# EVALUATION REPORT

## "Women lead and benefit from sustainable and inclusive peace and security in Uganda 2018- 2021"

**UN WOMEN IN UGANDA**

FINAL VERSION April 2022

| Evaluation Team | Evaluation Management Group |
|---|---|
| **Ms. Viviane Tassi Bela**<br>Evaluation Team Leader | **Mr. Dan Bazira**<br>Head of Strategic Planning, Monitoring, Evaluation, Research & Knowledge Management Unit |
| **Mr. Paul Bukuluki**<br>Evaluation Team Member | **Ms. Allen Ankunda**<br>M&E/Communications Officer |

## ACKNOWLEDGMENT

**Viviane Tassi Bela**                                    **Paul Bukuluki**
Evaluation Team Leader                              Evaluation Team Member
viviane@tassi-bela.net                                pbukuluki@gmail.com

## ABBREVIATIONS AND ACRONYMS

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|---|---|
| ARV | Antiretrovirals |
| CBOs. | Community Based Organizations |
| CSOs | Civil Society Organizations |
| CEDAW | Convention for the Elimination of all forms of Discrimination Against Women |
| CoACT | Coalition for Action on 1325 |
| COVID-19 | Corona Virus Disease of 2019 |
| EU | The European Union |
| EVAWG | Elimination of Violence Against Women and Girls Female |
| FGM | Female Genital Mutilation |
| GERAAS | Global Evaluation Reports Assessment and Analysis System |
| GEWE | Gender Equality and Women Empowerment |
| GoU | Government of Uganda |
| GRB | Gender Responsive Budgeting |
| HIV | Human Immunodeficiency Virus |
| HRBA | Human Rights- based Approach |
| IDP | Internally Displaced Persons |
| LNoB | Leaving No One Behind |
| LRA | Lord's Resistance Army |
| MAK | Makerere University (Peace and Conflict Centre) |
| MERP | Monitoring, Evaluation and Research plan |
| MGLSD | Ministry of Gender Labor and Social Development |
| MoDVA | Ministry of Defence and Veteran Affairs |
| MoH | Ministry of Health |
| MoIA | Ministry of Internal Affairs |
| MoFPED | Ministry of Finance, Planning and Economic Development |
| MOLG | Ministry of Local Government |
| MPs | Members of Parliament |
| NAP | National Action Plan |
| NGOs | Non-Governmental Organizations |
| NGP | National Gender Policy |
| OECD | Organisation for Economic Co-operation and Development |
| OPM | Office of Prime Minister |
| POM | Programme and Operations Manual |
| ProDoc | Programme Document |
| PSEA | Prevention of Sexual Exploitation and Abuse |
| SACCO | Savings Cooperatives Society |
| SDGs | Sustainable Development Goals |
| SGBV | Sexual Gender Based Violence |
| SRHR | Sexual and Reproductive Health and Rights |
| TOC | Theory of Change |
| ToRs | Terms of Reference |
| UBOS | Uganda Bureau of Statistics |
| UN | United Nations |
| UNSCR | United Nations Security Council |
| UN Women | United Nations Entity for Gender Equality and Empowerment of Women |
| UNCT | United Nations Country Team |
| UNDAF | United Nations Development Assistance Framework |

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|---|---|
| UNDP | United Nations Development Program |
| UNEG | United Nations Evaluation Group |
| VFM | Value For Money |
| WEE | Women's Economic Empowerment |
| WPS | Women Peace and Security |
| WIPC | Women International Peace Centre |

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## EXECUTIVE SUMMARY

### Context of the programme

Since independence (1962), Uganda has experienced successive violent conflicts with most regions of the country witnessing conflict albeit at varying intensity. The Uganda State reached levels of near collapse due to debilitating civil wars leading to the eighth change of government within a period of twenty-four years (from 1962-1986). Several political historians have argued that between 1981 to 1986, the civil war affected many districts of Central and Western Uganda (Golooba, 2008[1]; Reid 2002[2]). During the 1990s, Uganda has also witnessed civil armed conflicts in the Rwenzori subregion in Western Uganda due to the activities of the Allied Democratic Front, while the West Nile region in North Western Uganda suffered at the hands of the West Nile Bank Front, the Teso region of Eastern Uganda, the population struggled under the hands of various armed groups including the Lord's Resistance Army (LRA) and cattle rustlers (Golooba, 2008; Branch 2004[3]). Between 1987 and 2006, the Acholi-Lango region in Northern Uganda was devastated by over two decades of war by the LRA. Women and girls were heavily affected by these conflicts and related harmful practices especially sexual violence and abuses, female genital mutilation/cutting and early/child marriage and trauma[4]. According to the Programme Document (ProDoc)[5], the 2017 National Governance Peace and Security Report by the Uganda Bureau of Statistics (UBOS) indicates that more than half of the respondents were concerned about governance issues particularly in relation to the performance or effective representation by their members of parliament—they demonstrated trust issues for the job done by their Members of Parliament[6]. The same study found that other key threats to peace and inclusive governance include widespread corruption, poverty and the widening gap between the rich and poor, land conflicts that often turn violent, election related violence, murder of women and police brutality[7]. The National Governance, Peace and Security Survey Report (Uganda 2017) observed also that most Ugandans found the kidnap and murder of women, alongside violent land related conflict and election related violence and poverty as major security threats in Uganda.

Although major efforts have been made by both the Civil Society Organizations and Government (For example the government's commitments to the WPS agenda highlighted in the Uganda's National Development Plan (NDP) II and III, and the Uganda's Vision 2040) to move the peace agenda forward, a lot is lacking due to limited capacities and funding to enable implementation of key WPS priorities highlighted in the relevant plans and policies.

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[1] Golooba-Mutebi, F. (2008). Collapse, war and reconstruction in Rwanda: An analytical narrative on state-making (pp. 1-40). London: Crisis States Research Centre.
[2] Reid, R. 2002. Political Power in Pre-Colonial Buganda. Kampala: Fountain Publishers.
[3] Branch, A. International Justice, Local Injustice: The International Criminal Court in Northern Uganda, Dissent, Summer, (2004)
[4] Iyer, P., & Stites, E. (2021). Trauma, loss and other psychosocial drivers of excessive alcohol consumption in Karamoja, Uganda. Pastoralism, 11(1), 1-14.
[5] Revised ProDoc p. 3
[6] Uganda Bureau of Statistics, 2017 National Governance, Peace and Security Survey Report, April 2018
[7] Ibid

Despite these efforts, women involvement in peace and security processes and their impact has been in the past sub-optimal justifying the need for more investments in WPS programmes under COVID-19 constraints.

**Description of the programme**

The WPS programme under evaluation with the title "*Women lead and benefit from sustainable and inclusive peace and security in Uganda*" was developed against a backdrop of conflict and post conflict situations in Uganda including the post conflict situation in northern Uganda noting that even though there is no active war, the limited engagement in transitional justice including reconciliation and reparations, has remained a serious challenge, with little accountability for atrocities committed during the 20- year civil war. In addition, other key issues have emerged that have implications for WPS such as the ongoing conflict related to land grabbing, allocation of resources, ethnic rivalries, electoral violence, surge in refugees and its implications for relationships between refugees and host communities and rising violent extremism. Furthermore, the design and development of the WPS programme was informed by the review of the two previous NAPs (NAPI and NAP II)- UNSCR 1325. The WPS programme took into consideration the lessons learnt and gaps identified during the implementation of the previous two NAPs.

The programme "*Women lead and benefit from sustainable and inclusive peace and security in Uganda*" or WPS programme, is a three-year programme funded by the Government of Norway which started on 6th of December 2018[8] - and ended in December 2021. The programme was awarded a no-cost extension until April 2022. The Total budget of the programme which aims at supporting the development and implementation of the third National Action Plan (NAPIII) on UNSCR 1325, is 25, 500,000 NOK / 3, 040, 622 USD. It geographically covers all regions of Uganda: Central, Eastern, Western and Northern Regions.

The WPS Programme that was officially launched on 19th July 2019, has one (1) main outcome and four (4) outputs.

**Evaluation Purpose and Objectives**

The UN-Women Country Office commissioned the evaluation of the *Women Lead and Benefit from Sustainable and Inclusive Peace and Security in Uganda project* or WPS Programme in order to enhance accountability for results and assess the Relevance, Effectiveness, Efficiency and Coherence, Value for Money, Sustainability, Impact and Gender / Human Rights. The evaluation was also intended to provide lessons learned and recommendations to inform future programming on Women, Peace and Security and related issues in Uganda.

