UN WOMEN

United Nations Entity for Gender Equality
and the Empowerment of Women

Evaluation Report of
Women's Leadership, Empowerment, Access & Protection in Crisis Response (LEAP):
Promoting the Empowerment of Women and Girls within the Humanitarian- Development Nexus in Kenya

September 2020

UN Women Kenya

Contents

Acronyms

AAHI	Action Africa Help International
CEDAW	Convention on the Elimination of all Forms of Discrimination Against Women
CSOs	Civil Society Organizations
DRC	Danish Refugee Council
DRR	Disaster Risk Reduction
FGDs	Focused Group Discussions
GEWE	Gender Equality and Women Empowerment
ICDL	International Computer Driving License
ICT	Information Communication Technology
IPs	Implementing Partners
KES	Kenya Shillings
KIIs	Key Informant Interviews
KNAP	Kenya National Action Plan (KNAP) on Women, Peace and Security
LEAP	Leadership, Empowerment, Access, and Protection in Crisis Response
LEAP I	Women's Leadership, Empowerment, Access, and Protection in Crisis Response: Regional Response to the South Sudan Displacement and Refugee Crisis in Kenya (2018-2019)
LEAP II	Women's Leadership, Empowerment, Access, and Protection in Crisis Response: Promoting the Empowerment of Women and Girls within the Humanitarian-Development Nexus in Kenya (2019-2020)
M&E	Monitoring and Evaluation
PWJ	Peace Winds Japan
RAS	Refugee Affairs Secretariat
SGBV	Sexual and Gender- Based Violence
TA	Technical Assistance
TOC	Theory of Change
ToR	Terms of Reference
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNSCR 1325	United Nations Security Council Resolution on Women Peace and Security
UNHCR	Office of the United Nations High Commissioner for Refugees
VE	Violent Extremism
VSLA	Village Savings and Loan Association

Executive Summary

A - Context

Kenya has been experiencing a substantial shift in its security landscape. Kenya is affected by regional instability and spill-over effects from politically unstable neighbors such as Somalia, South Sudan and the Great Lakes Region. The long- term nature of refugee displacement is evident in Kenya, which currently hosts two refugee camps: Dadaab Refugee Camp, established in 1991 and Kakuma Refugee Camp, established in 1992. In response to the long-term nature of forced migration and to promote self- reliance and cohesion between refugee and host communities, the Kalobeyei Integrated Settlement was opened in 2016 in Kakuma, Turkana County as a 'model' to influence future humanitarian- development programming.

When the project was planned, Dadaab hosted 208,500 refugees, predominantly from Somalia, while Kakuma hosted 185,290 refugees mainly from South Sudan, the Democratic Republic of Congo and Burundi, with women and children constituting 75% of the total figure. Women and girls who had experienced conflict and crises, including violent extremism, faced a range of barriers and protection issues. These range from systematic SGBV and limited access to basic services and participation in public life to restrictions on education and livelihood opportunities and vocational training.

Given these challenges, there was a critical need for UN Women to respond to the needs of women and girls through "Women's Leadership, Empowerment, Access & Protection in Crisis Response (LEAP): Promoting the Empowerment of Women and Girls within the Humanitarian-Development Nexus in Kenya". The LEAP project was launched to promote resilience, restore dignity, promote participation in decision-making and provide durable solutions to women and girls in line with the humanitarian-development nexus in Kenya.

B - Evaluation Objective & Methodology

This report presents findings of the evaluation of UN Women's LEAP project. The evaluation seeks to determine the extent to which the LEAP project achieved its stated results and documented lessons and best practices, with the view to scaling up activities. The evaluation will be utilized by UN Women, donors, UN agencies, humanitarian organizations, and relevant Kenyan government agencies. The evaluation utilized the OECD/DAC criteria, presenting the evidence in terms of relevance, effectiveness, efficiency, sustainability and impact of the outcomes. It also evaluated how gender equality and human rights principles were applied in the design and implementation of the LEAP project and documented lessons. The evaluation was conducted in line with UN Women's guidelines for gender-responsive evaluation[1].

On methodology, the evaluation utilized mixed methods of qualitative means of data collection, analysis, interpretation, and presentation while applying the outcome-based evaluation approach and a contribution analysis. Data was collected through i) desk review of project documents[2]; ii) conduct of 17 Key Informant Interviews (KIIs); and iii) 13 Focus Group Discussions (FGDs) with 104 persons (78F and 26M) knowledgeable about the project activities[3]. Data was then analyzed using a content analysis where commonly occurring themes were identified, analyzed and theorized through various gender analysis frameworks and interpreted in view of the evaluation objectives[4].

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[1] UN Women Evaluation Handbook: How to Manage Gender-responsive Evaluation, https://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2015/un-women-evaluation-handbook-en.pdf?la=en&vs=1401
[2] See 8 Annexes, 8.1 Documents reviewed.
[3] KIIs and FGDs were conducted via telephone and Zoom meetings. All FGD participants observed the Government of Kenya guidelines for group interactions during COVID-19 Pandemic.
[4] Gender analysis frameworks used are; the Caroline Moser framework, the Capacities and Vulnerabilities Analysis framework and the Women's Empowerment framework by Sara Longwe. All can be found at:
https://www.ndi.org/sites/default/files/Guide%20to%20Gender%20Analysis%20Frameworks.pdf

B - Key Findings

Relevance: The project responded to the needs and priorities of beneficiaries. It met women's and girls' strategic needs for economic empowerment, protection from sexual and gender-based violence (SGBV) and representation in decision making. The project also strengthened the capacity of duty bearers and humanitarian and peace and security actors to better respond to identified needs through evidence generation.

Project Design: The project technical design was appropriate and relevant to UN Women's mandate to contribute to women's engagement in humanitarian peace and security efforts in Kenya in aligned to international commitments and standards as well as national policies, strategies and frameworks for humanitarian response and gender equality.

Effectiveness: All project outputs were achieved with UN Women contribution, however specific and measurable achievements at outcome level could not be assessed due to lack of outcome indicator data. All project outputs indicator targets were achieved with three of them exceeding targets. LEAP supported significant efforts towards increasing the number of women with the capacity to participate in humanitarian programming, conflict management and peace building.

Efficiency: The project resource of USD 600,000 was adequate for the planned activities, funds disbursement and utilization were efficient in support of project results. The UN Women's management structure was also efficient for the LEAP implementation within budget and the planned timeframe. Budget allocations against outputs seemed balanced and logical.

Sustainability: Capacities to ensure sustainability of efforts and benefits have been developed. The IPs' capacity for gender responsive programming was enhanced and beneficiaries' capacity to participate in decision making, humanitarian programming, livelihood activities and access to protection services were greatly improved.

Gender Equality and Human Rights: Gender and human rights principles were largely integrated into the project design and implementation. The project was designed to focus on women's empowerment by addressing gender discriminative norms in refugee and host communities and promoting women's participation, protection and economic rights. This was in line with the various normative frameworks on GEWE and human rights, including the UNSCR 1325, CEDAW and the Beijing Platform for Action among others.

C – Lessons Learned, Good Practices and Innovation

- The LEAP project was designed based on the results and lessons generated from the previous project, "Women's Leadership, Empowerment, Access & Protection in Crisis Response (LEAP) - South Sudan Displacement and Refugee Crisis" (2018-2019). The project was also developed in response to the needs on SGBV support informed by knowledge management products. This is a good strategy to lay foundation for sustaining results achieved.
- The LEAP intervention partnered with credible IPs who have the appropriate skills, knowledge, experience and a network of stakeholders in the area of intervention. The project was delivered on time and within budget due to that Action Africa Help International (AAHI) and Danish Refugee Council (DRC) had the expertise on GEWE and collaborated with strategic stakeholders.
- The project evaluation proved that the evaluation process is feasible and deliverable even in emergencies or pandemic times by utilizing "the UN Women Pocket Tool for Managing Evaluation during the COVID-19 Pandemic " and facilitating the evaluation process with IPs on the ground.
- The decision to target female youth/girls is a good practice that KIIs opined that this is a category that is often overlooked by humanitarian-development nexus programing and their deliberate targeting is

required. However, there is a need to clearly define the category to enable monitoring and accountability.

- When beneficiaries are organized into various groups, including a cooperative society and Village Savings and Loan Association (VSLA), the interventions become more sustainably as signified that women had produced over 26,280 face masks for different humanitarian agencies in Kakuma since COVID-19 outbreak. As such, sustainable livelihoods and socio-economic empowerment are key to achieving community resilience.

- The project supported the establishment of the Kalobeyei Handicraft Cooperative as a legal entity to transform women's skills into income generation and ensure sustainability beyond the project period. This included the establishment of an online store and linkages to global markets for the Cooperative's products.

- The project activities utilized creative male engagement strategies to change male perceptions including through community mobilization, sporting tournaments for male youth and mentoring of boys. In Dadaab, the involvement of male youth and boys contributed to reduction in drag abuse and child labor and increase in school enrolment.

- By targeting beneficiaries from both refugee and host communities, the project facilitated establishment of networks across the divide (host/refugee) which contributes to cohesive living. Especially, the project was meaningful as this was the first intervention including host community women in Dadaab with protection services.

- The partnership with UN Women strengthened IPs' gender knowledge. For example, although this was the first gender and women related project for Peace Winds Japan (PWJ), the partnership with UN Women triggered PWJ to launch a new project in the field of gender equality and women empowerment (GEWE). AAHI has retained the gender advisor hired through this project and will continue to provide gender technical support to other initiatives.

D - Conclusion and Recommendations

Conclusion 1: The LEAP intervention ensured the rights of women and girls were upheld, engaged in humanitarian peace and security efforts and responded to the needs of the most vulnerable women and girls in refugee and host communities in Kenya.

Conclusion 2: The LEAP initiative delivered its results in an effective and efficient way. There is potential to influence policies and programmes around humanitarian and conflict settings through dissemination of the evidence and lessons generated.

Conclusion 3: The LEAP initiative strengthened women leadership in peacebuilding and conflict resolution, supported local accountability to address GEWE and contributed to change in harmful social norms towards women.

Conclusion 4: Initiatives on livelihood skill training served as an enabling strategy to SGBV prevention.

Conclusion 5: There were gaps in defining relevant indicators and targets at outcomes and outputs. Weaknesses with the design and implementation of M&E plans made it difficult to track progress and evaluation of outcome results.

Recommendation 1: The LEAP framework ensures the rights of refugee women and girls are upheld and response to the needs of women and girls in humanitarian settings. The uptake of knowledge and skills by women engaged in the project indicates a need to continue with empowerment interventions in the humanitarian space. To tackle the socio-cultural barriers and preconceived notions of women's roles, project interventions require more time than the current project provided.

Recommendation 2: Consider providing more resources to the livelihood skill development as a strategy to build economic resilience as well as prevention of SGBV. This should be accompanied with a male engagement strategy to gain the understanding of male family and community members on women's economic activities.

Recommendation 3: Consider providing a Technical Assistance to mainstream gender on "Kalobeyei Integrated Socio-Economic Development Program", an UN joint initiative to promote self-reliance for refugees and host communities. This is an opportunity to support holistic mainstreaming of GEWE in the development sector following the success of the Women Empowerment Centre which demonstrated gender responsive infrastructure as the first and the only centre dedicated for women's use in Kalobeyei where social norms restrict women to attend public spaces.

Recommendation 4: Conduct induction training for IP's on M&E, data collection and outcome-based reporting to enhance IP's M&E capacities and improve data disaggregation. This will contribute to quality of UN Women's reporting.

1. Background and Purpose of the Evaluation

The Women's Leadership, Empowerment, Access, and Protection in Crisis Response (LEAP) is one of the UN Women's flagship programming initiatives focusing on the rights and needs of women and girls affected by humanitarian crises[5]. UN Women Kenya County Office with support from the Government of Japan, contextualized the global flagship programme to Kenya by designing and implementing the *"Women's Leadership, Empowerment, Access and Protection in Crisis Response: Promoting the Empowerment of Women and Girls within the Humanitarian- Development Nexus in Kenya" (31st March 2019 – 30th March 2020).* The programme was implemented in Kalobeyei Integrated Settlement and Dadaab Refugee Camp in Kenya, targeting women and girls from refugee and host community.

1.1 Purpose of the Evaluation

The purpose of this independent evaluation at the end of the project is to inform UN Women's strategic direction and future programming on humanitarian-development nexus programming. In addition, UN Women committed to the donor to undertake an evaluation in accordance with its evaluation policy. The purpose of the evaluation is to determine the extent to which the "Women's Leadership, Empowerment, Access & Protection in Crisis Response: Promoting the Empowerment of Women and Girls within the Humanitarian- Development Nexus in Kenya" project achieved its stated results, documented lessons and best practices, with the view to scaling up activities. The evaluation report informs project learning and decision-making for future programming in the field of Women, Peace and Security and Humanitarian Action in Kenya.

1.2 Evaluation Audience and Intended Use

The evaluation expected results are to be used by diverse stakeholders working on matters related to Women, Peace and Security and Humanitarian Action. Specifically these include but are not limited to the Government of Kenya (national and county institutions), UN Women and other UN agencies, civil society organizations (CSOs) working in the field of Humanitarian Action and GEWE.

Proposed uses of the evaluation report are as follows.
- Learning and improved decision-making in support of development of new programmes on Women, Peace and Security and Humanitarian Action;
- Accountability for the implementation of the project and analysis of the effectiveness of the programme;
- Advocacy for the full implementation of UNSCR 1325 and its subsequent resolutions;
- Capacity building and mobilization of regional, national and community peace and security stakeholders to advance strategies towards integrating women in peace and security efforts in Kenya.

In line with UN Women Evaluation Policy[6], this evaluation report and its corresponding UN Women management response will be disclosed publicly on the UN Women "Global Accountability and Tracking of Evaluation Use (GATE) System" at http://gate.unwomen.org/.

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[5] The flagship initiative has three aims; i) ensuring that humanitarian response planning and programming is gender inclusive and responsive ii) guaranteeing protection and economic opportunities for women affected by crises and iii) promoting positive coping mechanisms for women and girls affected by protracted and slow onset crises.
[6] Evaluation policy of UN Women, https://www.unwomen.org/en/digital-library/publications/2012/10/evaluation-policy-of-the-united-nations-entity-for-gender-equality-and-the-empowerment-of-women

1.3 Evaluation Objectives criteria and key questions

The project evaluation had the following interrelated objectives as provided in the evaluation ToR (Annex 8.6).

- To assess the relevance of UN Women's contribution to women's engagement in peace and security efforts in Kenya;
- To assess effectiveness and organizational efficiency of UN Women's approach to influence on policies and programmes around humanitarian and conflict settings, and empowerment of refugee and host community women within the framework of the project;
- To assess the sustainability of the interventions to increase participation in decision making and access to protection spaces, and improve economic opportunities for refugee and host community women;
- To identify and validate lessons learned, good practices, examples and innovations of efforts that support women's participation in peace and security efforts in Kenya;
- Provide actionable recommendations with respect to the UN Women intervention.

1.4 Evaluation Criteria and Key Questions

To meet the purpose of the evaluation, and in line with the evaluation ToR (Annex 8.6), the evaluation presents the evidence of relevance, effectiveness, efficiency and sustainability and applied gender equality and human rights principles to assess gender responsiveness. Project lessons, best practices, innovations and impacts of outcomes are also documented.

Specific evaluation questions are as follows.
Relevance:

- To what extent is the intervention relevant to the needs and priorities as defined by beneficiaries?;
- Is the choice of partners most relevant to the situation of women and marginalized groups?;
- Was the technical design of the project relevant?

