exposed challenges facing women tendering; these in turn are informing capacity building activities.

-More women can now complete tendering documents and since 2013/2014 they can access financing outside the avenues provided by the government such as Uwezo, Youth, and Women enterprise funds. Through UNW/PPOA consultations mechanisms have been put in place creating confidence for KCB and Faulu to loaning women tendering

-UNW support to PPOA's activities in the tendering portfolio is rated 95%

Challenges

-PPOA's limited M&E capacity to document its achievements to build a case that will see the financing institutions compelled to begin supporting its capacity building initiatives

-The new mandate following the 2015 Act pose new challenges at institutional level vs. the realization of the programme's impact in terms of job and wealth creation, Kenya's priority needs

L - Evaluation Team Members

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