ROYAL NORWEGIAN EMBASSY

UN WOMEN

END OF PROGRAM EVALUATION REPORT

ADVANCING WOMEN'S LEADERSHIP, EMPOWERMENT AND RESILIENCE IN THE SOUTH SUDANESE EMERGENCY RESPONSE IN CONTEXT OF THE REHOPE FRAMEWORK

IMPLEMENTED BY UN WOMEN UGANDA

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Acronyms

CBO	Community Based Organization
CEDAW	Convention on the Elimination of all forms of Discrimination Against Women
CRRF	Comprehensive Refugee Response Framework
CSO	Civil Society Organization
DCA	Dan Church Aid
DDP	District Development Plan
FGD	Focus Group Discussion
FPI	Flagship Programming Initiative
GBV	Gender Based Violence
GEWE	Gender Equality and Women's Empowerment
GiHA	Gender in Humanitarian Action
IGA	Income Generating Activity
I/NNGO	International/ National Non-Governmental Organization
IP	Implementing Partner
KI	Key Informant
KII	Key Informant Interview
LEAP	Leadership, Empowerment, Access & Protection Programme
LG	Local Government
LOP	Life of Programme
M&E	Monitoring and Evaluation
MGLSD	Ministry of Gender Labour and Social Development
MOU	Memorandum of Understanding
NDP	National Development Plan
NGO	Non-Governmental Organization
OPM	Office of Prime Minister
RBM	Results-Based Management
RDC	Resident District Commissioner
RLP	Refugee Law Project
RWC	Refugee Welfare Council
SDGs	Sustainable Development Goals
SGBV	Sexual and Gender Based Violence
SSD	South Sudanese
STA	Settlement Transformation Agenda
TOC	Theory of Change
ToR	Terms of Reference
UN	United Nations
UNAC	United Nations Area Coordination Offices
UNDAF	United Nations Development Assistance Framework
UNEG	United Nations Evaluation Group
UNHCR	United Nations High Commission for Refugees
UNSCR	United Nations Security Council Resolution
UWONET	Uganda Women's Network
VAC	Violence Against Children
VSLA	Village Savings and Loan Association
WFP	World Food Programme
WLO	Women Led Organisations
WRO	Women Rights Organization
YUGNET	Yumbe Gender-Based Violence Network

Executive Summary

This report presents the findings from the final evaluation of the program on Women's Leadership, Empowerment, Access and Protection (LEAP) in Uganda's South Sudanese Refugee Crisis implemented from August 2017 to December 2020in the Districts of Adjumani and Yumbe in West Nile Uganda.

Evaluation of the LEAP program was conducted between January and February 2021. The final evaluation was commissioned by UN Women, to assess the Programme achievements against the set objectives; to identify and document lessons learned as well as identify recommendations for future UN Women programming in the humanitarian-development contexts. The evaluation was guided by the six UN Evaluation Group (UNEG) criteria (relevance, effectiveness, efficiency, coherence, impact and sustainability) as well as standards based on Human Rights, Gender Equality and Value for Money as additional criteria. The evaluation questions and sub-sections under each criterion are detailed in the terms of reference (ToR) appended in Annex 10.

Evaluation Design and Methodology

To arrive at the answers to the evaluation questions, the evaluation methodology used was mainly qualitative in nature and the evaluation team utilized a range of qualitative techniques and tools for data collection to allow for triangulation of the evaluation findings. The methods included: i) Document reviews; ii) Key informant interviews; iii) Focus Group Discussions. The methodology was guided by the UN Women GERAAS evaluation report quality checklist.

Evaluation Findings

From the analysis of indicator performance data, the evaluation mapped the extent to which the Programme achieved its goal and outcomes as below:

Goal: SSD Refugee and host community Women affected by crisis lead, participate in and benefit more from refugee response efforts

The goal's performance indicator was "Percent of refugee women who think that the refugee response effectively addresses concerns of women's rights and women's needs". At baseline, the indicator score was 41 percent. It performed at 48 percent and 93 percent in 2019 and 2020 respectively. The average performance over the project period is therefore 70.5 percent, this is 20.5 percent above the programme target of 50 percent.

Outcome 1: Humanitarian response planning framework and programming are informed by gender analysis and needs assessments.

For two consecutive years, 2019 and 2020, considerable progress was made. Coming from a baseline of 15 percent, Yumbe registered a sharp positive trend in performance, from 26 percent in 2019 to 46 percent in 2020. However, this marked improvement was still below the Life of Programme (LOP) target of 50 percent. On the other hand, Adjumani managed to meet the LOP at 50.7 percent from a baseline of 10 percent.

Outcome 2: Leadership and positive coping mechanisms for SSD refugee and host community women affected by sudden onset emergencies are promoted.

Outcome 2 was measured by refugee women who have at least one role in the various refugee community structures or mechanisms. There was a positive trend of performance in both Adjumani and Yumbe. Adjumani registered 49 percent of women in 2019 and 76 percent in 2020 against the LOP target of 20 percent. Yumbe's performance in 2019 was lower than the target at 28 percent of women. However, performance of 68 percent of women in 2020 exceeded the target. The LOP target for Yumbe was 50% (higher than the target for Adjumani).

Outcome 3: Sustainable economic opportunities for SSD refugee and host community women affected by protracted crises are promoted.
Outcome 3 was measured by the indicator "percent of target refugee women who make an income of at least UGX 90,000 monthly or UGX 3,000/- per day from their labour/services". While progress was made, the LOP target of 70% for this result was not achieved. In 2019, 30 % of the women and girls engaged in the village savings and loan association (VSLA) activities earned an average of UGX 3,000 to UGX 5,000. In 2020, 61.7% of the 977 (806 refugee and 171 host including 32 PWDs) women were supported to access income generation opportunities and were able to earn an income of at least UGX 3,000 to UGX 7,000 per day.

Findings indicated that by design, the LEAP Programme to a larger extent was relevant as it responded to the identified needs of the beneficiaries. Key informants and beneficiaries confirmed that the choice of the LEAP Programme areas such as humanitarian response to the refugee and host communities and humanitarian action with a link to women rights, peace and security; capacity and skills development, were all relevant in addressing the consequences of the war in South Sudan and the Democratic Republic of Congo (DRC) without compromising the livelihoods of the host communities. There was a gap noted in the area of livelihood component targeting women and girls only and not the entire household. The strategy of targeting women and girls was good for promoting gender equality, but the missing link was the lack of holistic targeting to include boys and male engagement. As part of the programmatic strategy, engaging men and targeting boys should have been applied as leaving the men aside limits total achievement of gender equality.

UN Women had a well thought out Theory of Change (TOC) that became a shared goal for the Implementing Partners (IPs,) UN Women, Office of Prime Minister (OPM), Local Governments (LGs) and other partners. This made it mandatory for all actors to direct efforts in the same direction for effective delivery of results. UN Women purposed to create a model that would include a business model. This is evidenced in the successful VSLAs that moved beyond handouts to a point where beneficiaries would invest their money and make a profit. However, in order to fully maximise profits, this evaluation identified a need to collaborate with financial institutions to create a digital system that links these VSLAs to banks.

Good coordination with the grassroots beneficiaries and ease of communication from top to down and from down to top made every stakeholder feel valued and made the management of LEAP Programme rated as effective. Generally, it was noted that the LEAP Programme realized the intended outputs and outcomes to a larger extent. Information from KIIs and FGDs pointed to the fact that the LEAP Programme effectively achieved results.

UN Women worked closely with other local women organizations in Adjumani and Yumbe, and this facilitated the achievement of the results. UN Women worked with the Adjumani and Yumbe Gender Based Violence Network that continued to strengthen the work of LEAP. Other various partnership were with other UN agencies, the United Nations High Commission for Refugees, World Food Programme; and on the ground working with the UN Area Coordination Teams (UNAC) in Northern and West Nile Uganda. The broad-based partnership promoted effective achievement of Programme results.

Another good strategy employed by LEAP was bringing women led organizations to work and collaborate and learn from one another. This was lacking before LEAP Programme was implemented. This kind of networking brought together all NGOs concerned with women's issues, which led to strengthened planning with a common goal. The following-up of Programme activities was so well coordinated. This made it easy to realise the gaps, the strengths and how the resources have been availed to implementing partners.

Consistent annual needs assessment and capacity building on the skills, knowledge and capacities of the partner institutions, in what the partners called the 'Grand Imperial Event' in Entebbe focused on identifying existing gaps in the implementation of the LEAP with support from UN Women finance and M&E representatives. Support was also provided to internal reflections for individual IPs to further improve on result delivery.

From the perspective of M&E function, instituting a results-based management system (RBM) helped partners to track the implementation of activities and targets achieved. RMB entailed clear identification of programme beneficiaries and designing activities to meet their needs; defining realistic expected results, based on appropriate analyses and assessments (baseline assessment); a number of key underlying assumptions, risks and certain opportunities were put forward.

The UN Women management structure efficiently supported implementation and delivery of Programme results. UN Women had a field office that was empowered with independent operations. The sub regional office reduced the cost of managing the Programme from Kampala and this created efficiency and value for money rather than travel to and from Kampala. UN Women worked with IPs with well trained staff with support from UN field offices. In cases where CSOs lacked the requisite management and leadership skills, training was provided by UN Women in financial management, leadership, accountability. Efficiency was assessed from the perspective of the Programme operations in achieving the results. Through KIs, the evaluation team learned that implementation of LEAP was within budget and the planned timeframe. Funds were always disbursed on time and this enabled timely implementation of planned activities. Several coordination structures were in place ensuring that Programme resources were used efficiently. Regular planning meetings with the OPM provided an accountability platform that enhanced the level of commitment and transparency by the UN Women and the IPs in the implementation of the Programme.

For interconnectedness, sustainability and impact, UN Women collaborated and partnered with other actors such as OPM that is mandated to coordinate efforts to care for refugees; the District Local Governments (LGs) in Adjumani and Yumbe districts, leveraging on decentralized government systems; CSO networks that have implemented similar initiatives for years; collaboration with other UN Agencies including linkages linked to regional and international processes/policies and discussions. This allowed for avoidance of duplication of efforts, alignment of LEAP activities with those of the districts that promoted systematic implementation of activities and readiness by the Local Governments (LGs) to sign operational memorandums of understanding (MoUs) to facilitate the implementation of the LEAP.

Conclusions

The LEAP was designed in a way that eased coordination and effective delivery of Programme interventions. UN Women worked closely with the OPM, LGs, and other UN agencies in delivering the LEAP. Secondly, the choice of the IPs like the Refugee Law Project (RLP), CARE International and Uganda Women Network (UWONET) allowed the LEAP to tap into knowledge and experience of such partners that had implemented similar Programmes. The network of local partners as well as a good presence of IP field offices helped the smooth implementation of the LEAP Programme.

The LEAP was also anchored in the national policy and legal frameworks like the Vision 2040, National Development Plan (NDP II), the Uganda National Gender Policy, Uganda's Refugee Act (2016), the ReHoPE strategy and settlement transformative agenda to underscore the need for gender mainstreaming in the delivery of LEAP services. The Programme was internationally anchored in the CRRF that was customized under the Sustainable Development Goals (SGDs) and the United Nations Development Assistance Framework (UNDAF).

Lessons Learned

- LEAP Programme initiated the male engagement approach/role model men approach which led to effective implementation of project empowerment interventions. Male engagement is vital in enabling women in attaining social status as they work as change agents in challenging the negative norms that affect participation in decision making in the community. This strategy has been fundamental in ensuring more women are attracted to joining of VSLAs
- UN Women supported the IPs with organizational management, finance and Programme management training to improve operations. Implementing Partners (IPs) were also supported with the Monitoring and Evaluation (M&E) functions, funds were released on time and thus activities were done on time so much so that even the advent of COVID-19 could only slow down the activities but with no adverse effects. The presence of the Results Based Management (RBM) eased the implementation of activities, allowed for quick learning, identification of gaps and thus a smooth implementation of the entire Programme.
- Once there is a lag in Programme start up, there is usually limited time for evaluation reviews

- LEAP collaboration with local leaders at district and sub county level was critical for the success and sustainability of the project interventions. This project was supported by the local leaders as many of them interacted with during this evaluation expressed knowledge of the objectives of the project and also requested for its roll out to other sub counties within the project target districts but also in other districts in the west Nile region

Recommendations

- Considering that attainment of work permits from the OPM to work in refugee camps was a tedious process for IPs, the evaluation recommends that OPM should ease access to work permits by IPs to work in the refugee camps. These should be availed either at the approval of the Programme or from the OPM representatives in the operational districts.
- UN Women should expand the involvement of the grassroots women-led Community Based Organisations so that they participate in the formulation of the Programme and receive direct funding for their activities which are not related to capacity development. This may as well create flexibility for implementation in the current COVID-19 circumstances.
- The evaluation recommends that UN Women should engage financial institutions to create a digital system that links VSLAs to banks in order to fully maximise VSLA profits.
- UN Women should provide funds to the district so that they can reach the sub-counties that were not covered by the LEAP Programme as this would increase in accessing the benefits of interventions by all host communities.
- There is need for one stop centres/hubs for skilling, distribution of services, support for cash for work enterprises, enhance access to markets and ease access to government services for refugee and host communities to registration services and holistically support start-ups.
- Working through existing women led local organisations would be a good entry point creating long lasting structures to foster continuity beyond the LEAP Programme
- It is recommended that the scope of the Programme should be extended to the entire district including non-hosting communities to be at the same level with the refugees and host communities in terms of empowerment.
- There is need to have a phased implementation of the training programmes especially where mind-set change is needed. Trainings should be staggered to allow time for the beneficiaries to digest the information while subsequent trainings would offer both a refresher course and new knowledge that would allow the Programme to easily break through gender norms that disempower women and create gender inequalities
- There is need to build on the male involvement component that was introduced under RLP and CARE, to build and strengthen the network of men in support on gender equality in the region.

- To work under the CRRF and bridge the humanitarian development nexus, the sustainable livelihoods projects need a period of 3-5 years to achieve results. Also, the need to develop private public partnerships under women's economic empowerment will add to tots sustainability.

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1.0 Programme Description

The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), grounded in the vision of equality enshrined in the Charter of the United Nations, works for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security. UN Women provides support to Member States' efforts and priorities in meeting their gender equality goals and for building effective partnerships with civil society and other relevant actors.

UN Women operationalizes this through Flagship Programming Initiatives (FPIs) developed to achieve transformative results for gender equality and women empowerment. One such FPI is the Leadership, Empowerment and Access & Protection (LEAP) Programme implemented in Yumbe & Adjumani districts in West Nile region to respond to South Sudanese refugees into Uganda.

The Programme was developed in line with national development priorities and goals such as the National Vision 2040 & the National Development Plan II 2016-2020 both of which integrate the Settlement Transformation Agenda (STA), recognizing the burden on refugee-hosting districts, and identifies them as a priority for development interventions. Refugee hosting communities are often worse off than the national average.

The LEAP Programme was implemented in conformity with human rights standards and international best practices: including International Humanitarian Law; International Refugee Law; Inter Agency Standing Committee Guideline of Promoting gender in Humanitarian Action and the UN General Assembly Resolutions 46/182 and 58/114; Convention on the Elimination of all forms of Discrimination Against Women (CEDAW); the United Nations Security Council Resolution (UNSCR) 1325 and all subsequent Women, Peace and Security resolutions, which call upon all parties to respect the civilian and humanitarian character of refugee camps and settlements, taking into consideration the particular needs of women and girls.

The LEAP Programme was implemented directly by UN Women and through its implementing partners that included: Refugee Law Project (RLP), CARE International and Uganda Women's Network (UWONET). Under the LEAP Program, RLP focused on promoting 'Leadership and Communication Initiatives for South Sudanese refugees and host community in Adjumani and Yumbe' CARE International in Uganda implemented a 23-month project on 'Advancing Women's Economic Empowerment And Resilience In The South Sudan Emergency Response (AWEAR)' and UWONET focused on building capacity of local women rights and women led organisations to be able to participate in the refugee response in Yumbe and Adjumani District.

LEAP FPI contributed to Uganda's progress towards the Sustainable Development Goals (SDGs), including on Gender Equality (goal 5), Peace and Justice (goal 16), Education (goal 4),

Decent Work and economic growth (goal 8) and reduced inequalities (goal 10). The Programme was aligned to United Nations Development Assistance Framework (UNDAF) 2016-2020 priorities on the following Outcomes: 1.1 on Governance, 1.2 on Gender equality and human rights, 1.4) on Peace, Security and Resilience, 2.3) on Social Protection, 2.4) on Gender-Based Violence (GBV) and Violence Against Children (VAC), and 3.2 on Sustainable and economic development; the Comprehensive Refugee Response Framework (CRRF) that reaffirms commitment to respecting the human rights of refugees, and support to host communities and governments; and consistent with the UN Women Uganda Country Strategic Note (2017-2020) with its outcomes on Women Peace and Security and Humanitarian Action which all aim to enhance protection of refugee women and girls from all forms of violence as well as ensuring that all components of gender equality and women's empowerment are applied to and maintained throughout the humanitarian response cycle.

The overall goal of the LEAP was to ensure that South Sudanese women and girls affected by crises lead, participate in, and benefit from relief and response services. The LEAP Programme targeted to achieve three high level outcomes:

- Humanitarian response planning framework Programming informed by a gender analysis and needs assessment.
- Leadership and positive coping mechanisms for South Sudanese (SSD) refugee and host community women displaced by sudden onset emergencies promoted.
- Sustainable economic opportunities for SSD refugee and host community women affected by protracted crises promoted.

Specifically, in Yumbe and Adjumani districts, the LEAP Programme sought to increase the opportunities for women to: a) Lead and participate in refugee and host population decision-making processes, b) Access and protect their rights; and c) Enhance education and skills and improve economic opportunities and empowerment.

1.1 Evaluation Purpose

As specified in the UN Women Evaluation policy and the UN Women Evaluation Strategic Plan 2014-2017, it is a requirement to conduct an end of Programme evaluation. UN Women Country Office in Uganda commissioned the final evaluation of the LEAP Programme with the primary purpose of carrying out a comprehensive review of the Programme performance. The main purpose of the evaluation was to assess the Programme's achievements against the set objectives, identify and document lessons learnt (including design issues, lessons and best practices that can be up-scaled or replicated), and assess how the Programme contributed to gender equality and economic empowerment of South Sudanese refugee women and women from host communities in Yumbe and Adjumani districts.

1.2 Evaluation Scope

The scope of the evaluation was defined in respect to the following aspects:
Programmatic scope: The Evaluation focused on the core outcomes that the LEAP Programme has achieved: i) Humanitarian response planning; ii) Leadership and positive coping

mechanisms; iii) Sustainable economic opportunities; iv) Human Rights and Gender Equality for the Programme beneficiaries, South Sudanese refugees.

The key stakeholders involved in the evaluation included representative from the Office of the Prime Minister (OPM), Donors (national level); UN women staff at national level and field-based; field-based Implementing Partners (IPs), Local Government officials, civil society organizations (CSOs) and community-based organizations (CBOs) officials and refugee women leaders.

Temporal scope: The Evaluation covered LEAP Programme activities from August, 2017 to-2020. As such, the Evaluation covered three years of LEAP Programme implementation (putting in consideration the impact of COVID-19 on implementation of activities. It is important to note was the fact that Norway funding for the LEAP built on sequential funding from other sources such as CERF that addressed protection.
Geographical scope: The evaluation covered two districts of Adjumani and Yumbe in the West Nile region of Uganda. However, Key Informant interviews were also conducted at national level with various stakeholders including UN Women staff.

1.3 Evaluation Criteria

The LEAP Programme evaluation applied UN Evaluation Group (UNEG) evaluation criteria that include: relevance, effectiveness, and coordination mandates of UN Women- efficiency, coherence, impact and sustainability, as well Human Rights, Gender Equality and Value for Money, to assess performance of the Programme. Specifically, the evaluation focus was:

- To assess the relevance of LEAP Programme in addressing the needs of refugee and host community women in alignment with gender equality and women's empowerment.
- To assess the effectiveness and efficiency of UN Women's approach for achievement of results, as defined in the logical framework, including the Programme Theory of Change
- To analyze how the human rights approach and gender equality principles were integrated in LEAP Programme and humanitarian action Programming in the South Sudanese response.
- To identify and validate lessons learned, promising practices and innovations of work supported by LEAP Programme within the context of the aid effectiveness agenda
- To assess the added value of the LEAP strategy and related interventions to UN Women's mandate and to the overall UN System presence in Programme locations.
- To assess the inter-connectedness and sustainability of UN Women's initiatives on increasing leadership, protection and economic opportunities for refugee women and analyze possible weaknesses in order to improve next steps for scale-up Programming.
- To provide actionable recommendations with respect to the strategy, and overall UN Women approach to Programming in humanitarian settings.