The time scope of the evaluation covered all WPS Programme activities implemented since December 1, 2018 to December 31, 2021 (and extended until April 2022) at the national and sub-national levels. The programmatic scope of the evaluation focused on generating lessons

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[8] According to the first annual report, p. 11, MoU between UN Women and the Embassy of Norway was signed on 06/12/2018

learned from this process to inform implementation of the 3rd National Action Plan on 1325 and the design of WPS programming in the future.

**Evaluation methodology**

The evaluation was conducted in accordance with UN Women evaluation policy, evaluation chapter of the Programme and Operations Manual (POM), the Global Evaluation Reports Assessment and Analysis System (GERAAS evaluation report quality checklist), the United Nations System-Wide Action Plan Evaluation Performance Indicators (UN-SWAP EP) and UN Women Evaluation handbook. A gender responsive methodology was used by the Evaluation Team.

The methodology was informed by UNEG norms, standards and principles, ensuring the inclusion of various project stakeholders; government representatives, CSOs & implementing partners. The evaluation utilized mixed-methods to gather and integrate data from multiple sources and methods. Standard qualitative and quantitative evaluation methodologies were used, and qualitative data derived from key informant interviews, focus group discussions and case studies.

The data derived from programme documents, monitoring and progress reports highlighting programme approach, various activities, expenditure served as literature.  A structured questionnaire was developed for the quantitative part of the evaluation. The Evaluation Team adopted an inclusive Gender Equality and Human Rights- based Approach (HRBA) by examining processes and the results as well as by designing an appropriate system-based methodology to understand the various linkages in the Results Chain - Strategies, Outcome and Theory of Change (ToC) - and verifying the assumptions behind the main outcome of this programme.

The use of a combination of qualitative and quantitative data was key to the evaluation as this ensured that the limitations of one type of data are balanced by the strengths of another.

The field visit in Uganda was conducted between 17/02/2022 and 20/02/20222. The Evaluation Team was supported by research assistants and visited Kasese, Kotido, Kampala, Yumbe and Kaberamaido districts. A total of 131 respondents (54 men, 70 women and 7 participants to online survey did not indicate their sex / gender were interviewed (12 Focus group discussions held, Online survey with 7 participants and 18 In-depth interviews conducted.)

**Evaluation Findings (Overall Score of the WPS Programme: B)**

This programme was implemented with limited resources in a period of COVID-19 outbreak and, in a context, characterized by election campaigns and conflict in some communities. However, the programme managed to achieve good results that serves as basis in advancing WPS agenda in the country. The achieved results must be further consolidated through various mechanisms presented in the recommendations below.

Although the WPS Programme had well streamlined and effective coordination mechanisms at the national level, it struggled with monitoring and coordination mechanisms in the districts and in the communities partly due the context of COVID-19.

**Conclusion**

The Uganda context is characterized by conflicts in some districts and is negatively impacted by COVID-19. The achieved results are therefore at risk and must be further consolidated by: a) implementing the adopted NAPIII on UNSCR 1325, b) localizing the NAPIII in districts for implementation; c) by strengthening accountability and oversight for performance in the districts and communities; d) capacity building and development of the justice system to facilitate access to justice for survivors, referral pathways and security sector; e) providing a strong mechanism to prevent and respond to SGBV and other violations and abuses on women and marginalized groups exacerbated by COVID-19; f) reinforcing existing synergies in the communities with other national and international actors supporting Peace and security efforts in the country; g) strengthening resources mobilization for the next phase; and h) by systematically integrating a do no harm and safeguarding approach in all interventions given the volatile and conflict context in some regions where WPS program is implemented.

**Recommendations**

**Recommendation 1:** All implementing partners and stakeholders must be capacitated in integrating **Do no harm** approach and principles in all development interventions and particularly the ones implemented in conflict affected communities/ districts/ regions. Donor must ensure there is do no harm strategy and plan in place at the design phase of funded projects / programmes .

**Recommendation 2:** A vulnerable and marginalized group strategy & plan in line with the LNOB principles and do no harm approach must be developed at the early stage of each intervention planned to be implemented in conflict affected communities and areas. Safety related issues often affect active participation of women, men and marginalized groups and limit their involvement in programme activities.

**Recommendation 3:** Develop a specific needs assessment of vulnerable groups and war / SGBV victims & survivors living with disabilities in accessing justice in the districts / communities to be covered by further WPS interventions and design an appropriate strategy to address the identified needs and priorities. This will contribute to address observed impunity and challenges reported for vulnerable groups in accessing services for justice. In addition, there is a need to further enhance skills and knowledge of judicial officials on WPS related issues including practices in applying legal instruments on Women's rights violations including SGBV / Rape / FGM. Ensure there is a platform developed to share these best practices.

**Recommendation 4:** Conduct a national mapping of all actors addressing (Women) Peace and Security in the country per area (Prevention, participation, & Representation and Recovery & Relief. This will enable to develop an appropriate convergence approach for coherence and identify entry points to make best use of available synergies, minimize

duplication, avoid overlaps and strengthen synergies available in the counties, districts and communities.

**Recommendation 5:** Enhance the involvement of UN Women Sub-Offices in implementation of M&E strategy. This will increase opportunities to identify and avoid duplication of interventions at community / district level.

**Recommendation 6:**UN Women must urgently further strengthen RBM in its programming. It must also foster senior-level leadership in RBM with national actors playing a major lead. A results culture among the partners including national, sub-national and local governments, civil society organizations and communities must be promoted. As UN Women and its partners operate in a highly dynamic context, an adaptive RBM regime must be put in place to enable an update of frameworks if necessary. A user-friendly RBM information systems must be developed for community based organisations so that they are able to use results information for learning and for reporting and accountability.

**Recommendation 7:** There is a need for investment in social norm change interventions to address the harmful social norms that underlie gender inequality and women participation in economic empowerment activities. In addition, there is a need to invest in tools and interventions that have demonstrated evidence of effectiveness in facilitating social norm change in the domains of SGBV.

**Recommendation 8:** There is a linkage between Economic Empowerment and Recovery of Women survivors in the communities most affected by conflicts / SGBV / Rape and FGM. UN Women and its partners must sustain Relief & Recovery efforts provided to survivors so they do not depend on perpetrators.

**Recommendation 9:** Further support MoDVA in development / finalizing its gender policy.

**Recommendation 10:** Enhance the capacity of journalists & Media in advocating / reporting on WPS related issues.

**Recommendation 11:** Enhance coordination mechanisms and monitoring at community and district levels and ensure it is inclusive with stronger involvement of CBOs, marginalized groups and PWDs representatives.

**Recommendation 12:** Expand localization of NAPs to at least 1/3 of the districts in Uganda.

**Lessons Learnt**

*Lesson #1:* Engagement of all relevant stakeholders in all stages of the programming process maximizes the contribution that UN Women & the United Nations system can make, through the UNDAF / UNSDCF, to the national development process.

*Lesson #2:* Sustainability is more likely when rights-holders are involved in peace-building or development processes from the outset – including during country & context analysis, defining priorities and results, implementation of activities, and M&E.

*Lesson #3:* Active Stakeholder engagement and good synergies enable also in some cases to achieve good results even when Programme's resources are limited.

*Lesson #4:* Respect and application of "do- not harm" principles is very critical in development and Peacebuilding processes and prevent harm to involved partners including exposed women and men in the communities.

*Lesson #5:* Given the intersections between WPS and other structural factors that affect women peace and security at different levels, it is important to work with actors across the different levels of social ecology (individual, family, community and societal levels) to identify and respond to the risk factors as well as develop strategies to address them at the various levels.

# 1. BACKGROUND AND CONTEXT

## 1.1. UN Women in Uganda

UN Women is the United Nations Entity dedicated to Gender Equality and the Empowerment of Women. 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.

In Uganda, UN Women has supported the women, peace and security agenda since the establishment of the office, both during UNIFEM through support to the conflict and post conflict affected women, supporting their access to services and participation in key peace negotiations and the support to reintegration of women returning after capture. A key area of work has been to support both government and civil society in the development, implementation and review of the National Action Plans (NAPs). UN Women supported the Ministry of Gender, Labour and Social Development (MoGLSD) in the development, implementation and review of the NAPs 1325 since 2008[9].

