



United Nations Entity for Gender Equality
and the Empowerment of Women

Report of Final Evaluation Integrating Gender in Peace Support Operations

Project Period April 2016- March 2017

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List of acronyms

CIFA	Community Initiative Facilitation and Assistance
CSF	County Steering Forum
CSOs	Civil Society Organizations
CPF	County Peace Forum
DPC	District Peace Committee
FCA	Finn Church Aid
HODI	Horn of Africa Development Initiative
IPSTC	International Peace Support Training Centre
KDF	Kenya Defence Forces
KMOD	Kenya Ministry of Defence
MWADO	Marsabit Women Advocacy and Development Organization
NSCP	National Steering Committee on Peace Building
NCIC	National Cohesion and Integration Commission
NCCK	National Council of Churches of Kenya
NGO	Non-Governmental Organization
PACIDA	Pastoralist Community Initiative and Development Assistance
PISP	Pastoralist Integrated Support Programme
PSO	Peace Support Operations
SUPKEM	Supreme Council of Kenya Muslims
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNON	United Nations office in Nairobi
UNDAF	United Nations Development Assistance Framework

Executive Summary

This end of project evaluation report presents findings from the implementation of the project entitled ‘Integrating Gender in Peace Support Operations “in partnership with International Peace Support Centre (IPSTC)’ funded by the Government of Japan through UN Women-Kenya. The results from the project were a combined effort of the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the International Peace Support Training Centre. The project was implemented from April 2016 to March 2017.

The evaluation assessed the, relevance, effectiveness: efficiency, sustainability: gender equality and human rights of the intervention. The evaluation employed qualitative and quantitative techniques to collect data through desk review, focus group discussions and key informants interviews. Mobile data collection with encrypted forms, secured online aggregation platform and automatic and manual back up on online aggregation platform was used to reach to a total of xx respondents in Nairobi, Momabsa and Marsabit Counties of Kenya. The project’s overall objective was that “Peace Support Operations (PSOs) in East Africa advance gender equality and promote participation of women” and the project’s outcome was to strengthen IPSTC institutional capacity to integrate gender and promote women participation in peace support operations, through:-

- Applied research on gender/women, peace and security to generate evidence for policy and programme formulation conducted;
- Increasing women’s capacity to participate in peace-building, negotiations and preventive diplomacy efforts at the community, national and regional level; and
- Strengthening IPSTC institutional capacity to comprehensively implement IPSTC gender policy and gender responsive programmes; Enhancing Project coordination and efficiency..

The evaluation found out that the project entitled ‘Integrating Gender in Peace Support Operations’ was relevant and timely for the regional, national and local stakeholders and participants, since gender disparities is widespread in the East Africa region, and more so amongst the community in the pastoral and border areas who continuously are marred with violence and conflicts. The project implementation strategy of using the existing platforms and structures and collaboration with the National and County Governments, local institutions, and peace support institutions like the East Africa Standby force bore fruits that enhance the delivery of the project objectives.

On effectiveness, the evaluation found that the project realized the performance indicators which were developed for the project. This is an indication that the project was effective in realizing positive change. The evaluation also found that the project realized both the intended and unintended results at institutional level, national and at the local communities, on peace building and conflict transformation. Some of the positive unintended results include is the fact that UN

Women is now a member of the Joint Control Board (the highest decision making organ) of the IPSTC. Also the project infused gender elements in the informal peace building structures at the community level that resulted to increased participation of women in community peace building processes in Marsabit and the Ethiopia/ Kenya crossborder area. The ministry of defence formalized its gender commitment by adopting a gender policy, a result of interactions that the ministry had with the project.

The evaluation found that the project achieved all of its planned results. It also met its project objectives. Key recommendations from the evaluations are the need for continuity in intergratingg gender in peace support operations within the local communities and reaching out to a wider community members, of specific reference was the need to train the Council of Elders on gender perspectives, the case of 'Elders 35' of Marsabit County in Kenya. The evaluation further recommends harmonization of local structures for peace in Marsabit and replication of the project success to other Counties in Kenya and to the East African region.

The evaluation also recommends that IPSTC to share the success of the project with regional bodies including IGAD and the AU Commission for scale up and further support the integration of gender in peace support and in advocacy and conflict transformation response in Africa.

I. Background and purpose of the evaluation; Programme description and context

a. Background and purpose of the evaluation

UN Women implemented the project “Integrating Gender in Peace Support Operations “in partnership with International Peace Support Training Centre (IPSTC) through the generous support of the Government of Japan. This project presented a systematic shift in the decision-making structures and the prioritization of the needs of women in Peace Support Operations in Kenya and the East Africa Region. The project sought to strengthen the role of women in peace support operations through supporting the development of gender responsive frameworks and accountability mechanisms to protect women’s rights in conflict and post conflict, capacity development, providing technical assistance, knowledge development, and evidence based advocacy and fostering strategic partnerships.

These project actions included capacity-building and training support to enhance the technical skills of women to better influence and participate in community, national and regional peace processes as negotiators and mediators, while also supporting women’s participation and leadership in security sector institutions in East Africa region. The project also supported the Kenya defence forces in providing gender predeployment training to its troops deploying to AMISOM in fulfilment of the UNSCR1325 mandate for peacekeepers. At the policy level, UN Women and IPSTC provided support to address research gaps in the field of gender/women, peace and security, and support increased contribution of women to policy-based research activities to advance peace and security in Kenya and the region.

The geographical coverage of the project therefore was regional (mainly the East African stand by force member states), national institutions in Kenya and County level communities in the Counties of Marsabit, Turkana, Pokot and Mombasa. The project was implemented from April 2016 to March 2017.

Purpose of evaluation:

The purpose of the end of the project evaluation was to determine the extent to which the “Integrating Gender in Peace Support Operations” project achieved its stated outcomes, document lessons learned and best practices with the view to scaling up the successful actions. The overall objective of the project was that “Peace Support Operations (PSOs) in East Africa advance gender equality and promote participation of women”. The evaluation was a mandatory end of project evaluation requested by the donor and was included in the project design.

The findings of the evaluation will be used to inform project learning and decision-making on future engagements in the field of advancing gender in Peace Support Operations (PSOs) in East Africa. The findings of these evaluations will be useful to the partners the United Nations Entity for Gender Equality and the Empowerment of Women empowerment (UN Women), the International Peace Support Training Centre (IPSTC), the member’s states of the East African Countries, the regional, national and local partners as well as the funding partner –the Government of Japan.

In line with UN Women Evaluation Policy, the final evaluation report together with the UN Women management response will be disclosed publicly on the UNW ‘Global Accountability and Tracking of Evaluation Use (GATE) System’ at <http://gate.unwomen.org/>.

b. Evaluation objectives:

The overall objective of the project was that “Peace Support Operations (PSOs) in East Africa advance gender equality and promote participation of women”.

The project targeted Peace Support Operations (PSO) institutions and created a collaborative network of active agents of change in the security sector and a cadre of women peace-builders through a three-pronged approach of influencing policy environment, strengthening institutional structures, and building capacities of the security sector and women peace-builders and evidence generation on the importance of gender integration in peace and security.

The key planned outcome and key outputs of the interventions were:-

Outcome: IPSTC institutional capacity to integrate gender and promote women participation in peace support operations is strengthened.

Output 1- Applied research on gender/women, peace and security to generate evidence for policy and programme formulation conducted;

Output 2: Increase women's capacity to participate in peace-building, negotiations and preventive diplomacy efforts at the community, national and regional level;

Output 3- IPSTC institutional capacity to comprehensively implement IPSTC gender policy and gender responsive programmes strengthened;

Output 4- Efficient project coordination realized by recruitment of experts

The evaluation interrogated the four key outputs of the PSO project and their respective contributions to the overall objective of the project namely peace support operations in East Africa advance gender equality and promote participation of women. The evaluation also looked at the vertical linkages between different types of support; compare interventions that focus on institutional support versus those that improve community capacity and resilience.

The evaluation considered analyzing the extent of institutional capacity to integrate gender and promote women participation in peace support operations including innovation to enhance women participation and capacity building that sought to bridge the gender based inequalities in peace support operations.

The evaluation was carried out in accordance with the UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS) framework with the key evaluation criteria of relevance, effectiveness, efficiency impact and sustainability. These were assessed against the overall objective and specific goals set within the project's log frame. Specific evaluation questions of the evaluation included the following:-

Relevance:

- To what extent is the intervention relevant to the needs and priorities as defined by beneficiaries;
- How relevant and appropriate is the Theory of Change underlying the project to achieving the objectives;
- To what extent is the UN Women's strengthening rights-holders' participation and duty-bearer's 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?

Effectiveness:

- To what extent were the expected outcomes achieved and how did UN Women contribute towards these;
- To what extent have effective partnerships and strategic alliances been promoted?

Efficiency:

- Have adequate financial resources been allocated into the realization of the project results: Are the implementation mechanisms effective in managing the Programme;
- How efficiently resources/inputs (funds, expertise, time, etc.) have been converted to strategic results?

Sustainability:

- To what extent was capacity developed in order to ensure sustainability of efforts and benefits;
- How will the benefits of the intervention be secured for rights holders (i.e. what accountability and oversight systems were established).

Gender Equality and Human Rights:

- To what extent has gender and human rights considerations been integrated into the project design and implementation;
- How has attention to integration of gender equality and human rights concerns advanced the integration of gender in peace support operations in Kenya?

c. Evaluation scope:

This evaluation was limited to the one year project support to Integrating gender in Peace support operations funded by the Japan Government and implemented by UNW in partnership with IPSTC implemented in Nairobi, Marsabit, Turkana and Mombasa Counties of Kenya, the one year project was preceded by a similar action that sought to empower the women participation in peace building, that was only focused on Marsabit County with a budget of Ksh 13 Million, but was outside the scope of this evaluation. The evaluation scope addressed the gender and human rights of women in peace support operations.

d. Programme description and context

Over the past two decades the East Africa region and Kenya as member state had continuously experienced cyclic resource-based and ethnic-based conflicts in addition to natural humanitarian emergencies. In particular Kenya experienced a wide range from cross-border tensions to politically motivated ethnic clashes. These conflicts mainly affected women and children. The humanitarian crises included recurrent droughts, flooding, malnutrition and food insecurity, and disease outbreaks affecting between 1.5 to 3 million people annually¹.

¹ The IPSO Project document

The project Integrating Gender in Peace Support Operations sought to expand and strengthen the institutional capacity of International Peace Support Training Centre, as a Centre of Excellence, to serve as knowledge Centre for expanding technical capacity, training and policy research and analysis on women, peace and security to better-inform the broader peace and security agenda in Kenya and the Eastern Africa region. Further, it sought to facilitate enhanced visibility and attention to issues of women, peace and security, whilst also supporting mainstream security sector institutions working on peace and security issues to better integrate gender into their policies and programmes.

The project focused on enhancing IPSTC institutional capacity in order to deliver on results for enhancing women participation in peace support operations and integration of a gender perspective. This action was undertaken at three levels ; regional (in close coordination with Eastern Africa Standby Force Coordination Mechanism (EASFCOM) drawn from the Member States of EASF; Burundi, Comoros, Djibouti, Eritrea, Ethiopia, Kenya, Rwanda, Seychelles, Somalia, Sudan, South Sudan and Uganda) , national level (security organs) engaging the National Police Service (NPS) and at the community level covering three conflict prone counties of Turkana, Mombasa and Marsabit

The project was implemented for a period of one year (April 2016-March 2017), with a total budget of USD \$750,000.