Effectiveness:

- To what extent were the expected outcomes and outputs achieved and how did UN Women contribute towards these?;
- What has UN Women's contribution been to the progress of the achievement of outcomes?;
- Do UN Women's implementing partners have access to the necessary skills, knowledge and capacities needed to deliver the project?;
- What are the main enabling and hindering factors to achieving planned outcomes?;
- 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?;
- To what extent does the UN Women management structure support efficiency for implementation?

Sustainability:

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

- What local accountability and oversight systems have been established to support the continuation of activities?;
- How will the benefits of the intervention be secured for rights holders (i.e. what accountability and oversights systems were established)?

Lessons learned, good practices, innovation, recommendations:
- Which are the key lessons learned from the programme design, implementation and closure?; are there any additional lessons learned beyond the programme cycle?;
- Which are the good practices identified, that should be replicated in similar future programming?;
- Which were specific innovations by the programme that supported women's participation in peace and security efforts in Kenya?;
- Which are the actionable recommendations stemming from this programme intervention?

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 LEAP in Kenya?;
- 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?;
- To which extent did the programme successfully apply the Leave No One Behind (LNOB) principle?

1.5 Scope of the Evaluation

The evaluation focused on all project outcomes stated in the project document and implemented by UN Women and implementing partners in the period between 31st March 2019 and 30th March 2020 at Kalobeyei Integrated Settlement and Dadaab Refugee Camp. The evaluation focused on project implementation process and its performance in line with the UN Women's "Pocket Tool for Managing Evaluation during the COVID-19 Pandemic", primary data was collected virtually using phone calls and video conference meetings with stakeholders and beneficiaries in Nairobi, Kalobeyei Integrated Settlement and Dadaab Refugee Camp.

2. Programme Description and Context

2.1 Context

For close to 30 years, Kenya has hosted refugees from neighbouring countries fleeing from war and violence in its two refugee camps and a settlement. These are Dadaab Refugee Camp in Garissa County which borders Somalia, Kakuma Refugee Camp and Kalobeyei Integrated Settlement both in Turkana County bordering South Sudan. The refugee camps and the settlement are located in two of the poorest counties in Kenya (Turkana and Garissa)[7].

Kenya implements a refugee encampment policy[8] which requires refugees to live in a camp. Under this policy, movement of refugees out of the camps is restricted and access to gainful employment or any other economic engagement is limited. As a result, refugees living in the camps are almost entirely dependent on humanitarian assistance, which increases the vulnerability of women and girls due to among others gender discriminative norms, such as the non-recognition of women as representatives of households hence limiting their direct access to, and control of the humanitarian assistance.

Kenya adopted both the New York Declaration[9] for Refugees and Migrants and the Wilton Park Principles[10]. The two seek to enhance refugee self-reliance through greater social and economic integration between refugees and host communities. Their implementation is ongoing in Kenya including through the establishment of the Kalobeyei settlement scheme in 2016. In addition, Kenya has committed to the UNSCR 1325 on Women Peace and Security which calls for protection of women refugees. Despite these positive developments, women refugees face particular protection needs including from violence, economic deprivation and limited representation in decision making structures that increase their vulnerabilities. Available data show that women and girls in communities hosting refugees in Kenya are not better[11]. They too require assistance to overcome gender repressive cultures, underrepresentation in decision making, feminization of poverty in addition to marginalization, poverty and insecurity occasioned by the fact that they live in some of the poorest counties with minimal social and basic services in Kenya.

In Kenya, women and children make up 77% of refugees and asylum seekers as of 30 April 2020[12]. According to DRC, women refugees (particularly those heading households and female youth) and children are subject to a wide range of abuse, violence, neglect and exploitation in part because of harmful traditional practices, lack of economic opportunities, inadequate services and lack of knowledge and skills[13]. The 2019 UN Women study on "the Impact of Sexual and Gender Based Violence in Kalobeyei Integrated Settlement and Host Community" found that the most cited forms of SGBV in Kalobeyei are intimate partner violence, domestic violence, survival sex, and early/forced marriage of girls under the age of 18[14]. Hence there is a need for gender-responsive humanitarian action that prioritizes equality, participation, leadership and economic wellbeing of women.

This is significantly important because refugee women and girls face additional barriers to livelihood opportunities including strict encampment policy, retrogressive cultural practices, difficulty in accessing

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[7] According to KNBS 2016 survey the two counties were ranked top ten most poor counties.

[8] On 12 December 2012 Department of Refugee Affairs announced an encampment policy requiring all refugees and asylum seekers in cities to relocate to refugee camps with the plan to repatriate them to their home countries accessed at Garlick et al., *supra* note 14, 270–271; Kituo Cha Sheria & 8 Others v. Attorney General [2013] paras. 1–6 eKLR, http://kenyalaw.org/caselaw/cases/view/84157, *archived at* https://perma.cc/E2YL-22TJ.

[9] https://www.unhcr.org/new-york-declaration-for-refugees-and-migrants.html

[10] Wilton Park Principles: i) work through local and national systems; ii) support host communities and build social cohesion; iii) enable economic participation and stimulate growth; iv) Provide impactful and innovative financing; and, v) improve the data and evidence base.

[11] In Turkana county, Maternal Mortality rate is 1,597 (2009 Kenya National Bureau of Statistics), only 34% of Turkana County Government employees are female as of December 2017 and 0% female MPs in the 2017 accessed at https://data.unwomen.org/sites/default/files/inline-files/turkana%20gender

[12] UNHCR Kenya - Data Management Unit Nairobi, accessed at https://www.unhcr.org/ke/wp-content/uploads/sites/2/2020/05/Kenya-Infographics-30-April-2020-1.pdf

[13] DRC, End of LEAP II Project Narrative Report, May 2020

[14] UN Women (2019) "the Impact of Sexual and Gender Based Violence in Kalobeyei Integrated Settlement and Host Community" accessed at https://www.genderinkenya.org/wp-content/uploads/2019/07/Kalobeyei-SGBV-Rep-digital-27-Feb-003.pdf

work permits, limited access to financial credit, limited skills development opportunities, and limited access to markets. These challenges are severer to the most vulnerable groups of refugees (e.g. survivors of SGBV, women-headed households, persons with disability, elderly). Additionally, their reliance on the informal economy coupled with their exclusion from decision making, means that they are in need of significant livelihoods support in order to provide for themselves and their families to reduce on protection risks. The case is not so different for the women and girls in host communities. Turkana county which hosts Kakuma Refugee Camp and Kalobeyei Integrated Settlement for instance has among the highest levels of maternal mortality, low level literacy and women's participation in decision making[15].

2.2 Programme Description

The LEAP project built on results and lessons learned from previous projects supported by the Government of Japan including "Integrating Gender in Peace Support Operations Phase I and II (2016-2017 and 201-2019), "Engaging Women in Preventing and Countering Extremist Violence in Kenya" (2016-2017), "Women's Active Participation in Prevention and Response to Violent Extremism and Terrorism in Kenya" (2017-2018) and "Women's Leadership, Empowerment, Access and Protection in Crisis Response: Regional Response to the South Sudan Displacement and Refugee Crisis in Kenya"(2018-2019).

In order to deliver this project, UN Women contracted Dalberg Research Limited[16] to deliver Outcome 1 to support in strengthening evidence generation. In order to deliver Outcome 2 and 3, UN Women partnered with Danish Refugee Council (DRC)[17] and Action Africa Help International (AAHI)[18]. The overall goal of the project was that *women and girls in humanitarian and crisis settings participate in, and benefit from prevention, relief and response efforts in Kenya*. The programme had three outcomes and four outputs as shown in table 1 on the project results matrix below.

Table 1: Project Results Matrix

OUTCOMES	OUTPUTS	OUTPUT INDICATOR S	OUTPUT TARGET
Outcome 1: Policies and programmes around humanitarian and conflict management are informed by a strengthened evidence base on the impact of conflict, disasters and emerging issues such as Violent Extremism	Output 1.1 Strengthened evidence base on the impact of conflict, disasters and emerging issues such as Violent Extremism and the roles women and girls play in prevention, relief and response efforts in Kenya.	Indicator 1.1.A. Number of assessments conducted on the prevalence and impact of VE in refugee and host community settings.	2
Outcome 2: Women and girls are empowered to participate in decision making and have access to protection spaces.	Output 2.1. Increased number of women with the capacity to participate in humanitarian programming conflict management and peacebuilding.	Indicator 2.1.A. Number of women trained by UN Women on gender responsive humanitarian programming, disaster management and peacebuilding.	500

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[15] Kenya National Bureau of Statistics

[16] Dalberg Research is a research institution that specializes in primary data collection and secondary data analysis. Dalberg Research provides research and analysis across more than 20 African countries via quantitative and qualitative studies. The research institution specializes in the inventory, collection, and analysis of primary research data for businesses, NGOs, governments and other institutions. Dalberg Research has 21 years of experience in primary research and has a strong commitment to obtaining the information required to fuel sustainable and inclusive growth across Africa.

[17] The Danish Refugee Council (DRC) is an international non-governmental organization with work streams on humanitarian, development and peacebuilding among others. DRC aims at ensuring a dignified life for refugees and displacement-affected people and communities. DRC has expertise in protection including in prevention of sexual and gender-based violence, economic recovery and livelihoods activities including business training and SME development, business grants, life-skills training, literacy and numeracy training, vocational training, micro-credit loans, savings groups, group enterprise development and facilitation.

[18] AAHI is an international non-governmental organization focusing on development challenges of marginalized communities such as pastoralists, refugees and the displaced persons among others. Her areas of expertise include supporting micro, small and medium enterprises and small-scale agricultural production systems. Thus, AAHI has particular expertise in livelihoods development for marginalized communities including women. In the past, AAHI has implemented programmes that have a specific focus on building women's micro-enterprise development such as prevention of gender-based violence through fashion and design that focused on building resilience of 120 refugees to escape the poverty trap that leads to increased vulnerability to gender-based violence.

	Output 2.2. Improved community awareness and advocacy on SGBV prevention and response, with a focus on men and boys as partners in advancing gender equality.	Indicator 2.2.A. Number of campaigns held around gender equality and women's empowerment in conflict and refugee settings.	3
Outcome 3: Improved economic opportunities for select women living in refugee and host community settings.	Output 3.1. Select refugee and host community women have increased access to vocational, entrepreneurship and business development skills.	Indicator.3.1.A. Number of women trained on vocational skills and business development.	350

All project activities were delivered as planned with moderate alterations to the research component where research topic was modified to suit the context. This did not result to any significant material change of the project. Onset of COVID-19 affected completion of some of the final exams for livelihood skill trainees. At the time of evaluation, IPs were strategizing on how to finalize them while adhering to Government of Kenya's guidance on COVID-19 pandemic.

2.3 Theory of Change

The project was based on the following theory of change. If (1) national, county and humanitarian policies and programmes are informed by an evidence base on the impact of conflict, disasters and emerging issues such as Violent Extremism and the roles women and girls play in prevention, relief and response efforts in Kenya; If (2) women participate and influence decision-making processes related to humanitarian programming, conflict management and peacebuilding efforts; and If (3) women are supported with economic opportunities, including vocational training and access to protection mechanisms and services; Then (4) women and girls will be resilient to the impact of disasters/emergencies and conflicts; Because (5) disaster/emergencies, conflict management and peace-building efforts will address the rights and needs of women and girls; and (6) women will be empowered to play a crucial role in the establishment of peaceful, sustainable and cohesive societies.

While valid, the theory of change in the project document did not include assumptions and change pathways. Therefore, the evaluator reconstructed the theory of change (Table 2) based on her understanding of what the project sought to achieve and assumption to enable achievement of the project goal. The reconstructed theory of change together with the programme results matrix (Table 1) served as a model for evaluating the extent to which the projects results were achieved and lessons learned hence determine the extent to which the project achieved its stated results, documented lessons and best practices.

Table 2: Reconstructed Theory of Change

Project Goal Women and girls in humanitarian and crisis settings participate in, and benefit from prevention, relief and response efforts in Kenya.		Assumptions
Outcome 1	1. Policies and programmes on humanitarian and conflict management are evidence based.	Humanitarian actors and policy makers will undertake gender responsive programming.
	1.1. Strengthened evidence base on the impact of conflict, disasters and emerging issues such as Violent Extremism and the roles women and girls play in prevention, relief and response efforts in Kenya to inform policy and programming.	Humanitarian actors and policy makers will access and utilize evidence generated by the project research.

Outcome 2	2. Women and girls are empowered to participate in decision making and have access to protection spaces.	More women will participate in decision-making processes on that affect their lives.
	2.1. Increased number of women with the capacity to participate in humanitarian programming, conflict management and peacebuilding.	Women will utilize skills gained on decision making to influence humanitarian and conflict prevention decisions and demand better services.
	2.2. Improved community awareness and advocacy on SGBV prevention and response, with a focus on men and boys in advancing gender equality.	Women will have more access to information on SGVB service and men and boys will utilize gained knowledge to promote gender equality norms in the camp that will lead to abandonment of SGBV practices by the refugee and host community.
Outcome 3	3. Improved economic opportunities for women living in refugee and host community settings	Improved economic opportunities will build women's resilience and reduce their vulnerability to SGBV and insecurity risks such as VE and emergencies.
	3.1. Select refugee and host community women have increased access to vocational, entrepreneurship and business development skills	Skills developed and economic opportunities availed to women are relevant, viable and will earn liveable wages.

The evaluation acknowledged that the project dealt with a complex issue of refugee protection, empowerment and changing gender norms. Achieving its ultimate result therefore, was dependent not only on the interventions of the current project but on much broader changes within the humanitarian-development nexus sector. The results could not be brought about by work of this project alone but were dependent on UN Women's (and other actors') efforts towards the full realization of women's human rights and women's empowerment in peace building and humanitarian action in Kenya.

However internally, the evaluator constructed that the project made the following assumptions.
- Humanitarian and peace building actors and policy makers will access and utilize evidence generated by the research conducted under this project to reform their programming towards a more gender responsive humanitarian programming;
- That women empowered with leadership skills will access peace building and humanitarian decision-making structures and utilize skills gained to influence humanitarian and conflict prevention decisions, and demand better services;
- That economic opportunities availed to women are relevant, viable and will pay livable wages to reduce women's vulnerability to violent extremism and emergencies;
- That increased gender awareness among men, community and religious leaders and gate keepers in refugees and host community will transform behavior towards gender equal norms, leading to abandonment of SGBV practices in the refugee and host community;
- That livelihood skills gained by refugee and host women will be utilized to generate income and build resilience to future emergencies.