1.4 Evaluation Use

The primary intended users of this evaluation are:

- Relevant staff in target ministries, local government and targeted government institutions, and participating CSOs
- Target beneficiary communities/groups
- Members of community leadership structures
- Relevant staff in participating UN-agencies
- Staff of UN Women implementing partners
- Sector leads in the participating UN-agencies and refugee response coordination
- UN Agencies technical working groups
- UNACs
- Development partners.

Lessons learned and documented on the implementation process and management of the LEAP Programme will inform future scaling up of the LEAP Programme and how the UN Women Country Office will design similar programming in the future. Information relating to achievement of outcomes and outputs will provide input into the priority areas of focus for future design of similar Programmes. The primary intended uses of this evaluation are: i) Learning and improved decision-making to support the scale up of LEAP; ii) Feedback, participation and accountability to affected communities; iii) Accountability for the development effectiveness of the LEAP to the donors and other stakeholders; iv) Capacity development and mobilization of national stakeholders to advance gender equality and the empowerment of women.

2.0 Evaluation Design and Methodology

2.1 Evaluation Approach

The evaluation was participatory in nature. The evaluation team kept in constant consultations with the client and UN Women field-based staff mobilized key informants in the respective districts of operation. Implementing partners (IPs) mobilized Programme beneficiaries and other relevant women groups to participate in focus group discussions. In line with the questions outlined in the Terms of Reference (ToR), the evaluation methodology used was mainly qualitative in nature and the evaluation team utilized a range of qualitative techniques and tools for data collection to allow for triangulation of the evaluation findings. Quantitative approach was not used in field but analysis was done of data extracted from existing Programme reports to enable the team augment the findings of the evaluation. Important to note that the structuring of the evaluation methodology was guided by the UN Women GERAAS evaluation report quality checklist.

2.2 Evaluation Design

Given the escalating COVID-19 threat, festive season and election period, the Evaluation Team created two teams one for each district. Research Assistants were identified with the Implementing Partners (IPs) in the refugee host communities to conduct the Focus Group

Discussions (FGDs) through physical meetings in the two Programme target districts. The Evaluation Team conducted virtual interviews through zoom with the national level key informants (KIs) including UN Women staff, IPs, and Donors. It was impossible to conduct similar interviews for the district and field-based staff due to internet connectivity challenges, hence the Evaluation Teams that went to the two districts had to conduct physical interviews with these categories of KIs. UN Women staff secured all the appointments for the virtual interviews. UN Women further availed a zoom platform for the interviews, provided the links and secured the recordings through the same platform for possible transcription after the interviews. The consultants were introduced to the respondents before each of the interview to improve the quality of interaction.

2.3 Quality Assurance

Training for the Research Assistants was conducted by the Evaluation Team and quality assurance done on a daily basis to safeguard the integrity of the evaluation exercise. The evaluation team ensured that the quality of data was maintained throughout the process through: (a) call-backs to respondents to clarify on some unclear issues (b) use of reliable sources of information, corroboration and cross-referencing with other credible sources like annual reports; (c) the design and use of tailored data collection tools and methods for analysis to ensure reliable data (d) rigorous face-to-face training of the research assistants to ensure that they are fully conversant with the use of tools, and the evaluation team would go over the collected with research assistants to ensure completeness and clarity; (e) daily (virtual de-briefing among the assessment team via phone calls, emails and WhatsApp messaging to share experiences and chart out strategies for the way forward; (f) the Evaluation team kept in constant communication with the client (Planning, Monitoring and Evaluation team) for regular clarifications and updates from either side; (g) recording of all Key Informant interviews that were conducted virtually for ease of reference.

2.4 Methods of Data Collection and Tools

The evaluation was qualitative in nature and employed mainly qualitative data collection techniques and tools. Methods used included (i) literature review/desk study (ii) virtual and physical key informant interviews (iii) focus group discussions. The methods used are discussed below in detail.

a) Review of secondary data

Review of secondary data involved identifying and obtaining all the necessary documents relevant to the evaluation by the evaluation team in consultation with the client. A number of documents that were reviewed included Baseline Report and Quarterly Reports, Annual Reports, LEAP Programme reports and Implementing Partner reports. Other relevant documents included the baseline, annual plans and reports, specific assessments (market/conflict/gender sensitivity) and quarterly reports for the overseeing bodies such as OPM and United Nations High Commission for Refugees (UNHCR), as well as the documentation on consortium meetings, including policy and legal publications, gender policy, and oversight review reports, national plans and budgets, local government plans and budgets, civil society study reports on gender in Uganda, statistical surveys and census reports among others. The Evaluation Team also reviewed

the benchmarks as contained in the Programme documents and other reference documents. This helped the evaluation team to capture key issues of the Programme so as to have clear focus. In addition to Programme documents, the evaluation team reviewed and mapped performance indicator data to the respective outcome and output results.

b) Key Informant Interviews

Key informant interviews formed a critical part of data collection at central and local government levels. The respondents consisted of UN Women staff, elected local government staff, CSO leaders, development partners and implementing partners. Key informant interview guides (Annex 4) were developed for data collection. There were different key informant interview guides: for donors, for national level respondents, for IPs and district level respondents. Key informant guides focused on areas such as: the added value of the LEAP strategy and related interventions of UN Women's mandate and to the overall UN System presence in Programme locations and the inter-connectedness and sustainability of UN Women's initiatives on increasing leadership, protection and economic opportunities for refugee women and analyze possible weaknesses in order to improve next steps for scale-up Programming; among others.

c) Focus Group Discussions

Focus Group Discussions were conducted for the LEAP beneficiary communities: refugee women and host communities; including men, boys and girls in Yumbe and Adjumani districts. The topics of discussion focused mainly on impact of the Programme to the beneficiary communities specifically: the relevance of LEAP intervention in addressing the needs of refugee and host community women, in alignment with gender equality and women's empowerment; the effectiveness and efficiency of UN Women's approach for achievement of results in the logical framework, including the Programme Theory of Change; the extent to which the human rights approach and gender equality principles were integrated in LEAP and humanitarian action programming in the South Sudanese refugee response; the lessons learned, promising practices and innovations of work supported by LEAP Programme within the context of the aid effectiveness agenda. The evaluation team designed a FGD guide (Annex 5) to direct the discussion with different groups of beneficiaries (men, refugee and host women and girls); other groups such as Refugee Welfare Council (RWC) leaders.

2.5 Stakeholder Consultations

15 key informant interviews were conducted. 5 interviews were conducted at national level, including 3 with UN Women staff, and 11 interviews at district level (7 in Yumbe and 4 in Adjumani). The number of KIIs that were conducted is presented in Annex 3.

2.6 Sampling Techniques

The evaluation sampling was done purposively. The IPs were selected with the guidance of the LEAP Programme monitoring and evaluation staff. The key informants were selected based on their official responsibilities at national and local levels. Beneficiaries were purposively selected with the help of field staff. Key Informants were purposively drawn from the Local Government, and Community Leaders (including local women political leaders) as well as

National level partners of UN Women in the implementation of the LEAP Programme such as Refugee Law Project, CARE and UWONET.

2.7 Sample Size

Four FGDs were conducted in Adjumani with: refugee women, refugee men, refugee girls, host women, and RLP women support leaders. In Yumbe, nine FGDs were conducted with: refugee women, refugee men, refugee girls, host women, and RWC women leaders. The group participants were selected from CARE and RLP Programme beneficiaries (Tables 2 below).

The selected sample size of the KIs is listed in Table 1 below. Details of participants that were interviewed are presented in Annex 2.

Table 1: Number of KIs at National and District Level

Level	**Number of Participants at National and District level**
UN Women,	3
OPM, Donor	2
District Local Government Leaders	11
IP National and Field Officers	5
Total	**21**

Table 2: Number of FGDs and Participants per Districts

District	**Refugee beneficiaries**			**Host women**	**Refugee Women Group Leaders**
	Women	Girls	Men		
Yumbe	2 (RLP=10, CARE=10 women)	2 (RLP=10, CARE=10 girls)	2 (RLP=10, CARE=10 men)	2 (RLP=10, CARE=10 host women)	1 (10 RWC leaders)
Adjumani	1 (10 women)	1 (8 girls)	1 (10 men)	1 (11 women)	1 (8 women)

2.8 Data Analysis

During data analysis, the evaluation employed thematic analysis and grouping of data. In some cases, data extraction from existing reports was done to analyze performance trends. Qualitative data was analyzed using themes that emerged out of the ToR requirements. KIIs were recorded, transcribed and themes developed from the emerging information. The same technique was used to group and report existing data from the literature review process. Issue-specific probe ensured an all-round qualitative analysis and this was in part aided by the thematic structure of the tools that were developed to collect data.

Incorporation of Gender Equality in the Methodology

The Evaluation Team was cognizant of the need to ensure gender equality in the entire evaluation process and made use of the guidance offered through the 2011 United Nations Evaluation (UNEG) guidelines titled 'Integrating Human Rights and Gender Equality in Evaluation: Towards UNEG Guidance'. The Evaluation methodology was qualitative in nature, it sampled both women and men in both host and refugee communities. Data collection tools were designed to capture issues on gender equality and women empowerment (GEWE), human rights and male engagement. Tools were guided by questions that bring out gender equality in a way that enabled proper analysis of gender issues during analysis. To ensure that the process was gender balanced, both male and female refugee beneficiaries and male and female hosts were sampled for FGDs.

2.9 Ethical Considerations

The evaluation was based on the following ethical considerations:

(a) Seeking consent: Consent was sought through phone calls and emails with the assistance of UN Women staff and whoever granted consent was confirmed for the interview and granted a zoom link for the online interview a day or two before the interview was conducted.

(b) For the physical interviews, the evaluation team made phone calls to the field-based IPs, government officials, CSO and CBO officials, women leaders and selected beneficiaries, oral consent was granted through phone calls before the team set off for the field.

(c) Maintaining Confidentiality: Interview were conducted on individual basis apart from FGDs to allow for confidentiality. Furthermore, all data collected from various respondents was collectively presented in the report without individual names no individual names have been used in the report. Data collected through zoom has been stored up to such a point when the report has been approved and will be deleted thereafter. All the information received from the client or respondents was all kept in privacy and never shared with other parties that not involved in the evaluation process.

(d) The time of conducting FGDs was set appropriately and interview venues were open in consideration of the groups of beneficiaries (women and girls) that participated in the discussions.

(e) Avoidance of bias: The Evaluation team will report findings objectively and will not be biased to report what was not obtained from primary and secondary sources.

2.10 Limitations of the Evaluation

The following were the limitations of the evaluation:

- Use of qualitative and not quantitative methods of data collection limited the triangulation of evidence collected. The evaluation team conducted many KIs and FGDs to try and get corroborated findings.
- Restrictions on gatherings due to Covid-19 pandemic. These were mitigated through liaison with relevant authorities and where possible the face masks, sanitizers as well as water and soap were provided especially during FGDs. KIIs were mainly conducted virtually through zoom.

- At beneficiary level, the sample selected was small and not representative of all the target beneficiaries due to purposive sampling. There was no statistical formula used to obtain the sample. The team conducted many FGDs to make up for the small sample.
- Internet connectivity for some partners on the Programme. In such cases, physical interviews were conducted.

2.11 Analytical Framework

The specific evaluation questions, data sources, data collection methods and instruments were determined during inception stage. An evaluation matrix (Annex 8) was developed to guide the evaluation team how answers to the main evaluation questions would be obtained to inform all the evaluation criteria outlined in the ToR. The following questions guided the evaluation under the different aspects of the analytical framework. The evaluation questions were expanded further during the inception phase to enable the team collect sufficient information that addresses all facets of the main evaluation question.

1. **Relevance:** To what extent are the objectives and design of the LEAP Programme responsive to the global and country needs of beneficiaries?
   To be able to answer the question, the team used both primary sources and secondary sources. Primary sources involved: LEAP internal (core) and external stakeholders, key informant interviews, and Focus Group Discussions (FGDs) with LEAP beneficiaries. Relevant documents were reviewed to obtain secondary data. The documents included among others: Vision 2040, National Development Plan (NDP II & III), Adjumani and Yumbe District Development Plans (DDPs) ReHoPE Framework, UN and other international resolutions and Programme design document. This was important for the evaluation team to understand how the program aligned with the national policies, priorities and other normative frameworks. Thematic analysis was used to get to answers.

2. **Effectiveness:** How appropriate was the UN Women's approach for achievement of LEAP Programme results?
   The evaluation primary approach to this question entailed interviewing UN Women staff, IP staff and conducting FGDs with Programme beneficiaries. Secondary sources like Annual reports and Mission reports were reviewed for triangulation of information from interviews and FGDs. Thematic analysis was used to get to answers.

3. **Efficiency and Coherence:** To what extent and how have the LEAP Programme operations been optimal in achieving the objectives?
   The primary source of data for this question was UN Women staff and relevant IP staff. Secondary data was obtained from the Programme budget and the performance data in the Programme reports. Thematic analysis was used to get to answers.

4. **Impact:** What difference has the intervention made in the lives of refugee women and girls (intended and unintended) and to what extent have they collaborated to create synergies beyond this project?
   To be able to get to answer the question on impact, the evaluation team conducted KIIs with UN Women staff, IP staff, Local Government leaders, and FGDs with women group leaders and beneficiaries. Thematic analysis was used to get to answers.

5. **Interconnectedness and Sustainability:** To what extent are the results achieved by the LEAP Programme likely to be sustained over time.
   KIIs were conducted with national level stakeholders, UN Women staff, and IP staff at national and local level, Local Government leaders. Information obtained from KIIs were analyzed thematically.

6. **Human Rights and Gender Equality:** To what extent did the program change the dynamics of power relationships between different groups (including refugees and host communities)?
   The evaluation was interested in understanding how LEAP Programme advanced attention to/integration of gender equality and human rights concerns in the interventions implemented. KIIs were conducted with UN Women staff and IP staff. Perspectives on Gender equality were also obtained from FGDs with men, women and girls. Thematic analysis was used to get to answers.

3.0 Main Evaluation Findings

As highlighted in the ToR, the Evaluation was conducted following six UN Evaluation Group (UNEG) evaluation criteria (relevance, effectiveness-including normative, and coordination mandates of UN Women- efficiency, coherence, impact and sustainability), as well as standards based on Human Rights, Gender Equality and Value for Money as additional criteria.

3.1 Analysis of Performance Indicator Data

The LEAP evaluation mapped achievements to Results Framework **(Annex 7)** to assess the extent to which results from specific interventions implemented by the LEAP Programme were achieved and to assess the cause and effect linkages between the activities/processes and the achievement of outputs/outcomes. Progress achieved towards the outputs and outcomes was assessed using baseline data, data extracted from the Programme annual reports against LEAP Programme life of Programme (LOP) targets for some performance indicators and annual targets for other indicators. Two Programme annual reports 2018, 2019 and 2020 were used to assess the performance trend. Analysis of the performance of a particular indicator was based on a comparison of actual performance against the target to arrive at: 1) target not met, 2) target met and 3) target exceeded, as illustrated below. Details of the analysis are presented in **Annex 9**.

Target Not Met (<0%)	Target Met (0-1%)	Target exceeded (>1%)

3.1.1 Programme Goal

The overall goal of the LEAP was to ensure that SSD women and girls affected by crises lead, participate in, and benefit from relief and response services. The goal was contributed to by three outcomes **(Annex 7).** An estimated 3 million women, men, girls and boys were reached by the LEAP programme through community awareness raising and multimedia advocacy on gender equality and women's empowerment. 93% of the 7640 refugee women affirmed that the refugee response addressed the concerns of women's needs1. This was a great achievement for the LEAP Programme considering that the indicator value at the beginning of the Programme in 2017 was 41%.

3.1.2 Outcome 1: Humanitarian response planning framework and Programming are informed by gender analysis and needs assessments

Under Outcome 1, UN Women intended to provide technical support to humanitarian actors, including providing tools and guidance on gender analysis and assessments to generate sex and age-disaggregated data; increasing capacity and effective engagement of Women Rights Organizations, CSOs and MGLSD and building capacity of key actors in Humanitarian Action. Outcome 1 was measured by two indicators: *"Percent of women participating in relief planning"; "Percent of projects with gender marker 2a and 2b"*. The result was contributed to by two output results. Findings indicate that for two consecutive years, 2019 and 2020, there was under performance on indicator *"Percent of women participating in relief planning"* was 50.7 Yumbe and 26% in Adjumani in 2019. Performance in 2020 was 507% in Yumbe and 46% in Adjumani. Performance in the two years was measured against the LOP target of 50%.

Indicator "*Percent of projects with gender marker 2a and 2b"* was not achieved in 2018. Performance for marker 2a was 63% against the target of 100% and 50% for 2b against the target of 50%. The indicator statement was adjusted in 2019 from 'Gender Marker' to Gender and Age Marker (GAM)'. In 2019 and 2020, the GAM indicator was under achieved: 37.5% for both GAM code 3 and GAM code 4. Performance in 2020 was 47% for both GAM code 3 and GAM code 4. The target was maintained at 100% and 50%.

Output 1.1: Strengthened capacity of key actors in humanitarian action to plan and implement gender responsive programmes in all phases of emergency preparedness, relief and recovery
Output 1.1 was measured by the indicator, *"Number of key gender issues identified and initiated for action through the intervention of key actors."* Analysis of indicator performance showed that this output result exceeded the target in 2019 (11 key gender issues were achieved against the annual target of 5); and in 2020, the target was met (4 gender issues were achieved against the annual target of 3). In general, the result exceeded the LOP target that was set at 10 gender issues to be identified. Improvements in humanitarian planning and Programming was further corroborated by responses from KIIs:

[1] LEAP End of Program (EOP) Report, December 2020.

*"Through the LEAP Programme, humanitarian assistance planning has been enhanced through regular consultative meetings of different stakeholders" (*RDC of Adjumani).

Output 1.2: Strengthened capacity of the humanitarian coordination mechanisms (community structures, settlement and settlement and inter-agency coordination meetings, SWG meetings) to identify, address, and monitor the needs of women, men, boys and girls

The output result was measured by one indicator: "*Number of sectors supported to identify and strategize on gender issues."* Available performance data indicated that the indicator performance for this result exceeded target for two consecutive years (2019 and 2020). 10 sectors were supported in 2019 to identify and strategize on gender issues compared to 7 in 2020. Performance was measured against the LOP target of 4 sectors.

3.1.3 Outcome 2: Leadership and positive coping mechanisms for SSD refugee and host community women affected by sudden onset emergencies are promoted

Under Outcome 2, the LEAP Programme intended to increase access to leadership and immediate income generating opportunities for refugee women and women in host communities. The result was measured by two indicators:

i. Percent of target refugee women who have at least one role in the various refugee community structures or mechanisms (community mobilizer; translator; community facilitator, school boards, village health water management committees, etc.)

Available data shows that there was a positive trend of performance of this indicator in Adjumani (49% in 2019 and 76% in 2020 against the LOP target of 20% for Adjumani). However, the performance in Yumbe was lower than the target (28% in 2019) and 68 percent in 2020. The LOP target for Yumbe was 50%, with overall achievement at average %age of 48%. Women have ventured into leadership positions and income generating activities (IGAs) and because of this, their voices have been amplified and their contributions to community affairs as well. Women are actively engaged in community affairs due to the adult learning that has improved their literacy levels.

ii. Average Coping Strategy Index (CSI) Score for the target Female Headed households

Available data shows that at baseline in 2018, 9 % of female headed households got food on credit. There was a notable improvement in 2019 when the percentage dropped to 8%; 18 % bought cheaper food in 2018 with improvement in 2019 when the percentage dropped to 5%; 8 % of households skipped days of eating at baseline and by 2019, the percentage had dropped to 5%. 2020, information available indicated that 75.3% of households had food during the survey period while 59.8% had not gathered wild food. Generally, the indicator data indicates that the indicator performance was good and the targets were met.

Contrary to performance of indicators, information obtained from FGDs with RLP for Refugee women Leaders and men in Maaji 3 in Adjumani, indicated that food was the most mentioned relief service the beneficiaries were not satisfied with. Access to food was emphasized as a

human right of concern that needs special attention. This outcome result was to be achieved through the following output results:

Output 2.1: The capacity of SSD refugee and host community women to lead and engage in relief efforts and decision-making is strengthened
Emphasis was to empower women and girls to participate as decision makers in the formulation of humanitarian action plans and Programmes that will have a direct impact on their own survival and recovery prospects, as well as those of their communities**.** The result was measured by performance indicators: *Number of gender issues identified, initiated or followed up by the target refugee women leaders.*
Analysis of indicator performance indicated that the output result was achieved (exceeded annual target in 2019, 12 gender issues against the target of 10) and met annual target in 2020, achieved 8 gender issues against the target of 8).The two year performance totalled to 20 gender issues identified, initiated and followed up by target refugee women leaders. The LOP target of 20 gender issues that was set for the indicator was satisfactorily met.