The logic model and/or the expected results chain

The project's theory of change from the desk review was if Peace Support Organizations such as IPSTC was supported through such projects as the "integrating Gender in Peace Support Operations", then they will more likely realize expanded technical capacity providing training, policy research and analysis of women participation and contribution in peace and security operations because increased engagement of women both at regional, national and community levels contributes to reduced likelihood of conflicts and greater peace within communities including but not limited to border areas that are prone to conflicts.

This theory of change was supported by UN Women in partnership with International Peace Support Training Centre (IPSTC). The International Peace Support Training Center (IPSTC) is an International Centre of Excellence (CoE) in the Eastern Africa region mandated to carry out capacity building in international peace support operations (PSO) to military, police, other uniformed and civilian personnel from the Member States of the Eastern Africa Standby Force (EASF) within the framework of African Union Peace and Security Architecture (APSA). IPSTC conducts research, training and education of military, police and civilian focusing on capacity building at the strategic, operational and tactical levels in PSO in order to help improve the effectiveness of the international response to complex emergencies.

The project focused on enhancing IPSTC institutional capacity in order to deliver on results for enhancing women participation in peace support operations and integration of a gender

perspective. The activities stressed on three strategic areas of interventions which provided critical contributions to help redress existing gaps to women’s participation in peace processes, whilst serving as an important complement to the work of other institutions supporting the women, peace and security agenda. The project sought to strengthen the IPSTC institutional capacity to integrate gender and promote women participation in peace support operations so as to contribute to make it a Centre of excellence in addressing gender in peace support operations, by addressing the specific outputs below;

1. Applied research on gender/women, peace and security to generate evidence for policy and programme formulation conducted
2. Increase women’s capacity to participate in peace-building, negotiations and preventive diplomacy efforts at the community, national and regional level.
3. IPSTC institutional capacity to comprehensively implement IPSTC gender policy and gender responsive programmes strengthened
4. Enhance coordination through experts engagement

The key stakeholders

The stakeholders roles were clear in the project design, to inform project learning and decision-making on future engagements in the field of advancing gender in Peace Support Operations (PSOs) in East Africa in order to enhance accountability, inform decision-making and contribute to learning on the best ways to achieve women’s empowerment and gender equality as per the quality standards and guidelines of UNW. The project stakeholders (involved in the object implementation, including the implementing agency(s) and partners, other stakeholders and their roles are as under:-

Stakeholder	Roles
Regional stakeholders like the East African Standby Force	Linkages with members states Information sharing on mainstreaming gender in peace support operations
Members States of the East African Countries	Nomination and Selection of participants for trainings Linkages with IPSTC in integrating gender in PSOs
The Kenya Government	Security provision Consultations and coordination Policy guidance at the national and county level
Kenya Defence Force (KDF)	Key partner of the IPSTC Provision and secondment of staff to IPSTC Consultations and coordination to enhance gender in PSOs
UN Women (Implementing Agency)	Knowledge and skills transfer Leading Coordination of participation of the project actions

	Providing technical backstopping and guidance to the implementing partner IPSTC Regular monitoring of the project Submission of the project report (technical and financial to the Donor.
IPSTC (Implementing partner)	Providing trainings and support to participants Coordination of participants of the Project Direct planning and execution of project activities Regular monitoring of the project Submission of the project report (technical and financial to the UNW.
Government of Japan	Funds, Capacity Building
National NGOs, CSOs in Kenya Pastoralist Community Initiative and Development Assistance (PACIDA) Marsabit Women Advocacy and Development Organization (MWADO)	Participation in the project actions Networking and learning
Local Community Based organizations i.e. Council of Elder, peace committees and County Government	Selection of participants Participation in the projects Networking and information sharing
Local Communities	Participation of the community members Ownership of the projects and actions Selection of participants Participation in the projects
Security Agencies (e.g. the police, prisons)	Participation in project activities

Implementation status

The results that were measured based on the project's indicators per Output and Targets, as per implementation reports and project documents as follows:-

Outputs	Indicator	Baseline	Target	Achieved
<i>Output 1:</i> Applied research on gender/women, peace and security to generate evidence for policy and programme formulation conducted	Research on the role of women in peace and security agenda with sex disaggregated data	2	3	3
<i>Output 2:</i> Increase women's capacity to participate in peace-building, negotiations and preventive diplomacy efforts at the community, national and regional level	Number of women trained on peace-building, mediation and prevention diplomacy	17	225	225

<i>Output 3:</i> IPSTC institutional capacity to comprehensively implement IPSTC gender policy and gender responsive programmes strengthened	Indicator 1. IPSTC binding policies engendered	2	3	3
	Indicator 2. Gender policy developed and operationalized	0	1	1

II. Evaluation methodology and limitations;

The evaluation was carried out through a combination of desk study and fieldwork methods examining both quantitative and qualitative data. The evaluation included desk review and analysis of key documents that were provided by UN Women; consultations/interviews/focus group discussions with key stakeholders (UN Women, International Peace Support Training Centre (IPSTC), participating experts, direct and indirect beneficiaries), as well as direct observation and data collection during the field visits.

The key informants interviews included project staffs interviewed (all female), and the focus group were two, one at IPSTC headquarters and the other in Marsabit County. The evaluation also conducted an interview schedule for seventeen community members who were beneficiaries of the project through trainings, leadership courses.

The consultant worked very closely with the UN Women programme staff and coordinated with the IPSTC. The consultant was provided a space within the IPSTC offices to review project documents and has been assisted by the gender expert at the IPSTC to secure appointments of the senior staffs within the IPSTC. There was an inception meeting where the consultant presented the inception report at the UN office in Gigiri, this was attended by the programme staff of the UN Women.

The staff of the IPSTC provided support, a working space for the consultant as well as coordination with the trained participants that assisted that not only facilitated easy access to the data but also enhanced the data quality.

The evaluation was both retrospective and prospective. On the one hand, it looked at the gains achieved since the project’s inception and the contribution of the project’s interventions to these and on the other hand, focused to allow learning and success stories that enhance women support in future Peace Support Operations and integration of a gender perspective interventions.

a. Data collection:

The evaluation assessed aspects of project design, implementation, and reporting. The evaluation



Marsabit women peace workers in FGD, at the Commissioner's Office.

methods included desk studies, briefings, project field visits to beneficiaries. Focus group discussions were held to elicit information on perceptions of project effects, with the emerging findings complementing the quantitative data gathered. Questionnaires were developed for each category of participants to capture the impact of the project at different levels.

The data about activities, results and factors of the project were collected out by mobile data collection device. Where the questionnaires were administered via online form installed in the mobile phone. The responses noted and fully filled forms submitted online Mobile Data Collection and aggregation platform. Data from geographical field trips, participant observations and success stories, existing project records, previous evaluations and research documents, official statistics and as well as logs and diaries were used to supplement the findings.

b. Data sources:

The data sources were a mix of primary and secondary sources to obtain a diversity of perspectives, ensure data accuracy and overcome data limits. The primary sources were the participants of the end of the project evaluation including community members, Key Informant , Focus Group Discussions, Staffs of the Project, observations and the secondary sources included the project document, baseline reports Project design and feasibility documents Mission reports, Sector reports, IPSTC, UNW Reports, quarterly Narrative and Financial reports and implementation Plans.

c. Sampling frame:



Chief Sololo, explaining a point

The end of project evaluation covered the three Counties of Mombasa, Marsabit and Turkana as well as Nairobi at office of IPSTC within Nairobi County. Twenty participants were randomly selected from the three counties for an in- depth interview. Out of the twenty selected, 3 were key informants of IPSTC and seventeen were community participants. The interview used existing indicators or measures as the basis of the evaluation, Another Fifteen participants were engaged in two Focus Group Discussions to ensure and enhance the data sources through triangulation of methods to enable the generalization of the findings.

d. Data quality:

In conducting the end of project evaluation, data security was enhanced through mobile data collection with encrypted forms, secured online aggregation platform and automatic and manual back up on online aggregation platform and on PC. Using the automated and secured transfer of data from the mobile phone, online web form to the online data aggregation platform and back to the SPSS installed on the desktop not only guaranteed data security but also data quality. This

helped in minimization of errors of commission and omission that may arise as a result of manual data entry.

For the purpose of enriching, examining and triangulation, the quantitative and qualitative data were combined during data collection (parallel data gathering). The use of mobile data collection ensures this is properly achieved through provision of more spaces for responses and application of skip logics where necessary. Both the component design (an approach to mixed options evaluation which conducts qualitative components of the evaluation separately to quantitative components, and then combines the data at the time of report writing) and integrated design (mixed options evaluation where qualitative and quantitative data are integrated into an overall design) were as well applied at the analysis to combine the data.

e. Data analysis and visualization:

In order to investigate patterns in numeric and categorical data, SPSS v20 functionalities were heavily employed. These features include cross tabulation, exploratory techniques, frequency tables, measures of central tendency (especially mode) and summary statistics

For qualitative/textual data, the analysis utilized the thematic coding and content analysis to gain insight into the data.

In order to have a visual picture of the data, the evaluation utilized bar chart to compare a set of values between variables and pie charts to examine parts of a whole in the variables. The evaluation also used GPS mapping to represent geospatial distribution of the responses.

f. Ethics:

The consultant paid attention to protection of privacy of the participants, and clearly got informed consent explaining the rationale of the evaluation and purposes of the end of the project evaluation. The evaluation process adhered to the quality standard and guidelines of UNW, For instance during the Focus Group Discussions the consultant requested the use of the audio-recording so as corroborate the summary, but this was only done after the consent of the participants.

III. Findings;

The evaluation found that all the planned activities have been successfully implemented. The key activities that were accomplished are:-:-

Activity 1.1 Undertook one research agenda covering two broad areas; (i) Women in Peace-keeping in East Africa and ii) the Implementation of UNSCR 1325 in the Kenya Security Sector.

1.2 Conducted field researches on broad themes “Women in Peace-keeping in East Africa” and ii) the “Implementation of UNSCR 1325 in the Kenya Security Sector” in Nairobi, Machakos, Nyeri, Mombasa and Kenya-Ethiopia border

1.3 Conducted one regional research symposium to validate the research findings in Activity 1.2

1.4 Published 2 Occasional Papers on the Role of Women in Peace-Keeping in East Africa and the Implementation of UNSCR 1325 in the Security Sector In Kenya, produced and published

2.1 Conducted women training needs assessment on leadership, conflict mediation and preventive diplomacy

2.2 Conducted Recce to Marsabit/Moyale Ethiopia

2.3 Conducted training needs assessment on community peace building in specific counties (Mombasa and Turkana counties)

2.4 Undertook Community Peace Building course review to meet specific county training needs assessment (Turkana, Mombasa & Cross border)

2.5 Conducted 4 x two week training for 25 participants (100) on Gender responsive Community Peace Building Courses from 3 counties (Mombasa, Marsabit, Turkana counties and cross border)

2.5.1 Conducted Community peace building for Mombasa, Marsabit and Turkana

2.5.2 Conducted Cross Boarder Community Peace Building course Coordination forum

2.5.3 Conducted Cross border community peace building (Marsabit/Ethiopia)-Mobile training team

2.6 Reviewed the Leadership And Preventive Diplomacy course to meet regional, national and local needs (3 writing boards)

2.7.1 Conducted 2 week regional training for 25 participants

2.7.2 Conducted 2 week national training for 25 participants

2.7.3 Conducted 2 x 2 week community level training for 25 participants (IPSTC)

2.8 Conducted 2 X 2 week training on sexual and gender based violence to 100 participants from the Kenya Defense Forces who are earmarked for deployment.(Nanyuki and Eldoret)

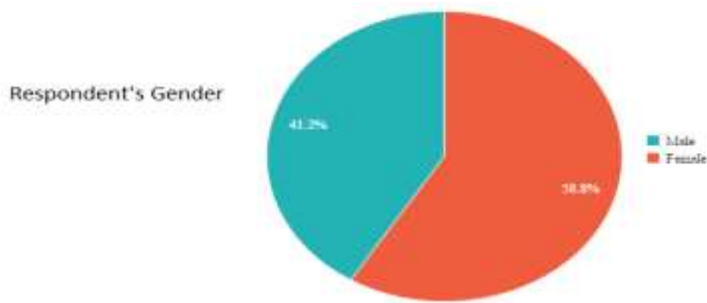
- 3.1 Reviewed and integrated gender in selected IPSTC Binding policies (HR Manual)
- 3.2 Developed an IPSTC Gender Action Plan that would guide implementation of gender programmes and gender policy
- 3.3 Conducted capacity building for IPSTC 75 staff on Gender Mainstreaming (Senior Management, Implementers and focal points at IPSTC, Researchers and Directing Staff)
 - 3.3.1 Trained the gender committee
 - 3.3.2 Conducted gender workshops for Management, researchers and directing staff (3 Workshops)
- 3.4 Developed and disseminate gender policy information education and communication materials
- 3.5 Reviewed IPSTC courses of gender perspective
- 3.6 Facilitated customization of the UN guidelines on gender peace and security for Eastern Africa region PSOs

Limitations of the evaluation

This project was designed for one year implementation, thus measuring of impact of the project was not feasible since the long term effect of the intervention could not be realized within a one year project period.