UN Women and the Government of Norway signed an agreement to implement a three-year programme (December 2018 - December 2021), entitled, "Women Lead and Benefit from Sustainable and Inclusive Peace and Security in Uganda". Through this programme, UN Women's contribution is to ensure that the policy, regulatory and programming frameworks for peacebuilding provide for women's rights, participation and protection, in conformity with human rights standards and international best practices.

## 1.2. Background on Uganda

Since independence (1962), Uganda has experienced successive violent conflicts with most regions of the country witnessing conflict albeit at varying intensity. Therefore, as Golooba (2008) rightly argues, Uganda has had a turbulent political history characterized by putsches, dictatorship, contested electoral outcomes, civil wars and a military invasion. The Uganda State reached levels of near collapse due to debilitating civil wars leading to the eighth change of government within a period of twenty-four years (from 1962-1986)[10]. Several political historians have argued that between 1981 to 1986, the civil war affected many districts of Central and Western Uganda (Golooba, 2008[11]; Reid 2002[12]). During the 1990s, Uganda also witnessed civil armed conflicts in the Rwenzori sub region in Western Uganda due to the activities of the Allied Democratic Front, while the West Nile region in North Western Uganda suffered at the hands of the West Nile Bank Front, the Teso region of Eastern Uganda, the population struggled under the hands of various armed groups including

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[9]The first and second National Action Plans (NAPs), 2008–2010 and 2011–2015 & NAP III 2021-2025.
[10]Government of Uganda. Peace Recovery and Development Plan for Northern Uganda 2007-2010. Available at:
https://www.brookings.edu/wp-content/uploads/2016/07/Uganda_PRDP-2007.pdf
[11] Golooba-Mutebi, F. (2008). Collapse, war and reconstruction in Rwanda: An analytical narrative on state-making (pp. 1-40). London: Crisis States Research Centre.
[12] Reid, R. 2002. Political Power in Pre-Colonial Buganda. Kampala: Fountain Publishers.

the Lord's Resistance Army (LRA) and cattle rustlers (Golooba, 2008; Branch 2004[13]). Between 1987 and 2006, the Acholi-Lango region in Northern Uganda was devastated by over two decades of war by the LRA. This took many lives and resulted in many people being abducted and recruited into rebel camps and thousands were resettled into camps for Internally Displaced Persons (IDPs). (Branch 2004[14]).

Women, Peace and Security issues in Karamoja sub-region: Karamoja sub-region is one of the poorest and under-served regions in Uganda. It has witnessed violent civil conflicts linked to particularly cattle raiding and attendant crimes involving killing of people within Karamoja and neighbouring districts as well as loss of property and livelihoods[15]. For many years, humanitarian aid, targeted poor relief and workfare schemes tended to be popular interventions carried out by development partners and by the government. Although such interventions may to some extent have positively contributed to the avoidance of famine episodes, they have never succeeded in advancing the population's overall well-being and inclusion in the country's development[16]. As noted by the Office of the Prime Minister in the preamble to the Karamoja Integrated Development Plan (2015-2020), Karamoja is in the process of emerging from a lengthy period of instability and conflict and is gradually stabilizing and opening up to opportunities for development. This is attributed to the programmes such as the Karamoja Disarmament and Development Programme, the Northern Uganda Social Action Fund and the Peace Recovery and Development Programmes that have been implemented in the region. Despite recent efforts, development interventions for the people of Karamoja continue to be undermined by a poor healthcare system and consequently poor health indicators. Additionally, the region has very high levels of illiteracy, inadequate schooling and education, and the highest incidences of poverty in Uganda. The region also is among those affected by harmful practices especially female genital mutilation/cutting and early/child marriage[17]. Similarly, some studies have criticized what they termed as forceful disarmament in Karamoja elaborating its consequences related to livelihoods, the loss of the pastoralist identity and experiences of disenfranchisement and trauma as they relate to excessive and often harmful, alcohol consumption[18].

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[13] Branch, A. International Justice, Local Injustice: The International Criminal Court in Northern Uganda, Dissent, Summer, (2004)

[14] Branch, A. (2004). International Justice, Local Injustice: The International Criminal Court in Northern Uganda, Dissent, Summer.

[15] Office of the Prime Minister in the preamble to the Karamoja Integrated Development Plan (2015-2020)

[16] Alexandra Barrantes & Matteo Caravani (2020). Situational Analysis of Food, Nutrition and Income Security in Karamoja: "A normalising view of Karamoja".

[17] UBOS and UNICEF (2017) Female Genital mutilation/cutting survey report 2017. Kampala UBOS.

[18] Iyer, P., & Stites, E. (2021). Trauma, loss and other psychosocial drivers of excessive alcohol consumption in Karamoja, Uganda. Pastoralism, 11(1), 1-14.

## 1.3.    Women participation in Conflict Resolution and Peace Building Processes

Women have been involved in conflict prevention and peace building initiatives as both negotiators or lobbyists for peace as Civil Society Actors. According to the International Women Peace Initiative (2021), peace agreements are 35 percent more likely to last at least 15 years if women participate in their creation[19], and the participation of civil society groups, including women's organizations, makes a peace agreement 64 percent less likely to fail.[20] An analysis of the Ugandan context reveals that women have on several occasions actively participated in conflict resolution and peace building initiatives. For example, Hon. Betty Bigombe's involvement involved in the peace process between the government of Uganda and the Lord's Resistance Army while the grassroots women of Acholi, Lango and Teso played an active role in convincing mothers and wives of the LRA combatants to persuade their loved ones to stop the insurgency (MGLSD, 2021)[21]. Women involvement in the peace processes ensures that women issues are taken into account in the peace processes, women are kept abreast with information from the peace talks and that outcomes of the peace processes benefit women as a whole. In Uganda, there have been positive developments in the area of Women Peace and Security, for example, Women's National Task Force for a gender responsive Peace, Recovery and Development Plan (PRDP) was created and other organizations related to supporting women in politics also emerged notably the "Women's Situation Room for Peaceful Election in 2016. Review of project annual reports shows that several peace building interventions exist in the project districts. Women leaders formed women caucuses to advance the rights of girls and women. The women caucuses promote girl child education, women empowerment and support to engage in leadership and advocate against gender- based violence. These included Refugee Welfare Councils, Neighbourhood watch, District Security Committees, Learner Centred Peace Clubs, Women Caucuses, GBV Coordination meetings, Amameto-council of cultural elders, Community policing and mobile courts, Women peace mediators especially in the Karamoja sub-region among others (WIPC, 2019[22]). These interventions are implemented by several UN, International and National NGOs under the supervision of the OPM and District Local Governments.

Despite these initiatives, women involvement in peace and security processes and their impact has been in the past sub-optimal justifying the need for more investments in WPS programmes.

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[19] International Peace Institute available at https://www.cfr.org/interactive/womens-participation-in-peace-processes. Retrieved 17/12/2021.

[20] https://wps.unwomen.org/participation/ Retrieved 17/12/2021

[21] MGLSD (2021). National Action Plan III on Women, Peace and Security 2021-2025. Available at: http://1325naps.peacewomen.org/wp-content/uploads/2021/07/Uganda-2021-2025.pdf

[22] Women International Peace Centre and UN Women (2019). A baseline assessment report for the project "promoting women's effective participation in peace building in Uganda" a report submitted by Justus Atwijukire.

### 1.4. Frameworks on Women, Peace and Security / UNSCR 1325 in Uganda

*United Nations Security Council Resolution (UNSCR 1325)*

UNSCR (United Nations Security Council Resolution) 1325 (2000) on Women, Peace and Security addresses the impact of war and conflict on women and calls for increasing women's active role in conflict resolution and peace building. It was adopted by the Security Council in 2000 to highlight the different experiences that women and men face before, during and after conflict and the need for gender perspectives to be incorporated into peace building, peacekeeping and post conflict reconstruction. The resolution applies to all 198 UN member states including Uganda.

*Sustainable Development Goals (SDG) 5 and 16*

On Goal 5, it calls for Women and girls, everywhere, must have equal rights and opportunity, and be able to live free of violence and discrimination. Women's equality and empowerment is one of the 17 Sustainable Development Goals, but also integral to all dimensions of inclusive and sustainable development. In short, all the SDGs depend on the achievement of Goal 5.