Output 2.2: SSD refugee and host community women are equipped with skills to compete for cash for work opportunities available in the refugee settlements
The output result was measured by:
Percent of target (6,000) SSD women refugees who have accessed at least 3 cash for work opportunities over the last 12months. Analysis of indicator performance data shows that the targets were not met. 2019 and 2020 indicator performance (24% and 65% respectively) was measured against the LOP of 80%.

Information from FGDs indicated that participants (both men and women were not so familiar with the cash for work activities. Cash for work was mentioned several times by beneficiary respondents when they were asked to identify which relief services they are not satisfied with. Other respondents mentioned not being paid on time or not being paid at all for the work they had done.

Output 2.3: SSD refugee women are equipped with literacy and numeracy skills
This output was measured by: *Percent of target refugee women with literacy and numeracy skills.* Performance data available indicate that the LOP target of 100% was exceeded in 2019. Performance in 2019 was 133%. However, there was a drop in performance in 2020. Performance in 2020 was 76.75%. Further inquiries about the sudden drop in performance revealed that the cause of under achievement was due to Covid-19 restrictions that could not allow physical literacy classes to take place.

LEAP Programme had a component of English for adults that aimed at equipping refugee women with literacy and numeracy skills. The attained skills have enabled them to present their concerns because they can now competently express themselves in English and this also led to access services better compared to before the LEAP Programme. The skills have also led to increase in human rights for women, men, girls and boys. As a result of literacy and numeracy skills, there was reported change attitudes and perceptions about women and girls.

"Women now attend meetings, ask questions in English, write their names and also understand what others are saying. Women now enroll for literacy and numeracy classes with clear expectations why they want to learn. The results of equipping women with literacy and numeracy skills have been awareness about conflict sensitivity, self-confidence, and economic empowerment. These results are usually exhibited among women that have completed the entire duration of the term (eight weeks) and obtained a certificate. As a result of the benefits observed from the RLP training, other partners like World Vision, AWF and CARE have also started to offer literacy and numeracy training" (Respondent from IP).

3.1.4 Outcome 3: Sustainable economic opportunities for SSD refugee and host community women affected by protracted crises are promoted

The intention of LEAP Programme under Outcome 3 was to bridge the humanitarian/development divide by promoting sustainable livelihoods for marginalized refugee women. Specifically, the focus was to increase access to sustainable long-term livelihood opportunities for women and girls, and to promote positive attitudes and behaviors of men and boys towards gender equality.

The outcome was measured by indicator: *Percent of target refugee women who make an income of at least UGX 90,000 monthly or UGX 3,000/- per day from their labour/services*.

The LOP target of 70% was not achieved. In 2019, 30 % of the women and girls engaged in the village savings and loan association (VSLA) activities earned an average of UGX 3,000 to UGX 5,000. In 2020, 61.7% of the 977 (806 refugee and 171 host including 32 PWDs) women were supported to access income generation opportunities and were able to earn an income of at least UGX 3,000 to UGX 7,000 per day.

Output 3.1: The capacity of SSD refugee women refugee and host community women to participate in profitable income generation activities is strengthened

The result was measured by: *Percent of target SSD engaged in IGAs who keep books of accounts and are part of an active savings scheme*. The indicator performance exceeded annual targets in 2019 and 2020. The target in 2019 was 50% and achievement was 100%. In 2020, the annual target was 50% and achievement was 75%.

Achievement of the output result was through supporting formation of VSLA groups (64 VSLAs in 2020) that comprised of both refugees and hosts, supported with masks and Covid-19 personal protection equipment (PPEs), association members trained on book keeping, trained them in savings and credit, group dynamics, financial management and continuous mentorship and monitoring of groups[2].

Output 3.2: Increased awareness by the refugee and host communities on gender equality, women's right to participation, leadership, and women's economic rights

[2] UN Women 3rd Annual Report on LEAP (September 2019 - August 2020).

The output was measured by indicator: *Percent of community members who believe in gender equality between women and men.*
For two consecutive years (2019 and 2020), achievement exceeded the LOP target of 50%. In 2019 achievement was 70% and in 2020, achievement was 80%.

Despite the impressive indicator performance, key informants and FGD participants were asked a question *"To what extent do you believe in gender equality between women and men, boys and girls?"*

There were mixed responses and the team sampled a few of them as presented below:

> *"To a lesser extent due to the culture setup and Islamic religious faith but also to the low level of civilisation"* (LC V Chairperson).
>
> *"Generally we are all equal though men do not want to believe it but as far as Yumbe is concerned equality is not possible being supported by culture and the Sharia law in their religious faith which disempowers women"* (Chairperson Women Council).
>
> *"To a greater extent if all effort is put together, 30% of the community does not believe even women do not believe in it. Women sometimes miss opportunities in fear of men. Women and men cannot be equal in business decision, access to services. In order to achieve this we need to bring on board religious, elders, cultural leaders"* (Gender Officer in Yumbe).
>
> *"As far as the gender equality is concerned, culturally that is paper work. Women were meant to do domestic work. There is stereotype so generally we need total mind set change of both men and women. Due to inferiority complex, women do not take up responsibility given to them"* (District Planner).
>
> "*To a large extent, I believe strongly in gender equality since we all have equal value. It's absolutely important to treat men and women, boys and girls equally. Boys and girls deserve to be treated equal. Boys and girls, men and women should have equal access to information. We absolutely believe in equality" (Host woman participant in FGD, Adjumani).*
>
> *"To a greater extent, culturally women are not leaders only things have changed because of LEAP. Today we are leaders because of LEAP. We began from zero, now we are leaders in schools, school management committees (SMCs), RWC and Women's league (WLG). What a man can do a woman can do. Women now have a vision to do things in media and present views that are very important to the world. Our eyes were opened by the LEAP Programmme through RLP and CARE"* (Refugee woman participant in FGD, Yumbe).

Some of the above responses show that culture and gender stereotypes are still entrenched in communities.

3.3 UN Women's Strategic Approach for achievement of LEAP Programme Results

The LEAP Programme was designed to address the problem of lack of empowerment and resilience to respond to current and future shocks among SSD refugee women and girls especially in the context of protracted crises and prolonged displacement. The LEAP Programme was implemented through a results-based management and rights-based Programme approach, whereby all actors in the implementation of the Programme, contributing directly or indirectly to achievement of results, ensured that their processes, products and services contributed to the achievement of ultimate goal of the Programme; and adherence to international human rights standards and operationally directed to promoting and protecting human rights.

From the viewpoint of the Programmatic areas covered by the LEAP Programme: the economic empowerment, leadership empowerment and humanitarian response, the Programme brought on board refugees, especially women that were empowered to take charge of their responsibilities. Considering the fact that SSD men tend to move back to Southern Sudan leaving women in settlements, UN Women approach of empowering women addressed the underlying causes of the problem that the LEAP Programme was designed to address.

According to the implementing partners, the system of monitoring and evaluation for the LEAP Programme has been effective. Monitoring of Programme activities entailed going deep down to meeting participants who were the main beneficiaries of the LEAP Programme.

3.4 Relevance of the LEAP Programme

The relevance of the objectives of the LEAP Programme were assessed from the perspective of how they addressed the identified needs of beneficiaries and stakeholders, alignment with the objectives with GEWE, other UN and national frameworks and the choice of IPs.

At the time the LEAP Programme was designed, the Sustainable Development Goals (SDGs) had come into force and the Programme design put them into consideration. The LEAP Programme was also anchored in the Vision 2040, the National Development Plan (NDP) II and the Uganda National Gender Policy (2007) at national level to effectively deliver on the empowerment of host and refugee women. The national development framework has been supported within the context of the UN Development Assistance Framework (UNDAF) that ends in 2020. The lessons from the LEAP Programme were used during the design of the NDP III where there is a particular programme that looks at human capital development as an outcome within NDP III. This confirms how LEAP was relevant and well aligned with national policies. LEAP was also anchored in the adapted Comprehensive Refugees Response Framework (CRRF 2018-2020) under the auspices of the OPM. The CRRF has five pillars that promote protection and wellbeing of refugees and the host communities namely; (1) Admission and Rights, (2) Emergency Response and Ongoing Needs, (3) Resilience and Self-reliance, (4) Expanded Solution and (5) Voluntary Repatriation. The Programme was well aligned with other normative framework such as the Beijing platform of action that aims at amplifying the voiceless to come out in terms of their status, and bringing everybody into the development

limelight. This explains how the LEAP Programme was relevant to all the national policies and priorities focusing on NDP II and NDP III but also the normative framework for GEWE.

> *"This Programme was aligned to NDP II and later on transitioned into development plan III. Therefore, I would say it is well aligned at the national level with the national policies taken into consideration, the refugee policies, and the normative ones. The Programme contribution into the NDPII actually transitioned the lessons into the designing of the NDP III and a particular Programme, which is looking at human capital development as an outcome Programme within NDP III. It was well aligned of course with the other normative frameworks like the Beijing Platform of Action, which is looking at amplifying the voiceless to come out in terms of their status, looking at areas that leave no one behind but bring everybody into the development limelight"* (UN Women staff).

In line with the principle of Leaving No One behind (LNOB), LEAP Programme was inclusive in availing livelihood options like cash for work, IGAs, agriculture, skills training and VSLAs for refugee girls, women, boys, men including people with disabilities in the communities. In 2020, 977 women including 32 PWDs were supported to access income generation opportunities and were able to earn an income.

Information from Programme documents and KIIs indicated that by design, the LEAP Programme to a larger extent responded to the identified needs of the beneficiaries. However, the original LEAP design did not consider the emergency environment in which the Programme was operating. LEAP was the first Programme to respond to the needs of refugees and host communities all of whom were women and girls. In the context of beneficiaries, findings from KIIs and FGDs indicated that the LEAP Programme was to a larger extent relevant in addressing the general needs of the refugee and host women. Key informants and the Programme beneficiaries confirmed that the programmatic methodologies and strategies adopted by the Programme addressed the needs of the beneficiaries. Such strategies included the choice of the Programme areas such as humanitarian response to the refugee and host communities and humanitarian action with a nexus of women, rights, peace and security; targeting women and girls as individuals, capacity and skills development, and building partnerships, all of which were relevant in addressing the consequences of the war in South Sudan and the Democratic Republic of Congo (DRC) without compromising the livelihoods of the host communities. This allowed LEAP to have a holistic approach to addressing the underlying causes of GEWE especially in economic empowerment, political and leadership participation, GBV and SGBV by focusing on norms and livelihood challenges.

> *"The UN Women had an advantage because of its triple mandate of ensuring that we are mainstreaming gender in all interventions within and without the UN system. Number two, we are ensuring that the national policies, the global norms are being adhered to at national level so we had that advantage because UN Women is looked at as an anchor for advancing gender equality and women empowerment. Therefore, this Programme was placed within those two pillars, gender equality on one side and women empowerment on the other side. So putting the two together brings a shift in*

terms of the kind of livelihood of the refugee women and girls plus the host communities" (UN Women staff).

In the view of the Norwegian embassy, the Programmatic methodologies /strategies were appropriate to address the identified needs of beneficiaries and stakeholders.

"Considering the situation before the Programme was started and the influx of refugees at the time of the crisis in West Nile which always leads to change in the dynamics of society which always leads to things like increased gender violence/violence against women, at the same time this is the poorest and less developed among all regions in the country. There were challenges like lack of women representatives in the refugee leadership structures and the need for improved coordination specifically on Gender issues at the time. Considering that situation, the methods were appropriate and addressed the specific challenges" (Maja-Advisor Displacement-Norwegian Embassy-Uganda).

Information from FGDs with beneficiaries indicated that the identified such as livelihoods at individual levels were was well addressed. There was repeated mention of significant increase in the number of female leaders (refugees and host women) and improvement in regard to coping mechanisms for most target groups. This was an indication that there has been improvement in resilience especially before Covid-19 pandemic that altered the whole narrative.

"LEAP got women out of problems, women were behind, and women were never leaders before the LEAP Program came" (FGD participant from Bidibidi refugee women beneficiaries).

However, there was a gap noted in the area of livelihood component targeting women and girls only and not the entire household. Much as the strategy of targeting women and girls was good for promoting gender equality, the missing link was the lack of holistic targeting to include boys and male engagement. As part of the programmatic strategy, engaging men and targeting boys should have been applied in the Programme as leaving the men aside limits total achievement of gender equality.

It was noted that LEAP was an emergency Programme but other emergency needs kept evolving over time but these were not addressed due to lack of flexibility.

"There was a moment when there was a cholera outbreak in the respective refugee settings but at the initial stage some of those emergencies were not considered that's why I said at some degree the Programme was relevant but also a NOT relevant basing on the emerging issues that were coming in and yet the program seemed not to be flexible yet it was working in a humanitarian setting" (UN Women staff).

The other aspect of relevancy was noted in the choice of partners that implemented activities in the context of refugee women and marginalised groups. For instance, RLP that looked at access to justice and legal services; CARE international with expertise in village savings and

loan association (VSLA); and UWONET that amplified the power of women and girls in terms of leadership.

Much as the three partners were strategically selected and very relevant to the Programme operations, it would have been more beneficial if a research partner was brought on board to focus on research and documentation of lessons learned along the implementation process of the Programme. The documented lessons would benefit not only UN Women to position for resource mobilization but also other partners such as OPM. The kind of research envisaged would be in the context of learning whereby the LEAP Programme would address a series of technical questions, knowledge gaps, assumptions and lines of enquiry during the projects' implementation. This helps the programme to better understand the magnitude and determinants of project performance and to test the fundamental assumptions underlying a project's design. The main principle is that by understanding these questions/knowledge gaps, a project is in turn able to refine its design and or introduce improvements for future efforts. Institutional learning and change can be catalyzed and supported through exploring and reflecting on questions centered on the following three areas:

a. O*perations* (how well are we doing the job?) - refer to programme reports, indicator tracker and performance indicator reference sheets.
b. S*trategy* (are our goals and strategies still relevant to our clients?) - refer to the results framework.
c. *Paradigm* (are our underlying premises and mental view of the world still valid under current conditions?) - refer to your theory of change, programme hypothesis and assumptions.

3.5 Effectiveness of the LEAP Programme

The objectives and strategies of the LEAP Programme were built on national and international plans and Programmes as well as on national and local policies. There was evidence that the Programme included strong references to national policies and strategies in the Programming documents.

UN Women had a well thought out Theory of Change (TOC) that: ***If*** Humanitarian response planning frameworks and Programming are informed by gender analysis and needs assessments; and ***If*** Leadership and positive coping mechanisms for SSD refugee and host community women affected by sudden onset emergencies are promoted; and ***If*** Sustainable economic opportunities for SSD refugee and host community women affected by protracted crises are promoted, ***Then*** SSD women and girls affected by the crisis will lead, participate in, and benefit from relief and response services.

The understanding of the TOC became a shared goal for the IPs, UN Women, OPM, Local Governments (LGs) and other partners. This made it mandatory for all actors to direct efforts in the same direction.

> *"If you looked at the TOC in this Programme it clearly stipulates what we wanted to achieve as partners. Our mind as the designers of this Programme at the end and the*

> *change that we wanted to cause in the lives of these women and girls. Therefore, I would say that the technical design was very relevant based on the results that have been realised and because of this design, it places UN Women as an anchor within the UN system. By the way this was the first Programme to respond to a humanitarian kind of environment within a humanitarian setting particularly focusing on refugees and host communities of whom are women and girls"* (UN Women staff).

The UN Women LEAP has successfully created a Programming model that was also business oriented whilst promoting gender equality in humanitarian action. Humanitarianism is known for being relief based but the UN Women purposed to create a model that would include a business model. This is evidenced in the successful VSLAs that moved beyond handouts to a point where beneficiaries would invest their money and make a profit. However, in order to fully maximise profits, this evaluation identified a need to collaborate with financial institutions to create a digital system that links these VSLAs to banks.

Effectiveness of the LEAP Programme was further assessed from the perspective of achievements of outputs and outcomes as these inform decisions for future Programming. Primarily, the Programme led to the increased leadership of women in the refugee settlements and host communities in Adjumani and Yumbe. Good coordination with the grassroots beneficiaries and ease of communication from top to down and from down to top made every stakeholder feel valued and made the management of LEAP Programme rated as effective. Generally, it was noted that the LEAP Programme realized the intended outputs and outcomes to a larger extent. Although a few performance indicators did not have data at some point, information from KIIs and FGDs pointed to the fact that the LEAP Programme effectively achieved results.

> *"When an activity is done, they come back on ground to do follow-ups, make assessments and evaluate the activity. They used to call and tell me they are coming for monitoring and evaluation and they used to move as a team so that one can understand what they are doing"* (Executive Director of a women's group).

Working closely with other local women organizations in Adjumani and Yumbe facilitated the achievement of the LEAP Programme. UN Women worked with the Adjumani and Yumbe Gender Based Violence Network that continued to strengthen the work of LEAP Programme. Other various partnership were with other UN agencies, the High Commission for refugees, World Food Programme; and on the ground working with the UN area coordination offices in Yumbe and West Nile. The broad-based partnership promoted effective achievement of Programme results.

Findings indicated that addressing the needs of women started with budget allocations. Budget items were assessed to ensure that the budget was gender responsive and women needs were taken care of; age was considered and budget had to be responsive to vulnerability. At the district level, LEAP Programme results were shared with the districts and any

recommendations from the Programme informed planning and budgeting priorities at the district.

Another positive strategy was the strengthening the capacity of key actors in humanitarian action to plan well. Capacity was built for individuals and organizations like CSOs, including skills building and networking. Bringing women led organizations to work and collaborate and learn from one another was lacking before LEAP Programme was implemented. This kind of networking brought together all NGOs concerned with women's issues, which led to strengthened planning with a common goal. A key informant from a women's group had this to say:

> *"We were able to learn how to handle thematic areas, otherwise were just jumping on to activities that we thought were good only. When we got that kind of training in leadership and what was expected of us, we were able to know exactly what to specialize in. For instance if we are a women focused organizations, our focus was looking at girls and so forth. We were not good with responding to emergencies, they took us also through that capacity building in immediate response in case there is an emergency how we were going to respond to the crisis. We were also taught how to write proposals and all those other strategies of mobilizing resources. So to me I look at it as UN Women has done a lot and is still doing a lot"* (Executive Director of a women's group).

The training provided to humanitarian actors to learn how to handle different thematic areas of the Programme also led to the achievement of the output targets. The training explicitly highlighted what was expected of every actor and to know exactly what to specialize in. For instance, women focused organizations dedicated to looking at the gender needs of women and girls. Before building the capacity of implementing partners, there was weak emergency response.

The following-up of Programme activities was so well coordinated. This made it easy to realise the gaps, the strengths and how the resources have been availed to implementing partners. LEAP Programme empowered and unleashed the potential of women, hence the reduction of GBV cases. There is realization of equality in terms of valuation of men and women. Before LEAP Programme, GBV was rampant but women were trained to harmoniously solve domestic issues and equipped with skills to resolve conflicts and other domestic problems. Through mediation in families, some things are happening and these changes show efforts of the Programme. There have been male engagements and this helped to deter violence in homes, all these were considered progressive indicators.

> *"The LEAP Programme managers were open to discuss any implementation challenges (programmatic and administrative). The donor was fully involved in several field visits, which builds a stronger relationship with UN Women."* (Key Informant from Norwegian Embassy).

UN Women trained IPs in various areas of Programme delivery including; organizational and financial management, leadership (including decision-making and management of organisations), expectations from the board members, resource mobilisation and gender mainstreaming.

> *"We come in to provide the technical capacity building, looking at governance, looking at business issues, looking at issues around formation leadership issues and then these beneficiaries actually invest, so what that meant was a reduction in handouts but increasing impact in terms of terms of ownership and sustainability"*. (UN Women Staff)

The country office provided risk and financial management support to IPs through technical back stopping for financial management and conducting training on fraud and corruption so that IPs do not find themselves compromised. This included skills and tools such as comprehensive risk matrix that was periodically updated and revised every month to ensure that the IP management structures deliver on the Programme.

There was a consistent annual needs assessment on the skills, knowledge and capacities of the partnering institutions in what the partners called the 'Grand Imperial Event' in Entebbe for all the IPs. The event focused on identifying existing gaps in the implementation of the LEAP with support from UN Women finance and M&E representatives.

UN Women also supported internal reflections for individual IPs to further improve their delivery under the LEAP. This involved reflections at the board level of the IPs so that they improve their guidance for the Programme.