Kenya as a country is preparing for general election in August 2017 and a number of key leaders were busy attending political meetings in preparation of the election, for instance the Consultant could not meet the Governor of Marsabit during the field visit, as the latter was involved in political meetings, the consultant however met the Director of peace building in the County Government, similarly the County Governor was on official trip during the evaluation thus the consultant met the deputy County Commissioner in the County.

The political environment was a key limitation even at the community level since the community members especially at the County levels expectations are focused on elections and political parties manifestos, however the consultant made it clear that this evaluation was purely an end of project evaluation for the “Integrating Gender in Peace Support Operations” project.



The sample interview during the field visit were a total of seventeen community members were interviewed (ten females; seven males) 58.8% of those interviewed were female.

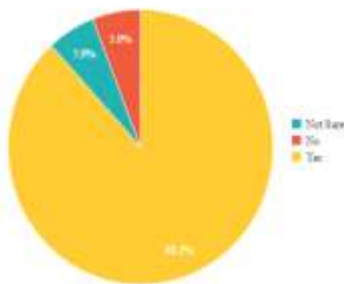
Relevance of the project

The project's underlying theory of change was "If Peace Support Organizations such as IPSTC are supported with such projects as the "integrating Gender in Peace Support Operations", Then they will more likely realize expanded technical capacity providing training, policy research and analysis of women participation and contribution in peace and security operations in order to better inform the broader peace and security agenda in Kenya and Eastern Africa region , BECAUSE increased engagement of women both at regional, national and community levels contributes to reduced likelihood of conflicts and greater peace within communities including but not limited to border areas that are prone to conflicts.

Out of the seventeen respondents interviewed in the field, 88.2% confirmed that the project successfully supported the capacities of the existing structures at the County levels, 5.9% said it didn't support while another 5.9% were not sure if the project supported the capacities of the local structures. Support to local development is a key indicator of the relevance of an intervention, and the majority of the respondents concurred that the project was indeed relevant.

Further the key informants interviewed concurred that the project was necessitated by by the

9. Has the project supported the capacities of existing structures such as local peace structures?



need of IPSTC to fill the gap of integrating gender in PSO. Following training of women peace builders in Marsabit county in the first phase of the project, IPSTC identified by IPSTC the need to scale up women capacity building to conflict affected counties in Kenya including crossborder Ethio-kenya Marsabit, Turkana, pokot and Mombasa

All the key informants reported that the project was adequately designed to respond to the expected results, institutional linkage and linkage to other programmes, this was further strengthened by the views from the FGD that research was done by IPSTC in Northern Kenya, in the year 2013 on women participation in peacebuilding found that women participation was low

in peace processes and recommended strengthening of women in peace support in conflict prone counties of Kenya. The research recommended four counties for engagements and the integrating gender in peace support and the project considered three of the four counties for actions, these were Turkana, Pokot and Marsabit counties. This confirms the realization of the theory of change envisaged in the design stage.

This was further supported by all the seventeen respondents during community interviews who reported to have known the IPSTC's project and only one (male from Marsabit) reported that he has not been involved in the project design. Three (all males from Marsabit) reported to have somehow understood the rationale of the project. Nine out of ten female respondents reported to have exceptionally understood the rationale of the project, meaning their roles in implementing the action plans were achieved. One female respondent was not sure of the rationale. In total twelve out of the seventeen reported to have exceptionally understood the operations of the project.

The evaluation found out that UN Women's strengthening rights-holder's participation and duty bearer's accountability was significantly realized despite the short duration of the project, this was evident from the success stories. Some respondents recorded grassroots women training as the biggest success of the project for example trained women in Marsabit have been engaged by Government, Civil society organizations in the County after the women in leadership course, in Mombasa the trained women formed a local organization "Advancement of Women in Peace and Security in Africa" that already received funding for countering violent extremism from a donor. In general the evaluation found that there has been a positive change of attitude towards women in peace building efforts within the community level since they were more engaged and consulted after the trainings offered by the project. The trained women are consulted on the This was further corroborated by the FGD, where the key success was cited as:-

- Development and operationalization of gender policy at IPSTC, and KDF is closely working with the Centre to borrow a leaf and develop a gender policy, the Centre also partners with the East African Standby force who are also expected to develop their own gender policies and this is also expected to reach the other partner states.
- Conduct of gender specific research as well as integration of gender in the IPSTC research, that have been published in the IPSTC issues briefs.. The project enabled women to participate in processes that are male dominated like the traditional peace structures in Marsabit, this was cited as a major success.
- The Community peacebuilding action plans, that were developed worked very well to ensure that the action is not a one-off but the participants planned a series of actions that were followed up in Marsabit/Moyale, IPSTC conducted after action reviews to check



FGD Participants at the IPSTC, Nairobi

how the trained participants were implementing the own action plans. This led to other local partners participate in the activities at the local level.

- Training of KDF troops deploying to AMISOM, This was the first time predeployment training included a gender training.
- Review of IPSTC curricula from a gender perspective and integration of gender .

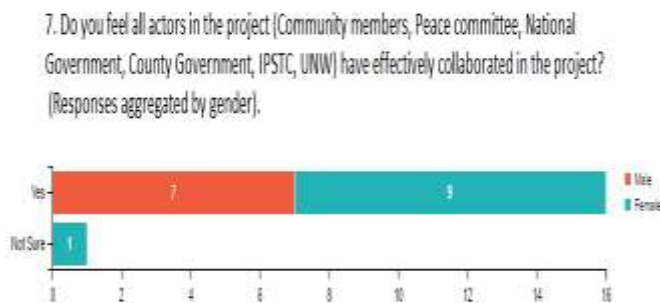
Effectiveness of the project.

The evaluation found that all the four output indicators of the project were successfully realized .

- ✓ Enhancing research on the role of women in peace and security agenda, Two key research have been conducted and shared widely, contributing to knowledge deamination on integrating gender in peace support. The research informed the design of the women capacity enhancement initiative
- ✓ More local women from the counties of Marsabit, Turkana and Mombasa have been trained which contributed to more women participation in decision making process on peace-building, mediation and prevention diplomacy
- ✓ TwoIPSTC binding policies engendered and all curriculum of the center revised to include gender perspectives
- ✓ IPSTC has developed gender policy and an operational plan . Other partners including KDF are borrowing from IPSTC to develop a gender policy (this was actually developed and launched by the President on 3rd May 2017 as the first ever gender policy within Ministry of Defence)
- ✓ More staff of IPSTC trained on implementing gender mainstreaming

The project was effective as evident from the field visit, iIn Marsabit the trained women took part in peace events and were given key positions within local organizations when they presented the certificates from the trainings and the course contents. In Mombasa the trained women formed a Community based organization that has already received funding to counter violent extremism and enhance the participation of women in countering violent extremism. The trained women have liaised and partnered with local institutions including the National and County Governments and diverse Non State actors to engage women in peace building at the community

level, they have shared their workplan with a number of institutions including Community Initiatives Facilitation and Assistance (CIFA), Pastoralist Community Initiative and Development Assistance (PACIDA), Finn Church Aid (FCA), Kenya Red Cross, Food for the Hungry, Caritas, Horn of Africa Development Initiative (HODI) Peace Caravan, Kivulini Trust,



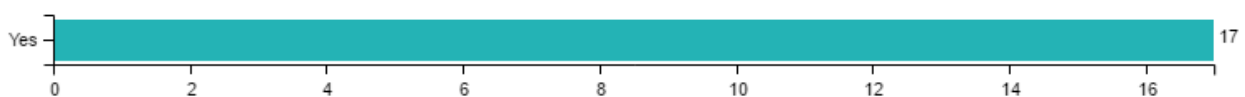
SUPKEM local chapter Marsabit Women Advocacy and Development Organization (MWADO) Pastoralist Integrated Support Programme (PISP) amongst others. These is an evidence of the effective partnership and strategic alliances promoted by the project.

Further thes the evaluation found out that effective partnerships and strategic alliances been promoted to large extent, the partnership with the East African Standby Force (EASF) has also been strengthened through the project implementation by their involvement in creating linkages with participants from Member States who have taken part in the trainings at the IPSTC. This was also evident from the Strategic partnership with the Kenya Minsistry of Defense (KMOD) resulting to the development of a KMOD gender policy

In terms of capacity strengthening at least one of the respondent cited that men also got trained and the collaboration between UN Women, IPSTC and KDF initiated as some of the evidence of an unexpected result of the project. It was reported at the FGDs Women particularly in Turkana were very assertive, this was because of the training approach employed in engaging the local peace structures – the RIAM RIAM peace committee in Turkana that played a key role in the selection process. It was also reported the Centre successfully carried out gender research within the National Police Force, though it took longer than expected due to the clearances that had to be done before conducting the research.

All the seventeen respondents in the community interviews (ten females; seven males) reported to have engaged in peace building in the community level after the trainings, thus indicating that UN Women has advanced participation of vulnerable population to know, demand and enjoy their human rights. Fifteen (ten females; five males) reported that the project has effectively bridged the gap between the duty bearers and rights holders. This was evident during the field visit where the national Government represented by the County Commissioner accorded the enhanced relationships of women engagements in peace and security matters after the project trainings, this was also echoed by the County director of peace building representing the County Government of Marsabit.

6 a). Was the training useful?



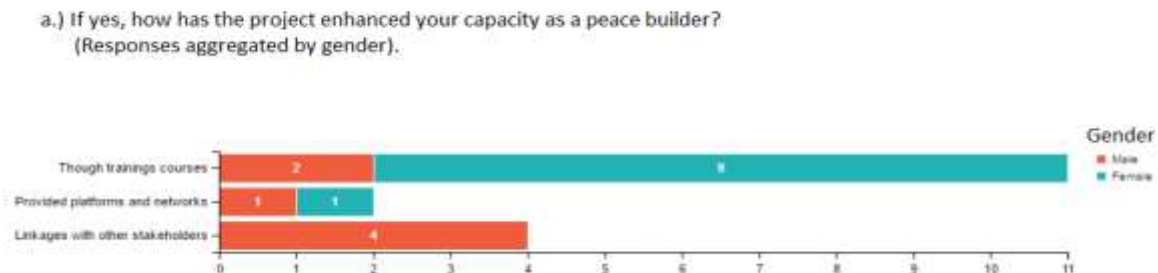
All the seventeen respondents 100% confirmed that the training was useful, in content and delivery. The participants stated that the certificates of attendance issued to them after the trainings gave them recognition as peace ambassadors within the local community.