2.4 Key Stakeholders
The project stakeholders and their roles are as summarized in table 3 below.

Table 3: The Project Stakeholders' Roles and Responsibilities

Stakeholder	Roles and Responsibility
The Government of Japan	• Recruited UN Women as a responsible project implementer • Receipt of periodic project progress reports
UN Women	• Designed the LEAP programme by contextualizing the global UN Women LEAP programme to Kalobeyei and Dadaab • Mobilized funds for the project from the donor • Recruitment of implementing partners • Knowledge and skills transfer • Leading coordination • Participation in strategic project activities • Submission of periodic reports to the donor
DRC	• Direct execution of leadership skills training for Outcome 2 • Designing and executing livelihood skill development initiatives for Outcome 3 in Dadaab • Recruiting project beneficiaries • Facilitating formation of a VSLA • Facilitating market linkages with business permits to the VSLA • Coordinating with Peace Wind Japan • Continuous project monitoring • Submission of periodic technical and financial reports to UN Women
AAHI	• Designing and executing livelihood skill development initiatives for Outcome 3 in Kalobeyei • Recruiting project beneficiaries • Facilitating formation of a cooperative society • Facilitating market linkages and creation of online marketing platforms • Continuous project monitoring • Submission of periodic technical and financial reports to UN Women
Peace Wind Japan	• Subcontracted to establish the Women Empowerment Centre in Kalobeyei
The Government of Kenya, County Governments of Turkana and Garissa	• Security provision • Policy direction • Involved in selection and mobilization of beneficiaries • Allocation of a Livelihood Officer to Outcome 3 activities in Kalobeyei • Provision of refugee business permits to Outcome 3 activities in Dadaab
Strategic partners (UNHCR, Refugee Affairs Secretariat)	• Participation in strategic project activities • Co-organization of International Women's Day event in Kakuma
Refugee and local communities	• Participation in project activities • Ownership of project actions
Private sector entities (Bawa Hope, Jumia Online and China House)	• Provision of technical training to women artisans • Increased market linkages to women artisan products

3. Evaluation Methodology and Limitations

3.1 Evaluation Methodology

The evaluation utilized mixed methods of qualitative means of data collection, analysis, interpretation, and presentation while applying the outcome-based evaluation approach[19] and a contribution analysis[20]. The outcome-based approach enables a systemic way of assessing the extent to which a program has achieved its intended results, while the contribution analysis adds value in assessing the contribution a programme is making to observed results. Finally, the evaluator utilized a combination of gender analysis frameworks[21] and her experience in gender equality and women's empowerment to theorize and interpret the findings. The evaluator deemed this approach as the best in achieving the evaluation purpose of determining the extent to which the LEAP project achieved its stated results, documented lessons learned and best practices.

The evaluation adhered to the various guidelines for UN Women evaluations including the UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS) framework as it relates to OECD/DAC evaluation criteria; the UNEG Norms and Standards for Evaluation; the UN Women Evaluation Handbook on How to Manage Gender-responsive Evaluation and the UN Women Pocket Tool for Managing Evaluation during the COVID-19 Pandemic[22]. In addition, the evaluation took a participatory approach, where substantive consultations were made with UN Women and key project management teams of the UN Women project implementing partners.

3.2 Data Collection and Analysis Methods

The evaluation conducted through (i) desk review of all relevant documents related to the programme and UN Women evaluation guidelines (Annex 8.1 and 8.2); (ii) 17 KIIs and (iii) 13 FGDs with 104 persons (78F and 26M) knowledgeable about project activities. These and data limitations are explained at the sub-section 3.4.

(i) Desk Review: The evaluator reviewed the project documentation provided by UN Women (Annex 8.1) and conducted an online literature review of relevant reports and frameworks on humanitarian-development nexus discourse in Kenya. The product of this review was an organized summary of findings aligned to the evaluation areas of enquiry.

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[19] The Institute of Museum and Library Services available at https://www.imls.gov/grants/outcome-based-evaluation/basics and United Way of America, "Measuring Program Outcomes: A Practical Approach" (1996). Evaluation/Reflection. 47. Available at https://digitalcommons.unomaha.edu/slceeval/47

[20] Intrac for Civil Society, "Contribution Analysis" available at https://www.intrac.org/wpcms/wp-content/uploads/2017/01/Contribution-analysis.pdf

[21] Gender analysis frameworks used are Caroline Moser framework, Capacities and Vulnerabilities Analysis framework and the Women's Empowerment framework by Sara Longwe. All can be found at
https://www.ndi.org/sites/default/files/Guide%20to%20Gender%20Analysis%20Frameworks.pdf

[22] UN Women evaluation guidelines used include i) UNEG Norms and Standards for Evaluation accessed at
http://www.unevaluation.org/document/detail/1914 ii) UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS) accessed at https://www.unwomen.org/-/media/headquarters/attachments/sections/about%20us/evaluation/evaluation-geraas-guidance-en.pdf?la=en&vs=408 iii) UN Women Evaluation Handbook: How to manage gender-responsive evaluation
Accessed at http://genderevaluation.unwomen.org/en/evaluation-handbook and iv) UN Women Pocket Tool for Managing Evaluation during the COVID-19 Pandemic_https://www.unwomen.org/en/digital-library/publications/2020/05/pocket-tool-for-managing-evaluation-during-the-covid-19-pandemic

(ii) KIIs: People knowledgeable about this project were purposively sampled by the project implementing team at UN Women and IPs. A total of seventeen (17) KIIs were conducted through which data for various evaluation questions was gathered. The Key informants are stipulated and disaggregated by gender below.

- Refugee Affairs Secretariat – 1 male
- UN Women staff – 3 (2 female and 1 male)
- Programme management staff at AAHI- 4 (2 females and 2 males)
- Programme management staff at DRC – 6 (3male and 3 female)
- Relevant officials in UNHCR- 2 (1 female and 1 male)
- Peace Winds Japan- 1 male

(iii) FDGs: Beneficiaries of project activities were drawn from both host and refugee communities who were purposively sampled by project implementation team. A total of thirteen (13) FGDs were conducted comprising of a total of 104 (78F and 26M). Twelve (12) FGDs were conducted via telephone call in which the evaluator called the group facilitator and conversed with respondents. One (1) FGD in Kalobeyei was conducted using Google Hangouts. All FGDs were guided by a semi-structured checklist based on evaluation areas but narrowing into the activities that each group participated in. Each FGD consisted of six to eight individuals and lasted approximately one-half to two hours. All FGD participants observed the Government of Kenya guidelines for group interactions during COVID-19 Pandemic.

3.3 Data analysis

Content analysis was used to analyze data collected for this evaluation. In this regard, data was recorded, transcribed and coded to identify commonly occurring themes from opinions and experiences expressed during the KIIs and FDGs. Data analysis entailed making notes of the transcripts, categorizing contents and linking categories to summarize findings into themes. This information was then theorized using various gender analysis frameworks (mainly leaning on the Longwe Empowerment Framework, Capacities and Vulnerabilities framework and Social Relations Framework) and interpreted in view of the evaluation objectives to make a conclusion about whether the intervention achieved its intended results, documented lessons learned, best practices and made recommendations.

The evaluation processes ensured participation and involvement of all key stakeholders including UN Women, IPs, beneficiaries, UN agencies, Refugee Affairs Secretariats and county governments. The evaluator worked closely with the UN Women Evaluation Reference Group and IPs' project focal persons through online based dialogues to ensure high quality of data and the final evaluation product.

3.4 Limitations

Limitations experienced in undertaking this evaluation are described below. While relevant project documents were provided, gaps in the project results framework especially on outcome data was inadequate and limited evaluability of outcome results. The IPs' narrative reports did not have adequate data on outcomes. Methods used in collecting data by IPs also limited the usability of the data for this evaluation. The evaluation interviewed 0.4% of project beneficiaries (104 individuals out of approximately 25,674[23] beneficiaries). Sample sizes for each respondent type and for each activity were also relatively small. In addition, heavy rains on the day FGDs were to be conducted in Dadaab led to cancellation of three focus group discussions with beneficiaries of business startup kits, VSLA and SGBV trainings in Dadaab as beneficiaries could not reach the evaluation venue. This means their views were not incorporated.

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[23] Figure reached after adding beneficiaries of the different project activities.

Based on the above, evaluation results are indicative of those who participated in the evaluation process and may not be generalized to the rest of LEAP beneficiaries. There is a possibility of selection bias since mobilization was done by IPs. All KIIs were purposively selected by IPs based on their level of involvement in the project activities, either as an IP staff member with core roles in the project implementation or as an individual staff member of strategic partner organizations (UNHCR, Refugee Affairs Secretariats, Peace wind Japan) familiar with project activities. This means there is possibility of selecting individuals with favorable views about the project. On the other hand, all FGD participants were randomly selected by IPs. FGDs were moderated by programme implementers hence increasing the possibility of respondents to give the most desirable answer with an expectation to be considered for a future enrollment in organizational programmes. The evaluator mitigated this limitation by asking respondents the same question in different ways and probing for responses to triangulate for consistency in responses.

The majority of the project beneficiaries are refugees, who do not speak Swahili or English. This meant that communication between the evaluator and the respondents was through translation, which has implications of information being lost in translation. However, the evaluator was assured that experienced translators, familiar with the respondents, were engaged for translation. In addition, enough time was allocated for FGDs to allow rephrasing and clarification of communication.

Due to travel restrictions occasioned by the measures taken to limit the spread of COVID-19, use of observation method to collect data for this evaluation was not possible. This limited the richness of data gathered. However, the evaluator maximized data quality with other methods of data collection by conducting wide literature review and interviewing a range of project stakeholders to triangulate data.

3.5 Quality Assurance, Ethical Considerations, Gender and Human Rights in the Evaluation Process

The key aspect of quality assurance was through the Evaluation Reference Group (ERG). The principles for quality assurance that applied to this evaluation are (i) that LEAP evaluation must be relevant and responsive to the expressed requirements of UN Women; (ii) all deliverables must be of high quality; (iii) the LEAP evaluation must be undertaken to a sufficiently high standard that the findings and recommendations can be reliably used for their intended purpose; (iv) it must also reflect lessons learned, so as to inform future programming; and (v) it must be transparent and satisfy all UN Women's requirements for accountability.

The evaluator paid attention to protection of respondent's privacy and received oral consent from all interviewees. This was achieved by explaining the purpose of gathering information, its use, users and assured respondents of their privacy. In addition, the evaluation process adhered to the quality and ethical standard as indicated in the GERAAS evaluation guidelines by for instance asking for an oral approval for the evaluator to take notes/record their responses and prepare a report from this information.

In line with the UN Women Evaluation Handbook on How to Manage Gender-Responsive Evaluation[24] and the United Nations Evaluation Group guidance document on Integrating Human Rights and Gender Equality in Evaluations[25], the evaluation addressed gender and human rights perspectives by ensuring that all stages of the evaluation process were based on thorough attention to gender dynamics, social norms, inequalities and power relations in the context of assessing the extent to which the project achieved its stated results,

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[24] UN Women Evaluation Handbook, "How to Manage Gender-responsive Evaluation" accessed at:
http://genderevaluation.unwomen.org/en/evaluation-handbook
[25] "Integrating Human Rights and Gender Equality in Evaluation: Towards UNEG Guidance" is available at:
http://www.unevaluation.org/document/detail/980

documented lessons learned and best practices with the view to scaling up activities. This means that specific to reported results, the evaluation examined and determined the extent to which and how interventions have or have not challenged and changed inequalities and structural causes of the denial of women's human rights and persistence of gender inequality and whether these changes are likely to lead to the desired results of improved enjoyment of human rights and gender equality.

Specifically the evaluator ensured that i) data was gathered from both men and women including from the marginalized groups (women headed households, women living with abandoned children, women survivors of SGBV and women with disabilities); ii) seeking information on how the design and implementation of the project addressed gender and human rights considerations; and iii) by utilizing a combination of gender analysis frameworks[26] in theorizing and interpreting findings.

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[26] Gender analysis frameworks used are; Caroline Moser framework, Capacities and Vulnerabilities Analysis framework and the Women's Empowerment framework by Sara Longwe. All can be found at
https://www.ndi.org/sites/default/files/Guide%20to%20Gender%20Analysis%20Frameworks.pdf

4. Findings of the Evaluation

Based on the objectives and criteria articulated in the evaluation ToR, this section presents the evaluation findings following the criteria of relevance, effectiveness, efficiency, sustainability and gender equality and human rights principles. Efforts were made to answer questions detailed in evaluation ToR and are based on evidence derived from data collected using methods described in the methodology section of this report.

4.1 Relevance

This sub-section presents findings on the assessment of the relevance on UN Women's contribution to women's engagement in peace and security efforts in Kenya. It responds to three evaluation questions focusing on i) relevance of interventions to the needs and priorities as defined by beneficiaries; ii) relevance of IPs to the situation of women and marginalized groups; and iii) relevance of the technical design of the project. Findings of the evaluation were examined as follows.

4.1.1 Relevance to the Needs of Beneficiaries

Findings 1: The project responded to the needs and priorities of beneficiaries who were the most vulnerable category of people in the refugee and host community context. It addressed women's and girls' needs for economic empowerment, protection from SGBV and representation in decision making. It also strengthened the capacity of duty bearers and humanitarian and peace and security actors to better respond to identified needs through evidence generation.

The project particularly met women's and girls' needs by provision of a safe space to strengthen protection services and information, vocational training, and peer networks through the establishment of the Women Empowerment Centre in Kalobeyei. Women's ownership of the centre was enhanced through their involvement in its planning, refurbishment, and management. 30 women were trained and employed as casual labors during refurbishment to encourage other women to take up non-traditional employment. The involvement of women in the male dominated construction industry served as a powerful tool to demonstrate gender equality in the job market in Kalobeyei where its urban development plan, Kalobeyei Integrated Socio-Economic Development, is carried out. It led to change in negative gender perceptions on the roles of women in the construction industry.

The strategic importance of the centre was emphasized by a key informant who stated:

> "the Women Empowerment Centre is very helpful because social norms of the many refugees here do not allow women to attend public spaces where men are present. This prohibition of women visiting spaces where men are present has for a long time denied many women refugees an opportunity to benefit from empowerment programmes and other services offered in Kalobeyei Integrated Settlement. Therefore, having a centre that is dedicated to women is a big step towards promoting women's empowerment and many women are happy with it[27]".

It should be noted that this is the first and the only centre dedicated for women's use in Kalobeyei. Another KII suggested that there is a need for another centre in Village-1 due to that the centre is located in Village-

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[27] KII in Kalobeyei (July,2020)

3 and women from Village-1 have to walk long distance in unsafe environments to access services. In Dadaab, the project was the first to reach host community women and girls with protection interventions[28].

The women economic empowerment initiatives were necessary and relevant in improving women's economic status which also contributed to their protection from SGBV especially from intimate partner violence. Through the intervention, economic opportunities of 583 women and girls were improved. 22.9% (134 out of 583) increased an average income to KES 3,000 per month up from KES 500 prior to them participating in the project. The project widened 50 girls' employment opportunities by providing ICT trainings. As a result, 66% of beneficiary girls passed an exam and received International Computer Driving Licence (ICDL) [29], an internationally recognised IT certification, meaning they can utilize the certificate in whichever country they are in. Three (3) of these received job offers in UN-Habitat in Kakuma Office to support running of a community library in Kakuma, while others were utilizing the skills to undertake school related research, and enlighten themselves and the community about COVID-19. For beneficiaries who established a cooperative society, women were utilizing their tailoring skills to produce face masks in respond to COVID-19 pandemic through which they were able to earn a substantial income. This was expressed by a beneficiary during a FDG in Kalobeyei:

> *"After gaining tailoring skills, I have been able to engage in mask making where I have earned about KES 20,000. I am also happy to contribute to COVID-19 prevention[30]. Through this income I have been able to contribute to the family budget. Because of this contribution, my relationship with my husband has improved and he no longer kicks me[31]".*

The project also addressed the prevalence of SGBV trends, discriminative gender norms and multidimensional barriers to protection, participation and economic rights of women refugees and host communities. The project sensitized approximately 25,613 community members on gender equality, human rights and SGBV prevention through an International Women's Day event, community dialogues and sports tournaments. In addition, capacities of 2,806 men and boys were strengthened to champion gender equality and model gender responsive behaviors through training and mentorship programmes as indicated at the end-line survey that 85% of community male elders, men and boys from the refugee and host communities reported having applied their skills to champion GEWE in their communities after participating in advocacy campaigns and dialogue forums. This contributed to changing male behaviours towards a gender-equal society.