From the perspective of M&E function, instituting a results-based management system (RBM) helped partners to track the implementation of activities and targets achieved. RMB entailed clear identification of Programme beneficiaries and designing activities to meet their needs; defining realistic expected results, based on appropriate analyses and assessments (baseline assessment); a number of key underlying assumptions, risks and certain opportunities were put forward that could hinder or change the potential for achieving LEAP Programme's results and overall goal; LEAP Programme was continuously monitored to identify progress towards results with the use of appropriate performance indicators; and there was scheduled reporting on results (quarterly and annually). This was mostly beneficial to CBOs because they did not have M&E experts on their payrolls. The IPs were happy with the M&E function and actually admitted that the LEAP was one of the best-monitored Programmes they had implemented. This enabled them to pick lessons, gaps, and achievements as implementation went on. There were follow-ups and assessments evaluations during implementation. LEAP Programme M&E teams with capacities in different LEAP components would hold review meetings with the IPs and provide them with feedback. One of the participants had this to say about the M&E function.

> *"The system of monitoring and evaluation has been so effective. What I do not understand is whether the M&E staff go deep down to the people who are the main*

beneficiaries. However, if there is an area to be strengthened, I think they should be able to go down to household level. That would be good, otherwise monitoring has been very good. IPs are there to do the monitoring and evaluation for the activities and give them feedback but it is important UN Women M&E staff come down and also see for themselves" (Executive Director of a women's group).

3.6 Efficiency and Coherence of the LEAP Programme

The implementation of LEAP Programme was highly supported by the UN women staff. The UN Women management structure efficiently supported implementation and delivery of Programme results. UN Women worked with IPs with well trained staff with support from UN field offices. In cases where CSOs lacked the requisite management and leaderships skills, training was provided by UN Women in financial management, leadership, accountability and proposal development and writing. In terms of human resources of IPs and local implementers.

Efficiency was assessed from the perspective of the Programme operations in achieving the results. There was a good budget appropriation percentage before the advent of COVID-19. Interactions with the IPs indicated that 80 to 90 percent burn rate of the Programme budget produced the results. This demonstrated that the Programme was actually implemented on time within scope and available budget. Funds were always disbursed on time and this enabled timely implementation of planned activities. Several coordination structures were in place ensuring that Programme resources were used efficiently. Through KIs, the evaluation team learned that implementation of LEAP was within budget and the planned timeframe.

LEAP Programme had planning meetings with the OPM. This provided an accountability platform that enhanced the level of commitment and transparency by the UN Women and the IPs in the implementation of the Programme. Additionally, UN Women had a field office that was empowered with independent operations. The sub regional office reduced the cost of managing the Programme from Kampala and this created efficiency and value for money rather than travel to and from Kampala.

3.7 Interconnectedness, Sustainability and Impact

The central point of the synergies between the LEAP Programme and other actors was the need to empower women economically and to fight violence against women by addressing some of those underlying causes like home displacement, negative gender norms, low literacy, extreme poverty and limited gender interventions in the humanitarian field. The LEAP was also anchored in the adapted Comprehensive Refugee Response Framework (CRRF -2018-2020) under the auspices of the OPM. The CRRF has five pillars that promote protection and wellbeing of refugees and the host communities namely; (1) Admission and Rights, (2) Emergency Response and Ongoing Needs, (3) Resilience and Self-reliance, (4) Expanded Solution and (5) Voluntary Repatriation. The CRRF framework ensured proper and efficient coordination of the LEAP services at national level.

".....there is a refugee framework that we follow- the CRRF. It is a framework that brings in all actors of refugee settings to advance support and this is a framework

developed by the government under the OPM office so we fit in well" (UN Women Staff)

UN Women worked in partnership with the OPM that is mandated through an elaborate system and mechanism to coordinate efforts to care for refugees. The OPM have extensive operational roots in West Nile and Northern Uganda, while UN Women is progressively expanding its regional footprint in both locations and leveraging on decentralized government systems and CSO networks that have implemented similar initiatives for years. The two agencies had ample lessons from prior years that influenced the implementation of the LEAP Programme.

The UN Women further collaborated with the District Local Governments (LGs) in Adjumani and Yumbe districts. As a result, the LEAP Programme activities were aligned with the District Development Plans (DDPs). This had the following advantages:

a. Aligning LEAP activities with those of the districts promoted systematic implementation;
b. Duplication of activities was avoided by either government or other development actors in the districts;
c. Allowed the development partners and IPs access to the district budgets, which encouraged transparency and inclusiveness in the planning, implementation and monitoring of activities;
d. Helped to achieve meaningful mutual accountability, particularly in areas like Gender which requires major shifts in social norms and the way that Government operates;
e. Encouraged readiness by the Local Governments (LGs) to sign operational memorandums of understanding (MoUs) to facilitate the implementation of the LEAP.

UN Women collaborated with other UN agencies to deliver on the LEAP Programme. These agencies included United Nations High Commissioner for Refugees (UNHCR) for their humanitarian and peace coordination work with refugees and in host communities, UN Area Coordination Offices (UNAC) in West Nile and Northern Uganda, the World Food Programme (WFP).

LEAP Programme linked to regional and international processes/policies and discussions. UN Women made deliberate effort to engage at these levels. IPS and beneficiaries were too supported to be linked to regional and international processes. The above linkages pushed the LEAP Programme to a higher level policy discussion and ensured the experience of LEAP was included. For instance:

a. UN Women supported participation of LEAP Uganda beneficiaries and actors to make presentations on LEAP at the Regional GiHA trainings, Japan donor roundtable, Copenhagen donor roundtable, and international women day at UN Headquarter in Geneva, Regional Global Compact side events, CRRF global and regional events.
b. UN Women supported a side event at the Refugee Solidarity Summit in 2017 on Women and Girls
c. Uganda was one of the four countries selected for country level research on LEAP using cutting edge research methodologies and participatory video techniques.

National and international CSOs/NGOs were also included on the LEAP as Implementing Partners for efficient delivery of the Programme. These included the UWONET, CARE International and Refugee Law Project (RLP) as the main national organisations in the delivery of humanitarian services and refugee interventions. RLP was brought on board in 2017 to conduct the learning component, leadership, supporting women on platforms of advocacy as well as dealing with underlying gender issues through multi-media advocacy. CARE International came on board at the end of 2018 to deliver on women economic empowerment programme after a long evaluation process of the right partner to work on the livelihood programme. Despite the advent of Covid-19 in early 2020, the livelihood programme had delivered around 70% and an extension was granted to complete the pending activities. There was also partnership with UWONET, an umbrella CSO with 23 strong membership of different NGOs. UWONET partnered with two CBOs in namely: Overcomers Women's Group in Adjumani district and Yumbe Gender-Based Violence Network (YUGNET). The selection of national level CSOs/NGOs was informed by their track record in their delivery of humanitarian services. One of the CSO partners in the LEAP Programme said the following about their inclusion as partners;

> *"They knew very well which partners to bring on board and they were identified based on their competence and capability. So I believe the role of UN Women was really so significant especially in terms of conceptualizing the partners that had to come on board"* (YUGNET Staff)

The choice of the above listed IPs supported the UN Women as a humanitarian organisation which was relatively new having joined the field in 2010. The design of the LEAP brought strengths from the UN Women core thematic areas to guide implementation. The UN Women Country Office prioritized four thematic Programme areas i.e. women's leadership and political participation, ending violence against women, women's economic empowerment, and lastly women's peace, security and humanitarian intervention. All the four were incorporated into the LEAP to help the IPs tackle the underlying causes to the disempowerment of women. This ingenuous incorporation of the UN Women thematic areas eased coordination of the LEAP Programme.

Furthermore, all the IPs had to subscribe to the standing orders by the OPM. This ensured that the IPs were recognised by the OPM and enhanced ownership of the LEAP interventions. This eased implementation of the LEAP. The LEAP was also supported by the different UN agencies' offices in the region in addition to the presence of field offices by the IPs. UN Women's coordination mandate opened up opportunity space for convening GEWE with Government, UN, CSOs and points of contacts (PoCs).

Strong relationship that existed between the LEAP Programme, national and district authorities, the Resident District Commissioners (RDCs), OPM and LGs led to the latter actively participate in the annual 16 days of activism (November 25 to December 10). The RDCs led the initiative to mobilize women for talk shows on local radio stations.

Linking beneficiaries and other implementing partners to other interventions was a good strategy to ensure sustainability of the results that have been achieved in phase I and phase II of LEAP. For instance, access to legal services provided by RLP has been linked to joint Programme where there is innovation in access to legal services. People will be able to carry on with what they have achieved from the LEAP Programme even after the Programme has ended. The Programme equipped them to carry on. Although the LEAP Programme has not been implemented for such a long time, people have been empowered to move on to sustain the results achieved. This was be made possible because of the involvement of local structures in the settlements and host communities.

The involvement of the local CBOs and leaders was another important strategy for the sustainability of the LEAP Programme results. Local leaders knew all the small NGOs on ground and were good mobilizing people. This coupled with skills transferred to individuals and groups of women has high sustainability value.

Some IPs are already using the accumulated knowledge from the LEAP to source for further funding from other partners to maintain and expand the current Programme achievements.

VSLAs were linked to other service providers for example the micro-finance institutions, government programs like the Youth Livelihood Programme (YLP), and the Uganda Women Entrepreneurship Programme (UWEP) under the Ministry of Gender, Labour and Social Development (MGLSD) that looks at supporting women owned business enterprises.

Male Engagement: UN Women purposed to have women and men as equal partners and beneficiaries of development, human rights, humanitarian action, peace and security. The LEAP design focused on the South Sudanese women and girl refuges as well as women from the host communities. Targeting women alone in the initial design of the program limited the full potential for women as men grumbled and felt threatened by the presence of empowered women in their lives and communities. Power relations were still skewed in favour of men, which limited the economic empowerment of women and their full enjoyment of rights from a disadvantaged position. Despite the presence of LEAP, men were the decision makers, which disadvantaged women. UN Women thought it prudent to change the programming to allow men into the LEAP spaces to realize a quicker turn around in GEWE, including the involvement of male traditional leaders, who are respected and listened to by men and women alike. To change social norms that were making women and girls powerless, men and male leaders had to be targeted as custodians of culture and thus gender norms. Solving GBV challenges for instance required the involvement of women, girls, men, and boys, as well as religious, political and traditional leaders. Men and other male leaders would thus act as agents of positive change towards gender equality. Women were targeted because of their susceptibility to GBV within their homes and the communities, while men were targeted as potential perpetrators and this promoted harmonious family relations. The involvement of men in various human rights awareness raising clinics led to an improvement in the observance of human rights for women and girls, including an emphasis that girls are not a source of wealth in order to stop men from marrying their daughters off.

In the advancement of sustainable livelihoods for marginalized refugee women, there was promotion of positive attitudes and behaviors for men and boys towards gender equality. This benefited the advancement of women under the LEAP. Male engagement was therefore vital in the empowerment drive for women and in their participation in decision making in the community. This strategy was fundamental in ensuring more women are attracted to joining VSLAs. The "male engagement approach/role model men approach" called upon cultural leaders to come out and pronounce themselves on the patriarchal social norms and encourage other men to be positive about gender equality and women's rights.

3.8 Human Rights and Gender Equality

The Programme was implemented following the global norms, standards and Programming principles of Human rights, development effectiveness; gender equality and the empowerment of women. However, consultations at both national and district level revealed that the power relations between the men and women are still elusive with men still dominant in decision making. There is need to have a carrot and stick mechanisms in order to enforce gender equality and women's empowerment. i.e., there should be a reward mechanism to men who have demonstrated support to gender equality as well as some form of sanctions to the errant ones. This should be built within the project. The Programme implementation highly integrated gender equality and human rights concerns. The Programme reflects priorities and needs of beneficiaries which is in line with human rights standards, an international best practice, elimination and discrimination against women for example CEDAW, UN Security Council Resolution 1325, taking into consideration the needs of women and girls, Istanbul humanitarian summit which needs to ensure gender responsiveness in humanitarian action and other humanitarian principles.

There was the formation and advancement of the RWCs where women were given 50 percent slot to take up leadership and these were politically contested councils within the refugee settings and LEAP Programme engagement with OPM advanced and lobbied the 50% representation for women. This is not just representation on committees but representation on the executive to include a treasurer, secretary and the in charge of welfare. Out of those 5 positions there must be a 50-50 or not less than 50% of female representation.

When LEAP had just started implementation, men used to be the first participants to come in meetings leaving women behind. With LEAP Programme interventions, there was emphasis on gender equality within the system and men started coming along with the women.

3.8 Factors that Enabled LEAP Programme to Effectively Achieve Results

From the design, LEAP Programme was anchored in the Theory of Change (TOC) that clearly stipulated the cause-effect relationships. All the interventions implemented under LEAP Programme were aimed at the ultimate goal of changing the lives of these women and girls (in refugees and host communities). Therefore, the technical design of the LEAP Programme was

well thought of and very relevant to the contextual needs of women and girls. Based on results that that have been achieved and the relevancy of the technical design.

UN Women had an advantage over its triple mandate of ensuring that gender is mainstreamed in all interventions within and without the UN system; ensuring that the national policies, the global norms are being adhered to at national level. UN Women is a pioneer for strongly advancing gender equality and women empowerment. The two pillars: gender equality and women empowerment brought a shift in approaching the aspect of livelihood of the refugee women and girls and the host communities.

Open participation at international level, the level of legal framework setting, the availability of financial resources, and the technical staff with technical competence in refugee implementation context and who started with the Programme up to the completion (high level of staff retention).

The other enabling factor was the support from Programme stakeholders, for instance the support and political will by the office of the OPM, different partners, and private actors in this Programming like the media since there was a lot of media engagement. The availability of different private radio stations provided support in the airing out of the respective information that was needed and enabled the Programme interventions to be implemented successfully. There was stable political climate that enabled smooth implementation and good working relations with host communities.

3.9 Effects of Covid-19 to the LEAP Programme

Uganda registered the first corona virus case on 22 March 2020 that set in motion a raft of measures by the President of Uganda, including the closure of all education institutions, bars, airport, public transport, and all borders on 18 March 2020. Further measures included, a curfew, social distancing in all public places, a stay in the market order for vendors, majority of whom are women, and subsequently a lockdown went into effect on 23 March 2020. These measures had the following impact on the LEAP Programme beneficiaries:

- Farmers were unable to access agriculture inputs such as fertilizers and seeds; and from running retail shops and market stalls during the period of total lock down.
- Transport costs were increased and this negatively affected the prices of agricultural inputs and other businesses such as tailoring. Farmers were not accessing markets either.
- The implementation of the LEAP activities were slightly delayed due to limited mobility of the staff from IPs, local partners and the beneficiaries.
- There was an increase in the occurrence of sexual and gender based violence, teenage pregnancy and cases of early marriages. FGD interactions indicated that men looked at their daughters as a source of short-term economic gain and forced many into early marriages in exchange for bride price. In one particular case, a father forced a 16-year-old school-girl into marriage with a 24 year-old man (an FGD participant)
- There was an increase in school drop out for girls

- Generally, Covid-19 affected the planned activity implementation and the on-going group activities like VSLA activities, group business activities and individual members' personal businesses. This led to financial hardships for members and communities alike.

To ease the functioning and mobility of beneficiaries, UN Women provided mask-making opportunities and distribution of PPEs to the beneficiaries and key actors through their groups to ease their financial burdens during the lockdown. The masks also offered protection against the spread of the corona virus among the group members.

3.10 Good Practices

The conceptualisation of the LEAP at national level had a wide range of UN, national and local partners that harnessed experiences from one another for an efficient Programme. The selection of the different partners was based on their expertise i.e. the OPM coordinates refugee and humanitarian activities in Uganda and LGs monitor implementation of Programmes in their jurisdiction. Furthermore, UN agencies deliver specified services, the two partners (RLP and Care International) also had a targeted advantage while the IPs executed specific mandates i.e. women and girls' rights, VSLA services for host communities and refugee women, political participation and leadership. The LEAP refugee response was linked to the NDPII and the National Gender Policy. This ensured a focus on GEWE that is framed within the national priorities.

UN Women engaged in national and regional consultations to strengthen its cooperation at national level so as to align directly with the NDPIII priorities through the incoming 2021-2025 UNSDCF commitments. This led to delivery of better services.

The synergy between the national level organisations and the local partners created a chain for knowledge exchange. The involvement of the CBOs created a sustainable model in case the national level IPs pulls out of Yumbe and Adjumani districts. There was knowledge sharing on tools for report writing and tools for capturing some of the successes. This allowed for skills enhancement for the IPs in these areas.

3.11 Implementation Challenges

Challenges to Successful National Coordination

The 70-30% policy rule for refugee beneficiaries against the host communities presented a huge challenge to the implementation of humanitarian Programmes in refugee settlement areas. The LEAP faced the same challenge. The fact that the refugees are hosted in communities that were previously owned by citizens but now the citizens must compete for 30% of the Programmes, was a potential for conflicts between the hosts and the refugees. The refugees are usually looked at as beneficiaries that are getting too much and yet the refugees also felt that the host had exposure to the production resources so that causes a rift in terms of sharing the benefits. The same challenge was reflected in the leadership Programme when priority was given to refugee women.

The focus on women complicated implementation of the LEAP until an intervention around male involvement was incorporated. One of the comments on this challenge was:

> *"I mentioned over time that we had to change the definition of the primary beneficiaries. Along the way, we appreciated that if you want to turn or change these women's fortunes around, involve the boys and men in the LEAP spaces, including the traditional leaders"*

The other key challenge is the limited geographical scope of the LEAP. The LEAP is only implemented in West Nile but there are issues in the South Western. One of the IPs made the following observations on this;

> *"There should have ideally been a mirror Programme in South Western Uganda for purposes of learning. Are there differences in terms of these refugees those from Congo? I would have preferred one district in South Western Uganda, one district in western and then Kampala because it also has refugees who might be a mix of those from Sudan, Congo and Somalia. So that would have provided some bit of learning for subsequent Programming."*

Attainment of work permits from the OPM to work in refugee camps was a tedious process for IPs. This was despite the presence of a representative of the OPM in the operational districts because most of the administrative work was being done from Kampala, which is also wrought with bureaucracy.

There was a weakness in not phasing the LEAP activities according to the IPs. This was a weakness in the design of the Programme. One of the IPs had this to say;

> *"The only weakness I would talk about is that the activities were not done in phases for instance, the training. You know when you are dealing with mind-set capacity building, activities should be done in phases for you to see results coming out easily, may be on a quarterly basis. For instance, with the refugee people…….and let activities be done in phases. However here, due to resource constraints, the activities were not in phases. That somehow affects the sinking of the knowledge; it means that if resources are not enough you have to put so much information at the same time. I only see that but it may also be beyond UN Women or the Norwegian Embassy, because that was one of the weaknesses in the design".*

However, the Evaluation team noted that UN Women held several IP joint quarterly meetings where each partner presented their work. Joint field visits were also held, as well as joint inception and launch of project. This helped the IPs to know first-hand what the other partners are doing. The missing link was that IPs did not share reports with each other instead they only shared them directly with UN Women which creates a knowledge gap yet they are pursuing the same goal even though implementing different aspects of the Programme. One of the IPs had this to say;

"…it would have been better if maybe the partners could also share reports or something like that in the coordination meetings but this is a Programme where UWONET is working on women's rights and CARE is also working on that, Refugee Law project is working on that yet you hardly meet to know what the other partners are doing. What you see is a general email from the coordination office to submit reports and the reports are sent to them directly so there was that gap. Therefore, there is lack of collaboration, which would in one way, be helpful to the IPs to share experiences and so on. I think that platform is necessary and important."

The advent of COVID-19 disrupted most activities at all levels of the Programme implementation including support to the IPs.

Programmatic Challenges

The findings indicated that the implementation coverage of the LEAP Programme was limited in that all the sub-counties in Yumbe and Adjumani were not covered. This left out some sections of host communities to benefit from LEAP interventions.

The changes in social norms that required the involvement of men and boys, religious leaders, the cultural institutions. This was critical because there were lots of cultural dimensions around these groups that LEAP Programme worked with but need a lot more extra effort.

Covid-19 pandemic outbreak affected planned activity implementation and on-going group activities like savings and loan activities and business group activities as well as individual members' personal businesses. Covid-19 pandemic presented a new norm of working and it is likely to be a life changing lesson in which working must continue to meet the needs of Programme beneficiaries but not business as usual.