On Goal 16, it calls for promotion of peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective accountable and inclusive institutions at all levels. Advances in ending violence, promoting the rule of law, strengthening institutions and increasing access to justice are uneven and continue to deprive millions of their security, rights and opportunities and undermine the delivery of public services and broader economic development. Attacks on civil society are also holding back development progress. Renewed efforts are essential to move towards the achievement of Sustainable Development Goal 16

*CEDAW Recommendation 30*

The CEDAW Committee's General recommendation no. 30 on women in conflict prevention, conflict and post-conflict situations is a landmark document giving authoritative guidance to countries that have ratified the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) on concrete measures to ensure women's human rights are protected before, during and after conflict. The general recommendation makes clear that the Convention applies in all forms of conflict and post-conflict settings and addresses crucial issues facing women in these settings, including violence and challenges in access to justice and education, employment and health. It gives guidance on States parties' obligation of due diligence in respect of crimes against women by non-State actors. The general recommendation affirms CEDAW's linkages with the Security Council's women, peace and security agenda.

*The Great Lakes Regional Action Plan (ICGLR-RAP) for the Implementation of UNSCR 1325(2000) for period 2018-2023*

Member States of the Great Lakes region and the Secretariat of International Conference of the Great Lakes Region (ICGLR), through its various organs, have strived to ensure the spirit and vision of UNSCR 1325 is achieved through the development of National Action Plans. These plans recognize that women's meaningful involvement in resolving the deadly

conflicts that directly affect their lives, contributes to sustainable peace for all and the advancement of society as a whole. Extensive efforts have been made to listen and hear their voices, and in ensuring their contributions are recognized and promoted. ICGLR Member States have demonstrated an increasing commitment in protecting the rights of women to be free from violence by signing various instruments, such as the Protocol for Eradication and Prevention of Sexual and Gender Based Violence (SGBV) Against Women and Children and the Kampala Declaration[23] on Combating Sexual Violence[24].

### *Uganda National Action Plan on UNSCR 1325, 1820 and the Goma Declaration*

The Government of Uganda is committed to the implementation of UNSCR 1325 & 1820 and the Goma Declaration as instruments of strengthening Women's active participation and involvement in the promotion of peace and security within the context of conflict prevention and resolution, eradicating Sexual Violence and ending impunity prone situations. In 2008 the Ministry of Gender    Labour and Social Development (MGLSD), as the national machinery responsible for initiating, implementing and coordinating policies and programmes that support women's empowerment and advancement, developed an Action Plan as a guide for the implementation of UNSCR 1325 and 1820 and the Goma Declaration. The Action Plan defines a systematic framework for national    actions and monitoring systems to assess progress and impact of interventions at all levels. The Plan had initially been developed in line with Poverty Eradication Action Plan (PEAP) which was transformed into National Development Plan (NDP) 2010/2011 – 2014/2015. However, the plan had many indicators which could neither be monitored nor attained. This therefore necessitated review and prioritization in line with the National Development Plan III as well as enhance implementation, monitoring and evaluation of actions within the specified period of five years.
The revised NAP (2021-2025) addresses gaps and consolidates lessons learnt from NAPII (2011-2015) and therefore serves as a guide to all actors implementing actions on UNSCR 1325, 1820 and the Goma Declaration.

The NDP is complemented by several legal and policy frameworks on gender equality women empowerment, women peace and security and prevention of violence against women in Uganda. These among others include: The Constitution (1995), Penal Code Act (2007), Domestic Violence Act and its regulations (2011), Equal Opportunities Commission Act (2007), Prevention of Trafficking in Persons Act (2010), and Prohibition of FGM Act (2010).

However, there are a number of gaps, challenges and limitations with this legislation including those related to budgetary and capacity issues[25] that influence effective implementation[26] of the laws[27].

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[23]https://preventgbvafrica.org/wp-content/uploads/2013/10/kampaladeclaration.pdf
[24]https://www.icglr-rtf.org/workshop-on-assessing-implementation-of-kampala-declaration-on-sexual-and-gender-based-violence-sgbv-imperial-royale-hotel-kampala-uganda-29-30th-august-2017/
[25] Stephanie Keene (2016). Legal and institutional frameworks concerning child protection in Uganda: An overview of the laws, customary practices, and obstacles to justice related to child sexual abuse.
[26]World Bank 2009. Uganda Legal and Judicial Sector Study Report. July 2009. Available at:
https://documents1.worldbank.org/curated/en/922811468309343817/pdf/497010ESW0P11010Box341968B01PUBLIC1.pdf
[27] World Bank (2020). Preventing and Responding to Gender-Based Violence and Keeping Children Safe in Uganda's Refugee Hosting Districts. Available at: https://www.worldbank.org/en/country/uganda/publication/preventing-and-responding-to-gender-based-violence-and-keeping-children-safe-in-ugandas-refugee-hosting-districts

The Uganda government's commitments to preventing and responding to GBV and broadly women, peace and security have also been articulated through a number of policies, action plans and guidelines developed over the last decade. These provide guidance, priority actions and implementation frameworks for GBV prevention and response and include the following commitments:

- The Third National Development Plan emphasises gender equality as basis for development and prioritises the development of interventions to eliminate GBV and related women peace and security challenges.
- The Peace Recovery and Development Plan III (July 2015 - June 2021)
- The National Gender Policy (NGP) (2007) and associated National Action Plan on Women (2007)
- The National Action Plan for UNSCR 1325, 1820 and the Goma Declaration defines a systematic framework for national actions and monitoring systems to assess progress and impact of interventions at all levels.
- The National Policy for the Elimination of Gender Based Violence in Uganda (2014) and related National Action Plan. It outlines the roles of various state and non-state actors at local and national levels, strategic actions and milestones for measuring progress at national and local level.

## 1.5.  Human Rights and Gender Equality in Uganda

Chapter Four of the 1995 Constitution of the Republic of Uganda contains fundamental human rights and freedoms that are inherent to all human beings. The constitution also provides for women's equal treatment with men and that right shall include equal opportunities in political, economic and social activities. Although Uganda's legal framework on political competition does not discriminate against women and men during the elections, the social, economic and cultural construct of Uganda's society creates impediments to women's participation in politics particularly when it comes to elections. Uganda elections since independence have been marred with violence and human rights abuses. The Human Rights report[28] (2020) shows how Uganda's elections have been characterized by killings by security forces, arrests and beatings of opposition supporters and journalists, disruption of opposition rallies, and a shutdown of the internet. The Uganda Human Rights Commission also attests to election related violence in its 2011, 2016[29] (such as increase in complaints related to personal liberty as well as those related to torture and ill treatment attributed to the 2016 general elections as well as the post-election violence in Kasese and Bundibugyo districts). Women were at the center of a spate of murders in Entebbe and Kampala.

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[28] https://www.hrw.org/news/2021/01/21/uganda-elections-marred-violence;
[29] https://www.uhrc.ug/download/uhrc-19th-annual-report-2016/?wpdmdl=428&refresh=61bc6cb4931b61639738548

## 1.6.    Violence against women and girls in Uganda

Sexual and gender- based violence (SGBV) is a pervasive human right, public health, and a development problem (Sundby et al., 2013). Sexual and gender- based violence is broadly conceptualized to comprise all forms of physical, psychological and sexual violence that are related to the survivor's gender or gender role in a society or culture. (Keesbury and Askew, 2010). Drivers and risk factors of intimate partner violence (IPV) in both conflict and non-conflict settings are often discussed as an ecological framework in which violence that emphasises the interaction of factors at the demographic, societal, communal, interpersonal, and individual levels (Heise, 1998[30]; Stark et. al, 2017[31]). Several studies reveal that destabilization of gender norms in displacement settings drive IPV (Wachter et. al, 2017[32]) and increased exposure to conflict or **sexual violence** also increases the risk of IPV (Kelly et. al, 2018[33]; Ellsberg et. al, 2020[34]). According to Uganda Bureau of Statistics (2021) survey report, almost all women (95%) have experienced physical or sexual violence, or both, by partners or non-partners, since the age of 15 years. The most vulnerable to physical violence by non-partners are women in Acholi and Ankole (both with 64% reporting). The most vulnerable to physical violence by non-partners include: married women whom dowry/bride price was not paid (77%) and women who earn money (85%).