The research component through which a policy brief and a research paper were developed contributed to providing evidence to humanitarian and peace and security actors. In turn, generated evidence will enable them to respond better to women's identified needs and vulnerabilities to VE in Dadaab refugee camp and its surrounding communities. This particularly led to documented perceptions that refugee settings are ripe environments for radicalization to VE. The research provided actionable recommendations for addressing the vulnerabilities to VE which when disseminated and implemented will greatly contribute to building resilience of women and girls in refugee and host community settings in Dadaab. At the time of evaluation UN Women was finalizing the papers but also utilizing its findings to inform the design of the successor LEAP project.

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[28] KII Dadaab, July, 2020.
[29] ICDL is the world's leading computer skills certification and It certifies practical skills in the most commonly used computer applications.
[30] Her story was featured at UN Women's article, "Women refugees on the front lines of COVID-19 response" to commemorate World Refugee Day on 20th June 2020 available at: https://www.unwomen.org/en/news/stories/2020/6/compilation-women-refugees-and-covid-19
[31] FGD Kalobeyei, June 2020.

4.1.2 Relevance of the Partnerships Created

Findings 2: The choice of partners was relevant to the situation of women and marginalized groups. The two IPs, DRC and AAHI, have experience, institutional capacity, a rich network of relevant stakeholders in promoting women's economic empowerment, protection and representation of women and marginalized groups such as refugees, female-headed households, and persons with disabilities. Further, the IPs have operated in Kalobeyei and Dadaab for certain years, so they have contextual knowledge necessary for defining relevant strategies to achieve the project objectives. The project further contributed to enhanced capacities of IPs on gender perspectives in their programming and its implementation.

In order to deliver the project, the UN Women through a call for proposals selected DRC and AAHI as IPs. The evaluation found that these IPs have experience, expertise and strategic partnerships such as the UNHCR Livelihoods and Protection Units, CSOs, the County Governments of Turkana and Garissa, and Refugee Affairs Secretariat (RAS) who were crucial in delivering the specific project areas they were each involved in.

DRC was a great partner of choice relevant to the situation of women and marginalized groups. Since 2005, DRC has had protection and livelihood programmes in both Kakuma and Dadaab refugee camps and the IP had a working relationship with UN Women through its project on *"Women's Leadership, Empowerment, Access and Protection (LEAP) in Crisis Response: Regional Response to the South Sudan Displacement and Refugee Crisis in Kenya"* (2018-2019). For the project under evaluation, DRC delivered the livelihoods, protection and awareness raising components of the project in both Dadaab and Kalobeyei, an area that DRC has a wide experience and expertise.

AAHI was also a great partner of choice, having experienced relevant to the situation of women and marginalized group in livelihood skill development in Kalobeyei since 2016. AAHI utilized its well-developed model of capability utilization and value addition. The model views vulnerable groups as individuals with capacity that can be transformed for self-reliance to overcome vulnerability as opposed to the welfare approach applied in many humanitarian programming. Furthermore, AAHI has impactful approaches for improving women' economic opportunities including development of online marketing channels, organizing refugee and host women into a legal entity, and purchase of efficient electric sewing machines to increase the productivity.

4.1.3 Relevance of the Project Design

Findings 3: The project technical design was appropriate and relevant to UN Women's mandate to contribute to women's engagement in humanitarian peace and security efforts in Kenya in aligned to international commitments and standards as well as national policies, strategies and frameworks for humanitarian response and gender equality.

The evaluation observed that the project technical design was a sound contributing factor to UN Women's efforts towards promoting women's engagement in humanitarian peace and security efforts in Kenya. The programme document and IP proposals included a situation analysis that summarized the rationale for investing in women and girls in refugee and host communities in Kalobeyei and Dadaab, and spotlighted women and girls as the primary beneficiaries of the project. Through KIIs and FGDs, the evaluation was informed that the deliberate choice to focus on women and girls was very relevant to UN Women's mandate and humanitarian objectives because it offered women and girls empowerment opportunities through leadership and vocational trainings while eradicating gender discriminative barriers among community and religious leaders, gate keepers and community men and boys that hinder women from

accessing such opportunities[32]. Therefore, 57.7% of the project beneficiaries were women whilst men were equally participated in different initiatives as shown in Table 4 below. Considering the average of women beneficiaries of humanitarian programmes is 20% in Kakuma and Dadaab[33], the project achieved higher engagement of women and girls.

Table 4: Beneficiaries by Gender

Initiative	No. of women	No. of men	% of women
Leadership and conflict resolution training	315	0	100%
Livelihood skills training	583	0	100%
Mentorship initiatives	500	250	66.7%
Training on SGBV and human rights in Kalobeyei	190	125	60.3%
Gender mainstreaming for community gate keepers, female and male leaders, and youth	214	190	53%
Community dialogues on peaceful coexistence, gender equality, conflict management and SGBV prevention and Response	1,355	1364	49.8%
Awareness creation on peaceful coexistence and gender equality for youth	617	777	44.3%
Training on religious perspectives on harmful traditional practices and gender equality	60	100	37.5%
Total	3,834	2,806	57.7%

Source; The evaluator's compilation of women beneficiaries from IPs' end of project reports. Please note analysis is for activities which beneficiary data was disaggregated by sex.

The LEAP project design was derived from lessons learned and needs and impacts assessments from the implementation of the "*Women's Leadership, Empowerment, Access & Protection in Crisis Response (LEAP) -South Sudan Displacement and Refugee Crisis*" (2018-2019), namely the LEAP Phase I (LEAP I). Specific lessons were considered in designing the LEAP Phase II (LEAP II) including the need for women on economic empowerment and the assessment results were incorporated to response to the need of SGBV incidents in Kalobeyei[34]. Consequently, these recommendations defined the LEAP II's areas of focus in its project design to leverage the results of LEAP I. Furthermore, male engagement strategies were strengthened in LEAP II to transform social norms and mindsets in refugee and host communities.

In terms of the alignment to international and national policy priorities and outcomes, the project design reflects global, national, local and UN Women institutional frameworks for GEWE, humanitarian response, peacebuilding and development. The project focused on both refugee and host communities which is in

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[32] Such barriers include strict cultural restriction of women from occupying same spaces with men and narrow perception of gender roles, where men are seen as the family bread winners while women are family caregivers. Because of this view, opportunities to participate in empowerment programmes were first offered to men (to enhance their income generation so as to provide, hence limiting chances for women.

[33] KII, Nairobi, 2020.

[34] Specific knowledge and evidence referred here are "*The Impact of Sexual and Gender-Based Violence In Kalobeyei Integrated Settlement and Host Community*" and *Gender Assessment of Kalobeyei Settlement and Kakuma Camp: Determining the Level of Gender Mainstreaming in Key Coordination Structures*" both are available at https://www.genderinkenya.org/wp-content/uploads/2019/07/Kalobeyei-SGBV-Rep-digital-27-Feb-003.pdf
https://www.genderinkenya.org/wp-content/uploads/2019/07/Kalobeyei-Gender-Assess-print-28-Feb.pdf

line with the New York Declaration for Refugees and Migrants[35], the Wilton Park Principles[36] and the UNSCR 1325 on Women Peace and Security. The project is also aligned to the Kenya National Action Plan (KNAP) for the Implementation of the UNSCR 1325[37] and the National Policy on Gender and Development[38] and the National Policy on Prevention and Response to Gender Based Violence [39] in Kenya. The project responded to UN Women Strategic Note (2019-2022), specifically Output 4.2.1 *Access to DRR and humanitarian services by women and girls increased* and the United Nations Development Assistance Framework (UNDAF)[40] pillar on *More commitments on women, peace and security are implemented by Member States and the UN system, and more gender equality advocates influence peace and security processes*. The project outcomes contributed to broader outcomes of national and international commitments.

4.1.4 Relevance of the Results Framework

Findings 4: The technical design of the project result framework was sound. Project outcomes and indicators were clearly stated and reflected the intended project overall change. However, there were technical gaps in the design and implementation of the results framework which compromised an outcome level reporting.

Through document review the evaluation observed that the project had a results framework consisting of inputs, outputs and outcomes that were logically contributing to the achievement of the project overall goal. Output level indicators, baselines and targets were also defined. However, the results framework lacked outcome indicators which limited measurement of outcome results including collection of outcome level data, reporting and evaluability.

Output indicators were specific, measurable, adequate, relevant and time bound. However, gaps were observed with regards to their adequacy and relevance in measuring intended output results and their logical contribution to outcome results. Specific gaps are listed in the Table 5 below.

Table 5: Gaps in the Results Framework

Outcomes/ Output statement	Indicators	Identified gaps
Outcome 1: Policies and programmes around humanitarian and conflict management are informed by a strengthened evidence base on the impact of conflict, disasters and emerging issues such as Violent Extremism	Indicator not defined	Absence of indicator compromises measurements of results.
Output 1.1 Strengthened evidence base on the impact of conflict, disasters and emerging issues such as Violent Extremism and the roles women and girls	Indicator 1.1.A. Number of assessments conducted on the prevalence and impact of VE in refugee and host community settings.	The indicator is articulated although inadequate to fully measure the intentions of the output due to the

[35] UN General Assembly, *New York Declaration for Refugees and Migrants,* available at:
https://www.un.org/en/ga/search/view_doc.asp?symbol=A/RES/71/1
[36] Forum on New Approaches to Protracted Forced Displacement, *Co-Hosts Summary Statement*, available at
https://www.wiltonpark.org.uk/wp-content/uploads/WP1461-Wilton-Park-Principles.pdf
[37] Republic of Kenya, *Kenya National Action Plan (KNAP)*, available at: https://gender.go.ke/wp-content/uploads/2019/10/KNAP-2016.pdf
[38] Republic of Kenya, *National Policy on Gender and Development,* available at: http://psyg.go.ke/wp-content/uploads/2019/12/NATIONAL-POLICY-ON-GENDER-AND-DEVELOPMENT.pdf
[39] Republic of Kenya, *National Policy for Prevention and Response to Gender Based Violence,* available at
http://psyg.go.ke/docs/National%20Policy%20on%20prevention%20and%20Response%20to%20Gender%20Based%20Violence.pdf
[40] United Nations Kenya, *UNDAF (2018-2022),* available at: https://kenya.un.org/sites/default/files/2019-09/UNITED%20NATIONS%20DEVELOPMENT%20ASSISTANCE%20FRAMEWORK%20%28UNDAF%29%20B5%20web.pdf

play in prevention, relief and response efforts in Kenya.		activity level indicator. Another indicator may have been useful to track utilization of evidence so as to track how the output contributes to the outcome result.
Outcome 2: Women and girls are empowered to participate in decision making and have access to protection spaces.	Indicators not defined	Absence of indicators limits measurement of results at this level. In addition, definitions of women and girls were not provided, so it was difficult to measure participation by women and girls distinct categories.
Output 2.1. Increased number of women with the capacity to participate in humanitarian programming conflict management and peacebuilding.	Indicator 2.1.A. Number of women trained by UN Women on gender responsive humanitarian programming, disaster management and peacebuilding.	The indicator is inadequate because it focuses on number of women trained and did not focus on increased capacity to participate which was the focus of the output. Further, the indicator introduced disaster management, yet the output focused on conflict management. The evaluation acknowledges that conflict is a type of a disaster, so the indicator was not specific.
Output 2.2. Improved community awareness and advocacy on SGBV prevention and response, with a focus on men and boys as partners in advancing gender equality.	Indicator 2.2.A. Number of campaigns held around gender equality and women's empowerment in conflict and refugee settings.	The indicator focuses on the process of improving community awareness instead of actual awareness which would have been achieved by conducting surveys. This output would have benefited from another indicator to track 'the men and boys as partners in advancing gender equality' section of the output statement. A clear definition of men and boys was not provided.
Outcome 3: Improved economic opportunities for select women living in refugee and host community settings.	Indicator not defined	Absence of indictors compromise measurement of outcome results. The outcome is stated at process level and the focus should have been on income generation, and not improved economic opportunities.
Output 3.1. Select refugee and host community women have increased access to vocational, entrepreneurship and business development skills.	Indicator: Number of women trained on vocational skills and business development.	No gap identified based on the outcome statement, however there would have been benefited with an indicator to measure if beneficiaries are utilizing skills to earn income.

4.1.5 Relevance of the M & E Processes

Findings 5: IPs had elaborate results framework with clear inputs, outputs, and outcomes. Output and outcome indicators, baselines and targets were stated. Efforts were made to collect and monitor data in

the baseline and end-line surveys. However, the relevance of this data was compromised by gaps in the design and implementation of the results framework, including baselines and targets. Data collection methods were inadequate and limited the usability of collected data for UN Women's reporting and outcome evaluation.

An effective results framework is largely dependent on the capability of IPs to design and deliver adequate M&E plan, collect quality and complete data and deliver quality reports. It is also partly dependent on UN Women allocating a project staff dedicated to the M&E component to guide and support the IPs to design, implement and quality assure the M& E processes.

Through document review and KIIs the evaluation observed that IPs aligned their results matrix to the UN Women's project document and result matrix although outcome level indicators were defined by IPs. The IPs also collected baseline and end-line data, however, methods and tools for collecting data were not robust. Some of the gaps observed include (i) gaps in data disaggregation by various categories relevant to this project of sex, age, host/refugee communities; (ii) outcome level data was not collected during project implementation and was only collected at the end of project through sampling; (iii) in some instances, sample sizes were so small to interpret data; (iv) gaps in articulation of baselines and targets were observed where in some instances baselines were higher than targets[41]; and (v) challenges with data comparability between the two IPs specifically on Outcome 3 which was delivered by the two IPs in Kalobeyei and Dadaab respectively.

The gaps limited reporting at an outcome level as well as evaluability of outcomes. In future UN Women may consider strengthening the IPs' capacity on M&E, data collection and reporting by for instance having a project staff dedicated to the M&E component.

4.1.6 Relevance of Theory of Change
Findings 6: There are relevance implications linked to the absence of an explicit theory of change.

The project theory of change (ToC) was If (1) national, county and humanitarian policies and programmes are informed by an evidence base on the impact of conflict, disasters and emerging issues such as Violent Extremism and the roles women and girls play in prevention, relief and response efforts in Kenya; If (2) women participate and influence decision-making processes related to humanitarian programming, conflict management and peacebuilding efforts; and If (3) women are supported with economic opportunities, including vocational training and access to protection mechanisms and services; Then (4) women and girls will be resilient to the impact of disasters/emergencies and conflicts; Because (5) disaster/emergencies, conflict management and peace-building efforts will address the rights and needs of women and girls; and (6) women will be empowered to play a crucial role in the establishment of peaceful, sustainable and cohesive societies.

While applicable, the ToC did not indicate risks, assumptions, and causal pathways of change. A focus on causal pathways for instance, would have helped to map out how specific actions will lead to the intended changes, hence inform choice of interventions. The absence of these information represents limitation in terms of opportunity to (i) define strategies of achieving intended results by clarifying on causal pathways and (ii) track progress towards outcomes. This was alluded by a KII when discussing approaches to women economic empowerment:

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[41] e.g. a baseline is100% while a target was 95%. The denominator of the proportion should be articulated in this case.

''We require approaches that go beyond livelihood skill development. Training beneficiaries and handing them tools of trade do not eliminate the many barriers facing the kind of beneficiaries we are targeting and do not really lead to self-dependency. There are so many women with tailoring skills and sewing machines here, but if you assess how many of them are earning an income out of it, you will find they are a handful[42]''.

In future UN Women and IPs may consider clarifying on risks, assumptions and causal pathways at the time of project design. The complete theory of change will contribute to better articulation of how change happens hence inform strategies used to deliver the intended results.