Efficiency of the project.

From the discussions at the Focus Group Discussions and the key informants the evaluation found that the project budget was adequate for effective and efficient implementation of all the proposed actions. This was confirmed during the desk review of the project reports. The project employed a full-time gender expert who was instrumental in the delivery of the project outputs and the focal person for gender mainstreaming within IPSTC. The project also linked very well

with the research and documentation Centre of the IPSTC, successfully linking policy and practice within and outside the Centre.

This was supported by the key informants and the FGD participants at IPSTC who reported a financial, human resource and administration processes were enabled in line with the objectives of the project, however one of the respondent cited administrative delays of the reimbursements of the funds from UN Women, this was addressed since the IPTC had resources to cover for the



period of delay, therefore the delays didn't have any effect on the program implementation and the efficiency of the project delivery.

All the project action has been implemented within the planned period though comparing the project workplan with actual implementation dates, this is an indicator of the efficiency in the delivery of funds, expertise and time that has been converted to strategic results. Further from the community interviews, it was established that efficiency in terms of process such as selection of project beneficiaries was done through existing platforms such as County Commissioner office, and the County peace committees that created ownership. Only One (female) out of seventeen reported that the selection was done through research and analysis.

Sustainability

The evaluation found from the desk review, key informants and focus group discussions that capacity was developed to ensure sustainability of efforts and benefits through: -

Training of 75 staff both strategic and technical aspects on gender, which enables the staff to integrate gender in their day to day work, however the challenge of the staff turn-over due to transfers will require continuous trainings of the staff at the Centre

IPSTC has fully developed and operationalized gender policy document and the leadership at IPSTC have embraced the mainstreaming gender in peace support operations this places the Centre in leading the National and Regional as well as Continental institutions in integrating gender in peace support operations. IPSTC has an active gender committee that seeks to continuously integrate gender, all the curriculum has integrated gender perspectives which guarantees continuous attention of gender in course delivery

The structures at the community level have been enhanced, since the peace committee in the Marsabit are more accommodative and better informed on gender perspectives through trainings and follow ups missions undertaken by IPSTC, this ensures sustainability of the the peace interventions , however such local structures will require support from time to time.

IPSTC has integrated gender commitments in the strategic plan, which assures attention to gender issues in the Centre's processes

UN Women as entity joined the IPSTC Joint Control Board, which is the highest policy organ of the Centre, thus gender mainstreaming will be enhanced through such a member at the highest policy platform.

9. Has the project supported the capacities of existing structures such as local peace structures?
(Responses aggregated by gender).



The project has enhanced collaboration between peace actors at the local level, the respondents confirmed collaborations with other stakeholders was enhanced and the project provided linkages with other support projects. This benefits the right holders in securing their rights from the duty bearers since resources will not be duplicated. The existing structures have been engaged thus ensuring that the project actions do not end after the closure of the project, however communities requested for a longer period of the project exit since the project was only for one year, a period where actual impact cannot be assessed.

From the community interviews sixteen (nine female; seven males) reported that actors have effectively collaborated in the project. One female respondent reported not to be sure whether actors have effectively collaborated in the project. All the seventeen respondents reported that the structures at the community are able to sustain work done by the project.

Gender Equality and human rights

The evaluation from desk review found that the project was a success in integrating gender and human rights into the project design, including the, curriculum development selection criteria and the implementation mechanism the key informants and the FDG sessions supported the view that integrating gender in PSO led to reduction in gender biases in PSOs. All the key informants and FDG participants reported that the project achieved its objective of advancing gender equality and promoting participation of women. for example the trained women are now leading the organization in Marsabit and Mombasa Counties, all courses offered at the IPSTC are now reviewed with gender lenses and have been revised by integrating gender and that IPSTC has influenced other organization mainly the Ministry of Defence develop a gender policies.

Two of the three key informants reported that the project contributed to improvement of work environment by providing facilities to suit the women's needs within PSO's giving the example

of the construction of the ladies washroom at the IPSTC which were absent and conducting gender training as some of the evidence.

From the community interviews two (one female; one male from Marsabit county) out of seventeen respondents reported that the new devolved governance structure does Not engage women to respond to conflict, the rest of the fifteen out of seventeen respondents reported that the new devolved governance structure engages women to respond to conflict, thus the participants have a high degree of engaging the duty bearers to secure their human rights.

IV. Conclusions; Recommendations;

a. Key Conclusions

- I. The Integrating gender in peace support operations sought to advance gender equality and promote participation of women in peace support operations. To this end, respondents affirmed that the project built their capacities and promoted women participation in peace support, this came from the local communities and trained women who have taken active roles in community peace building initiatives such as in Marsabit and Mombasa Counties, additionally, the leadership and gender courses built the confidence of the participants to be positive change agents within their communities
- II. The evaluation found out that the project enhanced collaboration and coordination between the stakeholders involved in the project, however, women participation in key decision-making positions remains a challenge , this is due to factors such as community beliefs that require a longer time to change.

Text Box 1: Excerpt from the FGD Participant

“Before the project gender aspects was a ladies’ affairs, the term was not understood, but with the project support of UNW; IPSTC as center has integrated gender in almost all the departments and Courses” Lt Col Kiptoo

Overall strengths and weaknesses of the project

In general the project was well designed, the community follow up processes well formulated, however project duration of only one year limited the the follow up support mainly due to lack of resources, such interventions require at least a three year period for an positive impact to be realized.

Women involvement in peace building is a continuing challenge at the community level, for instance during the cross border community peace building Course, despite the centre requesting for twenty women only fourteen were nominated, this could be attributed to the minimal understanding of gender issues by the highly patriarchal communities at the cross border. This shows the importance of the work IPSTC is doing on the border area and the need to intensify the initiatives.

All the key informants reported that the project achieved its intended objective and all activities were accomplished successfully. Only two respondents cited short time lines, attitude, cultural and economic barriers and as well as minimum inclusion of men as the key challenges to the project, this is because the training components focused on women participation as per the project's objective.

The private Sector (Business Community) that employ their Community Social Responsibility's (CSR) pillars to mitigate such imbalances as gender were not involved in the project design, this could probably have been an avenue to strengthen the sustainability of the project continuity.

b. Key recommendations

The evaluation recommends the following:-

1. IPSTC needs to expand on the achievements within the counties reached and reach to the neighboring counties that had also been recommended in the previous research. The UN Women supported two researches in 2015 and it was done in Marsabit and Turkana where IPSTC has followed up the recommendations and supported in 2016-2017.
2. The need to guarantee longer period of project engagement with the community, otherwise a one off community engagement as was the case with this project risks a community relapse to the original status hence losing the gains made by the project.
3. To successfully phase out the project, there is need for UN Women to consider how it can support the trained women to continue engaging as network. This can be done by linking the trained women with local implementers (eg MWADO in Marsabit) that UN women is supporting at the county level. This would enhance accountability of the trained women as well as provide a platform for supporting these women in their peacebuilding efforts.

4. The IPSTC provides a unique advantage in promoting gender responsive interventions and policy in peace support operations and should scale up this action to the entire East African members states, collaborations could be sought from regional bodies like the IGAD and the AU Commission.
5. The need for continuous staff training on gender is critical component since IPSTC staffs are not permanent and regularly transferred.
6. The component of the strengthening cross-border initiatives was unique and critical peace building linkages between the security forces and the communities living across the borders, this was successful for Moyale (Kenya and Ethiopia) such interventions build the confidence between the security agencies of the neighboring countries as well as the communities living along the border, consideration on the Kenya borders of Somalia, South Sudan and Uganda will be very useful to ensure cross- border peace is maintained, these areas are hot spots for conflict and gross violation human rights violations.

V. Lessons learned

- The Integrating gender in peace support operations showed that by opening spaces for women participation in peace support operations would effectively be enhanced, this was evident at the regional, national and local levels, the case of Marsabit trained women who have actively engaged the Council of elders in responding to conflicts is an example, this lessons would replicated areas.
- The involvement of communities in project design and implementation enhances the community confidence, this was evident from the Ethio-Ken cross-border engagements where the different communities engaged with security agencies from the two states this would be replicated in all other border regions of the Country and the entire region.
- In conducting trainings consideration of the local setting and language is critical in enhancing participation and understanding, all the communities' trainings were conducted in Kiswahili, while the cross-border training engaged local translators to ensure effective delivery. This worked well for the project.
- A key lesson from the inclusion of men in the gender training was that the few male trained have become advocates of the women in advancing their inclusion, this has also refuted the misconception that gender was ladies affairs.
- IPSTC as a center has benefited from the intervention since all the data of the center is currently analyzed with gender lenses and gender segregated analysis done.

VI. Annexes:

Annex I: Cross tabulation(Responses aggregation by gender and region)

Frequency Table

1. Do you know the integrating gender in PSO Project?

Respondent Gender			Frequency	Percent	Valid Percent	Cumulative Percent
Male	Marsabit	Yes	5	100.0	100.0	100.0
	Mombasa	Yes	2	100.0	100.0	100.0
Female	Marsabit	Yes	6	100.0	100.0	100.0
	Mombasa	Yes	4	100.0	100.0	100.0

1 c.)Have you been involved in the project?

Respondent Gender			Frequency	Percent	Valid Percent	Cumulative Percent
Male	Marsabit	No	1	20.0	20.0	20.0
		Yes	4	80.0	80.0	100.0
		Total	5	100.0	100.0	
Female	Mombasa	Yes	2	100.0	100.0	100.0
	Marsabit	Yes	6	100.0	100.0	100.0
	Mombasa	Yes	4	100.0	100.0	100.0

a.) Rationale of the project?

Respondent Gender			Frequency	Percent	Valid Percent	Cumulative Percent
Male	Marsabit	Somehow understood	3	60.0	60.0	60.0
		Exceptionally understood	2	40.0	40.0	100.0
		Total	5	100.0	100.0	
Female	Mombasa	Exceptionally understood	2	100.0	100.0	100.0
	Marsabit	Exceptionally understood	5	83.3	100.0	100.0
		System	1	16.7		

			6	100.0		
	Mombasa	Exceptionally understood	4	100.0	100.0	100.0

b) Support Operations?

Respondent Gender			Frequency	Percent	Valid Percent	Cumulative Percent	
Male	Marsabit	Somehow understood	4	80.0	80.0	80.0	
		Exceptionally understood	1	20.0	20.0	100.0	
		Total	5	100.0	100.0		
Female	Mombasa	Exceptionally understood	2	100.0	100.0	100.0	
		Marsabit	Somehow understood	1	16.7	16.7	16.7
			Exceptionally understood	5	83.3	83.3	100.0
	Total	6	100.0	100.0			
	Mombasa	Exceptionally understood	4	100.0	100.0	100.0	

4. Are you engaged in peace building within the community?

Respondent Gender			Frequency	Percent	Valid Percent	Cumulative Percent
Male	Marsabit	Yes	5	100.0	100.0	100.0
	Mombasa	Yes	2	100.0	100.0	100.0
Female	Marsabit	Yes	6	100.0	100.0	100.0
	Mombasa	Yes	4	100.0	100.0	100.0

5). How was the selection to trainings done?