4.0 Lessons Learnt

- For effective implementation of women empowerment interventions, it is not enough to just target women and girls as individuals without bringing on board the male counterparts. This has led LEAP Programme to initiate the male engagement approach/role model men approach. Male engagement is vital in enabling women in attaining social status as they work as change agents in challenging the negative norms that affect participation in decision making in the community. This strategy has been fundamental in ensuring more women are attracted to joining of VSLAs.
- UN Women supported the IPs with organizational management, finance and Programme management training to improve operations. Implementing Partners (IPs) were also supported with the Monitoring and Evaluation (M&E) functions, funds were released on time and thus activities were done on time so much so that even the advent of COVID-19 could only slow down the activities but with no adverse effects. The presence of the Results Based Management (RBM) eased the implementation of

activities, allowed for quick learning, identification of gaps and thus a smooth implementation of the entire Programme.

- Once there is a lag in Programme start up, there is usually limited time for evaluation reviews
- LEAP collaboration with local leaders at district and sub county level was critical for the success and sustainability of the project interventions. This project was supported by the local leaders as many of them interacted with during this evaluation expressed knowledge of the objectives of the project and also requested for its roll out to other sub counties within the project target districts but also in other districts in the west Nile region

5.0 Conclusions

The LEAP was designed in a way that eased coordination and effective delivery of Programme interventions. UN Women worked closely with the OPM, LGs, and other UN agencies in delivering the LEAP. Secondly, the choice of the IPs like the Refugee Law Project (RLP), CARE International and Uganda Women Network (UWONET) allowed the LEAP to tap into knowledge and experience of such partners that had implemented similar Programmes. The network of local partners as well as a good presence of IP field offices helped the smooth implementation of the LEAP Programme.

The LEAP was also anchored in the national policy and legal frameworks like the Vision 2040, National Development Plan (NDP II), the Uganda National Gender Policy, Uganda's Refugee Act (2016), the ReHoPE strategy and settlement transformative agenda to underscore the need for gender mainstreaming in the delivery of LEAP services. The Programme was internationally anchored in the CRRF that was customized under the Sustainable Development Goals (SGDs) and the United Nations Development Assistance Framework (UNDAF).

The Programme further had a shift from the pure humanitarian approach that was widely used to support refugees and host communities to a blended approach that accommodated a business-approach, which led to sustainable economic livelihoods initiatives such as VSLAs. The LEAP also had a clear sustainability plan that involved empowering CBOs, opening up opportunities for partners to get in touch with potential funding sources and offered extensive training to the partners at the grassroots. In the process, this enhanced the sustainability of the achievements of the LEAP within the communities. The Programme had tremendous achievements including political empowerment. Women now compete with men at all levels. Decision-making has improved at both household and community level

6.0 Recommendations

Title: Considering that attainment of work permits from the OPM to work in refugee camps was a tedious process for IPs, the evaluation recommends that OPM should ease access to work permits by IPs to work in the refugee camps. These should be availed either at the approval of the Programme or from the OPM representatives in the operational districts.	
How to do	• IPs to engage OPM to ensure that permits are renewed in time
Responsible actor(s)	• UN Women and OPM
What if it is not done	• If it is not done, the effectiveness and efficiency of Programme implementation will be jeopardized. With the advent of COVID-19, there is anticipated scarcity of resources, necessitating the securing of more resources and managing them well.
Urgency	• High because the country portfolio more than tripled over SN2016-2020, and there is a need to strengthen systems for implementation

Impact	• The impact is high because implementation of activities will run as planned and uninterrupted
Difficulty	• Low because OPM is a key stakeholder in UN Women implemented Programmes
Link to conclusions	• This is linked to conclusion 1
Title: In order to improve on monitoring Programme performance progress, UN Women should ensure that the Result Framework is regularly updated since it is a living reference point. If a result is not tracked progressively (either because of no performance indicator or no data collected), it would be a good M&E practice to either drop or revise the result and indicator for ease of continuous monitoring. This recommendation is in reference to Output 1.3.	
How to do	• Update the results framework regularly during annual portfolio reviews • Develop a practical and measurable performance indicator for every result
Responsible actor(s)	• To be implemented by UN Women M&E technical staff.
What if it is not done	• Failure to implement this measure adversely affects the continuous monitoring of performance progress and understanding how the cause and effect linkages among results
Urgency	• Low because the LEAP result framework has come to an end but this should be observed in future programmes
Impact	• High, potentially ensures the continuous availability of data for programmatic and management decisions
Difficulty	• Low, it only requires dedication and being forward looking
Link to conclusions	• None
Title: The evaluation recommends that UN Women should engage financial institutions to create a digital system that links VSLAs to banks in order to fully maximise VSLA profits.	
How to do	• Lobby financial institutions to interest them in the VSLA operations
Responsible actor(s)	• UN Women
What if it is not done	• Failure to implement the measure will result in slow or no growth of investments by VSLA members
Urgency	• High for continuity of a business model created by UN women
Impact	• High , potentially increases profits of VSAL beneficiaries
Difficulty	• High because financial institutions may not easily pick interest

Link to conclusions	• Linked to conclusion 3
Title: UN Women should provide funds to the districts so that they can reach the sub-counties that were not covered by the LEAP Programme as this would increase in accessing the benefits of interventions by all host communities.	
How to do	• Channel implementation budget through local governments • Have a focal person within the district to oversee how the UN Women budget is used
Responsible actor(s)	• UN Women
What if it is not done	• The scope of interventions will always be limited to only areas that the programmes are able to reach
Urgency	• Low
Impact	• High, provides an opportunity to all hos communities to enjoy the benefits of the programmes
Difficulty	• Low
Link to conclusions	• Linked to conclusion 1
Title: Implementing Partners should have one stop centres/hubs for skilling, distribution of services, support for cash for work enterprises, enhance access to markets and ease access to government services for refugee and host communities to registration services and holistically support start-ups.	
How to do	• Have one stop centers for distribution of services in each district to act as services distribution centers, support for cash, and market access points • Create skilling hubs for host and refugee communities
Responsible actor(s)	• IPs
What if it is not done	• Synergies of the programme may disappear in case of lack of a central organization of activities and a common approach to service delivery and market access
Urgency	• High, because beneficiaries need to start learning to work together early enough and learn from one another
Impact	• High because this translates into sustainability for the programme
Difficulty	• Low, the building blocks by IPs and UNAC are already in place to achieve this.
Link to conclusions	• Linked to conclusion 1
Title: UN Women should institutionalise skills programmes among refugee and host communities by creating long lasting structures to foster continuity beyond the LEAP Programme. Working through existing local groups would be a good entry point.	

How to do	• Work with existing local groups to institutionalize skills programmes
Responsible actor(s)	• IPs, UN Women, UNAC
What if it is not done	• The sustainability of the programme would be under severe test especially beyond the life of the programme.
Urgency	• High, to allow beneficiaries develop internal mechanisms of skills gap identification and design practical interventions of dealing with them.
Impact	• High, this would place the beneficiaries in charge of the skills needs for existing and future members
Difficulty	• Low, the structures are already in place
Link to conclusions	• Linked to conclusion 1
Title: It is recommended that the scope of the Programme should be extended to the entire district including non-hosting communities to be at the same level with the refugees and host communities in terms of empowerment.	
How to do	• Expand the LEAP to cover the whole districts and other refugee hosting district
Responsible actor(s)	• Un Women, IPs • Norway and other donors should be abel to increase the level of funding to the LEAP to enable project expansion
What if it is not done	• Refugee-host tensions may not be addressed • More women may not benefit from empowerment
Urgency	• The need to continue with and expand the LEAP is urgent, to be able to sustain the gains and reach all women especially during this COVID-19 period.
Impact	• High, need to contribute to SDG 5, NDPIII and UNSDCF on gender equality in the humanitarian-development context.
Difficulty	• Low, through on going fundraising for the LEAP
Link to conclusions	• Linked to conclusion 2 and 3
Title: There is need to have a phased implementation of the Programme especially where mind-set change is needed. Trainings should be staggered to allow time for the beneficiaries to digest the information while subsequent trainings would offer both a refresher course and new knowledge that would allow the Programme to easily break through gender norms that disempower women and create gender inequalities	
How to do	• Modify training modules in a such a way that allows each module to build into another instead of carrying them out at the same time

Responsible actor(s)	• UN Women, IPs
What if it is not done	• Some knowledge will continue to be lost to 'overload'
Urgency	• High, the trainings are meant to empower communities with knowledge and skills and this is not being met with having several trainings happen at the same time
Impact	• High, it improves retention, application and offers beneficiaries an opportunity to refresh their minds
Difficulty	• Low, if funds are released on time and the programme stars on time, there is enough time to achieve this
Link to conclusions	• Linked to conclusion 2
Title: Strong need to involve the private sector for supporting the marketing function	
How to do	• Actively involve the private sector in the marketing function of the programme products
Responsible actor(s)	• UN Women, IPs
What if it is not done	• The expansion of economic empowerment opportunities will grow at a slow pace
Urgency	• High, as this will speed up the benefits accruing to the beneficiaries if products can be easily marketed or bought off by the private sector.
Impact	• High, it would improve the earning of the beneficiaries
Difficulty	• Low, all districts where the programme is have growing private sectors which can be an immediate link for the beneficiaries
Link to conclusions	• Linked to conclusion 2
Title: Introduce the Gender Action Learning Systems to improve the gender focussed planning of men, women and children at the household level. The plans developed at the beginning can be used as benchmarks during monitoring and evaluation.	
How to do	• Introduce a community-led gender action learning system (GALS) for refugee and host communities for GEWE and sustainability
Responsible actor(s)	• UN Women, IPs
What if it is not done	• The desired gender transformation will take longer to achieve, limiting the GEWE achievements.
Urgency	• High, this would speed up social and gender transformation that will lead to rapid economic empowerment

Impact	• High, it will bring individuals, household members and community members on board, including women, men and children
Difficulty	• Low, GALS would simply be aggregating and galvanizing existing efforts
Link to conclusions	• Linked to conclusion 3
Title: Implementing Partners need to have reward mechanisms for individuals that promote gender equality and women's empowerment. i.e., there should be a reward mechanism to men who have demonstrated support to gender equality as well as some form of sanctions to the errant ones. This should be built within the project.	
How to do	• Reward male champions in the programme • Institute creative penalties for men that are against the programme
Responsible actor(s)	• IPs
What if it is not done	• Without incentives, male champions may get fatigued and gradually reduce their engagement on GEWE • The men with negative views may limit the participation of their wives in the programme
Urgency	• High, the positive involvement of men thaws negative gender relations and energizes other men to allow their women to freely participate in the programme
Impact	• High, more men and their wives would get on board and promote GEWE
Difficulty	• High for men who are negative but cannot be sanctioned under the programme. • Low for men who are already part if the programme
Link to conclusions	• Linked to all 3 conclusions
Title: There is need for enhancement of male engagement without watering down the GEWE component through a more expanded household approach	
How to do	(i) Promote active involvement of men in the all the activities of the programme (ii) Strengthen positive gender relations among beneficiary couples (iii) Promote male champions as role models in both refugee and host communities
Responsible actor(s)	• To be implemented by the UN Women, IPs and UNAC team.
What if it is not done	• Failure to implement this measure may lead to escalation of GBV against beneficiary women, risking the gains so far made. .
Urgency	• High, because the men were documented to use violence against some beneficiary women.

Impact	• High, as it would greatly reduce incidences of violence related to benefits extended to women and this would allow women to gain economic empowerment
Difficulty	• Low, because the programme had already shown that men are keen on participating and some are already on board.

7.0 Annexes

Annex 1: Documents reviewed

No.	Literature Review
	Key Documents Reviewed
1	NDP II (sections 3.3.11 & 14.4)
2	DPPs (Yumbe; & Adjumani) 2015/16 to 2019/20
3	UN Women Uganda Country Strategic Note (2016-2020)
4	UNDAF (2016 -2020)
5	Vision 2040 and Relevant sector policy documents
6	Baseline Report
7	PMP Tracker
8	LEAP Quarterly Reports
9	LEAP Annual/Progress Reports
10	Assessment Report

Annex 2: Key Informant Interviews Conducted

No.	Key stakeholders
A	**National level stakeholders**
1	RLP: Programme Managers, field staff
2	CARE Uganda: Programme Managers, field staff
3	Representative from Donors (Norwegian Embassy)
4	Women rights organizations: Overcomers (Olga)
5	UN Women: Deputy CR/Head of Programmes
6	UNAC Representative
7	UN Women Programme Specialist (Humanitarian Action)
8	UWONET Programme Coordinator
9	UN Women Planning, Monitoring & Evaluation Specialist
10	Women rights organizations: YUGNET
11	Refugee Desk Office (OPM Representative, Adjumani)
B	**District level stakeholders**
1	Chief Administrative Officer (CAO) , Adjumani District
2	Resident District Commissioner (RDC), Adjumani District
3	Deputy Community Development Officer (DCDO), Adjumani District

4	PDO / Adjumani District
5	Assistant Chief Administrative Officer (ACAO), Yumbe District
6	Gender Officer; Yumbe District
7	Women Chairperson, Yumbe District
8	District Chairperson, Yumbe District
9	District Speaker, Yumbe District
10	Vice Chairperson, Yumbe District
11	District Planner, Yumbe District

Annex 3: FGDs Conducted

	Adjumani	Number	Yumbe	Number
1	Maaji 3 Men Beneficiaries under RLP	10	Bidibidi Refugee Girls Under RLP	10
2	Refugee Women Support Group-EFA under RLP	8	Bidibidi Refugee Girls Under CARE	10
3	Refugee Women Leaders under RLP	10	Bidibidi Host Women Beneficiaries under CARE	10
4	Maaji 1 Host Women Beneficiaries under RLP	11	Bidibidi Host Women Beneficiaries under RLP	10
5	Maaji 2 Refugee Girls under RLP	8	Bidibidi Refugee Women Beneficiaries under RLP	10
6			Bidibidi Refugee Women Beneficiaries under CARE	10
7			Bidibidi RWC Leaders under CARE	10
8			Bidibidi Men Beneficiaries under CARE	10
9			Bidibidi Men Beneficiaries under RLP	10
	TOTAL	5		9

Annex 4: Key Informant Interview Guides

Final Evaluation of the UN Women's Leadership, Empowerment, Access and Protection Programme (LEAP)

Key Informant interview guide-National and District Level

I am …… (Name of the interviewer) and I have been selected by UN Women to conduct a final evaluation of the UN Women's Leadership, Empowerment, Access and Protection Programme (LEAP). UN Women has envisaged conducting an end of Programme evaluation of the Leadership, Empowerment, Access & Protection (LEAP) Programme implemented in Yumbe & Adjumani districts in West Nile region to address the influx of South Sudanese refugees into Uganda. Specifically, the LEAP Programme sought to increase the opportunities for women to: a) Lead and participate in refugee and host population decision-making processes, b) Access and protect their rights including protection from violence; and c) Enhance education and skills and improve economic opportunities and empowerment, support Humanitarian actors to increase skills and capacity to identify and respond to issues of gender and women empowerment Through the Programme, UN Women intended to contribute to reducing the burden on South Sudanese refugee women and girls in the targeted displaced settlements by improving their skills, livelihoods opportunities and strengthening their resilience to current and future shocks; and overall to contribute to reducing gender inequality between women and men. It is expected that the outcome of this evaluation will inform future Programming or replication of similar Programme.

No.	Questions
1.	What gender and women issues has been identified and responded to by key actors? What sector have been supported by LEAP to identify and strategize on gender issues
2.	How has LEAP contributed to Increase In capacity for HA to mainstream gender in refugee response
3.	How have you benefited from gender assessments and analyses done under the LEAP
4.	To what extent do you believe In gender equality between women and men, boys and girls
5.	Is there any refugee coordination structure at the district level to identify, address, and monitor the needs of women, men, boys and girls?
6.	Which actors have been trained by LEAP on Gender in Humanitarian Action / Gender in Emergencies at district level?
7.	How have LEAP trainings been beneficial to the actors that participated in the trainings?
8.	How did women respond after getting specific training on cash related skills conducted by LEAP?
9.	What were the criteria for needs assessment of the refugee women and girls, men and women in Yumbe and Adjumani?
10.	What was the criteria for recruiting and training specialists (local consultants) to deliver TOT training on cash for work related skills

No.	Questions
11.	What capacity strengthening interventions have you received from LEAP to enhance planning and implementation of gender responsive Programmes in all phases of emergency preparedness, relief and recovery?
12.	What gender issues have been identified, initiated or followed up by the target refugee women leaders in your community under LEAP?
13.	Explain how the capacity of the refugee coordination structures (community structures, settlement and settlement and inter-agency coordination meetings, SWG meetings) supported by LEAP to identify, address, and monitor the needs of women, men, boys and girls was strengthened in this district.
14.	What plans do you have to diversify the livelihood options of refugee women and girls, men and boys and their host communities?
15.	Why is livelihood diversification important for refugee women and girls, men and boys and their host communities?
16.	What new sources of income and economic opportunities have been created through targeted cash for work and development of capacities and skills for SSD refugee and host community women under the LEAP?
17.	Explain how the capacity of SSD refugee and host community women to participate in profitable Income Generation Activities was strengthened in this settlement under the LEAP
18.	How have you supported women to access and use financial serves in this settlement under LEAP?
19.	Is there any other information you may want to share in relation to SSD women's livelihoods, empowerment? Or anything else?
20.	What were the criteria for choosing the 1,050 South Sudanese refugee women in the income generating activities?
21.	How did the trained women use the markets and business opportunities availed to them? What were the major gender issues that could have limited women's participation livelihood Programmes?
22.	What specific Programmes were designed to counter these gender issues among South Sudanese refugee women?
23.	What specific challenges did female headed households face in the settlement camps? Was there any special attention rendered to female headed house-holds? Were there any gender gaps in mobilizing refugees in the settlement to join livelihood Programmes?
24.	How have the livelihood Programmes elevated the status of women in the settlements?
25.	How have the funds allocated been sufficient in achieving targeted objectives? To what extent are the Programmes implemented in the refugee settlement by other actors addressing the significant needs of women in the settlements?

No.	Questions
	26. To what extend has the refugee response become responsive to the needs of women and girls? In the following areas: (a. gender responsive laws and policies, (b. gender responsive Programme and activities, and Programmes to specifically address the needs of women and girl (c. gender responsive methodology e.g. gender responsive budgeting, use of sex, age and diversity disaggregated statistics , gender responsive evaluation, use of Gender Markers, use of gender analysis to inform Programming (d. Involving women's and girls' participation and influence in Programme design, implantation and monitoring (e. Feedback and referral mechanisms for women and girls) 27. How have the Programmes improved on leadership and participation for women and girls in decision making at household and community level 28. How have the Programmes improved on protection of women in refugee camps? 29. Do you believe in gender equality between women and men? 30. How can the LEAP be improved in future?

Final Evaluation of the UN Women's Leadership, Empowerment, Access and Protection Programme (LEAP)

Key Informant interview guide-UN Women Programme Team and IP staff

I am …… (**Name of the interviewer**) and I have been selected by UN Women to conduct a final evaluation of the UN Women's Leadership, Empowerment, Access and Protection Programme (LEAP). UN Women has envisaged conducting an end of Programme evaluation of the Leadership, Empowerment, Access & Protection (LEAP) Programme implemented in Yumbe & Adjumani districts in West Nile region to address the influx of South Sudanese refugees into Uganda. Specifically, the LEAP Programme sought to increase the opportunities for women to: a) Lead and participate in refugee and host population decision-making processes, b) Access and protect their rights including protection from violence; and c) Enhance education and skills and improve economic opportunities and empowerment, support Humanitarian actors to increase skills and capacity to identify and respond to issues of gender and women empowerment Through the Programme, UN Women intended to contribute to reducing the burden on South Sudanese refugee women and girls in the targeted displaced settlements by improving their skills, livelihoods opportunities and strengthening their resilience to current and future shocks; and overall to contribute to reducing gender inequality between women and men. It is expected that the outcome of this evaluation will inform future Programming or replication of similar Programme.

No.	Questions
1.	Were the Programmatic methodologies/strategies appropriate to address the identified needs of beneficiaries and stakeholders?
2.	Was the choice of partners most relevant to the situation of refugee women and marginalized groups in the Programme operational areas?
3.	Was the Programme aligned with national policies, priorities and other relevant normative frameworks for GEWE?
4	Were the choices of interventions most relevant to the situation in the target thematic areas?
5	Did interventions target the underlying causes of gender inequality?
6	Was the technical design of the Programme including the ToC relevant? What is UN Women's comparative advantage in this area of work compared with other UN entities and key partners?
7	What has UN Women's contribution been to the progress of the achievement of outcomes, and to what extent have planned outputs been achieved on time and on budget?
8	What are the intended and unintended, (positive or negative), effects of the interventions on women, men and institutions? How has the intervention affected the well-being of the different groups of stakeholders?
9	To what extent have settlements and spaces established for women to access services, assets and protection served as empowerment and leadership hubs, and to what extent have they addressed gender-specific structural barriers rooted in prevailing social norms and attitudes?
10	Did the IPs have access to the necessary skills, knowledge and capacities needed to deliver the Programme?
11	What were the main Programme enabling and hindering factors to achieving planned outcomes and what actions need to be taken to overcome any barriers that limit required progress?
12	Is the balance and coherence between Programming-operational, coordination and policy-normative work optimal?
13	What is UN Women's comparative advantage compared with other UN entities and key partners in delivering on this Programme?
14	To what extent did the interventions add value while avoiding duplication of efforts?
15	To what extent has gender equality and women's empowerment been mainstreamed in LEAP geographical scope such as UN joint Programming?