4.2 Effectiveness

This sub-section presents findings on effectiveness and organizational efficiency of UN Women's approach to influence on policies and programmes around humanitarian and peace and security efforts, and empowerment of refugee and host community women within the framework of the LEAP initiative. It responds to objective two of the evaluation and the five evaluation questions stated in the evaluation ToR (Annex 8.6)

4.2.1 Achievement of Outcomes and Outputs

Findings 7: All project outputs were achieved with UN Women contribution, however specific and measurable achievements at outcome level could not be assessed due to lack of outcome indicator data.

All project outputs indicator targets were achieved with three of them exceeding targets. Progress made and UN Women's contribution per output are examined below.

Output 1.1: *Strengthened evidence base on the impact of conflict, disasters and emerging issues such as Violent Extremism and the roles women and girls play in prevention, relief and response efforts in Kenya* was achieved through 2 evidence products on "*Exploring Vulnerability in Refugee and Host Community Settings in Dadaab in Relation to Violent Extremism*" and "*Gendered Vulnerabilities and Violent Extremism In Dadaab*". The UN Women contracted Dalberg Research to undertake a research in Dadaab. The 2 research products are useful to inform gender responsive P/CVE and humanitarian programming in the context of Dadaab. At the time of evaluation, the reports were being finalized for dissemination. Furthermore, UN Women was utilizing the research findings and recommendations to formulate a proposal on the LEAP II's successor project. The research products have potential to enhance the refugee and host communities' resilience to VE when disseminated and adopted by security and humanitarian actors.

Output 2.1: *Increased number of women with the capacity to participate in humanitarian programming conflict management and peacebuilding* was accomplished through capacity development of 815 women. In line with gender mainstreaming principles, 190 men were also trained as a strategy to link women with men who are already in peacebuilding structures and raise awareness of men on the importance of female participation in peacebuilding efforts. To capacitate existing female leadership, the project also selected women who were already in leadership roles. During FGDs with beneficiaries, women gave accounts of how skills gained were useful in addressing household and communal conflicts. Women's confidence to offer themselves for leadership roles in the community were also strengthened. Therefore, 59% of beneficiary women participated in humanitarian programming conducted by the government, UN agencies

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and CSOs to express their needs and priorities and 43 women became members of peace committees in Kalobeyei[43].

Output 2.2*: Improved community awareness and advocacy on SGBV prevention and response, with a focus on men and boys as partners in advancing gender equality* was attained through several initiatives of raising awareness around GEWE and SGBV[44]. In total 25,613 members of refugee and host community were reached through 3 campaigns and 2 community dialogues. The project utilized creative male engagement strategies to change male perceptions including through sporting events for male youth and mentoring of boys. As a result, 243 men and boys have used their acquired skills to champion gender equality in their communities including by speaking up against SGBV and creating awareness on gender equality, and 76% of male beneficiaries indicated that they had greatly improved knowledge on SGBV prevention and response and human rights at the project end-line survey[45]. Due to that the project included male relatives (husbands, brothers, fathers or guardians) of women beneficiaries to support women's participation in project's activities, male beneficiaries felt ownership and responsibility for the project and enabled women to attend planned activities.

One ripple effect of this output is that youth beneficiaries felt more hopeful, confident and responsible through sports tournaments which created team spirits and grounds for resource sharing between refugee and host youths and contributed to prevention of harmful practises like drag abuse in Dadaab. Such feelings are associated with resilience to radicalization to VE considering that Dadaab is alleged to a breeding ground for extremist groups. Such opportunities provided youth with hope for the future, hence cushioning them from being recruited into extremist activities. Also, through boy mentoring, FDGs revealed that some boys returned to school and boy child labor was reduced.

Output 3.1*: Select refugee and host community women have increased access to vocational, entrepreneurship and business development skills* was succeeded in reaching 583 refugee and host community women who were equipped with vocational, entrepreneurship and business development skills. The intervention enhanced transformation of vocational and business skills into income generation, by establishing a cooperative society where women produce and market their artistic products. Online marketing platforms were also created to widen the market niche. As a result, all 134 artisan women in the cooperative became able to earn an average of KES 3,000 per month at the end of project up from KES 500 prior to the project. Some of the testimonies showcases that the training had positive impacts on beneficiaries' lives as follows[46]:

> *"I am thankful to UN Women and AAHI to have provided this opportunity for me to sharpen my skills and explore more to handcraft market and now I am able to sell my products and the income earned, I am able get 3 meals a day and my children not go hungry any more".*

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[43] DRC final narrative report.
[44] SGBV initiatives include (i) 319 (72F: 247M) youth were directly reached with messages on peaceful co-existence, conflict management and gender equality with 20,000 people in the community through bulk text messages in Dadaab; (ii) 2,000 (814F:1186M) community members attended dialogues on SGBV prevention and response, gender equality, peaceful coexistence and conflict management in Dadaab; (iii) 160 (60F: 100M) religious leaders were trained on SGBV, gender equality and human rights in Dadaab; (iv) 719 (541F: 178M) community members participated in community dialogues on peaceful coexistence, gender equality, conflict management and SGBV prevention and response in Kalobeyei; (v) 315 (190F: 125M) community members were trained on SGBV and human rights in Kalobeyei; (vi) 1,075 (545F: 530M) youth were sensitized on peaceful co-existence, conflict management and gender equality through sports tournaments in Kalobeyei; (vii) 1,500 people from the host and refugee communities reached with gender equality messages during the celebration of International women's Day in Kakuma; and (viii) 200 boys were mentored by 50 men in Dadaab to strengthen coping skills and champion gender equality.
[45] DRC final narrative report.
[46] AAHI final narrative report.

4.2.2 Capacity Assessment of IPs

Findings 8: IPs have sufficient capacities needed to deliver the project, allocated to dedicated staff with technical capacity in thematic areas of the project and a network of relevant strategic stakeholders.

DRC and AAHI have a wealth of knowledge and experience in livelihoods and protection mandates, which was the core focus of this project. In addition, the IPs have worked in the project target sites for 14 years and 4 years respectively, enabling them to have good knowledge of the refugee and host community practices and needs. They have also established working relationship with strategic stakeholders such as UNHCR Livelihoods and Protection Units, CSOs, the County Governments of Turkana and Garissa, and the Refugee Affairs Secretariat to deliver on various activities of the project.

The IPs designated staff members knowledgeable about protection, livelihoods and gender mainstreaming to the project. DRC deployed seven 7 technical staff and 14 support staff members from its core staff to deliver the project. These included livelihoods experts, protection experts, gender expert, vocational trainers. Support staff included finance, supply chain, human resources, programmes and M&E staff members. These enabled project ownership and successful delivery. AAHI, on the other hand, designated 6 of its core staff members with expertise in livelihoods, M&E, human resource, financial management and project management to commit part of their time and expertise to the project and hired 1 gender expert to advise on the integration of gender perspectives in the project. Participation of both IPs' core staff members in project implementation enabled project ownership and contributed to sustainability of results made.

4.2.3 Enabling and Hindering Factors to Results

Findings 9: IPs with necessary skills, knowledge and capacities needed to deliver the project was the main contributing factor to successful project implementation. Livelihood trainings were linked with income generation through IPs' expertise in matters of women's economic empowerment in the refugee and host community settings. Another enabling factor was inclusive approaches which benefited the whole community including women, girls, men, boys, elders, youth, existing and potential leaders as well as both refugees and its host community.

UN Women partnered with capable and credible organizations that have expertise and experience in GEWE and women's economic empowerment. DRC and AAHI invented strategic approaches by organizing trained women to improve market linkages and sustainability of their ventures. For example, DRC established a Village Savings and Loan Association (VSLA) scheme for 94 women to increase the access of microcredit and savings services. The 94 beneficiaries formed 8 self-help groups which were provided with a seed capital grant amounting to KES 879,920 to implement community business projects including trading of livestock and retail trading of consumer products. The profits generated will be reinvested to expand the business as well as venture into other diversified business. AAHI formed the Kalobeyei Handicraft Cooperative Society as a legal entity to transform women's skills into income generation and ensure sustainability beyond the project period. AAHI engaged consultants in specialized areas outside her technical capacity including in development of the Cooperative's website and a market assessment. These contributed to the establishment of an online store and linkages to global markets for the Cooperative's products as suggested by the market assessment[47].

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[47] ECO SPREW (K) Ltd. (2019), "Market Assessment to Analyse the Artistic Products Value Chain, Kalobeyei Settlement - Kakuma, Turkana West Sub County; Turkana County".

The project utilized creative inclusion strategies to change community's perceptions on gender equality, inviting various categories of people including 1,395 refugee and host community youth, 200 boys who faced challenges such as drug use, negative coping skills and physical assault from parents, and 140 religious and community leaders and maslaha. Several male engagement strategies including HeforShe platforms, Start Awareness Support Action (SASA!)[48] and Engaging Men in Accountable Practice (EMAP)[49] contributed to a large-scale community mobilization to disseminate messages on GEWE and SGBV prevention and improved community's understanding on SGBV issues. Furthermore, through inclusion of beneficiaries from the refugee and host community, the project facilitated establishment of networks across the divided society, which contributed to a cohesive living.

Findings 10: The main factors hindering achievement of project results relate to project timeframe and the impact of COVID-19 outbreak.

The project implementation period was not adequate to allow quality completion of project activities, learning and adaptation. While the project period was from 31st March 2019 to 30th March2020, IPs were brought on board in August 2019, leaving the project with eight months of active implementation. KIIs noted that this time was not adequate for IPs to set up the project, identify beneficiaries, deliver activities and reports.

The situation was worsened by the onset of COVID-19 when the first case was found in 12th March 2020, which abruptly and for a moment stopped activity implementation. This affected delivery of strategic actions focused on enhancing sustainability and impact of livelihood initiatives including finalizing development of an online marketing platform in Kalobeyei, mentorship of VSLA members in Dadaab and facilitating acquisition of business permits for beneficiaries in Dadaab.

4.2.4 Effectiveness in Partnerships

Findings 11: The intervention succeeded in facilitating development of strategic partnerships and alliances with humanitarian organizations and the private sector. Opportunities exist for UN Women to deepen partnerships with development actors in the humanitarian-development nexus.

The intervention contributed to bringing stakeholders to work collaboratively with one another hence leveraging on each other's expertise for the benefit of women and girls in the refugee and host communities. For instance, AAHI utilized the expertise of DRC to deliver some of the protection sessions provided to beneficiaries[50]. DRC leveraged its knowledge and experience by subcontracting PWJ to refurbish and equip the Women Empowerment Centre, which became the first project for PWJ to engage in the field of GEWE. The partnership with UN Women helped the two IPs to deepen their gender knowledge and application. AAHI has retained the gender advisor hired through this project and will continue to provide gender technical support to other IPs initiatives.

The partnerships with the private sector including Bawa Hope, China House and Jumia Online were developed, which was the key to linking women beneficiaries to global markets. In Dadaab, DRC partnered with County Revenue Authority of Garissa to help beneficiaries access business permits and facilitate movement of refugee women out of the camp to access business stocks. These are useful partnerships which will continue beyond the project period.

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[48] SASA! is a phased community mobilization intervention, engages communities to prevent SGBV and promote gender equity, developed by Raising Voices in Uganda.
[49] EMAP is a tool to prevent SGBV by engaging with men to transform harmful beliefs about gender and inviting men to be allies in the movement to end SGBV.
[50] KII, Kalobeyei, June 2020.

The two IPs worked closely with UNHCR on both protection and livelihood themes of the project, this was important as UNHCR is a key agency in the humanitarian-development nexus in the refugee context. There is opportunity for UN Women to further deepen this relationship to enhance gender mainstreaming in the entire cycle of humanitarian response. UN Women can use the refurbishment of the Women Empowerment Centre as a case study to demonstrate gender responsiveness in infrastructure planning and development of Kalobeyei Settlement and other refugee camps in Kenya and beyond. Additionally, UN Women may consider deepening relationships with the UN joint integrated area-based development programme in Turkana and the Kalobeyei Integrated Socio-Economic Development Programme[51]. Through the relationship, UN Women has an opportunity to strengthen mainstreaming of gender components in these development programmes, hence tackle gender issues in the development side of the nexus.

4.3 Efficiency

This section presents findings on the adequacy of resources allocated to the project, the efficiency of the implementation mechanism, and how efficiently resources were converted to strategic results. The section is in line with objective 2 of the evaluation ToR focusing on the organizational efficiency of UN Women's approach to influence on policies and programmes around humanitarian and peace and security agendas, and empowerment of refugee and host community women within the framework of the LEAP initiative.

4.3.1 Fund Utilization

Findings 12: The project resource of USD 600,000 was adequate for the planned activities, funds disbursement and utilization were efficient in support of project results. The UN Women management structure was also efficient for the LEAP implementation within budget and the planned timeframe.

KIIs held with IPs confirmed that the budget was sufficient to cover the planned project activities due to that IPs were involved in planning and budgeting of the project. UN Women's project management team regularly monitored project delivery and applied adaptive programming to address delivery challenges such as change of research topic due to the sensitivity of the initial topic. Through KIIs, the evaluation confirmed that UN Women verified partners' expenses as per the project documents, workplans and budgeted costs before any fund disbursements. No irregularities were found during the verification exercise. DRC and AAHI spent 96% and 99% of the allocated funds respectively as shown in Table 6 below.

Table 6: IPs' Budget Utilization

IP	Budget in KES	Total Expenditure in KES	% of Budget Utilization
DRC	32,076,440 (30,293,742 without Audit fee)	30,293,742	96%
AAHI	7,708,316 (7,658,539 without Audit fee)	7,573,778	99%

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[51] A multi-agency collaboration implements the Kalobeyei Integrated Social and Economic Development Programme to support the local economy and set up service delivery at the Kalobeyei settlement. The aims would be to have shared access to social provision and a common marketplace between refugee and its host community. More details at: https://www.unhcr.org/ke/wp-content/uploads/sites/2/2018/12/KISEDP_Kalobeyei-Integrated-Socio-Econ-Dev-Programme.pdf

4.3.2 Financial Management

Findings 13: Project funds and time were efficiently used to meet the project results. Budget allocations against outputs seemed balanced and logical. All planned outputs were largely delivered within the required time and budget. Technical expertise was efficiently used to support the achievement of results.

The project was supported with USD 600,000 which was distributed fairly across the four project outputs as shown in Table 7 below. The variance between planned cost and actual costs were largely within the required variance except in outputs 2.1 and 2.2, where spending for the refurbishment of the Women Empowerment Centre was planned under output 2.2 and spent under output 2.1, hence causing the huge variance. A determination whether the output costs against results was efficient cannot be made since there is no other project of this nature to compare with. However, the evaluation was assured all financial procedures for procurement, hire of staff and consultants were followed. IPs utilized their facilities to conduct capacity building workshops which are cheaper than the commercial facilities. Partners worked efficiently to ensure outputs are delivered on time and within budget.

The evaluation observed that the project had adequate human resource comprising of a full-time Programme Analyst, who ensured quality day to day management, coordination and technical advice to IPs. She worked closely with a Project Finance Associate who supported with financial technical expertise and the UN Women Peace and Security Specialist, who provided overall guidance on project implementation to project staff members at UN Women and IPs. The staff demonstrated motivation, competency and capacity to deliver the project result areas. Noting the gaps in results framework and IP capability to design and implement efficient results frameworks, the project may have benefited from an M&E staff dedicated to the project.