Respondent Gender			Frequency	Percent	Valid Percent	Cumulative Percent
Male	Marsabit	Through existing platforms such as County Commissioner, peace committees	4	80.0	80.0	80.0
		None	1	20.0	20.0	100.0

		Total		5	100.0	100.0	
		Mombasa	Through existing platforms such as County Commissioner, peace committees	2	100.0	100.0	100.0
Female		Marsabit	Through existing platforms such as County Commissioner, peace committees	5	83.3	83.3	83.3
			Research analysis and targeting	1	16.7	16.7	100.0
		Total		6	100.0	100.0	
		Mombasa	Through existing platforms such as County Commissioner, peace committees	4	100.0	100.0	100.0

6 a). Was the training useful?

Respondent Gender			Frequency	Percent	Valid Percent	Cumulative Percent
Male	Marsabit	Yes	5	100.0	100.0	100.0
	Mombasa	Yes	2	100.0	100.0	100.0
Female	Marsabit	Yes	6	100.0	100.0	100.0
	Mombasa	Yes	4	100.0	100.0	100.0

7. Do you feel all actors in the project (Community members, Peace committee, National Government, County Government, IPSTC, UNW) have effectively collaborated in the project?

Respondent Gender			Frequency	Percent	Valid Percent	Cumulative Percent
Male	Marsabit	Yes	5	100.0	100.0	100.0
	Mombasa	Yes	2	100.0	100.0	100.0
Female	Marsabit	Yes	5	83.3	83.3	83.3

	Not Sure	1	16.7	16.7	100.0
	Total	6	100.0	100.0	
Mombasa	Yes	4	100.0	100.0	100.0

8. In your view has the project bridged gaps between uniform forces and the civilians?

Respondent Gender			Frequency	Percent	Valid Percent	Cumulative Percent	
Male	Marsabit	Yes	3	60.0	60.0	60.0	
		Not Sure	2	40.0	40.0	100.0	
		Total	5	100.0	100.0		
Female	Mombasa	Yes	2	100.0	100.0	100.0	
		Marsabit	Yes	6	100.0	100.0	100.0
		Mombasa	Yes	4	100.0	100.0	100.0

9. Has the project supported the capacities of existing structures such as local peace structures?

Respondent Gender			Frequency	Percent	Valid Percent	Cumulative Percent
Male	Marsabit	No	1	20.0	20.0	20.0
		Yes	4	80.0	80.0	100.0
		Total	5	100.0	100.0	
Female	Mombasa	Yes	2	100.0	100.0	100.0
		Marsabit	Yes	5	83.3	83.3
		Not Sure	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
	Mombasa	Yes	4	100.0	100.0	100.0

12. In your opinion are the structures at the community able to sustain work done by the project?

Respondent	Frequency	Percent	Valid	Cumulative
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Gender					Percent	Percent
Male	Marsabit	Yes	5	100.0	100.0	100.0
	Mombasa	Yes	2	100.0	100.0	100.0
Female	Marsabit	Yes	6	100.0	100.0	100.0
	Mombasa	Yes	4	100.0	100.0	100.0

13. In your view does the new devolved governance structure engage women to respond to conflict?

Respondent Gender			Frequency	Percent	Valid Percent	Cumulative Percent
Male	Marsabit	No	1	20.0	20.0	20.0
		Yes	4	80.0	80.0	100.0
		Total	5	100.0	100.0	
	Mombasa	Yes	2	100.0	100.0	100.0
Female	Marsabit	No	1	16.7	16.7	16.7
		Yes	5	83.3	83.3	100.0
		Total	6	100.0	100.0	
	Mombasa	Yes	4	100.0	100.0	100.0

Annex II: Project Results and Resources Framework

Overall Goal: Peace Support Operations (PSOs) in East Africa advance gender equality and promote participation of women Project Outcome: IPSTC institutional capacity to integrate gender and promote women participation in peace support operations strengthened Indicator: Research on the role of women in peace and security agenda with sex disaggregated data (Baseline: 2, Target: 3) Indicator: Number of women trained on peace-building, mediation and prevention diplomacy (Baseline: 50, Target : 225) Indicator: Number of IPSTC staff trained on gender mainstreaming (Baseline: 70, Target: 75)			
OUTPUTS AND INDICATORS	MAIN ACTIVITIES	INPUTS	PROJECTED BUDGET BY ACTIVITY (USD)
Output 1: Applied research on gender/women, peace and security to generate evidence for policy and programme formulation conducted Indicator: Research on the role of women in peace and security agenda with sex disaggregated data. Baseline: 2, Target: 3)	Activity 1.1- Undertake one research agenda covering two broad areas; (i) Women in Peace-keeping in East Africa and ii) the Implementation of UNSCR 1325 in the Kenya Security Sector.	Conference package for 40 participants, Travel and DSA for three Regional participants, Two discussants for one day, Rapporteur for one day, and Stationaries & Communication costs	15,000
	Activity 1.2- Conduct field researches on broad themes “ Women in Peace-keeping in East Africa” and ii) the “Implementation of UNSCR 1325 in the Kenya Security Sector”	Two Research Assistants for 7 days, transport (air and ground) for the research assistants to counties and Somalia, DSA, communication costs and focus group discussions	30,000
	Activity 1.3- Conduct one regional research symposium to validate the research findings in Activity 1.2	Conference package for 40 participants, travel and DSA costs for three regional participants, Two discussants for one day, Rapporteur for one day, and Stationaries & Communication costs	13,000
	Activity 1.4- Publish 2 Occasional Papers on the Role of Women in Peace-Keeping in East Africa and the Implementation of UNSCR 1325 in the Security Sector In Kenya, produced and published	Editing, design and publication of 2 occasional papers	10,000

Sub-Total			68,000
<p>Output 2: Increase women’s capacity to participate in peace-building, negotiations and preventive diplomacy efforts at the community, national and regional level.</p> <p>Indicator: Number of women trained on peace-building, mediation and prevention diplomacy (Baseline: 17, Target : 225)</p>			
	Activity 2.1- Conducting training needs assessment in specific counties (Mombasa, Marsabit and Turkana counties)	Travel and DSA cost for 3 officers for 7 days and communication costs	15,000
	Activity 2.2 Undertake Community Peace Building course review to meet specific county training needs assessment	Recruitment of 2 subject matter experts for 5 days, Travel and DSA for the 2 subject matter experts, venue and stationaries and communication costs	10,000
	Activity 2.3- Conduct 4 x two week training for 25 participants (100) on Gender responsive Community Peace Building Courses from 3 counties (Mombasa, Marsabit and Turkana counties) and 25 participants drawn from the cross border area in Ethiopia	Conference package for 25 participants for 4 trainings, accommodation, Travel and DSA, stationary and commination costs and 3 course facilitators for 40 days	138,000
	Activity 2.4- Review the Women Leadership And Preventive Diplomacy course from a gender perspective	Recruitment of 3 Subject Matter expert for a period of 7 days, Accommodation for 3 subject matters, venue, and stationaries costs	10,000
	Activity 2.6 Conduct capacity-building and training for 125 women to enhance leadership in peace-building, conflict resolution, negotiations, mediation and preventive diplomacy <ul style="list-style-type: none"> • Conduct 2 week regional training for 25 participants • Conduct 2 week national training for 25 participants • Conduct 2 x 2 week community level training for 25 participants 	Conference package for 125 participants (4 trainings), accommodation, Travel and DSA, stationary and commination costs	160,000
	Activity 2.7- Conduct two, 2 week training on sexual and gender based violence to 50 participants from the Kenya Defense Forces and National Police Service who are earmarked for deployment.	Conference package for 100 participants, accommodation, Travel and DSA, stationary and commination costs	70,000

Sub-Total			403,000
<p>Output 3- IPSTC institutional capacity to comprehensively implement IPSTC gender policy and gender responsive programmes strengthened</p> <p>Indicator 1. IPSTC binding policies engendered (baseline: 2 target 3)</p> <p>Indicator 2. Gender policy operationalized (Baseline: 0, target 1)</p> <p>Indicator 3. Number of IPSTC staff trained on gender mainstreaming Baseline: 70, Target: 75)</p>	<p>Activity 3.1 Review and integrate gender in all IPSTC Binding policies</p>	Consultancy for 15 days, validation of revised policies for 25 participants, stationary and commination costs and printing of policies	8000
	<p>Activity 3.2. Develop an IPSTC Gender Action Plan that would guide implementation of gender programmes and gender policy</p>	Consultant for 15 day, conference package for consultation and validation of Action Plan, stationary and commination costs	8,500
	<p>Activity 3.3 Conduct capacity building for IPSTC 75 staff on Gender Mainstreaming (Senior Management, Implementers and focal points at IPSTC, Researchers and Directing Staff)</p>	Conference package, facilitators, travel and DSA, rapporteurs, stationary and commination costs, participation at AU Women Peace and Security dialogue	25,000
	<p>Activity 3.4 Develop and disseminate gender policy information education and communication materials</p>	Design and production of IEC materials which include brochures, banners, sign posts, T-shirts, 4 Issue briefs and 2 newsletters	10,000
	<p>Activity 3.5 Review 16 IPSTC courses for gender perspective</p>	Recruitment of subject matter experts, review and validation and printing	22,900
	<p>Activity 3.6- Facilitate customization of the UN guidelines on gender peace and security for Eastern Africa region PSOs</p>	Recruitment of subject matter experts, validation of tools, design and printing	8,000
Sub-Total			82,400
<p>Output 4: Programme coordination is efficient</p> <p>Indicator: Number of staff recruited for the project (Baseline 1,</p>	<p>Activity 4.1. Recruitment of Staff below for a period of 1 year;</p> <p>(1) Gender Specialist</p> <p>(2) Gender Researcher</p> <p>(3) Curriculum designer</p> <p>(4) Administrative Officer</p>	Advertisement of positions, salary and benefits and entitlements	39,886 27,164 27,164 26,528

target 5)	Activity 4.2. Percentage of Direct Staffing Costs for Finance Associate ²		9134
Sub-Total			129,876
Undertake Project Monitoring and Evaluation		Field review missions, PSC meetings, and evaluations	
Sub-Total			15,000
	Project Sub Total		698,276
	UN Women General Operating Expense (GOE) ³ (8%)		51,724
TOTAL			\$750,000

² Finance Associate at will dedicate 15% of time supporting this programme- rates based on UN Performa at G6 level

³ GEO formula = Project Sub-Total/ 1.08*0.08

Annex III: Evaluation matrix

Evaluation Criteria	Judgment Criteria	Indicators	Means of verification	Sources for verification
<i>EQ 1. What necessitated the design of the project? What were some of the gaps identified at project design? Are the interventions responding to the priorities and strategic objectives of the integrating gender in Peace Support Operations?</i>				
Coherence, Complementary and Connectedness of the Integrating Gender in PSOs	1.1 Degree of coherence between Priorities, national plans (e.g. PRSP, Vision 2030, NFP) with interventions	1.1.1 Evidence of intervention objectives as per the project indicators	Project document, baseline reports	Project document, baseline reports
	1.2 Degree of coordination with interventions done by others	1.2.1 Evidence of engagement and synergies with Government/Donor Coordination mechanisms	Analysis of key donor documents	Quarterly reports, Activity Reports, Monitoring reports, IPSTC documents
<i>EQ 2. How did the different stakeholders collaborate to ensure the Integrating Gender in Peace Support Operations achieved its objectives? i.e. UNW, IPSTC, partners, other stakeholders? Did the project enhance collaboration between different stakeholders in sharing gender in PSOs information?</i>				
Relevance Effectiveness Impact	2.1 To what extent have effective partnerships and strategic alliances been promoted?	2.1.1 Number of and range Of institutional affiliations engaged in project design, implementation and monitoring	Mapping of affiliations and level of influence Type and degree of influence from participation	Project design and feasibility documents Mission reports, Sector reports, IPSTC, UNW Reports
	2.2 To what extent is the UN Women's	2.2.1 Evidence of change in intervention, design and	Degree of specific attention to minority rights,	Project design and Feasibility documents.