No.	Questions
16	To what extent did the UN Women management structure support efficiency for implementation and delivery of required results (including Risk and Financial Management)?
17	Has a Results Based Management system been established and effectively implemented for the LEAP Programme?
18	To what extent did interventions as designed and implemented take longer-term and interconnected problems into account? Did they contribute to interventions planned in the longer term, such as recovery or development?
19	To what extent was capacity of partners developed in order to ensure sustainability of efforts and benefits and what are the measures that have been incorporated to promote sustainability?
20	What accountability and oversights systems were established to secure benefits of the intervention for rights holders beyond this intervention
21	To what extent was gender equality and women's empowerment advanced as a result of the intervention?
22	What is the potential to scale up existing models to reach larger groups of women?
23	What difference has the intervention made in the lives of refugee women and girls (intended and unintended) and to what extent have they collaborated to create synergies beyond this Programme?
24	What contribution did this Programme make to implement global norms, standards and Programming principles for Human rights, development effectiveness; gender equality and the empowerment of women?
25	To what extent did the Programme change the dynamics of power in relationships between different groups (including refugees and host communities)?
26	How has attention to/integration of gender equality and human rights concerns advanced the area of work? What gender and women issues has been identified and responded to by key actors? What sector have been supported by LEAP to identify and strategize on gender issues

Annex 5: Focus Group Guide

I am …… (Name of the interviewer) and I have been selected by UN Women to conduct a final evaluation of the UN Women's Leadership, Empowerment, Access

and Protection Programme (LEAP). UN Women has envisaged conducting an end of Programme evaluation of the Leadership, Empowerment, Access & Protection (LEAP) Programme implemented in Yumbe & Adjumani districts in West Nile region to address the influx of South Sudanese refugees into Uganda. Specifically, the LEAP Programme sought to increase the opportunities for women to: a) Lead and participate in refugee and host population decision-making processes, b) Access and protect their rights including protection from violence; and c) Enhance education and skills and improve economic opportunities and empowerment, support Humanitarian actors to increase skills and capacity to identify and respond to issues of gender and women empowerment Through the Programme, UN Women intended to contribute to reducing the burden on South Sudanese refugee women and girls in the targeted displaced settlements by improving their skills, livelihoods opportunities and strengthening their resilience to current and future shocks; and overall to contribute to reducing gender inequality between women and men. It is expected that the outcome of this evaluation will inform future Programming or replication of similar Programme.

No.	Questions
1	How has LEAP contributed to humanitarian actors being able to Identify, respond to and meet the needs of women and girls In refugee /host communities How has LEAP contributed to Increase In capacity for HA to mainstream gender in refugee response What gender and women issues has been identified and responded to by key actors? Do you believe In gender equality between women and men, boys and girls? To what extend has the refugee response become responsive to the needs of women and girls? In the following areas: a. gender responsive laws and policies, b. gender responsive Programme and activities, and Programmes to specifically address the needs of women and girl c. gender responsive methodology e.g. gender responsive budgeting, use of sex, age and diversity disaggregated statistics , gender responsive evaluation, use of Gender Markers, use of gender analysis to inform Programming d. Involving women's and girls' participation and influence in Programme design, implantation and monitoring e. Feedback and referral mechanisms for women and girls)
2	What were your most urgent needs before the LEAP Programme began? What did you like about the skills training that you received?

No.	Questions
	What did you do with the skills you learned after receiving prior training? (If this is not mentioned in Qn 2 above)
3	How has LEAP enhanced women involvement in leadership and participation in relief planning for your community? Which relief services are you satisfied with now? Which relief services are you not satisfied with now? What would you advise be improved about the relief services under LEAP?
4	What refugee community structures are in your community? What gender issues have been identified, initiated or followed up by the refugee women leaders Do you hold any leadership role in refugee community structures or mechanisms? Specify which one How has women's participation in leadership and decision making contributed to change in the lives of women and girls? What roles do women have on these committees? To what extent are women contributions or voices in these committees enhanced under LEAP? How have SSD refugee women benefited from literacy and numeracy skills
5	What challenges do women face in terms of involvement in refugee community structures in this community? How could these challenges be dealt with under LEAP to allow women adequate and meaningful participation?
6	What livelihood options are available for refugee girls, women, boys, men and people with disabilities in this community? Have you received any trainings or advice on diversified livelihood options? If yes, what new or diversified livelihoods are refugee girls, women, boys, men and people with disabilities involved in since the training? Have these diversified livelihoods improved the living conditions of refugee girls, women, boys, men and people with disabilities? What challenges are encountered while trying to diversify livelihoods? What would be possible solutions to those challenges?

No.	Questions
7	Have you accessed a cash for work opportunities over the last 12 months? Which cash for work activities are you satisfied with and why? Which cash for work activities are you not satisfied with and why?
8	What livelihood/IGA groups have been formed in this community and who facilitated their formation? How much are you able to save in the VSLA groups. How has the savings/ borrowing from VSLA changed your life. Are you able to keep books of accounts/ records in VSLAs How much are you able to earn from the livelihood activity per day/ month? How has that improved your life? How do you cope with challenges: (Please use the Coping Strategy Index to measure coping mechanisms e.g. : reducing food portions, skipping meals) Are there trainings on how to manage IGA? If yes, by who? How has the capacity of women to manage IGAs increased since the trainings? On average how much income does a household get from IGAs per day/month For the ones trained and involved in IGAs, how have their income changes since the training?
9	What financial services are available in this community? Which of those do women actively use? What do they use the services for? Do women face any challenges in accessing the services, if yes how can they be overcome?
10	How are decisions on spending HH income commonly reached within the HH in this community after LEAP intervention? Who in the household would decide what businesses to engage in? Do women have a stronger or weaker say in HH decision making in this community after LEAP intervention?
11	Do you believed in gender equality between women and men?
	What key human rights issues are refugees concerned with? In your view, do you think that the refugee response effectively addresses women's rights? How best do you think these women's rights should be addressed?

No.	Questions
12	How did you benefit from the newly formed livelihood groups? How were you supported in the livelihood groups? How did your spouse's react when you started participating in livelihood Programmes? How did you use the markets and business opportunities availed to you
13	How did you benefit from the credit support, savings and loans provided to you?
14	Do you have any knowledge don whether GBV had an Impact for women to participating in LEAP activities? How did the host-communities relate with women refuges as they conducted their day to day livelihood Programmes? How did you balance your gender roles and the business enterprises within the settlement? What challenges did you find while putting the skills you learned into action? How did you mitigate some of these challenges?
15	How did you use the markets availed to you? What challenges did you find while relating with women in host communities? How did business records keeping help you in running your businesses in the settlement? How effective were the Programmes in empowering you to sustain your families in settlement? What needs do you think were not covered by the Programmes in the settlement?

Annex 6: List of FGDs participants at District Levels

A) FGDs Participants – Adjumani District

FGD for CARE MEN REFUGEES held at Maaji 3 Camp

SN	Name	Organization	Contact
1	Loro James Ben	CARE	0788516074
2	Langu Joseph Pastore	CARE	0780427907
3	Otio Joseph Bush	CARE	0771344413
4	Alika Moses	CARE	0783219867
5	Ojja Dominic	CARE	0784145976
6	Siaga Jackson	CARE	0703076999
7	Eriga Augustine	CAER	0778711961
8	Odongo Geoffrey	CARE	0772779480
9	Alex Mutesasira	Governance Systems International	0774505682
10	Babaisha Robinah	OVERCOMER	0785025656

FGD for CARE Women Refugees Held at Maaji 3 Camp

SN	Name	Organisation	Contact
1	Dipio Grace John	CARE	0777832042
2	Susan Paul Yasa	CARE	0786047340
3	Musa Esther	CARE	0771031836
4	Moriku Josephine	CARE	0773647926
5	Kasara Beatrice	CARE	-
6	Kamaa Stella	CARE	0781928791
7	Rose Asienzo	CARE	-
8	Mandera Juliet	CARE	0787600223
9	Alice Andreo	CARE	0783801422
10	Acen Kevin	CARE	0773848128

FGD for CARE Host Women held at Maaji 3 Camp

SN	Name	Organisation	Contact
1	Adea Alice	Majji 3 – CARE	0772262821
2	Moriku Lilian	Maaji 1 – CARE	0776846473
3	Aruzoo Jackline	Maaji 1 – CARE	0781654268
4	Moriku Lily	Maaji 3 - CARE	-
5	Malia Margret	Maaji 3 – CARE	0776484726
6	Alia Jane	Maaji 3 – CARE	0784396436
7	Amaguru Dokas	Maaji 1 – CARE	0788234137
8	Kojoki Harri	Maaji 3 – CARE	0784516399
9	Foni Gizarina	Maaji 3 – CARE	0776859002
10	Lajuba Betty	Maaji 3 – CARE	-

FGD for CARE Refugee girls held at Maaji 3

SN	Name	Organisation	Contact
1	Auma Grace	CARE	0785412503
2	Victoria Idee	CARE	0772764671
3	Lily Aiet Samuel	CARE	0785184266
4	Edina Mindraa	CARE	-
5	Ayuru Christine	CARE	0782906483
6	Ayoo Susan	CARE	-
7	Moriku Florence	CARE	0787742515
8	Kasara Vicky	CARE	0783233484
9	Konyio Beatrice	CARE	0789336804
10	Malia Christine	CARE	-

FGD for RLP MEN at Maaji 3 – St Mary's Nursery School

SN	Name	Organisation	Contact
1	Lulu Simon	RLP	0706968778

2	Taban James	RLP	0781140740
3	Abraham Magakkhuol	RLP	0770554209
4	Moga Peter	RLP	0781561196
5	Tabau William	RLP	-
6	Luugwa Charles	RLP	0785126137
7	Amda Farouk	RLP	0788055006
8	Justine Adri Odosi	RLP	0786513823
9	Amdedeo Legge	RLP	0789457660

FGD for RLP Refugee Women English for Adults (EFA) held at Women's Hall Majji 3

SN	Name	Organisation	Contact
1	Sarah Athien	RLP	0774282753
2	Achol Aleer	RLP	-
3	Ayen Achek	RLP	-
4	Mary Ajah	RLP	-
5	Tabisa Achol	RLP	-
6	Christine Apajok	RLP	-
7	Elizabeth Nakiru	RLP	-
8	Angehia Tatz	RLP	0778937856

FGD for Host Women RLP held at Ukusijoni Sub county

SN	Name	Organization	Contact
1	Atimaku Winni Joseline	RLP	0775450682
2	Mindraa Christine	RLP	-
3	Amadrio Agnes	RLP	0777396458
4	Mazarau Kasifa	RLP	0781230073
5	Dipio Dominika	RLP	0771900176
6	Limio Susan	RLP	0779910127
7	Ajiko Afisa	RLP	-
8	Atimaku Rose	RLP	0778835284
9	Midndraa Christine	RLP	0779716963
10	Keligi Harriet	RLP	0783167791

FGD for Education for Adults Women Leaders – RLP held at St. Mary's Nursery School

SN	Name	Organization	Contact
1	Bangolo Rejoice	RLP	0783253677
2	Ciama Puta	RLP	0789018814
3	Jua Gloria	RLP	0789561724
4	Ojjaba Josephine	RLP	0785273363
5	Lucia James	RLP	0776544999
6	Florence Opia	RLP	0781805507

7	Livia Sunday Joseph	RLP	0781609448
8	Jamiler Sharon	RLP	0784749051

FGD for RLP Refugee Girls held at Maaji 3 Primary School

SN	Name	Organisation	Contact
1	Joyce Angua	RLP	0789511195
2	Lucia Foni Tombe	RLP	0783625177
3	Mary Okello	RLP	0773395796
4	Rose Anzoua	RLP	0780558611
5	Halima Gift	RLP	0779918858
6	Abalu Johnson	RLP	0787716000
7	Livia Sunday Joseph	RLP	0781609448

B) FGDs Participants-Yumbe District

FGD for CARE MEN REFUGEES held at ALABA P7 SCHOOL ON 10THTH/2/2021

SN	Name	Organization	Contact
1	AMIN MALAAMONGU	CARE	0772828356
2	STEPHEN LEMENGA	CARE	0789506761
3	BEN LEJU	CARE	0781561544
4	CITY EMMANUEL	CARE	0787850247
5	JAMES PITIA	CARE	078634430
6	RICHARD WANI	CARE	0776920271
7	LEVI AYUME	CARE	0778133184
8	DOKA SIMON	CARE	0772071085
9.	SEBIT JEPENA	CARE	0783066757
10.	ROBBERY LUWATE	CARE	0785487600

FGD for Care Women Refugees Held at BASE CAMP 9TH/2/2021

SN	Name	Organisation	Contact
1	Peace Tabu	Care	0789104514
2	Rose Monday	Care	0774253593
3	JURU GRACE	CARE	0784423288
4	SUSAN ALUA	CARE	0787043241
5	ADERA JOICE	CARE	0786162262
6	KIDEKU JESCA	CARE	0777186454

7	ALICE CHAINA	CARE	0780188014
8	AMALI ROSE	CARE	0780188014
9.	ESTHER PONI	CARE	0786960474
10.	JULIET JURU	CARE	0777115923

FGD for CARE Host Women held at HUSINAH MOSQUE ON 9THTH/2/2021

SN	Name	Organisation	Contact
1	PAPA RAMULA	MUNGUCHI-CARE	0782108203
2	BAKO RAIMA	MANGUCHI-CARE	0777647589
3	AKIKOLI ZULUFA	AYIKORU-CARE	-
4	LEKURU MAIZU	AYIKORU-CARE	0787679704
5	ALICE RAHIMA	AYIKORU-CARE	
6	OYAKIBU ZAINABU	MANGUCHI-CARE	0778248558
7	BAKO RAIMA	AYIKORU-CARE	-
8	CHEKA FATIMA	AYIKORU-CARE	0784986100
9.	ONDO ASIA	MANGUCHI-CARE	0786736556
10.	DRICHIRU ZAITUNI	MANGUCHI-CARE	0774290203

FGD for CARE Refugee girls held at ALABA P7 SCHOOL ON 10TH/2/2021

SN	Name	Organisation	Contact
1	SCOVIA OPAMI	CARE	0775006277
2	DURUCLIA NEMA	CARE	07722745934
3	JANE KIDEN	CARE	0781610367
4	IRENE MUJA	CARE	0781912644
5	AGNES OPANI	CARE	-
6	JOSEPHINE AWEZI	CARE	0779047508
7	WORO LILIAN	CARE	0777687557
8	STELLA DAWA	CARE	0786460836
9.	SHARON TABU	CARE	-

FGD for RLP MEN at ALABA PRIMARY P7 SCHOOL ON 9THTH/2/2021

SN	Name	Organisation	Contact
1	LADU STEPHEN	V.4 ZONE-RLP	0775807424
2	CONFUSAS LOMEREGA	ZONE 2 (V4)-RLP	0781688410
3	VICTOR BIDA	ZONE 1 V3-RLP	0776013031
4	COSMAS MALISH	ZONE 1 V3-RLP	0774995284
5	ELIKANA WANI	ZONE 2 VILLAGE 2-RLP	0775464690
6	OLEGA YAZIDI	ZONE ONE-RLP	07897991311
7	JAMES BRESUK	ZONE TWO-RLP	0773555163
8	ALIPAGA RASULU	HOSA UGANDA-RLP	0770605812

9.	GERIGA CHARLES	RWC 3	0782287032
10.	LEGGE ANYANZO MICHEAL	RWC3 ZONE 1	0789640033

FGD for RLP Refugee Women English for Adults (EFA) held at DON BOSCO CHURCH Yumbe ON 10THTH/2/2021

SN	Name	Organisation	Contact
1	RUTH MONDAY	RLP	0778045389/0776621366
2	MARY BAYOA	RLP	0775071545
3	NDABULA ESTHER	RLP	0786123629
4	BESTA NGONGA	RLP	0776510856
5	LONA KEJI	RLP	0782446546
6	MAKA JOYCE	RLP	0770512918
7	APAI FILDER	RLP	0773994323
8	JUAN JACKLINE	RLP	0778251569
9	NELLY WILLIAM	RLP	0788345609
10	MELLY AJOMYE	RLP	0788345609
11	MARY MONDAY HAKIM	RLP	-

FGD for Host Women RLP held at RAMOGI Sub county 10TH/2/2021

SN	Name	Organisation	Contact
1	ALIBU ZAMU	RLP	0773295767
2	IJOBIRU SAUDA	RLP	0774076543
3	TABU AMINA	RLP	0788608386
4	SUZAN KIDEN	RLP	0786486904
5	FAIMA NUSURU	RLP	0786178006
6	ALIA FATUMA	RLP	0780423694
7	ABARU LILLY	RLP	0786340180
8	OYAM SANDRA	RLP	0785071068

FGD for Education for Adults Women Leaders – RLP held at HUSINAH MOSQUE on 11HTH/2/2021

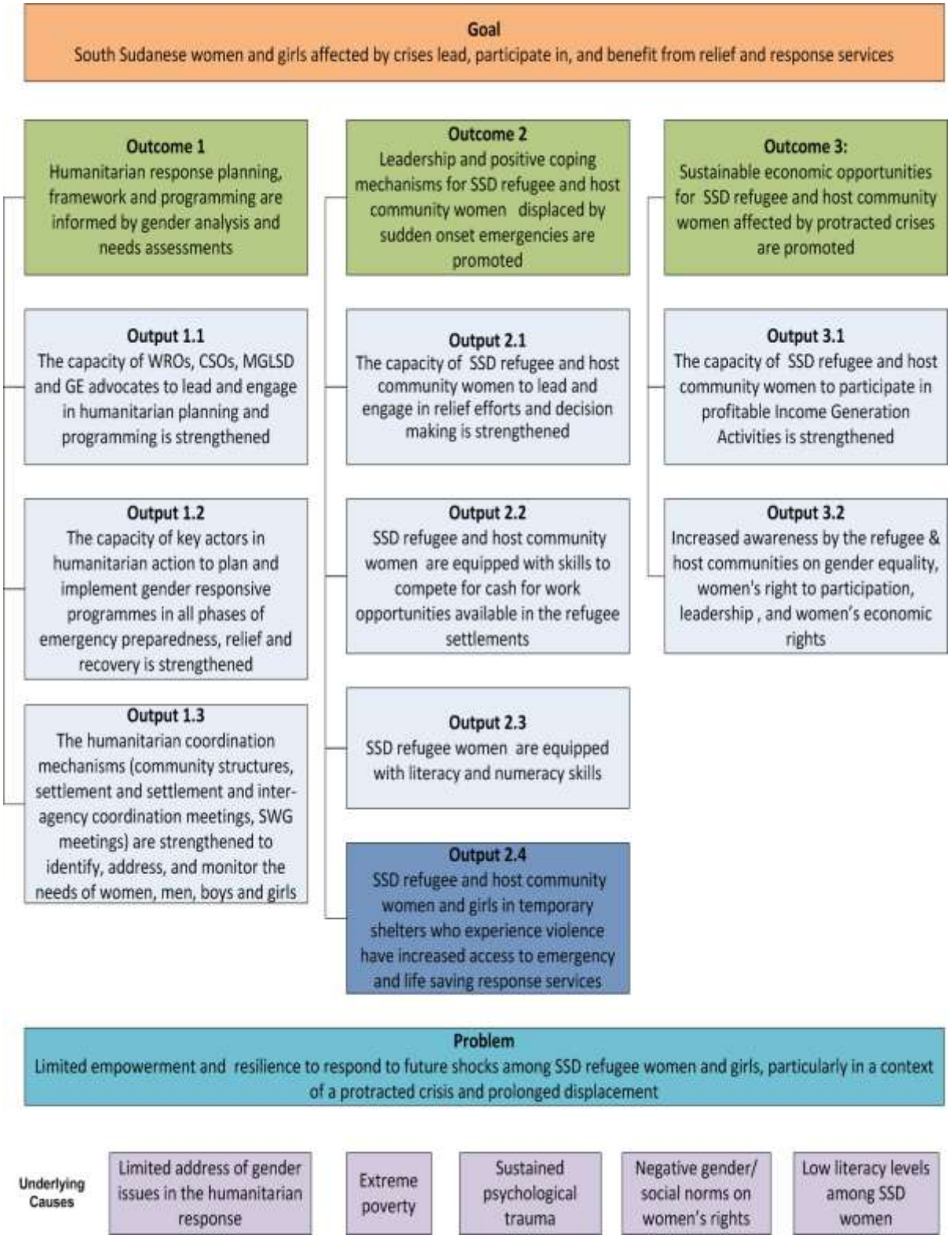
SN	Name	Organisation	Contact
1	MOLLY AJONEY	RWC-CARE	0788345609
2	TABU ZAINA	RWC-CARE	07755550039
3	ROSEMARY KUTE	RWC-CARE	0778215074
4	LEGGE ANYANGO MICHEAL	RWC-CARE	0789640033
5	JULIET JURU	RWC-CARE	0777115923