*Economic violence :* about half of the women in Uganda (47%) face economic violence. Two in every ten women (23%) are forced to give their earnings to their partners, one in every ten women (10%) gave up paid jobs because their partners do not allow them to work, one quarter of the women (25%) had their partner refuse to give them money for household expenses.

Furthermore, the incidence of Gender Based Violence in Uganda has been exacerbated by the COVID-19 pandemic. There has been a drastic rise in domestic violence partly because during the COVID-19 lockdown several people lost their jobs and were frustrated by co-habitants locked up together and had no money to cater for their families. On 30th April, the Minister of Gender stated within a period of less than one month, between March 30 and April 28, 2020, a total of 3,280 cases of GBV were reported to the Police. This is in addition to 283 cases of violence against children which were reported through the National Child Helpline -Sauti 116, in Kireka.

The resultant frustrations ended up in an increase in domestic violence. On the other hand, the pandemic has also resulted into an increase in Sexual Violence affecting many women. According to the Uganda Bureau of Statistics (2021), on **physical violence**, Lifetime prevalence of intimate partner physical violence among ever-partnered women was 45%, the

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[30] Heise, L. L. (1998). Violence against women: An integrated, ecological framework. Violence against Women, 4(3), 262-290.

[31] Stark, Lindsay, Khudejha Asghar, Gary Yu, Caroline Bora, Asham Assazenew Baysa, and Kathryn L Falb. n.d. "Prevalence and Associated Risk Factors of Violence against Conflict–Affected Female Adolescents: A Multi–Country, Cross–Sectional Study." Journal of Global Health 7 (1). https://doi.org/10.7189/jogh.07.010416.

[32] Wachter, Karin, Rebecca Horn, Elsa Friis, Kathryn Falb, Leora Ward, Christine Apio, Sophia Wanjiku, and Eve Puffer. 2018. "Drivers of Intimate Partner Violence Against Women in Three Refugee Camps." Violence Against Women 24 (3): 286–306. https://doi.org/10.1177/1077801216689163.

[33] Kelly, J. T., Colantuoni, E., Robinson, C., & Decker, M. R. (2018). From the battlefield to the bedroom: a multilevel analysis of the links between political conflict and intimate partner violence in Liberia. BMJ global health, 3(2).

[34] Ellsberg, Mary, Junior Ovince, Maureen Murphy, Alexandra Blackwell, Dashakti Reddy, Julianne Stennes, Tim Hess, and Manuel Contreras. 2020a. "No Safe Place: Prevalence and Correlates of Violence against Conflict-Affected Women and Girls in South Sudan." PLOS ONE 15 (10): e0237965. https://doi.org/10.1371/journal.pone.0237965.

highest being in Acholi Sub- region (78%) and the least was in Busoga with 22%. The prevalence of recent physical violence was 22% i.e., in the last 12 months. About 16% of the ever-partnered women reported severe physical violence.

Sexual violence on the other hand, the life time prevalence of intimate partner sexual violence was 36% with the highest prevalence recorded in the regions of, Acholi (64%), Bukedi (61%) and Elgon (52%). The prevalence of recent sexual violence was 28%. The most frequent act of sexual violence was a woman being physically forced to have sexual intercourse (29%). The lifetime prevalence of physical or sexual violence, or both, by an intimate partner was 56%.

## 1.7.    COVID-19 and its socio-economic effects

Like other countries globally, Uganda has been hard hit by the COVID-19 pandemic and its containment measures. The challenge is that as Uganda adapts to mitigate against the COVID-19 crisis, gender considerations are likely to be overlooked in an urgent effort to save lives and provide critical lifesaving and economic support. Yet evidence has shown that small adaptations to make program design and implementation more gender-sensitive may result in overall and equality-related gains. There have been debates globally and at the national level arguing that responses to COVID-19 should help to address, and not exacerbate, pre-existing gender inequalities and lay the groundwork for more gender-sensitive social protection programming. However, the outbreak of COVID-19 in Uganda has worsened the already existing difficulties of involving women and girls in meaningful conflict prevention and protection from conflicts. As a result, this has weakened women's economic power, and in some situations led to the escalation of GBV due to the modified social roles and the higher dependence of women on men, difficulties in access to services for women judicial systems both traditional and modern has been constrained.

Key Findings of a qualitative study with stakeholders and frontline service providers conducted by the University of Columbia in partnership with researchers from Makerere University found that   COVID-19 pandemic has exacerbated an already fragile system of SRHR services and GBV. This study (John et al, 2021) and others (Musinguzi et al, 2021) carried out during COVID-19 pandemic have shown that GBV worsened across the country during the COVID-19 pandemic and this may have an effect on the results of the current study in relation to GBV. These studies have further noted that the national lockdown and financial stressors led to prolonged periods of time with abusers, a breakdown of social networks, and increased intimate partner violence so that "homes were no longer safe places for women." (John et al, 2021). Furthermore, disruption of SRHR Services was attributed to factors such as scarcity of personnel and reluctance of patients to seek medical attention for fear of contracting COVID-19. Some providers interviewed reported a 30% decrease in HIV positive clients picking up ARV medication, and health providers were unable to deliver medications themselves due to confidentiality concerns. It was also noted that receiving healthcare became a serious challenge or as described by John et al, 2021:1), "a privilege, especially to those in rural areas and pregnant women who feared giving birth on the way to a medical center". Transportation restrictions have been reported to have contributed to reduced access to services.

## 1.8. Influx of refugees

Uganda is the largest refugee-hosting country in Africa and the third largest worldwide. The official statistics from OPM and UNHCR estimate that by September 2019, Uganda was hosting over 1,563,604 refugees and asylum seekers (UNHCR and OPM 2021[35]). Women and children comprise 82 percent of the overall refugee population in Uganda (UNHCR and OPM 2019). Refugees are concentrated in 12 districts of a total of 146 Ugandan districts, including the capital city of Kampala. Six of these districts, namely Adjumani, Arua, Koboko, Obongi, Yumbe, and Lamwo are located West Nile and Northern sub-regions. Five southwestern districts that host refugee settlements are Kiryandongo, Kikuube, Kyegegwa, Kamwenge, and Isingiro. Uganda's long-standing open-door refugee policy and geographical proximity to countries like South Sudan and the Democratic Republic of Congo that is experiencing conflict and political instability means that the country will likely continue to receive refugees.

Refugee-hosting areas are among the poorest and least developed areas of Uganda that struggle with their own development challenges, including poverty and unemployment, deficits in human capital development, weak social service delivery, and limited access to basic infrastructure[36]. The influx of refugees into such areas has increased pressure on already strained public services, natural resources, and local infrastructure; exacerbated existing vulnerabilities; and rendered the population in refugee-hosting areas less resilient to economic and environmental shocks (Miller 2018[37]). Available evidence also shows that refugees are vulnerable to a vast array of protection risks including the threat of sexual and gender-based violence (Kelly et al, 2021)[38]. In some cases, there has been tensions over use of resources and services between refugees and host populations. However, the development and implementation of Refugee and host population empowerment strategic framework - Uganda (June 2018) that seeks to invest in the socio-economic development of these areas for the benefit of both refugees and host communities has been helpful to addressing some of these tensions[39].

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[35] https://data2.unhcr.org/en/country/uga

[36] World Bank, 2020. Gender-based Violence and Violence Against Children Prevention and Response Services in Uganda's Refugee-Hosting Districts. Kampala.

[37] Miller, S. D. 2018. "Assessing the Impacts of Hosting Refugees." World Refugee Council Research Paper 4 (August) Centre for International Governance Innovation. https://www.cigionline.org/sites/default/files/documents/WRC%20Research%20Paper%20no.4.pdf.