Table 7: Project Costs verses Results

Output	Output Results	Planned Cost in KES[52]	Actual Cost in KES[53]	Average Cost of Output Results in KES
Output 1.1. Strengthened evidence base on the impact of conflict, disasters and emerging issues such as Violent Extremism and the roles women and girls play in prevention, relief and response efforts in Kenya.	2	10,200,000	8, 585,442	4,292,721
Output 2.1. Increased number of women with the capacity to participate in humanitarian programming conflict management and peacebuilding.	1,219 (1,029 Women and 190 men)	3,468,000	13,364,525	Approximately KES 10,963 used to reach every individual.
Output 2.2. Improved community awareness and advocacy on SGBV prevention and response, with a focus on men and boys as partners in advancing gender equality.	5 Campaigns reaching approximately 25,613 individuals	24,026,712	5,660,000	Approximately KES 220 used to reach every individual.
Output 3.1. Select refugee and host community women have increased access to vocational,	583 women and girls reached with 210, being	8,160,000	12,476,916	Approximately KES 24,401 used to improve a woman's economic opportunity.

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[52] The UN Women results framework and budget is in USD which the evaluator converted into KES with an approximated exchange rate of USD 1 to KES 101. Costs are derived from the UN Women results framework and budget document.
[53] Cost are derived from the IP Face form.

entrepreneurship and business development skills.	able to earn an income of KES 3,000 per month			

4.3.3 Project Management and M&E process

Findings 14: UN Women's management and M&E structure was largely efficient for LEAP implementation. It comprised of a technical team within the UN Women Peace and Security Unit and a project management committee. The technical team provided the required guidance on project implementation standards, guidelines and quality assurance.

The evaluation observed that UN Women took steps to ensure measures for quality control and assurance were in place. First, IPs were competitively selected through a call for proposal. The selection criteria included an assessment on due diligence, which provided assurance of IPs' capability to deliver the project. In addition, the UN Women inducted the IPs into UN Women project management processes to enhance compliance and efficiency.

Secondly, UN Women ensured quality control of financial management including by conducting three (3) expenditure verification exercises with AAHI and two (2) with DRC. Regular communication with IPs was maintained throughout the project implementation. The evaluation observed that an average of ten (10) email communications per quarter were made with IPs on various areas of programme management including finance, monitoring, risks, relationship building and narrative reporting. One (1) field monitoring exercise to Kakuma and Kalobeyei was conducted in February 2020 to verify reports against actual implementation. Another monitoring mission was planned to Dadaab which was cancelled due to the travel restriction caused by COVID-19 outbreak. UN Women also reviewed all IP quarterly financial and narrative reports. Discussion with IPs during this evaluation confirmed that these measures were conducted efficiently, and they helped keep the project on track, mitigate risks and ensured efficient delivery of LEAP. The IPs noted that communication channels were clear with decisions being made in a timely manner. Due to time constrain, the Project Management Committee was not convened.

4.4 Sustainability

This section assesses the extent to which project interventions and achievements will be sustained beyond its tenure. It responds to objective three of the ToR (7.6) focusing on assessing the sustainability of the interventions to increase participation in decision making, access to protection spaces, and improve economic opportunities for refugee and host community women.

Although the project did not explicitly state exit strategies and sustainability plans, some of the strategies/approaches used to deliver the project can be termed as sustainability measures including formation of women's cooperative in Kalobeyei, establishment of VSLA in Dadaab, provision of business start-up kits for women in Dadaab, construction of the Women Empowerment Centre in Kalobeyei and offering internationally recognized IT training to girls in Kalobeyei. These are likely to have a long-time effect on women's and girls' protection, participation and economic empowerment in Kalobeyei and Dadaab refugee camp as well as a shift on the gender norms especially on the roles of women in the economy and peacebuilding.

4.4.1 Substantiality of the Results

Findings 15: Capacities to ensure sustainability of efforts and benefits have been developed including enhanced IPs' capacity for gender responsive programming and beneficiaries' capacity to participate in decision making, livelihood activities and access to protection mechanism have greatly been improved.

The evaluation observed the following capacity building measures that will ensure sustainability of efforts and benefits beyond the project tenure.

i) The institutional capacity of AAHI on GEWE enhanced through the recruitment of a gender expert will be sustained as the gender expert has been retained after project end. The expert will continue to support the IP to design and implement gender responsive programmes and processes.

ii) Women's capacity to produce quality products was enhanced to meet the market demands as well as global standard, which in turn increases their market niche, hence income. At the time of the evaluation, women tendered to manufacture over 26,280 face masks to several humanitarian agencies,[54] [55] which were distributed to vulnerable communities in Kakuma refugee camp.

iii) Young women beneficiaries of ICT training participated in an internationally recognized course, which mean the certificate received is applicable in whichever country they may find themselves in, hence potential to lead to an employment opportunity and self-reliance.

iv) With regards to women economic empowerment, organizing women beneficiaries into a cooperative and developing online market platforms were particularly unique, sustainable and empowering. Through this model, women remain employed even in the difficult times of the COVID-19 pandemic that has affected many sole proprietor businesses. Another association, VSLA, enables women raise, save and borrow funds for business purposes. This way women will be able to utilize business skills gained to earn an income. DRC committed to operationalize the VSLA for the next six months after project closure. This ensures the VSLA will run efficiently hence sustaining project results.

4.4.2 Local Accountability

Findings 16: Local accountability for supporting continuation of activities were instituted including establishment of the management at the Women Empowerment Centre and the partnership with the private sector.

The evaluation observed the following local accountability that had been put in place to support the continuation of activities. DRC through Peace Winds Japan established the Women Empowerment Centre which provides protection services, peer support networks, and livelihood skills training. DRC has put aside resources to establish and train a Board of Management with membership drawn from women in refugee and host communities to sustain the project activities. AAHI approached Jumia Online, an e-commerce company, for online sales of products crafted by the women cooperative in Kalobeyei to link beneficiaries with the global market after the project period. In this way, refugee women were able to overcome the challenge of movement restriction and sustain their business in the camp setting.

4.5 Gender Equality and Human Rights

This section examines the extent to which gender equality and human rights were considered in the design and implementation of LEAP, as per evaluation questions stated in the Evaluation ToR (Annex 8.6) and the evaluation matrix (Annex 8.4). Achieving gender equality requires two complementary approaches; mainstreaming a gender perspective and promoting women's empowerment which were both applied to

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[54] Mask orders as follows; IRC-500, Peace Wind Japan-370, Lokado-160, UNHCR-20250, Film Aid-500, Danish Church Aid-4000 and 500 from Jesuit Refugee Service.

[55] KII, Kalobeyei, June, 2020.

the project initiatives. It also focused on promoting women human rights to participation, protection and economic rights.

Findings 17: Gender and human rights principles were largely integrated into the project design and implementation. The project was designed to focus on women's empowerment by addressing gender discriminative norms in refugee and host community and promoting women's participation, protection and economic rights. This was in line with the various normative frameworks on GEWE and human rights, including the UNSCR 1325, CEDAW and the Beijing Platform for Action among others.

The project utilized a comprehensive approach of tackling gender barriers at the individual, household and community levels that hinder women's enjoyment of human rights. At the individual level, the project enhanced 1,278 women's capacity to participate in decision making roles and economy. To address barriers at the household level, the evaluation through KIIs and FGDs observed that 2,806 men and boys were reached by this project, of which 76% of respondents changed their gender biased attitudes about women's participation in community initiatives, including in income generation, conflict resolution and to take up leadership roles in the community. This was important in liberating women from discriminative patriarchal notions on women's role in the society. At the community level, barriers were addressed through awareness raising on gender equality and related concepts. This contributed to 63% of women participants responded the increase in their participation in decision making and livelihood activities. It enabled women to realize that gender norms can change, therefore women reached the conscientization level of empowerment.

In addition, the project focused on addressing SGBV which is one of the grave violations of women's right in the target sites. Through the male engagement in advocacy campaigns, 85% of male participants applied their acquired skills to champion gender equality in their communities. The economic empowerment strategy was also transformative in the prevention of SGBV, specifically the intimate partner violence. During an FGD, a woman beneficiary reported the reduction of intimate partner violence following their ability to earn an income. This means there is high return in investing in the women's economic empowerment as duo strategy to women's enjoyment of economic rights as well as living free of violence.

The project observed the Leave No One Behind (LNOB) principle by deliberately targeting the most vulnerable groups of women and girls including female-headed households, female survivors of SGBV, females with disability and women caring for abandoned children. In adherence to the principle of Do No Harm, the project ensured participation of women and girls in host community hence contributing to cohesion and harmonious living among the two groups. In Dadaab the evaluation was informed that this is the first project in Dadaab to reach out to the host community with protection initiatives.

5. Lessons Learned, Good Practices and Innovation

This section discusses the emerging lessons, good practices, and innovations from the LEAP project. It responds to objective four of the evaluation ToR (Annex 8.6). Through document review, KIIs and FDGs, the following lessons were learned.

i) The LEAP project was designed based on the results and lessons generated from the previous project, "Women's Leadership, Empowerment, Access & Protection in Crisis Response (LEAP) - South Sudan Displacement and Refugee Crisis" (2018-2019). The project was also developed in response to the needs on SGBV support informed by knowledge management products. This is a good strategy to lay foundation for sustaining results achieved.

ii) The LEAP intervention partnered with credible IPs who have the appropriate skills, knowledge, experience and a network of stakeholders in the area of intervention. The project was delivered on time and within budget due to that AAHI and DRC had the expertise on GEWE and collaborated with strategic stakeholders.

iii) The project evaluation proved that the evaluation process is feasible and deliverable even in emergencies or pandemic times by utilizing "the UN Women Pocket Tool for Managing Evaluation during the COVID-19 Pandemic " and facilitating the evaluation process with IPs on the ground.

Through the document review, KIIs and FDGs, the following good practices were identified that should be replicated in similar programming.

i) The decision to target female youth/girls is a good practice that KIIs opined that this is a category that is often overlooked by humanitarian-development nexus programming and their deliberate targeting is required. However, there is a need to clearly define the category to enable monitoring and accountability.

ii) When beneficiaries are organized into various groups, including a cooperative society and VSLA, the interventions become more sustainably as signified that women had produced over 26,280 face masks for different humanitarian agencies in Kakuma since COVID-19 outbreak. As such, sustainable livelihoods and socio-economic empowerment are key to achieving community resilience.

iii) The project supported the establishment of the Kalobeyei Handicraft Cooperative as a legal entity to transform women's skills into income generation and ensure sustainability beyond the project period. This included the establishment of an online store and linkages to global markets for the Cooperative's products.

iv) The project activities utilized creative male engagement strategies to change male perceptions including through community mobilization, sporting tournaments for male youth and mentoring of boys. In Dadaab, the involvement of male youth and boys contributed to reduction in drag abuse and child labor and increase in school enrolment.

v) By targeting beneficiaries from both refugee and host communities, the project facilitated establishment of networks across the divide (host/refugee) which contributes to a cohesive living. Especially, the project was meaningful as this was the first intervention including host community women in Dadaab with protection services.

vi) The partnership with UN Women strengthened IPs' gender knowledge. For example, although this was the first gender and women related project for Peace Winds Japan, the partnership with UN Women triggered PWJ to launch a new project in the field of GEWE. AAHI has retained the gender advisor hired through this project and will continue to provide gender technical support to other initiatives.

6. Conclusions

These conclusions are derived from findings of the evaluation.

Conclusion 1: The LEAP intervention ensured the rights of women and girls were upheld, engaged in humanitarian peace and security efforts and responded to the needs of the most vulnerable women and girls in refugee and host communities in Kenya.

As a gender focused project, LEAP benefited a 37.7% higher number of women and girls compared to other humanitarian programmes in the refugee camps in Kenya. The project beneficiary target group was relevant at design, addressing discriminative gender norms in the refugee settings and encouraging women to participate in humanitarian programming. The project developed some innovative activities such as establishment of the first Women Empowerment Centre in Kalobeyei, research on women's vulnerabilities to VE in Dadaab, online marketing for women entrepreneurs, increased participation in peace committees and male engagement in awareness raising on GEWE. These were catalytic and demonstrate concrete application of gender perspectives in humanitarian peace and security efforts in Kenya. The research products, lessons learned and best practices derived from this project have potential when disseminated and adopted to ensure that rights and needs of refugee women and girls are upheld and engaged in future humanitarian peace and security efforts in Kenya.

Conclusion 2: The LEAP initiative delivered its results in an effective and efficient way. There is potential to influence policies and programmes around humanitarian and conflict settings through dissemination of the evidence and lessons generated.

The project was delivered in an effective and efficient way. All project output targets were met with three of them exceeded. Results were delivered on time as per the workplan within the budget. The project interventions contributed to empowerment of refugee and host community women and girls as beneficiaries are safely accessing SGBV case management services and peer to peer support networks at the Women Empowerment Centre and male champions of GEWE were capacitated and are playing key roles in advocating for a gender-equal society in their community. Evidence generated through the research and project final report serves as a tool to inform future humanitarian and peace and security policies and programmes when disseminated and implemented.

Conclusion 3: The LEAP initiative strengthened women leadership in peacebuilding and conflict resolution, supported local accountability to address GEWE and contributed to change in harmful social norms towards women.

Through leadership trainings for women, male engagement on community advocacy and women's economic empowerment initiatives, the project built women's capacity to participate in peacebuilding, decision-making in community strictures and livelihood activities. The project results shaped new social perceptions on women's roles with increased capacity and protect women's rights.

Conclusion 4: Initiatives on livelihood skill training served as an enabling strategy to SGBV prevention.

Improving women's living standards and ability to earn an income elevated women's status within the family in which they started being involved in family decision making processes. Consequently, incidences of intimate partner violence were reduced which was identified during FGDs and KIIs. In this respect, the economic empowerment component can be utilized as a strategy to prevent SGBV incidents.

Conclusion 5: There were gaps in defining relevant indicators and targets at outcomes and outputs. Weaknesses with the design and implementation of M&E plans made it difficult to track progress and evaluation of outcome results.

The project maintained an M&E framework comprising of inputs, outputs, outcomes, indicators, baseline data and targets. Outcome level results were not evaluable due to the absence of outcome level indicators.

The IPs elaborated own results matrixes to collect data at both output and outcome levels. However, gaps in the design and implementation of the IPs' results framework compromised data collection during the end-line survey such as data collection methods and incomplete data disaggregation.

7. Recommendations

This section responds to objective Five of the evaluation as articulated in the ToR to provide actionable recommendations with respect to the UN Women's intervention. The recommendations are developed based on the evaluation findings and conclusions.

Recommendation 1: Programme Expansion

The LEAP framework ensures the rights of refugee women and girls are upheld and response to the needs of women and girls in humanitarian settings. The uptake of knowledge and skills by women engaged in the project indicates a need to continue with empowerment interventions in the humanitarian space. To tackle the socio-cultural barriers and preconceived notions of women's roles, project interventions require more time than the current project provided.

Recommendation 2: Programme Design

Consider providing more resources to livelihood skill development as a strategy to build economic resilience as well as prevention of SGBV. This should be accompanied with a male engagement strategy to gain the understanding of male family and community members on women's economic activities.

Recommendation 3: Programme Design

Consider providing a Technical Assistance to mainstream gender on "Kalobeyei Integrated Socio-Economic Development Program", an UN joint initiative to promote self-reliance for refugees and host communities. This is an opportunity to support holistic mainstreaming of GEWE in the development sector following the success of the Women Empowerment Centre which demonstrated gender responsive infrastructure as the first and the only centre dedicated for women's use in Kakuma and Kalobeyei where social norms restrict women to attend public spaces.

Recommendation 4: M&E

Conduct induction training for IP's on M&E, data collection and outcome-based reporting to enhance IP's M&E capacities and improve data disaggregation. This will contribute to quality of UN Women's reporting.