FGD for RLP Refugee Girls held at ALABA P7 SCHOOL ON 9THTH/2/2021

SN	Name	Organisation	Contact
1	MONDAY ROSE JACKSON	V10-RLP	0786198856
2	LIKISO GRACE	V2-RLP	-

3	VIVIAN TABU	V10-RLP	-
4	JURU ROBWA	V6-RLP	-
5	EMMANUEL ROBA	V.6-RLP	0780300246
6	AYEN GLADYS MATHEW	V.2-RLP	-
7	IRENE MUJA	VII-RLP	0781912644

Annex 7: Visual Presentation of the Programme Theory of Change/Logical Framework


Goal
South Sudanese women and girls affected by crises lead, participate in, and benefit from relief and response services
Outcome 1
Humanitarian response planning, framework and programming are informed by gender analysis and needs assessments
Outcome 2
Leadership and positive coping mechanisms for SSD refugee and host community women displaced by sudden onset emergencies are promoted
Outcome 3:
Sustainable economic opportunities for SSD refugee and host community women affected by protracted crises are promoted
Output 1.1
The capacity of WROs, CSOs, MGLSD and GE advocates to lead and engage in humanitarian planning and programming is strengthened
Output 2.1
The capacity of SSD refugee and host community women to lead and engage in relief efforts and decision making is strengthened
Output 3.1
The capacity of SSD refugee and host community women to participate in profitable Income Generation Activities is strengthened
Output 1.2
The capacity of key actors in humanitarian action to plan and implement gender responsive programmes in all phases of emergency preparedness, relief and recovery is strengthened
Output 2.2
SSD refugee and host community women are equipped with skills to compete for cash for work opportunities available in the refugee settlements
Output 3.2
Increased awareness by the refugee & host communities on gender equality, women's right to participation, leadership , and women's economic rights
Output 1.3
The humanitarian coordination mechanisms (community structures, settlement and settlement and inter-agency coordination meetings, SWG meetings) are strengthened to identify, address, and monitor the needs of women, men, boys and girls
Output 2.3
SSD refugee women are equipped with literacy and numeracy skills
Output 2.4
SSD refugee and host community women and girls in temporary shelters who experience violence have increased access to emergency and life saving response services
Problem
Limited empowerment and resilience to respond to future shocks among SSD refugee women and girls, particularly in a context of a protracted crisis and prolonged displacement
Underlying Causes
Limited address of gender issues in the humanitarian response
Extreme poverty
Sustained psychological trauma
Negative gender/ social norms on women's rights
Low literacy levels among SSD women

Annex 8: Evaluation Matrix

MAIN EVALUATION QUESTIONS	SUB-QUESTIONS	INDICATORS	SOURCES OF DATA	DATA COLLECTION METHODS & TOOLS
Relevance				
To what extent are the objectives and design of the LEAP programme responsive to the global and country needs of beneficiaries?	To what extent was the program aligned with national policies, priorities and other relevant normative frameworks for gender and women's empowerment (GEWE?)	Degree to which the pillars and activities of the LEAP programme reflect the Settlement Transformation Agenda (STA) in the National Vision 2040 & the National Development Plan II 2016-2020 and other UN and international resolutions.	**Primary sources** - LEAP internal (core) and external stakeholders - Focus Group Discussions (FGDs) with LEAP beneficiaries. - Online interviews with key stakeholders. **Secondary sources** - Relevant documentation: Vision 2040, NDP II, ReHoPE Framework, UN and other international resolutions; M&E Plan; Programme design document; Monitoring reports	- Field visit in-depth interviews/Focus Group Discussions using questionnaires and FGD guide. - Desk review using a literature review checklist
	How relevant was the technical design of the program including the ToC?	LEAP programme theory of change and logical framework in relation to the current context		
	To what extent has the objectives and design of the LEAP Programme remained relevant throughout implementation?	Validity of the LEAP programme ToC and key assumptions in relation to the dynamic context		
	How appropriate were the programmatic methodologies/strategies to address the identified needs of beneficiaries and stakeholders?	Effectiveness of the LEAP programme; Evidence of use of program data to influence programmatic decisions; validity of LEAP programme ToC and key assumptions		
	How relevant was the choice of interventions to the situation in the target thematic areas?	Degree to which programme activities reflect objectives of the reHope framework		
	To what extent did the LEAP interventions target the underlying causes of gender inequality?	Beneficiary perception of the extent to which LEAP interventions focused on gender inequality; LEAP Programme theory of change (ToC)		

MAIN EVALUATION QUESTIONS	SUB-QUESTIONS	INDICATORS	SOURCES OF DATA	DATA COLLECTION METHODS & TOOLS
	How relevant was the choice of partners to the situation of refugee women and marginalized groups in the program operational areas?	Level of partnerships, collaborations and learning among like-minded partners (synergies)		
Effectiveness				
How appropriate was the UN Women's approach for achievement of results?	What has UN Women's contribution been to the progress of the achievement of outcomes?	Evidence and nature of UN Women's direct and indirect inputs to the LEAP programme interventions and the results associated to those interventions	**Primary sources** - LEAP programme staff and managers - Programme beneficiaries - Implementing Partner relevant staff **Secondary sources** - Progress /Annual reports - Mission reports Implementing Partner staff	Focus Group using discussion FGD guide Key Informant Interviews using KII Guide In-depth interviews with IP staff using a an interview guide Desk review using a literature review checklist
	What are the intended and unintended, (positive or negative), effects of the LEAP interventions on women, men and institutions?	Evidence of positive or negative results Beneficiaries' perceptions of the achieved results.		
	How has the intervention affected the well-being of the different groups of stakeholders?	Evidence of access to livelihood opportunities		
	To what extent have settlements and spaces established for women to access services, assets and protection served as empowerment and leadership hubs?	Decision making autonomy of the beneficiaries		
	To what extent have settlements and spaces established for women to access services, assets and protection addressed gender-specific structural barriers rooted in prevailing social norms and attitudes?	Economically empowered beneficiaries; Level of participation in leadership; Prevalence of gender-based violence		
	To what extent did the IPs have access to the necessary skills,	Performance levels of IPs towards result		

MAIN EVALUATION QUESTIONS	SUB-QUESTIONS	INDICATORS	SOURCES OF DATA	DATA COLLECTION METHODS & TOOLS
	knowledge and capacities needed to deliver the program?	achievement, human resource staffing		
	What were the main program enabling and hindering factors to achieving planned outcomes?	SWOT analysis of the implementation context		
	What actions need to be taken to overcome any barriers that limit required progress?	Degree of harnessing the strength and opportunities in the implementation context		
Efficiency				
To what extent and how have the LEAP programme operations been optimal in achieving the objectives?	To what extent are LEAP programmes and activities produced in a cost-effective and timely manner (e.g., fund disbursements, monitoring and evaluation activities)?	Accountability and degree to which short-term results at output level were achieved timely and within planned budget)?	**Primary sources** Relevant IP staff UN Women staff **Secondary sources** - Work Plan and Budget - Financial reports and guidelines	In-depth interviews with Key Informants using KII Desk Review using literature review checklist
	How did LEAP interventions add value while avoiding duplication of efforts?	UN Women's comparative advantage in this area of work compared with other UN entities and key partners		
	To what extent has gender equality and women's empowerment been mainstreamed in LEAP geographical scope such as UN joint programming?	Activities based on gender needs, indicators and gender disaggregated reporting		
	To what extent did the UN Women management structure support efficiency for implementation and delivery of required results (including Risk and Financial Management)?	Evidence of clear and explicit guidelines for Financial Management		
	Has a Results Based Management system been established and effectively implemented for the LEAP program?	Evidence that LEAP management arrangements are tailored toward delivering results		
Sustainability				

MAIN EVALUATION QUESTIONS	SUB-QUESTIONS	INDICATORS	SOURCES OF DATA	DATA COLLECTION METHODS & TOOLS
To what extent are the results achieved by the LEAP programme likely to be sustained over time	To what degree are the LEAP-supported projects have clearly defined (exit) strategies (e.g., to what degree are hos communities involved in implementation of interventions	Evidence of a clear sustainability strategy within LEAP design and IP plans Degree of host community ownership associated with LEAP interventions Presence of an exit strategy or laid down procedures on how to exit a project	**Primary sources** - IP staff/ managers - Partner agencies **Secondary sources** - Programme documents- IP documents	Key Informant interview using KII guide Desk Review using literature review checklist
	What accountability and oversight systems were established to secure benefits of the intervention for rights holders beyond this intervention	Operational guidelines over the years to match with changing context		
	What synergies were created with other key stakeholders and agencies for continuity of project outcomes?	Involvement of other relevant host community and government ministries and agencies		
	Does the government have a strategy and the capacity to maintain accomplished results and also address challenges?	Relevant government ministries and agencies strategy for refugee resettlement		
	How do contextual factors (e.g., country institutional, political, economic, social realities) influence the sustainability of the outcomes created by the LEAP programme?	National prioritization of refugee programmes, national development policies on refugees, national, other partners implementing/supportin g similar projects in the country can also serve as good evidence/indicator for future sustainability. Stakeholders' perceptions of contributing / hindering factors to the sustainability of results.		

MAIN EVALUATION QUESTIONS	SUB-QUESTIONS	INDICATORS	SOURCES OF DATA	DATA COLLECTION METHODS & TOOLS
Impact				
What difference has the intervention made in the lives of refugee women and girls (intended and unintended) and to what extent have they collaborated to create synergies beyond this project?	What higher level results (positive or negative; intended or unintended) have been generated by the LEAP programme?		**Primary Sources** -Partner staff Beneficiaries **Secondary sources** - Monitoring reports- Progress reports Baseline report	In-depth interviews with beneficiaries (stories) using FGD Guide Desk Review using Literature review checklist
	How was the status of refugees before the implementation of the LEAP programme and the current status?	Status at baseline and the current and projected status		
Human Rights and Gender Equality				
To what extent did the program change the dynamics of power in relationships between different groups (including refugees and host communities)?	What contribution did this program make to implement global norms, standards and programming principles for Human rights, development effectiveness; gender equality and the empowerment of women?		**Primary sources** - Project managers - Staff of government agencies - Partners staff - Beneficiaries **Secondary sources** - Project and partner reports	In-depth interviews Desk Review using Literature review checklist FGD Guide
	How has attention to/integration of gender equality and human rights concerns advanced the area of work?			

Annex 9: Indicator Performance Analysis

LEAP PERFORMANCE ANALYSIS						Key	Target Not Met (<0)	Target Met (0-1%)	Exceeded Target (>1%)		
	Indicator Title	Baseline Year	Baseline Value	LOP Target	2018 Actual	2019 Target	2019 Actual	Performace versus Target	2020 Target	2020 Actual	Performace versus Target
Goal: SSD Refugee and host community Women affected by crisis lead, participate in and benefit more from refugee response efforts											
1	Percent of refugee women who think that the refugee response effectively addresses concerns of women's rights and women's needs	2017	40.2% (Adjumani)	50%			48%	-2%	N/A	93.00%	43.0%
			41.8% (Yumbe)	50%			48%	-2%	N/A	93.00%	43.0%
Outcome 1: Humanitarian response planning framework and programming are informed by gender analysis and needs assessments											
1	Percent of projects with gender marker 2a and 2b	2017	74% (2a)	100%	63%	N/A	37.50%	-62.5%	N/A	47%	-53.0%
			20% (2b)	50%	30%	N/A	37.50%	-12.5%	N/A	47%	-3.0%
2	Percent of women participating in relief planning	2017	10% (Adjumani)	50%		N/A	50.7%	0.7%	N/A	50.7%	0.7%
			15% (Yumbe)			N/A	26%	-24.0%	N/A	46%	-4%
Output 1.1 Strengthened capacity of key actors in humanitarian action to plan and implement gender responsive programmes in all phases of emergency preparedness, relief and recovery											
1	Number of key gender issues identified and initiated for action through the intervention of key actors	2017	0	10		5	11	6	3	4	1
Output 1.2 The capacity of key actors in humanitarian action to plan and implement gender responsive programs in all phases of emergency preparedness, relief and recovery is strengthened											
1	Number of sectors supported to identify and strategize on gender issues	2017	0	4		N/A	10	6	N/A	7	3
Outcome 2: Leadership and positive coping mechanisms for SSD refugee and host community women affected by sudden onset emergencies are promoted											
1	Percent of target refugee women who have at least one role in the various refugee community structures or mechanisms (community mobilizer; translator; community facilitator, school boards, village health water management committees, etc.)	2017	Refugee women 15.7% (Adjumani)	20%		N/A	49%	29%	N/A	76%	56%
			Refugee women 24% (Yumbe)	50%		N/A	28%	-22%	N/A	68%	18%
2	Average Coping Strategy Index (CSI) Score for the target Female Headed households	2018	9 % get food on credit; 18 % buy cheaper food; 70 % reduced meals a day; 57 %t limit meal size; 8 % skip days of eating	50%		N/A	8 %t of the respondents got food on credit; 5 % resorted to less preferred cheaper food; 57 % limit meal size; 5 % skip eating	Based on baseline figures, targets for this indicator were met	N/A	75.3% had food in the past seven days; 59.8% had not gathered wild food in the last seven days.	Based on baseline figures, targets for this indicator were met
Output 2.1: The capacity of SSD refugee and host community women to lead and engage in relief efforts and decision-making is strengthened											
1	Number of gender issues identified, initiated or followed up by the target refugee women leaders.	2017	0	20		10	12	2	8	8	0
Output 2.2: SSD refugee and host community women are equipped with skills to compete for cash for work opportunities available in the refugee settlements											
1	Percent of target (6,000) SSD women refugees who have accessed at least 3 cash for work opportunities over the last 12months.	2017	22%	80%		N/A	24%	-56%	N/A	65%	-15%
Output 2.3: SSD refugee women are equipped with literacy and numeracy skills											
1	Percent of target refugee women with literacy and numeracy skills.	2017	57 % (Adjumani)	100%		N/A	133%	33%	N/A	76.75%	-23.25%
			52 % (Yumbe)								
Outcome 3: Sustainable economic opportunities for SSD refugee and host community women affected by protracted crises are promoted											
1	Percent of target refugee women who make an income of at least UGX 90,000 monthly or 3,000/- per day from their labour/services	2017	15 % SSD refugee women & 59 % host community women reported an income of at least 9000 monthly or 3,000/- per day from their IGAs	70%		N/A	30 % of the women and girls engaged in the village savings and loan association (VSLA) activities earn an average of 3000shs to 5000shs			61.7% of the 977 (806 refugee and 171 host including 32 PWDs) women supported to access income generation opportunities are able to earn an income of at least 3,000 to 7000 Uganda Shs per day	
Output 3.1: The capacity of SSD refugee women refugee and host community women to participate in profitable income generation activities is strengthened											
1	Percent of target SSD engaged in IGAs who keep books of accounts and are part of an active savings scheme.	2017	42%	100%		50%	100%	50%	50%	60%	10%
Output 3.2: Increased awareness by the refugee and host communities on gender equality, women's right to participation, leadership, and women's economic rights											
1	Percent of community members who believe in gender equality between women and men	2017	30%	50%		N/A	70%	20%	N/A	80%	30%

Annex 10: Evaluation Terms of Reference

FINAL EVALUATION OF UN WOMEN'S PROGRAMME ON Advancing women's leadership, empowerment and resilience in the South Sudanese emergency response in context of the ReHope Framework in Uganda

Location:	Uganda
Application Deadline:	September 11, 2020
Type of Contract:	Special Service Agreement (SSA)
Post Level:	1 National Consultant
Languages Required:	English
Starting Date:	October 30, 2020
Typology of the consultancy:	Individual
Duration of Contract:	25 working days

UN WOMEN ORGANIZATIONAL CONTEXT

The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), grounded in the vision of equality enshrined in the Charter of the United Nations, works for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security. UN Women provides support to Member States' efforts and priorities in meeting their gender equality goals and for building effective partnerships with civil society and other relevant actors.

UN Women operationalizes this through Flagship Programming Initiatives (FPIs) developed to achieve transformative results for gender equality and women empowerment. One such FPI is the Leadership, Empowerment, Access & Protection (LEAP) Programme implemented in Yumbe & Adjumani districts in West Nile region to address the influx of South Sudanese refugees into Uganda.

The Programme was developed in line with national development priorities and goals such as the National Vision 2040 & the National Development Plan II 2016-2020 both of which integrate the Settlement Transformation Agenda (STA), recognizing the burden on refugee-hosting districts, and identifies them a priority for development interventions. Refugee hosting communities are often worse off than the national average.

The LEAP Programme was implemented in conformity with human rights standards and international best practice, including International Humanitarian Law and the UN General Assembly Resolutions 46/182 and 58/114; CEDAW which calls for the elimination of all forms of discrimination against women; the UNSCR 1325 and all subsequent Women, Peace and Security resolutions, which call upon all parties to respect the civilian and humanitarian character of refugee camps and settlements, taking into consideration the particular needs of women and girls.

This Programme initiative contributed to Uganda's progress towards the SDGs, including on gender equality, peace and justice, education, decent work and economic growth and reduced inequalities. The Programme is aligned to UNDAF 2016-2020 priorities, including the following Outcomes: 1.1 on Governance, 1.2 on Gender equality and human rights, 1.4) on Peace, Security and Resilience, 2.3) on Social Protection, 2.4) on GBV and Violence Against Children (VAC), and 3.2 on Sustainable and inclusive economic development; and consistent with the UN Women Uganda Country Strategic Note (2017-2020) with its outcomes on Women Peace and Security and Humanitarian Action which all aim to enhance protection of refugee women and girls from all forms of violence as well as ensuring that all components of gender equality and women's empowerment in the 5-year country Programme are applied to and maintained throughout the humanitarian response cycle.

Specifically, in Yumbe and Adjumani districts, the LEAP Programme sought to increase the opportunities for women to: a) Lead and participate in refugee and host population decision-making processes, b) Access and protect their rights; and c) Enhance education and skills and improve economic opportunities and empowerment. Through the Programme, UN Women intended to contribute to reducing the burden on South Sudanese refugee women and girls in the targeted displaced settlements by improving their livelihoods opportunities and strengthening their resilience to current and future shocks.

PROGRAMME OVERVIEW / RESULTS

Uganda continues to host refugees and is currently hosting 1,425,0403 refugees with the largest number of refugees being in Yumbe District (232,718 refugees and 663,600 host) and Adjumani (214,470 refugees and 235,900 host. South Sudanese (SSD) constitute the biggest number of refugees in Uganda at 61.8 percent, with 86 percent being women and children.

The key problem that the LEAP Programme sought to address is the lack of empowerment and lack of resilience to respond to current and future shocks among South Sudanese refugee women and girls especially in a context of protracted crises and prolonged displacement. Several underlying causes of this situation include: conflict and displacement, sustained psychological trauma and shock, negative social/gender norms on women's rights, extreme poverty, low literacy levels and limited interventions on gender issues in the humanitarian response.

The primary LEAP Programme Theory of Change posits that:
If (i) Humanitarian response planning frameworks and Programming are informed by gender analysis and needs assessments; and
If (ii) Leadership and positive coping mechanisms for SSD refugee and host community women affected by sudden onset emergencies are promoted; and
If (iii) Sustainable economic opportunities for SSD refugee and host community women affected by protracted crises are promoted, **Then** SSD women and girls affected by the crisis will lead, participate in, and benefit from relief and response services.

3 Uganda Refugee Response Portal. Refugee Statistics by OPM and UNHCR as of 30th June 2020

Since August 2017, UN Women with funding from Government of Norway has been implementing the LEAP in districts of Adjumani and Yumbe to address the needs of South Sudanese refugee women and girls. The UN Women's LEAP Programme was developed to complement and contribute to the realization of the 2017 Uganda SSD Refugee Response Plan with 3 key pillars and results, namely:

- **Pillar I**: Humanitarian response planning frameworks and Programming are informed by gender analysis and needs assessments.