[38] Kelly, J. T., Holmes, M., Gibbons, N., Matabaro, A., & Voors, M. (2021). Conflict, Displacement and Overlapping Vulnerabilities. Available at: https://econpapers.repec.org/paper/wbkwbrwps/9819.htm

[39] GoU, UN and World Bank 2018. Refugee and Host Population Empowerment Framework 2018. Available at: https://reliefweb.int/report/uganda/rehope-refugee-and-host-population-empowerment-strategic-framework-uganda-june-2018-0

## 2. WPS PROGRAMME OVERVIEW AND OBJECTIVES

### 2.1. WPS Programme Overview, Objectives and Scope

The WPS programme under evaluation with the title "*Women lead and benefit from sustainable and inclusive peace and security in Uganda*" or WPS Programme was developed against a backdrop of conflict and post conflict situations in Uganda including the post conflict situation in northern Uganda noting that even though there is no active war, the lack of transitional justice including reconciliation and reparations, has remained a serious challenge, with little accountability for atrocities committed during the 20- year civil war. More so, Uganda has continued to experience tension before, during and after elections characterised by general unrest caused by hostility towards and from civilians and security forces, brutal arrests and violence; threats of terrorism and a rise in violent extremism notably in the Rwenzori, Eastern and Central regions of Uganda; growing insecurity of women and girls, arising from the kidnap, rape and murder of women in the municipalities of Entebbe and Nansana; land and Natural Resources Conflict (UN-Women 2021[40]).

The programme "*Women lead and benefit from sustainable and inclusive peace and security in Uganda*" or WPS programme, is a three-year programme funded by the Government of Norway which started on 6th of December 2018[41] - and was planned to end in December 2021. However, the evaluation found that a no-cost extension was requested by UN Women and granted by the donor due to additional time necessary to implement the remaining activities that were no fully implemented in 2021, the submission of the progress reports and donor report that were delayed and the strategic intention to maintain the involved partners on-board and ensure a smooth transition into the next phase. The Programme ends by April 2022.

The Total budget of the programme which aims at supporting the development and implementation of the third National Action Plan (NAPIII) on UNSCR 1325, is 25, 500,000 NOK / 3, 040, 622 USD. It geographically covers all regions of Uganda: the Central, Eastern, Western and Northern Region.

The beneficiaries of this WPS programme [42]are Members of Parliament, UPDF and UPF Officers, members from the Judiciary, Independent Electoral Commission, Local Government districts in each of the regions of Uganda, i.e. Central, Western, Eastern and Northern, making a total of 40 target districts, women from CSO/CBOs , community Barraza's and refugee women.

The WPS Programme that was officially launched on 19th July 2019, has one (1) outcome and four (4) outputs as follows:

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[40] TOR Evaluation of WPS, UN-Women
[41] According to the first annual report , p. 11, MoU between UN Women and the Embassy of Norway was signed on 06/12/2018
[42](ProDoc p. 15)

**Programme Outcome:** *More commitments on women, peace and security are implemented by GoU and the UN, and more gender equality advocates influence peace and security processes*

- **Output 1**: **An enabling environment** for implementation of WPS commitments is created through addressing structural, institutional and social economic barriers that will contribute to strong accountability frameworks and continued evidence-based advocacy that will lead to an enabling environment for implementation of commitments. These frameworks, which include the NAPIII, and the key actors, women's organizations must be adequately resourced to support and guide implementation.
- **Output 2: Conflict prevention:** Women participate in and inform decision-making processes and responses related to conflict prevention – through provision of expertise, capacity strengthening both of women as well as those involved as gatekeepers and supporters to processes.
- **Output 3: Conflict resolution:** Representation and leadership of women is increased in formal and informal peace processes and negotiations; through accountability mechanisms and justice and security responses which protect and redress women's rights and allow for their full participation.
- **Output 4: Peacebuilding and Recovery:** Women and girls' safety, physical, mental health, security is assured, and their human rights respected. The socio-economic relief and recovery of women and girls are promoted in post-conflict contexts and refugee responses, including through capacity strengthening, provision of technical expertise to ensure institutions and   processes are gender responsive, adopt early recovery policies; and support gender sensitive reintegration strategies.

## 2.2.    Geographic Coverage of the WPS Programme

The WPS Programme was intended to be implemented at national, district and community levels in Uganda.  Specifically the program covered the following districts: Kotido, Yumbe, Adjumani, Kitgum, Kasese, Amuria and Kaberamaido.

## 2.3.    WPS Programme Results and Resources Framework

Table 1: WPS Programme Results and Resources Framework

| |
|---|
| **Outcome: More commitments on women, peace and security are implemented by GoU and the UN, and more gender equality advocates influence peace and security processes** <br><br> **Indicator 1: # of institutions of the Justice and security sector that demonstrate strengthened capacities to mainstream gender perspectives and promote the rights of women and girls in conflict, post conflict and other crisis situations** <br> **Baseline: 1**                    **Target: 20** <br><br><br> **Aligned to:** <br><br> UN Women Strategic Impact Area 4: Peace, security and humanitarian action are shaped by women leadership and participation <br><br> UNDAF 2016-2020 1.4. Peace, Security and Resilience |
| **Output 1 - An enabling environment for implementation of WPS commitments is created;** <br><br> *Indicators: No. of staff from Key P&S institutions and Parliament equipped with skills and tools on WPS legislation and programming* <br> *Baseline: 107 senior and middle level police officers* <br> *Target: 180 annually (130 MPs and 50 staff from justice/P&S institutions)* |

| Planned Activities | Timeframe | | | IP/RP | Budget in USD | Budget in NOK |
|---|---|---|---|---|---|---|
| | **2018** | **2019** | **2020** | | | |
| **Activity 1.1: Consultations/induction on WPS with key stakeholders (relevant line Ministries [1]; Local Government; CSOs; Academia; UN agencies and Development Partners)** | X | | | T B C | 40,000 | 342,800 |
| **Activity 1.2: Build the capacity within the Government of Uganda for NAP development, implementation and monitoring** | X | | | | 100,000 | 857,000 |
| **Activity 1.3: Technical support to implementation of NAP UNSCR 1325 (One resource person placed within MoGLSD dedicated to support NAP UNSCR1325 for three years; and, one International Programme specialist (P3) for three years)** | X | x | x | | 420,000 | 3,599,400 |
| **Activity 1.4: Support establishment and operationalisation of the NAP UNSCR 1325 Steering Committee and Coordination Mechanism – Training and 12 quarterly meetings** | X | x | x | | 20,000 | 171,400 |
| **Activity 1.5: NAP III dissemination and awareness** | X | | | | 30,000 | 257,100 |
| **Activity 1.6: Support Participation in regional and global WPS meetings** | X | x | x | | 38,146 | 326,909 |
| **Activity 1.7: Conduct mid-term review of NAP III by both GoU and CSOs** | | | x | | 80,000 | 685,600 |

| Subtotal: | | | | | 728,146 | 6,240,209 |
|---|---|---|---|---|---|---|

| Output 2 - Conflict Prevention: Women participate in and inform decision-making processes and responses related to conflict prevention; |
|---|
| *Indicators: # of gender equality advocates engaged in influencing formal and/or informal peace processes*<br>Baseline: 0<br>Target: 100 annually |

| Planned Activities | Timeframe | | | IP/RP | Budget in USD | Budget in NOK |
|---|---|---|---|---|---|---|
| | 2018 | 2019 | 2020 | | | |
| **Activity 2.1:** Localisation of NAP III with Local Government | | x | x | T B C | 100,000 | 857,000 |
| **Activity 2.2: Support to local women's civil society capacity building for the implementation of the NAP UNSCR1325 (including one Programme officer (NOB) for three years)** | | x | x | | 250,000 | 2,142,500 |
| **Activity 2.3: Support to peace observatory (formerly Women's Situation Room) and Electoral Commission peaceful and inclusive elections** | X | x | x | | 100,000 | 857,000 |
| **Activity 2.4: Support to UPF – implementation of Gender Policy** | X | x | x | | 200,000 | 1,714,000 |
| **Activity 2.5: Capacity building of women parliamentarians to engage on WPS in the political sphere – at Regional, National and Local Levels** | | x | x | | 50,000 | 428,500 |
| Subtotal: | | | | | 700,000 | 5,999,000 |

| Output 3 – Conflict Resolution: Representation and leadership of women is increased in formal and informal peace processes and negotiations; |
|---|
| *Indicators: # of Women from CSO/CBOs equipped with skills and tools to advocate, monitor and report on the implementation of the NAP on 1325 related WPS, HA and DRR instruments*<br>Baseline: 0<br>Target: 150 |

| Planned Activities | Timeframe | | | IP/RP | Budget in USD | Budget in NOK |
|---|---|---|---|---|---|---|
| | 2018 | 2019 | 2020 | | | |
| **Activity 3.1:** Capacity building of women advocates and women rights organisations on conflict resolution and mediation skills | X | x | x | T BC | 40,000 | 342,800 |
| **Activity 3.2: Establishment and capacity support of network of women mediators in Uganda (Aligned to the FemWise and AU women mediator networks)** | X | x | x | | 70,000 | 599,900 |

| Activity 3.3: Support women's grassroot engagement in peace-building | | x | x | | 220,000 | 1,885,400 |
|---|---|---|---|---|---|---|
| Activity 3.4: Support to integration of peacebuilding in the community level Barraza's (Peace huts) | | | | | 100,000 | 857,000 |
| **Subtotal:** | | | | | **430,000** | 3,685,100 |