	strengthening rights-holders' participation and duty-bearer's 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?	implementation arising from participation.	baseline data and monitoring reports	Mission reports, Mid and Final evaluation reports. Project & sector reports
	2.3 To what extent were the expected outcomes achieved and how did UN Women contribute towards	2.3.1 Evidence that modalities encouraged participatory decision making.	Structures and opportunities for participation included and used by intervention	Project design and Feasibility documents. Mission reports, Mid and Final evaluation reports. Project & sector reports
<i>EQ 3. Were trainings provided for women trained on peace-building, mediation and prevention diplomacy within PSOs, Community members? Were these trainings adequate to enable in realizing the Project's Objective? What specific gaps existed in the trainings needs of the women deployed to PSOs, community members?</i>				
Effectiveness Efficiency	3.1 To what extent were the expected outcomes achieved and how did UN Women contribute towards these	3.1.1 Evidence of women trained on peace-building, mediation and prevention diplomacy	Number of women trained on Peace Building mediation and prevention	Reports, Registration sheets for trainings Reviews and project documents
	3.2 Are the implementation mechanisms effective in managing the	3.2.1 Amount of funds allocated per intervention	Review and analysis of key documents	Narrative and Financial reports Implementation Plans Project documents

	Programme;			
<i>EQ 4. How the beneficiaries at regional, national and community levels touched by the interventions taken into account in the strategic and project/Programme plans, and what have been the major modalities for the their involvement in the interventions and the decision-making processes?</i>				
Relevance Gender Equality and Human Rights:	4.1 To what extent has gender and human rights considerations been integrated into the project design and implementation;	4.1.1 Evidence of research on the role of women in peace and security agenda with sex disaggregated data	Research Experts contracts Key research finding and dissemination platforms	Research report, Policy statements, Reports
	4.2 How has attention to integration of gender equality and human rights concerns advanced the integration of gender in peace support operations in Kenya.	4.2.1 Evidence of IECs intervention in addressing equality and integrating gender in PSOs	Analysis of IECs materials and massaging Key research finding and dissemination platforms	IEC materials Reports
<i>EQ 5. What the biggest success of the project implementation period? Do you have success stories to demonstrate this? and where did the project least succeed in its implementation? What challenges was encountered in the project implementation? How were these mitigated? Please explain.</i>				
Effectiveness	5.1 Extent to which intervention outcomes have enhanced integrating gender in PSOs	5.1.1 Evidence that outcomes are positive or neutral in integrating gender in PSOs	Intervention structure, baseline and monitoring data	Mission reports, Reports Research findings
<i>EQ 6. Have the financial and human resources, as well as the modalities of management and administration of project been enabling or hindering the achievement of the set objectives in the form of outputs, outcomes, results or effects?</i>				
Efficiency Effective- ness	6.1 Extent to which the scale of financial resources correspond to the intended intervention	6.1.1. Analysis of financial allocation and expenditure	Funds allocated and expended, level of disbursement over the project period	Project financial reports, financial requests and reviews, project schedules

	objectives			
EQ 7. What are the discernible factors, such as exit strategies, local budgetary appropriations, and capacity development of IPSTC, which can be considered necessary for the sustainability of results and continuance of benefits after the closure of the intervention?				
Sustainability	7.1 Extent to which IPSTC institutional capacity (incl. Personnel development) outcomes have/will be sustained post intervention	7.1.1. Evidence of organizational strengthening in terms of procedures, Gender policies, budgets and staff development	Changes in institutional architecture, size & systems in integrating Gender in PSOs	Project reports Monthly, Quarterly reports Reviews and research findings, policy documents
	7.2 Extent of expenditure by IPSTC to sustain interventions	7.2.1. Analysis of budgetary provision and expenditure by IPSTC	Level, changes and consistency of counterpart funding	Project reports. Mid-term Project evaluations.
	7.3 How will the benefits of the intervention be secured for rights holders (i.e. what accountability and oversight systems were established?)	7.3.1. Evidence of sector and institutional strategies that sustain intervention outcomes	Analysis of wider sectoral changes	Project reports. Research findings, reviews and UN reports

Annex 1V: TOR

TERMS OF REFERENCE

Project Evaluation Consultant (Integrating Gender in Peace Support Operations)

Location : Nairobi, KENYA

Type of Contract : National Consultant

Languages Required : English

Starting Date: March 2017

(date when the candidate is expected to start):

Expected Duration of Assignment : 15 working days

I. Background

UN Women is implementing a project “Integrating Gender in Peace Support Operations”. This project presents a systematic shift in the decision-making structures and the prioritization of the needs of women in Peace Support Operations Kenya and the East Africa Region. The project seeks to strengthen the role of women in peace support operations through supporting the development of gender responsive frameworks and accountability mechanisms to protect women’s rights in conflict and post conflict, capacity development, providing technical assistance, knowledge development, and evidence based advocacy and fostering strategic partnerships.

This project is implemented in partnership with IPSTC and includes capacity-building and training support to enhance the technical skills of women to better influence and participate in community, national and regional peace processes as negotiators and mediators, while also supporting women’s participation and leadership in security sector institutions in East Africa region. The project supports to enhanced leadership and skills of AU and AMISOM peace-keepers to respond and support victims of sexual violence in conflict-affected situations. At the policy level, UN Women and IPSTC provide support to address research gaps in the field of gender/women, peace and security, and support increased contribution of women to policy-based research activities to advance peace and security in Kenya and the region.

The overall objective of the project is that “Peace Support Operations (PSOs) in East Africa advance gender equality and promote participation of women”. The project will target PSO institutions and create a collaborative network of active agents of change in the security sector and a cadre of women peace-builders through a three-pronged approach of influencing policy environment, strengthening institutional structures, and building capacities of the security sector and women peace-builders and evidence generation on the importance of gender integration in peace and security.

Outcome: IPSTC institutional capacity to integrate gender and promote women participation in peace support operations is strengthened.

Output 1- Applied research on gender/women, peace and security to generate evidence for policy and programme formulation conducted;

Output 2: Increase women's capacity to participate in peace-building, negotiations and preventive diplomacy efforts at the community, national and regional level;

Output 3- IPSTC institutional capacity to comprehensively implement IPSTC gender policy and gender responsive programmes strengthened; Output

4: Project coordination is efficient.

This project, with a total budget of USD 750,000 for 1 year was implemented directly by UN Women in partnership with International Peace Support Training Centre (IPSTC) as the Implementing Partner. The International Peace Support Training Center (IPSTC) is an International Center of Excellence (CoE) in the Eastern Africa region mandated to carry out capacity building in international peace support operations (PSO) to military, police, other uniformed and civilian personnel from the Member States of the Eastern Africa Standby Force (EASF) within the framework of African Union Peace and Security Architecture (APSA). IPSTC conducts research, training and education of military, police and civilian focusing on capacity building at the strategic, operational and tactical levels in PSO in order to help improve the effectiveness of the international response to complex emergencies.

Purpose and Use of the Evaluation:

The purpose of the evaluation is to determine the extent to which the "Integrating Gender in Peace Support Operations" project achieved its stated outcomes, document lessons learned and best practices with the view to scaling up activities. The overall goal of the project is that "Peace Support Operations (PSOs) in East Africa advance gender equality and promote participation of women". The evaluation is a mandatory evaluation requested by the donor and included in the project design.

The findings of the evaluation will be used inform project learning and decision-making on future engagements in the field of advancing gender in Peace Support Operations (PSOs) in East Africa.

In line with UN Women Evaluation Policy, the final evaluation report together with the UN Women management response will be disclosed publicly on the UNW 'Global Accountability and Tracking of Evaluation Use (GATE) System' at <http://gate.unwomen.org/>.

Objectives:

With this background and context in mind, the Project Evaluation has the following objectives: Assess the relevance of UN Women contribution to Integrating Gender in Peace Support Operations in Kenya;

Assess effectiveness and organizational efficiency in progressing towards the achievement of Integrating Gender in Peace Support Operations in Kenya;

Assess the sustainability of the intervention in achieving sustained engagement of women in Peace Support Operations;

Analyze how human rights approach and gender equality principles are integrated in the implementation of the project;

Identify and validate lessons learned, good practices and examples and innovations of efforts that support Integration of Gender in Peace Support Operations in Kenya;

Provide actionable recommendations with respect to the UN Women intervention.

The key evaluation questions include:

Relevance:

To what extent is the intervention relevant to the needs and priorities as defined by beneficiaries;

How relevant and appropriate is the Theory of Change underlying the project to achieving the objectives;

To what extent is the UN Women's strengthening rights-holders' participation and duty-bearer's 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.

Effectiveness:

To what extent were the expected outcomes achieved and how did UN Women contribute towards these;

To what extent have effective partnerships and strategic alliances been promoted.

Efficiency:

Have adequate financial resources been allocated into the realization of the project results: Are the implementation mechanisms effective in managing the Programme;

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

Sustainability:

To what extent was capacity developed in order to ensure sustainability of efforts and benefits;

How will the benefits of the intervention be secured for rights holders (i.e. what accountability and oversight systems were established).

Gender Equality and Human Rights:

To what extent has gender and human rights considerations been integrated into the project design and implementation;

How has attention to integration of gender equality and human rights concerns advanced the integration of gender in peace support operations in Kenya.

Evaluation Design (Methods and process):

The evaluation will be an external, participatory, and iterative learning exercise, which should be completed within a timeframe of 15 working days. The Evaluation will be conducted under the guidance of the UN Women Kenya Deputy Country Director.

Internal arrangements - The Senior Management Team will constitute the Reference Committee for the Evaluation, signing off and providing direction at key milestones. The role of Senior Management will also include final approval authority on evaluation deliverables, and the Evaluation Reference Group (ERG).

The role of the ERG is to serve as consultative body and sounding board for the evaluation, allow stakeholders to express their information needs and enhance learning and ownership of evaluation findings. The ERG provides feedback on specific evaluation questions, on evaluation inception and draft report and helps with providing background information to the evaluation team as relevant. The ERG includes both UN Women staff and partners.

Methods to assess the project outcomes and impact will include open and semi-structured interviews with key stakeholders, a comprehensive review of documents, 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 evaluation will be carried following UN Evaluation Group (UNEG) Norms and Standards (<http://www.unwomen.org/about-us/accountability/evaluation/>), UN Women Evaluation Policy as well as the Ethical Guidelines for evaluations in the UN system, see Annex to this TOR. Once finalized the evaluation report will be quality-assessed based on the UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS). GERAAS standards and GERAAS rating matrix are available at <http://www.unwomen.org/en/about-us/evaluation/decentralized-evaluations>.

Deliverables:

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

The key deliverables of the evaluation are:

Inception report outlining the design- criteria, scope, methodology, data collection method and tools and time frame including a Draft Report Template: Submission of a draft report format containing Table of Contents for the final report for approval by UN Women;

The Draft and Final Reports: The report should address the contents specified in section IV 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;

Presentation: For presenting and discussing the draft final report interactively, the consultants will facilitate a one-day concluding workshop for the project stakeholders.

The Inception report should include an evaluation matrix with evaluation questions and -criteria, indicators, data sources and methods of data collection.