  Under this pillar, UN Women provided technical support to humanitarian actors including providing tools and guidance on gender analysis and assessments to generate sex and age-disaggregated data (SADD); increasing capacity and effective engagement of Women Rights Organizations, CSOs & MoGLSD and building capacity of key actors in Humanitarian Action.

- **Pillar II** - Increasing access to leadership and immediate income generating opportunities for refugee women and women in host communities. Specific results under this pillar include:
  i. *Increased Leadership and engagement by displaced women in relief efforts and decision making*
  ii. *Increased access to effective services and protection mechanisms*
  iii. *Development of basic numeracy and literacy skills for women*
  iv. *Creating opportunities for income generation to respond to the urgent needs of women and their families (with a focus on Access to Cash in return for relevant services/products provided)*

- **Pillar III** - Bridging the humanitarian/development divide by promoting sustainable livelihoods for marginalized refugee women. Specific results under this pillar include:
  i. *Women and girls have increased access to sustainable long-term livelihood opportunities*
  ii. *Promoting positive attitudes and behaviours of men and boys towards gender equality*

To achieve the above and in line with agreement with the Government of Norway, UN Women put in place systems and conducted periodic monitoring meetings and built the capacity of Implementing Partners (IPs) to ensure compliance with UN Women systems, procedures, accountability and reporting requirements. Regular technical support and oversight was provided to all IPs, involving both Programme and operations teams. The IPs are Transcultural Psychosocial Organization (TPO), Refugee Law Project and UWONET.

In addition, partnerships and collaboration with other UN agencies particularly WFP & UNHCR, Women rights and women led organizations, district local government Community Development Officers, Commercial and Production Departments were sought to connect women to the different enterprises. Collaboration with the OPM – UNHCR led inter-agency humanitarian coordination system was an essential element of the Programme as their complementary activities, financial inputs, field presence and technical expertise enhanced the effectiveness of Programme interventions.

PURPOSE OF THE EVALUATION

The UN Women Evaluation Policy and the UN Women Evaluation Strategic Plan 2014-2017 are the main guiding documents that set forth the principles and organizational framework for evaluation planning, conduct and follow-up in UN Women. These principles are aligned with the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation in the UN System and the Guidelines. The key principles for gender-responsive evaluation at UN Women are: 1) National ownership and leadership; 2) UN system coordination and coherence with regard to gender equality and the empowerment of women; 3) Innovation; 4) Fair power relations and empowerment; 5) Participation and inclusion; 6) Independence and impartiality; 7) Transparency; 8) Quality and credibility; 9) Intentionality and use of evaluation; and 10) Ethics.

The LEAP Programme which is in its third and last year of implementation is scheduled to end in December 2020 after securing 4 months costed extension. In line with the Programme requirements and the UN Women evaluation policy, an end of Programme evaluation is to be conducted to assess the performance of the Programme. The purpose of this independent end term evaluation is to assess the Programme's achievements against the set objectives, identify and document lessons learnt (including design issues, lessons and best practices that can be up-scaled or replicated), and assess how the Programme contributed to gender equality and economic empowerment of South Sudanese refugee women and women from host communities in Yumbe and Adjumani districts.

It is a priority for UN Women that this end line Programme evaluation will be gender-responsive and will actively support the achievement of gender equality and women's empowerment, with emphasis on UN Women key areas central to supporting women and girls' empowerment in humanitarian action: Leadership and participation, Protection and safety, and Economic well-being.

The primary intended users of this evaluation are:

- Relevant staff in target ministries, local government and targeted government institutions, and participating CSOs
- Target beneficiary communities/groups
- Members of community leadership structures
- Relevant staff in participating UN-agencies.
- Staff of implementing partners
- Sector leads in the participating UN-agencies and refugee response coordination.
  UN Agencies technical working groups
  UNACs
- Development partners

Primary intended uses of this evaluation are:

a) Learning and improved decision-making to support the scale up of LEAP;
b) Feedback, participation and accountability to affected communities
c) Accountability for the development effectiveness of the LEAP to the donors and other stakeholders.

d) Capacity development and mobilization of national stakeholders to advance gender equality and the empowerment of women.

EVALUATION CRITERIA AND KEY QUESTIONS

This evaluation will specifically:

1. Assess the **relevance** of LEAP intervention in addressing the needs of refugee and host community women in alignment with gender equality and women's empowerment.
2. Assess the **effectiveness and efficiency** of UN Women's approach for achievement of results, as defined in the logical framework, including the Programme Theory of Change
3. Analyze how the **human rights approach and gender equality principles** were integrated in LEAP and humanitarian action Programming in the South Sudanese response
4. Identify and **validate lessons learned, promising practices and innovations of work** supported by LEAP Programme within the context of the aid effectiveness agenda
5. **Assess the added value of the LEAP** strategy and related interventions to UN Women's mandate and to the overall UN System presence in Programme locations.
6. Assess the **inter-connectedness and sustainability** of UN Women's initiatives on increasing leadership, protection and economic opportunities for refugee women and analyse possible weaknesses in order to improve next steps for scale-up Programming.
7. Provide **actionable recommendations** with respect to the strategy, and overall approach to UN Women's Programming in humanitarian settings.

The evaluation will apply six UN Evaluation Group (UNEG) evaluation criteria (relevance, effectiveness-including normative, and coordination mandates of UN Women- efficiency, coherence, impact and sustainability), as well as standards based on Human Rights, Gender Equality and Value for Money as additional criteria.

The evaluation will seek to answer the following key evaluation questions and sub-questions:

Criterion	Questions
Relevance	Were the Programmatic methodologies/strategies appropriate to address the identified needs of beneficiaries and stakeholders?
	Was the choice of partners most relevant to the situation of refugee women and marginalized groups in the Programme operational areas?
	Was the Programme aligned with national policies, priorities and other relevant normative frameworks for GEWE?
	Were the choice of interventions most relevant to the situation in the target thematic areas?
	Did interventions target the underlying causes of gender inequality?
	Was the technical design of the Programme including the ToC relevant? What is UN Women's comparative advantage in this area of work compared with other UN entities and key partners?

Effectiveness	What has UN Women's contribution been to the progress of the achievement of outcomes, and to what extent have planned outputs been achieved on time and on budget?
	What are the intended and unintended, (positive or negative), effects of the interventions on women, men and institutions? How has the intervention affected the well-being of the different groups of stakeholders?
	To what extent have settlements and spaces established for women to access services, assets and protection served as empowerment and leadership hubs, and to what extent have they addressed gender-specific structural barriers rooted in prevailing social norms and attitudes?
	Did the IPs have access to the necessary skills, knowledge and capacities needed to deliver the Programme?
	What were the main Programme enabling and hindering factors to achieving planned outcomes and what actions need to be taken to overcome any barriers that limit required progress?
Efficiency and Coherence	Is the balance and coherence between Programming-operational, coordination and policy-normative work optimal?
	What is UN Women's comparative advantage compared with other UN entities and key partners in delivering on this Programme?
	To what extent did the interventions add value while avoiding duplication of efforts.
	To what extent has gender equality and women's empowerment been mainstreamed in LEAP geographical scope such as UN joint Programming?
	To what extent did the UN Women management structure support efficiency for implementation and delivery of required results (including Risk and Financial Management)?
	Has a Results Based Management system been established and effectively implemented for the LEAP Programme?
Inter-connectedness, Sustainability and impact	To what extent did interventions as designed and implemented take longer-term and interconnected problems into account? Did they contribute to interventions planned in the longer term, such as recovery or development? To what extent was capacity of partners developed in order to ensure sustainability of efforts and benefits and what are the measures that have been incorporated to promote sustainability? What accountability and oversights systems were established to secure benefits of the intervention for rights holders beyond this intervention
	To what extent was gender equality and women's empowerment advanced as a result of the intervention?

	What is the potential to scale up existing models to reach larger groups of women? What difference has the intervention made in the lives of refugee women and girls (intended and unintended) and to what extent have they collaborated to create synergies beyond this Programme?
Human Rights and Gender Equality	What contribution did this Programme make to implement global norms, standards and Programming principles for Human rights, development effectiveness; gender equality and the empowerment of women?
	To what extent did the Programme change the dynamics of power in relationships between different groups (including refugees and host communities)?
	How has attention to/integration of gender equality and human rights concerns advanced the area of work?

SCOPE OF THE EVALUATION

The evaluation is an end of Programme evaluation and will cover all Programme activities implemented since August 1, 2017 to date. The evaluation will cover Programme beneficiaries i.e. South Sudanese refugees in Yumbe and Adjumani districts and the respective host communities.

Lessons learned and documented from this process will inform future scaling up of the LEAP Programme and how the Country Office will design similar Programming in the future.

EVALUATION APPROACH AND METHODOLOGY

The evaluation will be an external, independent and participatory exercise, which should be completed within a timeframe of 25 days spread over a period of 2 months beginning in November 2020. The final evaluation methodology will document and analyze the distinct achievements of each Programmatic pillar, while also assessing the ways in which efforts contributed to national implementation and Programme-level work influenced country advocacy and policy.

The evaluation shall provide evidence-based information that is credible, reliable and useful and will be based on gender and human rights principles, as defined in the UN Women Evaluation Policy and adhere to the United Nations norms and standards for evaluation.

The evaluation methodology will employ mixed methods and an innovative approach for capturing results, while ensuring that the views of the most excluded groups of women are represented in the evaluation. An initial desk review and brief discussions with key stakeholders will support the refinement and finalization of the methodology and analytical framework. An important component of this evaluation will be the assessment of the LEAP Programme's Theory of Change and results framework to assess whether the Programme remained on track to achieve expected outcomes. The UN Women Rapid Assessment Tool for Evaluation of Gender Equality and Women's Empowerment Results in Humanitarian Context will be used as part of the data collection instruments.

The evaluation will require use of technology to conduct data collection, using information technology tools, ensuring that all the refugee settlements and host communities where the Programme has been implemented are covered. This is particularly critical, given the context of COVID-19 prevention efforts and physical distancing requirements. The consultant is expected to indicate how ICT will be embedded in the evaluation methodology ensuring that vulnerable groups of beneficiaries are included in the process as much as possible.

The evaluation is expected to follow a collaborative and participatory approach ensuring close engagement with Programme beneficiaries, implementing partners, district local government leadership, Humanitarian actors, Office of the Prime minister and other key stakeholders as will be informed by the stakeholder mapping process. The analysis of the application of human rights and gender equality principles in LEAP interventions will be an integral part of the evaluation. Integration of human rights and gender equality issues into the evaluation requires adherence to three main principles – inclusion, participation, and fair power relations. Consequently, a case study approach will also be employed to illustrate the results in the lives of beneficiaries and key stakeholders in each of the Programme areas. The case studies will consider innovative approaches for engaging these actors in the documentation of Programme results, through at least one case study in each area, using tools like participatory video; significant change stories; photo exhibition; collaborative outcome reporting; and other participatory methods that prioritize the voices of beneficiaries and stakeholders.

The main recommended phases of the evaluation methodology are:

a) **Inception Phase**:

- Conduct an initial desk review of available documents, gather and analyze Programme data, conceptualize the evaluation approach, consult internally on the approach, develop data collection tools, stakeholder mapping, engage reference group.
- Conduct brief interviews (via skype, zoom or phone) with key stakeholders to refine the evaluation scope and methodology.
- Draft an Inception Report that will be reviewed by the Evaluation Reference Group.
- Refine the evaluation methodology/question matrix based on Evaluation Reference Group's feedback and integrate proposed changes (as appropriate) into the final evaluation report.

b) Intensive field-based Phase: Data collection Phase

- A more in-depth review of documents.
- Review existing baseline data (primarily from individual IP-based research studies) to determine available data (or could be reframed) against which to measure progress.
- Collect survey data from beneficiaries and selected stakeholders
- Deliver PowerPoint presentation of preliminary field key findings.
- Conduct in-depth interviews with national UN Women staff, partner organizations, donor representatives, and others as necessary.

c) **Analysis and Report Writing Phase**:

- Review and analyze all available data including staff, partner and stakeholder survey(s) and interpret findings.
- Prepare first draft of the synthesis evaluation report and submit to Evaluation Reference Group for comments and possible endorsement.
- Revise report based on the feedback from Evaluation Management Group and debriefing session (as appropriate).
- Submit final report
- Develop communications materials (popularized version of the final report)

MANAGEMENT OF THE EVALUATION

The evaluation and quality assurance will be managed by UN Women Uganda Country Office, with technical support from a team of national consultants with a team leader. The Team Leader will be accountable to UN Women on behalf of the team and report to the Uganda CO Planning, Monitoring and Evaluation Specialist. The evaluation will be conducted in accordance with UN Women evaluation guidelines and UNEG norms and standards. Upon completion of the evaluation, UN Women has the responsibility to prepare a management response that addresses the findings and recommendations to ensure future learning and inform implementation of their relevant Programmes, especially the Women Economic Empowerment and Women's Leadership Programmes.

The evaluation management structure will comprise of one coordinating entity and two consultative bodies: The **Evaluation Management Group** and the **Evaluation Reference Group**. The Planning, Monitoring and Evaluation Specialist will manage the day-to-day aspects of the evaluation. This evaluation will be a participatory process and the evaluation manager will ensure consultations with all the key stakeholders as required.

The **Evaluation Management Group** will be responsible for management of the evaluation. It will coordinate the selection and recruitment of the evaluation team, manage contractual agreements, budget and personnel involved in the evaluation, support the reference groups, provide all necessary data to the evaluation team, and facilitate communication between the evaluation team and the reference group. The Management Group will include UN Women (Programme Specialists, M&E/Communications Officer; Operations Manager, Programme Analyst; Evaluation Manager).

The **Evaluation Reference Group** will provide direct oversight, safeguard independence, and give technical input over the course of the evaluation. It will provide guidance on evaluation team selection and key deliverables (Inception Report and Evaluation Report) submitted by the evaluation team. It will also support dissemination of the findings and recommendations. The Evaluation Reference Group will include: Deputy Country Representatives, Representatives from IPs, Embassy of Norway, 1-2 Independent Programme Specialists & Regional Evaluation Specialist

TIME FRAME AND DELIVERABLES

The evaluation will be conducted between November 17, 2020 -January 31, 021. The primary evaluation deliverables are:

	Required Timeframe	Payment %
1. **Inception Report:** this report will include a detailed evaluation methodology, revised evaluation question matrix, proposed data collection tools and analysis approach, and final evaluation work plan (with corresponding timeline)	1-week post contract signing (6 November 2020)	30th November 2020
2. **PowerPoint Presentations after every field mission.** This will include (but not limited to) process of consultations, stakeholders consulted, key responses (per evaluation question), recommendations and way forward	7 – 15 December, 2020	
3. **Preliminary findings presentation and validation workshop with stakeholders**: This will be presented in person or via zoom to the Reference Group for feedback. The recommendations should also be discussed in this workshop.	5th January 2020	
4. **First draft of the Evaluation Report.** The draft evaluation report should include all annexes summarizing the quantitative and qualitative analysis and incorporate feedback from the Evaluation Reference Group validation workshop; the final agreed upon version of the evaluation report should also include an audit trail of how comments have been integrated into the report, and all final annexes.	28th December 2020	
5. **PowerPoint Presentation to Core Reference Group & Broad Reference Group** on main Findings/ Recommendations and proposed dissemination strategy; and	8th January 2021	
6. Final Evaluation Report	15th January 2021	
7. Communications piece (popularized version of the final report) Submission of innovative knowledge products that capture the evaluation findings in a clear and concise manner, e.g. video, brief with infographics, etc, in line with the UN Women branding guidelines.	15th January 2021	

EVALUATION TEAM COMPOSITION & SKILLS

The National Consultant is expected to coopt other 2 members with technical expertise to form an evaluation team with the National Consultant being the evaluation team leader. The evaluation team leader will demonstrate experience and expertise in leadership and coordination of evaluations. The team leader will be responsible for managing the evaluation team coordination, preparation of the work plan, and the presentation of accountability for the evaluation deliverables.

Specifically, the evaluation **TEAM LEADER** is expected to have the following expertise:

- At least a master's degree; PhD preferred, in any social science, preferably including gender, evaluation or social research;
- Technical expertise in gender, aid effectiveness, and evaluation of humanitarian and gender Programmes.
- A minimum of 12 years of working experience applying qualitative and quantitative evaluation methods, particularly at the outcome level of a final evaluation;
- A strong record in designing and leading evaluations;
- Strong ability to translate complex data into effective, written reports;
- Experience in gender analysis and human rights.
- Detailed knowledge of the role of the UN Programming is desirable.
- In-country or regional experience in gender equality and women empowerment including solid understanding of Gender in Humanitarian Action and the Comprehensive Refugees Response Framework (CRRF), gender statistics, national planning and budgeting
- Proven track record of managing teams
- English language proficiency and any other UN language is preferred yet.
- Experience using ICT tools to conduct evaluations remotely

The Evaluation Team Leader will be responsible for coordinating the evaluation as a whole: the evaluation team, the work plan, delivery of the expected evaluation outputs and all presentations. The Team Leader is required to **submit two examples of evaluation reports recently completed** where she/he contributed significantly as the lead writer.
The other two evaluation **TEAM MEMBERS** should have skills in the following:

Education

- At least a Master's degree related to any of the social sciences, political science, international relations, economics, gender studies and evaluation

Work Experience

- A minimum of 7 years of working experience in conducting evaluations including
- proven practical professional experience in designing and conducting major evaluations;
- Significant experience in gender and/or aid effectiveness;
- Substantive experience in evaluating interventions in humanitarian settings and familiarity with Gender in Humanitarian Action and the Comprehensive Refugees Response Framework (CRRF)
- Extensive knowledge and experience in the application of quantitative and qualitative evaluation methods with a strong gender focus;
- High level data analysis skills;
- In-country or regional experience in Programming in refugee setting;
- Flexibility and Ability to work with teams

- Pays attention to details with ability to work under pressure to meet challenging deadlines

Language Requirements for all 3 team members:

- English language proficiency required, with ability in another UN language an added advantage
- Experience using ICT tools to conduct evaluations remotely required.

APPLICATION PROCEDURE

Interested qualified individual consultants must apply online latest by 31 August, 2020. Candidates should submit one PDF File attachment containing:

1. A letter of interest,
2. A personal CV and
3. UN Women P11 dully filled form with at least three (3) professional references (UN Women Personal History Form (P11), can be downloaded at: http://www.unwomen.org/about-us/employment;
4. Technical and financial proposal.

ANNEX 1: Evaluation Team Selection Criteria

The selection of the Evaluation Team will be based on the fulfillment of the specification established in the TOR. The submitted proposals will be assessed on three main categories: the expertise and competencies of the evaluators, as reflected in their CVs, gender balance and diversity of team; the technical proposal for the specific evaluation; and financial proposal. The categories will be assigned different weighting, which will total 100%.

I. Team Composition (35%)

The team leader's and all team's experience and qualifications meet the criteria indicated in the TOR. The team is gender balanced and cross-culturally diverse.

II. Technical Proposal (35%)

a. **Evaluation matrix:** The matrix clearly addresses the TOR, relating evaluation Questions with evaluation Criteria, with Indicators and with Means of verification.

b. **Evaluation approach and methodology:** The proposal presents a specific approach and a variety of techniques for gathering and analyzing qualitative and quantitative data that are feasible and applicable in the timeframe and context of the evaluation and incorporates human rights and gender equality perspectives.

c. **Work plan:** The timeframe and resources indicated in the financial proposal are realistic and useful for the needs of the evaluation.

d. **Motivation and ethics:** The evaluator reflects clear professional commitment with the subject of the assignment and follow UNEG ethical code of conduct.

III. Budget (30%)

The budget proposed is sufficient for applying the data gathering techniques and for obtaining reliable data for the evaluation in the timeframe indicated.

ANNEX 2: Outline – Final Evaluation Report Format

The evaluation team can refine the final evaluation report format as necessary, to be done in consultation with the Evaluation Reference Group. Overall, the evaluation report should have the following structure:

1. Executive Summary (maximum 5 pages)
2. Programme Description
3. Evaluation Purpose and Primary Objectives
4. Evaluation Methodology, including the final analytical framework
5. Main Findings
    a) National
    b) Programme Level (include specific findings and cross-Programme analysis)
    c) Cross-cutting
6. Lessons Learnt
7. Conclusions
8. Recommendations
9. Annexes
    a) Documents reviewed
    b) Interviews conducted
    c) Data collection tools/analysis approach
    d) Visual presentation of the Programme theory of change/logic framework
    e) Evaluation Terms of Reference
    f) Communication piece (not more than 12 power point presentation slides, a participatory video, significant change stories & photo exhibition)