8. Annexes

8.1 Documents Reviewed

- Project Document
- Call for Proposals
- Proposals by DRC and AAHI
- Budget and Results Framework
- Quarterly Progress Reports (1,2,3) by DRC and AAHI
- Interim Report to Donor
- Monitoring Mission Report
- Baseline Data Report
- Final Narrative Reports by DRC and AAHI
- Policy brief on Gendered Vulnerabilities and Violent Extremism in Dadaab
- Research Report on Exploring Vulnerability in Refugee and Host Community Settings in Dadaab in Relation to Violent Extremism

8.2 UN Women Evaluation Guidelines

- UNEG Norms and Standards for Evaluation[56]
- UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS)[57]
- UN Women Evaluation Handbook: How to manage gender-responsive evaluation[58]
- UN Women Pocket Tool for Managing Evaluation during the COVID-19 Pandemic[59]

8.3 Data Collection Instruments (questionnaires and interview guides)

UN Women

1. What informed the design of this project?
2. What means did you use to deliver the project?
3. What informed the choice of implementing partner?
4. Were all project objectives achieved?
5. What partnerships were established as a result of this project? How will they continue after project closure?
6. Were the allocated resources sufficient to deliver the project objectives? How was value for money achieved?
7. What measures did you put in place to ensure gains are sustained beyond the funding period?
8. What measures were taken to ensure that beneficiaries are aware of, enjoy and claim their rights during the project and beyond?
9. How did you apply the leave no one behind principle in project design and implementation?
10. How did this intervention enable women to participate in humanitarian programming? Earn income? And receive protection from SGBV?
11. What lessons did you draw from delivering this project?
12. What challenges did you face in delivering this project?
13. What innovations did you utilise to deliver the project?

Implementing Partner

Relevance

1. Why was this project necessary?
2. How was this project delivered?
3. What informed the choice of the activities you undertook?

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[56] http://www.unevaluation.org/document/detail/1914

[57] https://www.unwomen.org/ /media/headquarters/attachments/sections/about%20us/evaluation/evaluation-geraas-guidance-en.pdf?la=en&vs=408

[58] http://genderevaluation.unwomen.org/en/evaluation-handbook

[59] https://www.unwomen.org/en/digital-library/publications/2020/05/pocket-tool-for-managing-evaluation-during-the-covid-19-pandemic

4. Were the activities sufficient to deliver the intended project results?
5. What informed the choice of beneficiaries?

Effectiveness

6. Were all planned activities completed?
7. What results did the project achieve?
8. What was the contribution of UN Women in achieving these results?
9. Do you feel your organization was fully equipped with necessary skills, knowledge and partnerships to deliver the project? How were gaps filled if any?

Efficiency

10. In your opinion were resources (funds, expertise and time) allocated to the project sufficient to deliver the project?
11. What were the project management mechanisms? Were they effective in managing the Programme?
12. How did UN Women staff support you in implementing the project? How effective was their support?

Sustainability

13. What measures were taken to ensure the benefits of the project goes beyond the end of the project?

Lesson learning

14. What lessons did you learn out of this project?
15. What innovations did you apply in implementing the project?
16. What are the best practices that emerged from this project?
17. What recommendations do you have for future programming? Who needs to implement the recommendations?

Gender Equality and Human Rights

18. How did the design and implementation of this project ensure that men, minority women, PWD and youth inform, participate and benefit from the project?
19. How did this intervention enable women to participate in humanitarian programming? Earn income? And receive SGBV protection services?
20. How did this project ensure that beneficiaries are aware of, enjoy and claim their rights?

Beneficiaries

Relevance

1. Why did you decide to participate in this project?
2. In what way was the project relevant to your needs?
3. What activities could you have liked included into this project?

Effectiveness

4. How did you benefit from this project?
5. In your opinion, what was the quality of the project activities you participated? Please explain
6. What worked well for this project?
7. What did not work well?

Efficiency

8. In what ways has this project enabled you to
   a) Increase your income?
   b) Participate in decision making?
   c) Prevent SGBV in your community?
   d) Resolve conflict
   e) How else has the project changed you positively and negatively?

Sustainability

9. 11.How will you continue applying the knowledge and skills gained from this project?
10. 12.Do you know where you can get assistance to enable you continue applying skills and knowledge gained?
11. What recommendations can you make about this project?

Gender Equality and Human Rights Questions

12. To what extent have you understood gender equality as a result of this project?
13. To what extent are you aware of and able to claim your rights as a result of this project?
14. How did men, women, PWD and youth participate in this project?

8.4 Evaluation Matrix

Evaluation criteria	Key questions	Sub questions	Indicators	Data collection method	Data sources	Assumptions
Relevance	To what extent is the intervention relevant to the needs and priorities as defined by beneficiaries.	Do the planning documents reflect the needs and priorities of refugee and host community?	Extent to which project document reflect integration of beneficiary needs Number of respondents who agree the project includes beneficiary needs	Document review, KIIs, FGDs with beneficiary	Project document, Project staff, Project stakeholders, and beneficiaries	IPs will cooperate, information is available, respondents turn up for interviews
	Is the choice of partners most relevant to the situation of women and marginalized groups?	Were the objectives and implementation strategies by project partners consistent with: i) the UN women's global and national LEAP project ii) Expectations and needs of refugee women? Do the partners have expertise in the area of gender and empowerment of refugee women?	Level of articulation of gender equality principles in the UN Women partner project strategies and reports. Level of alignment of project strategy with the UN Women LEAP programme and beneficiary needs	Review of Project reports and strategy Interviews with project staff FGDs with beneficiaries	Project progress reports, Project workplans, Project staff, stakeholders, and beneficiaries	IPs cooperate, information is available, respondents turn up for interviews
	Was the technical design of the project relevant?	Was the project design informed by a contextual analysis?	Presence of context analysis in the project document. Level of alignment of the project document to project context.	Document review Interviews with project staff and stake holders	Project strategy project staff and stake holders	IPs cooperate, information is available, respondents turn up for interviews
		Were the chosen indicators at outcome and output levels reflecting the intended change/ project overall goal? Were the implementing partners able to collect and monitor data so that the evaluability of the programme is sufficient? Did the project logic articulate how change will happen? Was the results hierarchy realistic?	Flow of the project logic/results hierarchy	Review of the project results chain	Project results framework	IPs cooperate, information is available, respondents turn up for interviews
Effectiveness	To what extent were the expected outcomes and outputs achieved and how did UN	Were the activities delivered as planned? Did UN Women partners deliver the activities as outlined?	Extent to which project planned activities were undertaken Evidence that activities were conducted by IPs	-Review of project plans and progress reports -Interviews with project	Project work plan and quarterly progress reports	IPs cooperate, information is available, respondents turn up for interviews

	Women contribute towards these;			staff and beneficiaries	Project staff	
		To what extent were the project products (research paper) accessible to peace building and humanitarian actors? Did they (peace building and humanitarian actors) utilize the products to inform their programming?	Evidence that research paper was produced, shared and utilised by humanitarian actors	Document review Interview with project staff and stakeholders	-Project work plan and quarterly progress reports Project staff	IPs cooperate, information is available, respondents turn up for interviews
		To what extent were women and girls empowered to participate in decision making and have access to protection spaces? Did they actually participate and access protection spaces?	Number of women empowered with leadership skills % of empowered women who are participating in humanitarian and peacebuilding initiatives % of empowered women who are in leadership roles in humanitarian and peacebuilding initiatives Use of safe space	Review of project progress reports Interview with project staff FGD with women benefiting from leadership training Interview with safe space management committee	Project progress reports Project staff Beneficiaries of leadership training Safe space/shelter management committee	IPs cooperate, information is available, respondents turn up for interviews
		Did community awareness on SGBV prevention and response improve? Did trends on SGBV change?	Number of refugee& host community members who agree their awareness has improved SGBV incidence trend analysis from responders	Interviews with refugee and host community, SGBV service providers and project staff	Project implementers, UN Women staff in Kenya involved in the project, project beneficiaries, Project documents	IPs cooperate, information is available, respondents turn up for interviews
	Do UN Women's implementing partners have access to the necessary skills, knowledge and capacities needed to deliver the project	What areas of expertise did the UN Women's implementing partners have? To what extent is this aligned to LEAP and gender equality and women's empowerment?	Areas of expertise identified in UN Women implementing partners organizational charts, websites, or proposals to UN Women	Document Analysis, Key Informant interviews and Focus group Discussions	Project implementers, UN Women staff in Kenya involved in the project, project beneficiaries, project documents	IPs cooperate, information is available, respondents turn up for interviews
		What capabilities did the core project staff of IPs have	Capabilities of the project staff	Document Analysis, Key Informant interviews and Focus group Discussions	Project implementers, UN Women staff in Kenya involved in the project, project beneficiaries, project documents	IPs cooperate, information is available, respondents turn up for interviews

		What measures were taken to fill up capacity gaps if any?	Type of measures taken	Document analysis, Key Informant interview	Project implementers, UN Women staff in Kenya involved in the project, project beneficiaries, project documents	IPs cooperate, information is available, respondents turn up for interviews
	What are the main enabling and hindering factors to achieving planned outcomes?	Did the operating context change during the project implementation? How did this affect the achievement of results?	Reported contextual changes and their effect	Document Analysis, Key Informant interviews and Focus group Discussions	Project implementers, UN Women staff in Kenya involved in the project, project beneficiaries, project documents	IPs cooperate, information is available, respondents turn up for interviews
		What challenges and opportunities did the implementation face?	Reported challenges and opportunities	Document Analysis, Key Informant interviews and Focus group Discussions	Project implementers, UN Women staff in Kenya involved in the project, project beneficiaries, project documents	IPs cooperate, information is available, respondents turn up for interviews
	To what extent have effective partnerships and strategic alliances been promoted.	What partnerships were established and with who? how will they be maintained after project closure?	Reported partnerships	Document Analysis, Key Informant interviews and Focus group Discussions	Project implementers, UN Women staff in Kenya involved in the project, project beneficiaries, project documents	IPs cooperate, information is available, respondents turn up for interviews
Efficiency	Have adequate financial resources been allocated into the realization of the project results;	Was the project delivered on budget?	Variances between planned and actual costs	Review of project budget and financial reports Interviews with project staff	-Project budget and financial reports - Project staff	IPs cooperate, information is available, respondents turn up for interviews
		What measures did the project put in place to promote value for money?	Reported measures	Interviews with staff Review of Value for money reports	Project staff Financial report	IPs cooperate, information is available, respondents turn up for interviews
	Are the implementation mechanisms effective in managing the Programme?	Were the different project management structures outlined in the Prodoc operationalized? Were they effective?	Evidence of operationalization of management structures and their effectiveness	Document Analysis, Key Informant interviews and Focus group Discussions	Project implementers, UN Women staff in Kenya involved in the project, project beneficiarie	IPs cooperate, information is available, respondents turn up for interviews

				s, project documents	
		To what extent were the relevant staff members of the UN Women Peace and Security Unit involved in the project implementation? Did they give useful and timely advice on project implementation? To what extent was their input/advice incorporated?	Reported extent of involvement of UN Women staff including timeliness of support and usefulness of support	Document Analysis, Key Informant interviews and Focus group Discussions	Project implementers, UN Women staff in Kenya involved in the project, project beneficiaries, project documents	IPs cooperate, information is available, respondents turn up for interviews
	How efficiently resources/inputs (funds, expertise, time, etc.) have been converted to strategic results.	Were the project resources used for the planned project activities?	Reported use of project resources	Review of partner audit report Review of financial report Interview project staff	Project staff Financial reports and budgets Audit reports	Documents will be availed for review
		Have there been any irregularities in procurement, use of financial resources and human resource management that impacted project performance?	Reported irregularities	Interview with project staff Review of audit reports	Project staff Audit report Financial report	Documents will be availed for review
	To what extent does the UN Women management structure support efficiency for implementation?	Were communication channels for project implementation between IP and UN Women clear and efficient?	Reported clarity and efficient	Document Analysis, Key Informant interviews and Focus group Discussions	Project implementers, UN Women staff in Kenya involved in the project, project beneficiaries, project documents	IPs cooperate, information is available, respondents turn up for interviews
		Were project implementation guidelines/standards clear and efficient?	Reported clarity and efficient	Document Analysis, Key Informant interviews and Focus group Discussions	Project implementers, UN Women staff in Kenya involved in the project, project beneficiaries, project documents	IPs cooperate, information is available, respondents turn up for interviews
		Were decision making processes for project implementation clear and timely?	Reported clarity and timeliness	Interview project staff	Project staff	Staff will be confident to provide honest feedback
		To what extent did administrative processes such as recruitment of staff, procurement of goods and services, preparation and negotiation of cooperation agreements influence project performance?	Compliance with Documented procedures of various administrative processes	Review minutes/ documentation of various administrative processes Interview project staff and beneficiaries	Procurement documents, Hiring documents Project staff Project beneficiaries	That documents will be availed for review That staff will be open and confident to share honestly

Sustain ability	To what extent was capacity developed in order to ensure sustainability of efforts and benefits;	Were there any skills and structures developed to ensure the benefits of the project goes beyond the end of the project?	Evidence of skills developed during project implementation and how they will continue to be used	Document review Key Informant Interviews and Focus Group Discussions	Project implement ers, UN Women staff in Kenya involved in the project, project beneficiarie s, project documents	IPs cooperate, information is available, respondents turn up for interviews
	What local accountability and oversight systems have been established to support the continuation of activities?	What accountability and oversight systems have been established to ensure beneficiaries continue to enjoy projects benefits?	Evidence of project accountability and monitoring processes institutionalized within implementing partner and partnerships established	Document review Key Informant Interviews and Focus Group Discussions	Project implement ers, UN Women staff in Kenya involved in the project, project beneficiarie s, project documents	Implementing IPs cooperate, information is available, respondents turn up for interviews
	How will the benefits of the intervention be secured for rights holders (i.e. what accountability and oversights systems were established).	What accountability and oversight systems have been established to ensure beneficiaries continue to enjoy projects benefits?	Evidence of project accountability and monitoring processes institutionalized within implementing partner and partnerships established	Document review Key Informant Interviews and Focus Group Discussions	Project implement ers, UN Women staff in Kenya involved in the project, project beneficiarie s, project documents	IPs cooperate, information is available, respondents turn up for interviews
Lesson learnin g	Which are the key lessons learned from the programme design, implementation and closure; are there any additional lessons learned beyond the programme cycle?	What lessons emerged from the project?	Reported lessons	Document review Key Informant Interviews and Focus Group Discussions	Project implement ers, UN Women staff in Kenya involved in the project, project beneficiarie s, project documents	IPs cooperate, information is available, respondents turn up for interviews
	Which are the good practices identified, that should be replicated in similar future programming?	Were there any good practices identified during implementation that can be used in future	Reported good practices	Document review Key Informant Interviews and Focus Group Discussions	Project implement ers, UN Women staff in Kenya involved in the project, project beneficiarie s, project documents	IPs cooperate, information is available, respondents turn up for interviews
	Which were specific innovations by the programme that supported women's participation in peace and security efforts in Kenya?	Were there any innovations for supporting women's participation in peace and security efforts in Kenya?	Reported innovations	Document review Key Informant Interviews and Focus Group Discussions	Project implement ers, UN Women staff in Kenya involved in the project, project beneficiarie	IPs cooperate, information is available, respondents turn up for interviews

					s, project documents	
	Which are the actionable recommendations stemming from this intervention?	What are the recommendations made from this project?	Reported recommendations	Review of progress report Interview project implementation staff, strategic partners and beneficiaries	Progress report project implementation staff, strategic partners and beneficiaries	Cooperation with implementers, beneficiaries and strategic partners
Gender Equality and Human Rights	To what extent has gender and human rights considerations been integrated into the project design and implementation?	How did the design and implementation of this project ensure that men, women, persons with disability and other minority groups get involved? How were do no harm principles guarded?	Evidence of how men and women were involved in project activities. Evidence of compliance with safeguarding principles.	Document review Key Informant Interviews and Focus Group Discussions	Project implementers, UN Women staff in Kenya involved in the project, project beneficiaries, project documents	IPs cooperate, information is available, respondents turn up for interviews
	How has attention to integration of gender equality and human rights concerns advanced the women's leadership, empowerment, access & protection in crisis response in Kenya	How did this intervention enable women to participate in humanitarian programming? Earn income? And receive protection from SGBV?	Evidence of how women were enabled to participate in humanitarian programming, earn income and receive protection. Evidence of how this will be continued after project closure.	Document review Key Informant Interviews and Focus Group Discussions	Project implementers, UN Women staff in Kenya involved in the project, project beneficiaries, project documents	IPs cooperate, information is available, respondents turn up for interviews
	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?	How did this project ensure that beneficiaries are aware of, enjoy and claim their rights?	Evidence of capacity strengthening of beneficiaries' ability to know and claim their rights	Document review Key Informant Interviews and Focus Group Discussions	Project implementers, UN Women staff in Kenya involved in the project, project beneficiaries, project documents	IPs cooperate, information is available, respondents turn up for interviews
	To which extent did the programme successfully apply the Leave No One Behind (LNOB) principle?	What was the involvement of the most vulnerable groups (PWD, the poor, minority women and the youth)?	Evidence of involvement of the most vulnerable groups (PWD, the poor, minority women and the youth)	Key Informant Interviews and Focus Group Discussions	Project implementers, UN Women staff in Kenya involved in the project, project beneficiaries, project documents	IPs cooperate, information is available, respondents turn up for interviews