<table>
<tr><td colspan="7"><strong>Output 4: Peacebuilding and Recovery: The socio-economic recovery and political participation of women and girls are promoted in conflict and post-conflict situations.</strong><br><br><em>Indicators: Indicator 4.1.4: proportion of women participating as mediators, negotiators and technical experts to peace negotiations in relief and recovery initiatives</em><br><br>Baseline: 29% - Refugees      47% - Hosts<br>Target: 50%</td><td></td></tr>
</table>

| Planned Activities | Timeframe | | | IP/RP | Budget in USD | Budget in NOK |
|---|---|---|---|---|---|---|
| | **2018** | **2019** | **2020** | | | |
| **Activity 4.1:** Support to Peace-building and peaceful coexistence, including livelihoods, in the Refugee response in Uganda | X | x | x | T B C | 250,000 | 2,142,500 |
| **Activity 4.2: Support to women in peace-building in the humanitarian response – women refugee participation in peace negotiations** | X | x | x | | 50,000 | 428,500 |
| **Activity 4.3: Support to UPDF (Development of WPS curriculum including pre-deployment training; Development of Gender Policy; and, Support to Gender advisor position within UPDF for implementation of training and policy)** | X | x | x | | 130,000 | 1,114,100 |
| **Activity 4.4: Capacity building of the judiciary/ODPP** | X | x | x | | 50,000 | 428,500 |
| **Subtotal:** | | | | | **480,000** | 4,113,600 |
| Monitoring and Evaluation (incl. a M&E (SB4) for three years responsible for establishing baselines, regular review meetings and end of programme evaluation) | | | | | 256,500 | 2,198,205 |
| Audit | | | | | 30,000 | 257,100 |
| Communication Officer, advocacy and visibility | | | | | 130,450 | 1,117,957 |
| **Total Programme costs** | | | | | **2,755,096** | 23,611,170 |
| **Admin 8%:** | | | | | 220,408 | 1,888,894 |
| **GRAND TOTAL** | | | | | **2,975,503** | 25,500,064 |

## 2.4.     Stakeholder Mapping and Analysis

A stakeholder analysis was conducted to identify the roles and responsibilities of all partners interested to support efforts to advance gender equality and WPS agenda in Uganda.

Table 2:Stakeholder Analysis and matrix of WPS programme (2018-2021)

| Organization (Ministry, Donor, NGO, UN agency...) | Mandate / Mission | Sector / Subsector | Level of influence & role on WPS Programme (Low, Medium, High) | Responsibility in the WPS Programme |
|---|---|---|---|---|
| **Government** | | | | |
| **Ministry of Gender Labour and Social Development (MGLSD)** | The mandate of the MGLSD is to empower citizens to maximize their individual and collective potential by developing skills, increasing labour productivity, and cultural enrichment to achieve sustainable and gender-sensitive development. The MGLSD has clear mandate to carry out policy development and service planning, coordination and oversight of all gender equality related policies and interventions including the GBV interventions. It has developed several policies and Action Plans, SOPs and guideline to support gender-related programming. | • Social Development Sector: GEEW Sub-sector<br>• Social Protection Sub-sector<br>• Youth Sub-sector | High | Spearheading development, implementation, monitoring and evaluation of the NAP III on Women, Peace and Security (2021) |
| **Ministry of Internal Affairs** | The Ministry of Internal Affairs (MoIA) oversees the Uganda Police Force (UPF) and other law enforcement agencies and this has a bearing on women peace and security as Keep peace, law and order; Provide forensic and scientific analytical testing and services; and Ensure safe custody, humane treatment and rehabilitation of offenders. It also has the mandate to build capacities of staff and institutions for GBV programming and implementation of sector-specific GBV-related activities. It is a key partner in efforts to ensure frontline security actors respond effectively to GBV cases. | Justice, Law and Order Sector | High | Ministry of Internal Affairs and partners has committed to strengthen adapting and operationalizing the Uganda early warning and response system to address key women, peace and security issues. |

| | | | | |
|---|---|---|---|---|
| **Uganda Police Force** | Uganda Police Force Act Cap 303, is protection of life and property, prevention and detection of crime, keeping law and order, and maintenance of overall Security and Public Safety in Uganda. The Ugandan Police Force (UPF) in fact has a clear and comprehensive mandate to prevent and respond to GBV set out in the Police (Amendment) Act, 2006 and Stand Operating Procedures for GBV response and prevention. | Justice, Law and Order Sector | High | UPF has committed to strengthen adapting and operationalizing the Uganda early warning and response system to address key women, peace and security issues. |
| **Ministry of Justice and Constitutional Affairs** | The Ministry of Justice and Constitutional Affairs (MoJCA) has a mandate to provide legal advice and legal services to Government, its allied institutions and to the general public and to support the machinery that provides the legal framework for good governance. This Ministry also has a key role to ensure that judicial actors have the capacity to handle GBV cases in line with the law. The Judiciary itself in order to train judicial actors to handle GBV cases in line with the law and respecting women's rights and wishes. | Justice, Law and Order Sector | High | Ensuring that judicial actors have the capacity to promote good governance that is crucial for women peace and security and to GBV and other gender inequality related cases in line with the law. The Judiciary itself in order to train judicial actors to handle GBV cases in line with the law and respecting women's rights and wishes. |
| **Ministry of Finance, Planning and Economic Development** | This Ministry plays a pivotal role in the co-ordination of development planning; mobilisation of public resources; and ensuring effective accountability for the use of such resources for the benefit of all Ugandans. Good governance and accountability for resources allocated is key to WPS goals realization through implementation of policies and NAPs that respond to the needs of women. The Ministry of Finance, Planning and Economic Development (MFPED) also is mandated in National Policy on Elimination of GBV to collaborate with MGLSD to ensure GBV programmes receive sustainable funding and are provided for in the annual budgets. | Finance and Economic Development | High | Ensure that public resources are mobilized and utilized to benefit all Ugandans |
| **Ministry of Defence and Veteran affairs (MoDVA)** | The mandate of the Ministry of Defence is derived from the Constitution of Republic of Uganda 1995 (as amended). In accordance with Articles 208 and 209, the Uganda Peoples Defence Forces (UPDF) is established and mandated to carry out the following functions:<br>Defend and protect the sovereignty and territorial integrity of Uganda, ensuring non-violability of peoples and individual rights, the rule of law and good governance; Cooperate with civilian authorities in emergence situations and in cases of natural disasters; Foster harmony and understanding between Defence forces and civilians; and Engage in productive activities for National Development. | Security Sector | High | Gender audit of the UPDF; strengthening of gender modules in their core curriculum; Establishment of a tool to capture sex and age disaggregated data within UPDF information management system; support for the development and implementation of a UPDF Gender Policy; communications and advocacy plan for engendering UPDF and roll out of He-For-She campaign; and support in training of UPDF members prior to deployment in peacekeeping missions. |