The Draft/ Final report should follow the following structure:

Title page,

Table of Contents and Acronyms;

Executive Summary;

Background and purpose of the evaluation; Programme description and context;

Evaluation methodology and limitations;

Findings;

Analysis and Conclusions; Recommendations;

Lessons learned (if applicable);

Annexes: Terms of Reference, List of documents reviewed, list of agencies and partners interviewed (without direct reference to individuals), evaluation matrix and data collection instruments, any other relevant documents.

Core Values/Guiding Principles:

Integrity:

Demonstrate consistency in upholding and promoting the values of UN Women in actions and decisions, in line with the UN Code of Conduct.

Professionalism:

Demonstrate professional competence and expert knowledge of the pertinent substantive areas of work.

Cultural sensitivity and valuing diversity:

Demonstrate an appreciation of the multicultural nature of the organization and the diversity of its staff;

Demonstrate an international outlook, appreciating difference in values and learning from cultural diversity.

Core Competencies:

Ethics and Values:

Demonstrate and safeguard ethics and integrity.

Organizational Awareness:

Demonstrate corporate knowledge and sound judgment.

Development and Innovation:

Take charge of self-development and take initiative.

Work in teams:

Demonstrate ability to work in a multicultural, multi ethnic environment and to maintain effective working relations with people of different national and cultural backgrounds.

Communicating and Information Sharing:

Facilitate and encourage open communication and strive for effective communication.

Self-management and Emotional Intelligence:

Stay composed and positive even in difficult moments, handle tense situations with diplomacy and tact, and have a consistent behavior towards others.

Conflict Management:

Surface conflicts and address them proactively acknowledging different feelings and views and directing energy towards a mutually acceptable solution.

Continuous Learning and Knowledge Sharing:

Encourage learning and sharing of knowledge.

Appropriate and Transparent Decision Making:

Demonstrate informed and transparent decision making.

Functional Competencies:

Excellent analytical and communication skills;

Demonstrated ability to produce high quality evaluation reports;

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.

II. Consultant's competencies and qualifications

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

Education:

At least a master's degree in development studies, economics, political science, public policy /and or relevant field of social sciences.

Experience:

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.

Language:

Fluent in English;

Knowledge of local language an asset.

Ethical code of conduct:

The evaluation of the project is to be carried out according to the following ethical principles and standards established by the United Nations Evaluation Group (UNEG), available at <http://www.unevaluation.org/document/detail/102>.

The consultant will sign the UN Women Evaluation Consultants Agreement Form available at <https://unw-gate.azurewebsites.net/resources/docs/SiteDocuments/UNWomen%20-%20CodeofConductforEvaluationForm-Consultants.pdf>.

Please follow the links below for further details to the UN Women Evaluation Consultants Agreement Form, UNEG Ethical Guidelines and Code of Conduct for Evaluation in the UN system.

Timeline

The consultancy will be for a period of 15 working days. Detailed timelines will be shared during the inception meeting.

Annex V: Consultants Bio Data

MR. MOHAMED SHEIKH NOOR MKIM (PhD Ongoing)

P.O.Box 104956-00101 Jamia, Nairobi

+254-721-581-698

DOB: Dec 1974

Email:awdaud@gmail.com

1.0 Summary of profile

- More than fifteen years' experience working in long-term positions and consultant across many countries.
- I have substantive leadership and research experience in programme coordination, working with civil society in the Greater Horn of Africa and linkages with Governments/ Horn of Africa region having worked with the African Council of Religious Leaders, United Nations Development Programme (UNDP) and the USAID EA amongst others. I bring in wealth of experiences and in-depth understanding of policies and regulatory frameworks especially in the Kenya, East Africa and IGAD region.
- Provision of technical advice and support to a diverse range of government, multilateral, bilateral, non-governmental and private agencies.
- Extensive involvement in designing and integrating tools and approaches into development policy, planning and management practice across different sectors.
- Demonstrated track record in team leadership and management, organisational development and mobilisation of funding: established, resourced and led country.
- Regional and global technical programmes for international organisations.
- Wide involvement in resource mobilization, awareness, capacity and training activities for state and non-state actors, including the design and delivery of training manuals and toolkits.
- Experienced social scientist in development, governance, research, conflict prevention, mitigation and response as well as management and leadership.
- Currently pursuing PhD in Management and Leadership. I hold a Masters of Philosophy (M.Phil) in Conflict Transformation and Management from the Nelson Mandela Metropolitan University (NMMU) Port Elizabeth, South Africa, Bachelors of Commerce (Honours) Degree, Diploma in Information Technology, A+ Certification and Advanced training in Project

Management. I am full member of the Kenya Institute of Management and a member of diverse professional networks.

3.0 EDUCATION

2016: - PhD Management and Leadership (Ongoing)

The Management University of Africa

Course Units Completed: Research Methods, Strategic Management, Advanced Statistics, Management Theories, Leadership Seminar, Organizational Development (OD).

Thesis in Progress: Governance, Policy framework and Performance of the Non-Governmental Organizations in Kenya

2008-2012: Nelson Mandela Metropolitan University, Port Elizabeth, South Africa

Degree Obtained: Masters of Philosophy in Conflict Transformation and Management

Completed Treatise: Exploring the Management of Inter-clan Conflicts in Wajir County, Kenya

1995-1998: University of Delhi, Delhi India

Degree Obtained: Bachelor of Commerce (Honours).

1997-1998: Management Studies Promotion Institute, New Delhi.

Diploma Obtained: Diploma in Marketing and Sales management

Other professional Qualification

2004-2005: Systems hardware management

Kenya Institute of Professional studies (Systems administration),

Certificate Obtained: (A+ Certification),

2007: Training on Safety in the Field Course

Certificate Obtained: United Nations Safety in the Field Certificate – 2007

1999-2000: Certificate in Information studies- Institute of Computer Science

4.0 WORK EXPERIENCE

Date: January 2011- to Date

Organization: Sustainable Development Solutions

Functional Title: Executive Director

Key Roles:

- Provides overall management and policy support that attracts funding for the institution..
- Responsible for the operations, staffing, finances, direction and administration of the organization staff appraisals, recruitments and other managerial functions.
- Leads in resource mobilization, Programme management, and institutional development.
- Provides guidance on Research, Monitoring, Evaluation and Reporting.
- Technical backstopping of all programmatic and administrative function of the organization.
- Builds the capacities of the staff and the partners on project cycle management, Monitoring and Evaluation.
- Leads and represents the organization in various foras- engaging with stakeholders.
- Budget tracking, Projects Implementations and Oversight.

Date: January 2009 -Dec 2010:

Organization: USAID-East Africa –implementing organization Religions for Peace

Functional Title: Project Manager Burundi: USAID EAOvercoming Barriers to Peace

Programme in Burundi Conflict Mitigation and Reconciliation Program

Cooperative Agreement No. 623 A-00-09-00004-00

(As Director of Conflict Transformation with ACRL at 50% LOE)

Key Roles:

- Led project implementation and providing guidance to the Project team in Burundi.
- Capacity development and training for Project Staffs.
- Data Quality Assessments and ensuring Compliance with Proposed Project Targets.

- Provided technical assistance and M&E support to the project team and partners in Burundi.
- Developed of Work Plans with corresponding Budget revisions.
- Conducted Field Visits to track progress of the Project in line data quality assessments
- Developed a fundraising Strategy for Sustainability.
- Documented success stories and case studies, highlighting the impact of the project.
- Led project presentations and learning's.

Date: Jan 2009 -Dec 2010:

Organization: African Council of Religious Leaders—Religions for peace (ACRL—RfP)

Functional Title: Program Manager Conflict Transformation

Key Roles:

- Conducted programmes monitoring –(Appraisals) and evaluations. Management of the conflict transformation Programme in Africa with focus to the Great Lakes and the Horn of Africa
- Advised the Secretary General on key developments in security situation in the Horn of Africa region,
- Implemented project in accordance with grant agreements and project proposals; and in compliance with donor regulations and project objectives.
- Created coordination with other programs within women and youth activities to ensure proper implementation of the CT program and liaise with the West Africa Coordinator on regular basis.
- Managed programmes and Field offices in Liberia and Burundi.
- Managed sub-grantees- Inter-religious Councils of Burundi, Uganda and Liberia.
- Was responsible for all the preparation of narrative and financial reports.
- Undertook general day to day programme planning and implementation
- Monitored the progress of activities and identifying gaps in implementation where necessary.
- Promoted and strengthening information sharing, networking and coordination between ACRL and IRCs.

Undertook resources mobilization and networking within the African Continent. Successfully managed missions to Tanzania, Uganda, Burundi, Rwanda, South Africa, Ethiopia, Nigeria and Somalia.

Date: 2005 to 2008

Organization: UNV UNDP-Kenya Governance Unit

Functional Title: : UNV Participatory planning and development Programme Specialist

Key Roles:

Provided governance support, Intermediary, facilitating dialogue and information sharing between civil societies, the district level and central government level, UN agencies and other development partners.

Strengthened monitoring and evaluation at the district and linking with national initiatives,

Provided support on collaboration on programmatic, logistic, managerial and financial issues at the district level through capacity building.

Trained and mentored youths to respond to demands emerging from communities, undertaking peace building workshops.

Spearheaded the UNVIS pilot in Turkana, e- governance and linkages to district documentation and information.

Actively took part in meetings as a member of district executive committee, district steering group, district monitoring and evaluation committee and the district monitoring and evaluation secretariat.

Date: 2001 to 2005:

Organization: WASDA Implementing Oxfam-GB and USAID pastoral development Project /Cross Border Peace Projects in Wajir, North Eastern Province, Kenya

Functional Title: Program officer (PO) community development (among the pioneer staff of the organization)

Key Roles:

- Provided technical backstopping on matters of community development to WASDA, a regional organization working in Kenya and Somalia, Oxfam-GBand other stakeholders in seven locations of Wajir south.
- Organized regular field Visits to Somalia, along the Border towns of Afmadow, Doble, Diif (Somalia) and Dadajabulla, Liboi, Sarif, Biyamathow, Sabuli (Kenya).
- Undertook capacity development and trainings of community resource persons, community based organization and organized youth groups
- Provided assessments of the community based organizations for subsequent support and identifying the needs of the Communities
- Led Continuous monitoring and participatory evaluation of project and working with other partners who had ongoing programmes, to avoid duplication,
- Designed surveys questionnaires and taking part in research within the project area,
- Led in documentations and sharing field experiences with all stakeholders.
- Represented the organization at different levels, including the community level, district steering group meetings and national forums,
- Steered fund raising for the organization –Proposal development and for community based organizations.

Date: 2000/2001

Organization/Institution: Wajir girls' secondary school

Functional Title: Classroom Teacher

Key Roles:

- Taught of Mathematics: Wajir Girls Secondary Girls School
- Took part in guiding and counseling to students
- Promoted awareness creation of the girl child education both within the School and outside
- Took part in community forums, Chiefs (Baraza) and Public meetings.

5.0 CONSULTANCY WORK AND SHORT TERM ENGAGEMENTS

April to June 2017 Consultant Final Evaluations United Nations Women, Kenya Integrating Gender in Peace Support Operations.

July to August 2016 Lead Consultant Organizational Capacity Assessment Northern Cluster (Mandera Corridor) Coffey funded projects for local organizations in Mandera and Wajir Counties.

June to November 2016 Associate Consultant SORAC Strategic Development (A consortium of Somali Civil Society).

May 2015 to July 2015 Consultant at Arigatou International Nairobi, in the Development of BRAVE program to counter radicalization and extremism in Kenya.