8.5 List of Agencies and Partners Interviewed

FOCUSED GROUP DISCUSSIONS		
Organization	Respondents	Date of interviews
DRC	1. Beneficiaries of Leadership & conflict resolution training by DRC 2. Beneficiaries of youth sports tournaments 3. Mentors and parents of mentored boys 4. Beneficiaries of SGBV and human rights training for community members in Kalobeyei 5. Beneficiaries of Sports for Peace and Equality in Kalobeyei 6. Beneficiaries of the different interventions drawn from host community alone 7. Members of village savings and credits in Dadaab 8. Beneficiaries of business start- ups kits in Dadaab	1-10th July 2020
AAHI	1. Beneficiaries of ICT training 2. Members of women Cooperative 3. Beneficiaries of handcraft training 4. Beneficiaries of Numeracy and literacy training 5. Beneficiaries of the different interventions drawn from host community alone	15-19 June 2020
Organization	Key informants' interviews	Date of interviews
UN Women Kenya	3 staff members (2 females and 1 male)	8 July 2020
AAHI	4 Staff members (2 females and 2 males)	15-19 June 2020
DRC	6 staff members (3 males and 3 females)	22-26 June and 1-10th July 2020
UNHCR	2 staff members (1 female and 1 male)	22-26 June 2020
Refugee Affairs Secretariat	1 male	22-26 June 2020
Peace Winds Japan	1 male	22-26 June 2020

8.6 Evaluation ToRs

Project Evaluation Consultant for Women's Leadership, Empowerment, Access & Protection in Crisis Response: LEAP

Advertised on behalf of:

Location:	Nairobi, KENYA
Type of Contract:	Individual Contract
Post Level :	National Consultant
Languages Required :	English
Expected Duration of Assignment:	17 working days

Background

UN Women is implementing a project titled "Women's Leadership, Empowerment, Access and Protection in Crisis Response (LEAP): Promoting the Empowerment of Women and Girls within the Humanitarian- Development Nexus in Kenya".

UN Women, through the support of the Government of Japan, responds to the needs of women and girls in crisis through the LEAP programme to promote resilience, restore dignity, and provide durable solutions to women and girls within the humanitarian- development nexus in Kenya. UN Women Kenya has contextualized the global UN Women LEAP programme to Turkana, which hosts Kalobeyei and is prone to intercommunal conflict and other natural crises, and Dadaab Refugee Camp and host communities, which, in addition to being prone to natural crises, is an at-risk region for violent extremism and terrorism.

The LEAP project builds on the results achieved by the previous projects, "Integrating Gender in Peace Support Operations" (2016-2017), "Engaging Women in Preventing and Countering Extremist Violence in Kenya" (2016 – 2017), "Women's Active Participation in Prevention and Response to Violent Extremism and Terrorism in Kenya" (2017-2018), "Integrating Gender in Peace Support Operations in Eastern Africa" (2018 – 2019), "Women's Leadership, Empowerment, Access and Protection (LEAP) in Crisis Response: Regional Response to the South Sudan Displacement and Refugee Crisis in Kenya" (2018-2019) through the Supplementary Budget from Japan(JSB 2016-2019). In the current project, UN Women facilitates the participation of women and girls and humanitarian programming, conflict management and peacebuilding efforts in the country. This is conducted by investing in evidence generation and strengthening women's capacities to actively participate in, and benefit from prevention, relief and response efforts. The project aims to ensure that women living in refugee and host community settings in Kenya are more resilient to the impact of disasters and emergencies, and live free from violence.

Expected Results: Gender equality and women's empowerment are integrated into efforts to integrate long term peace and security and humanitarian objectives in Kenya to ensure that the rights and needs of refugee women and girls are continuously upheld.

Overall Goal: Women and girls in humanitarian and crisis settings participate in, and benefit from prevention, relief and response efforts in Kenya.

Outcome 1: Policies and programmes around humanitarian and conflict management are informed by a strengthened evidence base on the impact of conflict, disasters and emerging issues such as Violent Extremism.

Outcome 2: Women and girls are empowered to participate in decision making and have access to protection spaces.

Outcome 3: Improved economic opportunities for select women living in refugee and host community settings.

This project directly contributes to the implementation of the 2030 Agenda for Sustainable Development, specifically the intersection of Sustainable Development Goals 5 on gender equality and 16 on the promotion of peaceful and sustainable societies, to ensure inclusive, just, and peaceful societies for women, men, girls and boys.

This project, with a total budget of USD 600,000 is implemented by UN Women and in partnership with Danish Refugee Council, Action Africa Help International and Dalberg Research. A previous project implemented from April 2017 and March 2018 with a budget of USD 835,000 was evaluated which is available on the UN Women GATE website under: https://gate.unwomen.org/Evaluation/Details?evaluationId=11285

Purpose and Use of the Evaluation:

The purpose of the evaluation is to determine the extent to which the *"Women's Leadership, Empowerment, Access & Protection in Crisis Response (LEAP): Promoting the Empowerment of Women and Girls within the Humanitarian- Development Nexus in Kenya"* project achieved its stated results, documented lessons learned and best practices with the view to scaling up activities. The evaluation is mandatory as requested by the donor and 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 Women, Peace & Security in Kenya.

The primary intended users of these evaluations are:

Relevant staff, including technical units and heads of units in participating UN-agencies;

UN-agency headquarters;

Development partners, including donors;

Implementing partners, especially CSO's engaged in this programme;

Relevant staff in target ministries, local government and targeted government institutions

Primary intended uses of these evaluations are:

Learning and improved decision-making in support of development of new programmes on Women, Peace and Security;

Accountability for the implementation of the project and analysis of the effectiveness of the programme;

Advocacy for the full implementation of UNSCR 1325 and its subsequent resolutions, capacity building and mobilization of regional, national and community peace and security stakeholders to advance strategies towards integrating women in peace and security efforts in Kenya.

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 https://gate.unwomen.org/.

Objectives (evaluation criteria and key questions)

With this background and context in mind, the Project Evaluation has the following objectives:

Assess the relevance of UN Women contribution to women's engagement in humanitarian peace and security efforts in Kenya;

Assess effectiveness and organizational efficiency of UN Women's approach to influence on policies and programmes around humanitarian and conflict settings, and empowerment of refugee and host community women within the framework of the LEAP;

Assess the sustainability of the interventions to increase participation in decision making and access to protection spaces, and improve economic opportunities for refugee and host community women;

Identify and validate lessons learned, good practices and examples and innovations of efforts that support women's participation from LEAP to inform peace and security efforts in Kenya;

Provide actionable recommendations with respect to the UN Women intervention.

The key evaluation questions are:

Relevance:

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

Is the choice of partners most relevant to the situation of women and marginalized groups?

Was the technical design of the project relevant?

Effectiveness:

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

What has UN Women's contribution been to the progress of the achievement of outcomes?

Do UN Women's implementing partners have access to the necessary skills, knowledge and capacities needed to deliver the project?

What are the main enabling and hindering factors to achieving planned outcomes?

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.

To what extent does the UN Women management structure support efficiency for implementation?

Sustainability:

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

What local accountability and oversight systems have been established to support the continuation of activities?

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

Lessons learned, good practices, innovation, recommendations:

Which are the key lessons learned from the programme design, implementation and closure; are there any additional lessons learned beyond the programme cycle?

Which are the good practices identified, that should be replicated in similar future programming?

Which were specific innovations by the programme that supported women's participation in peace and security efforts in Kenya?

Which are the actionable recommendations stemming from this programme intervention?

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 women's leadership, empowerment, access & protection in crisis response in Kenya.

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.

To which extent did the programme successfully apply the Leave No One Behind (LNOB) principle?

Evaluation Design (Methods and process):

The evaluation will be an external, participatory, and iterative learning exercise, which should be completed within a timeframe of 30 working days. The Evaluation will be conducted under the guidance of the UN Women Kenya Deputy Country Director and the UN Women Kenya M&E Specialist.

Internal arrangements - The UNW Senior Management Team will provide substantive comments on Evaluation Terms of Reference, the evaluation inception and draft evaluation report. The role of UNW Senior Management also includes final approval authority on all evaluation deliverables.

The role of the Evaluation Reference Group (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 and focus group discussions with beneficiaries and local partners using participatory review and evaluation methodologies will be strongly encouraged. The evaluator is also expected to develop a sampling frame and specify how it would address the diversity of stakeholders. The evaluation is expected to apply a gender-responsive approach to assessing the contribution of the programme to development effectiveness. It should identify expected and unexpected changes in target and affected groups.

The evaluation will be carried following UN Evaluation Group (UNEG) Norms and Standards (http://www.unevaluation.org/document/detail/1914), UN Women Evaluation Policy, the UN Women Evaluation Handbook (http://www.unwomen.org/en/digital-library/publications/2015/4/un-women-evaluation-handbook-how-to-manage-gender-responsive-evaluation) 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.

Stakeholder participation

The evaluation process must ensure participation of stakeholders at all stages, with a particular emphasis on rights holders and the representatives. The stages include:

Design (inception report);

Consultation of all stakeholders (including the primary implementing partner, strategic partners and target beneficiaries);

Review, analysis and interpretation of feedback and data collected from stakeholders;

Production of evaluation report and dissemination of the same to stakeholders.

The evaluation will further analyze stakeholders according to the following characteristics:

System roles (target groups, programme controllers, sources of expertise);

Gender roles and humans' rights roles (rights holders, principal duty bearers, primary, secondary and tertiary duty bearers);

Intended users and uses of the evaluation.

The evaluation findings will be validated through engagement with stakeholders in workshops, debriefs, and any other suitable form of engagement.

Time frame and deliverables:

The overall timeframe for the evaluation is March-April 2020, and it is expected to be finalized by the end of April 2020. The evaluation is expected to be completed within the timelines given below:

Activity	Working days
Desk review prior to field visits - review of progress reports and work plans	1 days
Inception Report Drafting and Presentation to Reference group and UN WOMEN to discuss content and logistical requirements	2 days
Finalization of Inception Report and Data Collection Plan	2 days
Data collection (including travel to Garissa and Turkana counties)	6 days
Data analysis/content analysis	Continuous during and after data collection
1st Draft Evaluation Report	2 days
Debriefing/Validation workshop on: - preliminary findings - conclusions & recommendation to stakeholders	1 day
Final Report	3 days
TOTAL	17 days

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 (draft and final version) outlining the evaluation design and -criteria, evaluation scope, methodology for data collection and analysis, and time frame including a Draft Report Template. The Inception report should include an evaluation matrix with evaluation questions and -criteria, indicators, data sources and methods of data collection.

- The evaluation reference group will provide comments on the draft inception report, and the consultant will finalize the report in view of these comments;
- The Draft and Final Reports: The report should follow the structure outlined below 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 timelines (if any). The evaluation reference group will provide

comments on the Draft Report, and the consultant will finalize the report in view of these comments;

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

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.

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

Remuneration:
Remuneration will be based on experience and qualifications using UN Women Rules and Regulations.

Competencies

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.

Functional Competencies:
- Excellent analytical and communication skills;

- Demonstrated ability to produce high quality evaluation reports, including recommendations for future work of the funding organization/ a donor;
- 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, and familiarity with the relevant context in Kenya will be an added advantage.

Required Skills and Experience

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 evaluation experience, five years of which in evaluation of programs related to human rights, gender and peace operations;
- Knowledge and understanding of national development frameworks, especially National Development Goals (MDGs), PRSP, SWAP, key legislations including UNSCR 1325, the Kenyan National Action Plan on UNSCR 1325, and subsequent resolutions including UNSCR 2242 and the National Strategy to Counter Violent Extremism;
- Extensive experience with UN programming, especially the UNDAF and delivering as one.

Language:
- Fluent in English;
- Knowledge of local language (Swahili) is an asset.

Ethical code of conduct:

UNEG Ethical Guidelines for Evaluation in the UN System- 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).

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

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

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

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

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

1. A plan is in place to protect the rights of the respondent, including privacy and confidentiality

2. The interviewer or data collector is trained in collecting sensitive information, and if the topic of Kenya CPE is focused on violence against women, they should have previous experience in this area

3. Data collection tools are designed in a way that are culturally appropriate and do not create distress for respondents

4. Data collection visits are organized at the appropriate time and place so as to minimize risk to respondents

5. The interviewer or data collector is able to provide information on how individuals in situations of risk can seek support

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

Annex: Resources for data on gender equality and human rights

- UN Office of the High Commissioner for Human Rights (OHCHR) – Universal Human Rights Index[60]
- UN Statistics – Gender Statistics[61]
- UNDP Human Development Report – Gender Inequality Index[62]
- World Bank – Gender Equality Data and Statistics[63]
- Organisation for Economic Co-operation and Development (OECD) Social Institutions and Gender Index[64]
- World Economic Forum – Global Gender Gap Report[65]
- A listing of UN reports, databases and archives relating to gender equality and women's human rights[66]

8.7 Evaluator's Profile
Catherine Njeru is a Gender, Peace and Security Expert with fifteen (15) years of experience in institutionalizing gender equality and human rights in development, peace and security frameworks, policies and programmes.

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[60] http://uhri.ohchr.org/en
[61] http://genderstats.org/
[62] http://hdr.undp.org/en/content/gender-inequality-index-gii
[63] http://datatopics.worldbank.org/gender/
[64] http://genderindex.org/
[65] http://www.weforum.org/issues/global-gendergap
[66] http://www.un.org/womenwatch/directory/statistics_and_indicators_60.htm

She holds a Master's degree in Gender and Development studies from Kenyatta University, a post graduate diploma in peacebuilding leadership from Eastern Mennonite University, USA and a bachelor of Arts degree from Egerton University in Kenya.

Catherine has worked with African Governments, the UN and local and international NGOs. She was instrumental in establishing the African Union women peace and security monitoring unit and developed the African Union indicators on Women Peace and Security and supported African Governments to design, implement and monitor gender equality policies, programmes and related plans including Action Plans on Women, Peace and Security.

She evaluated the implementation of the Women Peace and Security agenda in Africa covering the 25 African governments with UNSCR1325 and related resolution action plan in 2018 and developed the first Africa status report on Women Peace and Security using the AU indicators.