Nov2013- Dec 2015 Part of technical committee developing strategic plan of the Kenya Integrity Plan- KLIF Ethic and Anti- Corruption Commission, Kenya.

May/June 2013 Developed Proposals for funding for Centre for Education and Development (CED), a Somali CSO in Mogadishu.

Oct/Nov 2013 Lead Consultant Development of Strategic Plan for Kamukunji Network Nairobi.

May/June 2013 Consultant, Safe Coast Early warning early response project of PACT Inc. in the coastal region of Kenya, covering Mombasa, Kwale and TaitaTaveta Counties of the Coast, Kenya.

April/May 2013 Lead Consultant Oxfam Novib's emergency and livelihood recovery project evaluation in Middle, Lower Shabelle, Hiraan and Galgadud regions in South Central Somalia

June 2012-April 2013 Advisor —the Connecting Youth to Action project USAID supported grant through the KTI cash grant to Sustainable Development Solutions in Eastleigh, Nairobi (covering Research, Trainings, Mentoring and Coaching).

May/June 2012 Consultant for regional Inter-faith meeting (IGAD region) lead by the All Africa Conference of Churches (AACC), peace building and inter-faith collaboration in the Horn of Africa.

February 2012 Facilitator on FGM awareness on the Zero Tolerance on marking the International day of zero tolerance, held at Gigiri, Nairobi at the office of UNFPA.

Nov-Dec 2011 International Consultant on UNICEF FGM awareness project that trained two key Ministries (Ministry of Justice and Ministry of Gender) in Garowe, Puntland state of Somalia.

Nov 2011 Consultant NCA Horn of Africa Program- Peace building program, mapping and conflict sensitive trainings for Puntland state of Somalia.

June-Sept 2011 Lead Trainer for Delta Partnership an organization building capacities of local institutions supported by UNDP in partnership with a local organizations in Garowe, Qardo, Bosaso and Galkaiyo, training that focused on basic administrative skills for staff of the local Government its parent Ministry and the Ministry of Gender in Puntland, Somalia.

April-May 2011 Facilitator for Civic education programmes for National Muslims Civic Education Consortium (NAMCEC).

Feb-March 2011 Facilitated Peace training Workshop on Peace Building and Mediation between two warring clans at Galkacayo, Somalia,, with support from UNDP-Somalia, in efforts to respond to the conflicts between North and South Galkacayo residents in Puntland, Somalia.

January 2011 Participated in strategic planning of the National NGOs Council of Kenya, as an Executive Committee Member, at Jumuia place, Naivasha Kenya

December 2010 Advisor in the Global Peace and Unity Award Ceremony Held at Hotel Serena in Kigali Rwanda, as the secretary of the Great Lakes Inter-Religious Network, co-host and as Facilitator of the regional religious leaders from the Great Lakes region of Kenya, Uganda, Rwanda, Burundi and Democratic Republic of Congo

December 2010 Facilitated Great Lakes Inter-Religious Network (GL-IRN) peace building network steering committee meeting at Laico Umbano Hotel Kigali, Rwanda.

Nov-Dec 2010 Consultant training Capacity Building Workshop for Puntland religious Leaders at Garowe, Somalia, supported by Norwegian Church Aid (NCA) and hosted by the Ministry of Justice, Religious Affairs and Rehabilitation, Garowe, Puntland.

Jan –Dec 2010 Consultant administrative and Technical Support for ACRL/FCA project that supported the Hawiye Elders Association, in Mogadishu Somalia.

Nov-Dec 2010 Participated in strategies on multi-religious approach to Sudan’s referendum that saw successful monitoring teams to Sudan during the Historic Referendum.

July 2010 Consultant on deeper engagements with actors in Somalia conflicts, that prepared to engage all stakeholders in a wider consultations for peace, this led to partnerships with UNPOS.

July 2010 Consultant Field assessment of USAID funded project in Burundi titled “overcoming barriers to peace building and Reconciliation through multi -religious collaborations in Burundi”.

June 2010 Consultant technical support and programme advice during the 1st African Union Interfaith Dialogue Forum, held in Abuja, Nigeria.

April 2010 Consultant “Religious Leaders Peace Initiative in the Horn of Africa” Peace Building Initiative meetings and Retreat that developed a regional peace programme.

March 2010 Key facilitator of the 3rd Great Lakes Inter-Religious Network (GL IRN) Dialogue forum, held at LaicoUmbano Hotel, Kigali, Rwanda.

Feb-March 2010 Facilitator-Monitoring activity of USAID funded project in Burundi “overcoming barriers to peace building and Reconciliation through multi-religious collaborations in Burundi”.

Feb-March 2010 Consultant- a fact-finding and peace-building mission to Kenya-Somalia border that developed partnerships with local peace committees in North Eastern Province of Kenya

February 2010 Consultant- the Conference for the religious leaders from the IGAD countries for Sustainable Peace in the Horn of Africa, held in Naivasha Kenya.

December 2009 Consultant-Somali Religious Leaders from Garowe, Bosaso, Hargeisa and Mogadishu on a confidence Mission to Rwanda with capacity building sessions after interactive workshops with Government, Civil Society and Religious leadership of Rwanda.

July- Dec 2009 Supported consultative Meetings with the African Union’s Peace and Security Division held in Nairobi, Kenya.

November 2009 Consultant- mission to RL-PIHA activities in Somalia and presented the role of the regional initiative in Peace Training session in Hargeisa, Somaliland and Garowe in Puntland.

October 2009 Facilitator experience sharing workshop, at Bujumbura, Burundi for a project” Overcoming Barriers to Peace Building and Reconciliation through multi-religious collaboration in Burundi”, supported by USAID.

October 2009 Participated in the Data Quality Assessment (DQA) exercise of USAID supported Project, in Bujumbura, Burundi.

July 2009 Consultant- Religious Leaders in the Horn of Africa countries’ Meeting at the African Union Headquarters’ in Addis Ababa, Ethiopia.

June 2009 Facilitator- USAID funded project three Provinces in Burundi under the project “overcoming barriers to peace building and Reconciliation through multi religious collaborations in Burundi”.

May 2009 Consultant- a mission to Mogadishu - Consultations with Senior Somali Religious leaders for Peace, provided constant security advice to senior regional Muslim leaders who included the Mufti of Uganda, the Mufti of Rwanda, the Mufti of Tanzania, the chairman of Supreme Council of Kenya Muslims on the developments of security situation in Somalia for improved programming

March 2009 Consultant- consultative Meeting of regional Muftis in Nairobi, Kenya discussing the conflict situation in Somalia and particularly in the semi-autonomous state of Puntland and Somaliland.

December 2008 Participated and presented a paper during the United Nations Volunteers, United Nations Volunteer retreat-that reviewed the UNV programme in Kenya, and deliberated on ways to enhance the contributions of Volunteerism in Africa.

April 2008 Trainer Turkana Development organizations Forum (TUDOF) on Monitoring and evaluation training as a technical person of the District Monitoring and Evaluation Committee (DME) Turkana.

December 2007 Trainer Horn of Africa Peace Advocacy (HAPA) on institutional framework and security management as a follow up of a capacity building Workshop, in Nairobi, Kenya.

November 2007 Consultant and lead trainer, for a group of Somali NGOs, CBOs, Sultans, Elders from Mogadishu and other parts of Somalia, supported by Taabco Research & Development consultants and Horn of Africa Peace Advocacy(HAPA).

August 2007 Facilitator refresher Course on Participatory trainings on human rights approach to programming (HRAP) and mainstreaming MDGs programme in Turkana and Garissa districts, Project a project of UNICEF -Kenya And Ministry of Planning and National Development (G.O.K).

March 2007 Undertook U.N Advanced security in the field Course, United Nations office in Nairobi (UNON).

February 2007 Participated in U.N introductory course on human rights at Gigiri United Nations office at Nairobi complex, by United Nations Development Programme (UNDP-Kenya).

September 2006 Trainer of the local government staff and councilors on participatory methodologies Turkana county council and Lodwar municipal council.-World Bank Funded Project of the Arid lands Resource Management Project Turkana (G.O.K).

July 2006 Facilitator on Participatory trainings on human rights approach to programming(HRAP) and mainstreaming MDGs programme in Turkana and Garissa districts- under UNICEF- Kenya and Ministry of Planning and National Development (G.O.K) SIDA Funded Project.

October 2005 Trained as Database administrator DevInfo 4.0 Version with support from UNICEF, Kenya National Bureau of Statistics (KNBS) and UNDP –at Kenya College of communication technology by experts from community Services India.

September 2005 Participated in U.N introductory course on HIV/Aids in the workplace at Gigiri UNON complex.

2005 Project Supervisor Nutritional Survey in Wajir district, A project of UNICEF Kenya and Office of the President Arid Lands Resource Management.

May 2004 Participated in Disaster Management Capacity Building Training (North Eastern Province) by the Kenya Food Security Steering Group.

March- April 2004 Took part in Livelihoods Analysis Workshop in Wajir organized by FEWSNET in Collaboration with ALRMP.

2004 Participated in Skills in Communication – sportsman hotel Nanyuki Organized by Oxfam-GB, for its partners.

February 2004 Attained a Course in Participatory Integrated Community Development Conducted by office of the President Arid lands Resource Management Project Wajir.

2001-2004 Conducted participatory appraisals, community development committee trainings on participatory approaches to development under the office of the President Arid lands Resource Management Project-Wajir.

2003 Participated in Community Development Training courses – Wajir (participatory Project Planning, Implementation and Evaluation Methods) ALRMP.

2003 Participated in two weeks training of Trainers (T.O.T) Gender Mainstreaming in programming, at Matuu, Kenya organized by ACTION AID KENYA.

2002 Trained as (Trainer of Trainees) on conflict prevention mitigation and response at Shaba hotel supported by USAID-PACT/Mwengo.

2001 Attended a Drought circle management/ sphere project training Wajir Kenya Oxfam-GB.

1999- 2000 Reported for the Kenya Times newspaper from Northern Kenya.

1992 Worked for Electoral Commission of Kenya (E.C.K) as a Polling Clerk- At Bute Station, Wajir District

6.0 PROFESSIONAL AFFILIATIONS

- o Full member Kenya Institute of Management (MKIM)
- o Technical Committee member of the Kenya Leadership and Integrity Forum (KLIF)
- o The Sphere Project on Humanitarian Charter and Minimum Standards in Disaster Response

www.sphereproject.org

- o Executive Committee Member of National NGOs Council of Kenya
- o Life Member Kenya Red Cross Society
- o Member of World federation of United Nations Association (WFUNA).
- o Member Peace and Collaborative Development Network

www.internationalpeaceandconflict.org

- o Member Kenya Institute of Management (KIM)

7.0 OTHER SKILLS AND SHORT COURSES

I have accomplished short courses in:-

- Conflict Management, Peace Building, Program Management
- Project design, planning, monitoring and evaluation
- Organization Development, Institutional
- Capacity Building
- Mediation and Negotiation skills
- Team Building and Facilitation skills
- Training Skills
- Governance and Leadership, Civic Education
- Fundraising Skills.

Language Skills:

- English - Fluent

- Kiswahili - Fluent
- Somali – Fluent
- Arabic - Good

9.0 REFEREES

1. Dr. MacMillan Kiiru

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Annex VI Work plan

The evaluation took 15 working days.

Tasks	Days Worked														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Contract Signing	3 rd April 2017														
Desk review															
Inception Report with methodology and Work plan															
Meeting with UNW and IPSTC															
Field Work (data collection)															
Data Entry															
Analysis of Data															
Preliminary findings/draft-report															
Sharing and Review of Draft Report															
Final Report															