| The Parliament of Uganda | The Parliament of Uganda has a key role: To pass laws for the good governance of Uganda; To provide, by giving legislative sanctions to taxation and acquisition of loans, the means of carrying out the work of Government. To scrutinise Government policy and administration through the following: (a). pre-legislative scrutiny of Bills referred to Committees of Parliament; (b). scrutinising of the various objects of expenditure and the sums to be spent on each; (c). assuring transparency and accountability in the application of public funds; and (d). monitoring the implementation of Government programmes and projects. | Law reform and development | High | Members of parliament understand the WPS agenda to be better positioned as advocates for laws and policies that are gender responsive to the peace and security needs of women and girls including lobbying for resources to be allocated to WPS agenda. |
|---|---|---|---|---|
| **Civil Society Organizations (CSOs)** | | | | |
| **Uganda Federation of Women Lawyers (FIDA Uganda)** | Enhancing gender just redress and accountability for war time violation in Uganda, identification and profiling of all formerly abducted women, girls and children born in captivity in Acholi Sub-Region in Uganda. These interventions have a bearing on WPS especially in conflict and post conflict settings | Transitional justice sector<br><br>Justice, law and order sector | High | Under the Peace and Security component, the project sought to identify and profile all formerly abducted women, girls and children born in captivity in the LRA war affected Acholi sub-region between December 2019 and February 2020.<br>The main goal of this process was to generate a comprehensive national database of all formerly abducted women and children born in captivity in Acholi sub-region who are intended to be beneficiaries of a proposed Government Fund. Additionally, information generated through the victim's bio data forms provide information that can be used to influence and shape government programs on the basis of the needs and priorities of the victims, as articulated by them. |

| | | | | |
|---|---|---|---|---|
| **Women's International Peace Centre** | It had mandate to contribute to the following outcomes under WPS: Outcome 1: Number of institutions of the Justice and security sector with strengthened capacity to mainstream gender perspectives and promote the rights of women and girls in conflict, post conflict and other crisis situations. Outcome 2: Conflict Resolution Representatives and leadership of women is increased in the formal and informal peace processes and negotiations Outcome 3: Peace building and recovery; the social-economic recovery and political participation of women and girls are promoted in conflict and post conflict situations. | Peace building Peace negotiations Transitional justice Gender justice | High | 1. Strengthening capacity of members of National Steering Committee hailing from key institutions in women, peace and security issues to increased commitment and actions from duty bearers as evidenced by the District Peace Committee taking up actions on women's concerns 2. Enhancing capacity of women to engage in formal and informal peace negotiations and to more effectively engage in decision making processes in conflict and post conflict settings 3. Increase capacity of refugee women to participate in peacebuilding and recovery planning |
| **Makerere University** | Makerere University under WPS had the mandate of contributing to strengthening the implementation of UNSCR 1325 in Uganda through research, publication, training, advocacy and strong Partnerships | Capacity building Research, advocacy and partnerships Peace building | High | 1. Strengthening government capacity to adopt a quality WPS accountability framework, which meets emerging threats and challenges 2. Capacity building for Security and justice institutions (including UPF, UPDF, OPDD, Judiciary and Parliament) gender responsiveness in their processes. 3. Promoting protection and economic opportunities for refugees and host community women 4. Conducted research on implementation of UNSCR 1325 in Uganda |
| **COACT** | Mandate under WPS was to amplifying women's agency for peace | Peace building | High | Support the development of an enabling environment for implementation of Women Peace and Security commitments in Uganda. |
| **Donor** | | | | |

| Government of Norway | Norway participates actively in the UN and wants to take its share of the responsibility. That is why Norway is seeking a seat on the UN Security Council for the period 2021-2022. Engagement in peace and reconciliation efforts are a key part of Norwegian foreign policy. Norway works actively to find lasting political solutions to wars and conflicts by facilitating dialogue between parties to conflict and supporting other actors' conflict resolution efforts. | Peace and Security Climate Change and Environment Development policy and humanitarian efforts | High | Fund allocation to the 3-year WPS Programme. |
|---|---|---|---|---|

## 2.5.    Theory of Change

**ToC Statement and Analysis of the WPS Programme**

IF (1) an enabling environment for implementation of WPS commitments is created; IF women participate in decision-making processes related to the prevention, management and resolution of conflict in a quality manner; and IF the safety, physical and mental health and economic security of women and girls are assured, their human rights respected, and their specific needs met in the peacebuilding and recovery process; THEN (2) societies will be more peaceful & gender equal; because (3) evidence shows that women are drivers of peace and security, inclusive societies are more likely to be stable & post-conflict settings are opportunities to address underlying gender inequality barriers.

The theory of change (TOC) was analyzed and assessed in order to determine how strong the internal logic of the WPS programme is. In addition, the evaluation team assessed the extent to which the outputs are logically connected (from cause-to- effect) to the intended outcome and verified also if the intended outcome is logically connected to the expected impact which is highlighted in the Toc formulation above "a more peaceful and gender equal society".
The evaluation found that the four (4) outputs of this programmer are logically connected to the intended and expected main outcome as presented below and the intervention theory has clearly considered HR & GE issues in its design. It was noted that some indicators lack baseline values and a systematic use of disaggregated data by gender. After assessing the soundness of the logical framework and TOC, the evaluation team considered that there is not a need to reconstruct the theory of change.



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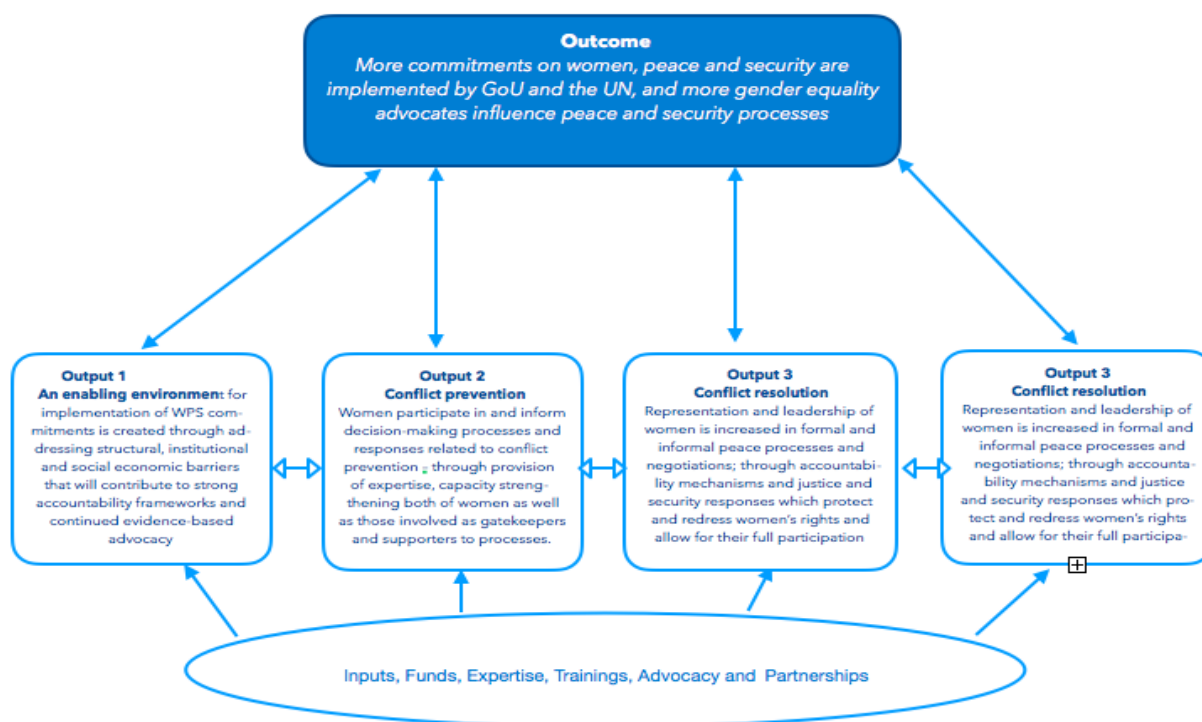
## 3. EVALUATION PURPOSE, SCOPE AND OBJECTIVES

The UN-Women Country Office commissioned the evaluation of the Women Lead and Benefit from Sustainable and Inclusive Peace and Security in Uganda project or WPS Programme in order to enhance accountability for results and analyse the relevance and performance as well as provide lessons learned and recommendations to inform future programming and resource mobilisation.

The purpose of this independent end term evaluation is to assess the project'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 program contributed to harnessing the capacities of women towards the goals of sustainable peace and security. It is a priority for UN Women that this end line program evaluation will be gender-responsive and human rights based in nature.

The programmatic scope of the evaluation will focus on generating lessons learned from this process to inform implementation of the 3rd National Action Plan on UNSCR 1325 and the design of WPS programming in the future.

The overall objectives of the evaluation are:

1. Learning and improved decision-making to support the implementation of the 3rd NAP 1325
2. Provide accountability for the development effectiveness of the program to the donor and other stakeholders.
3. Inform capacity development and mobilization of national stakeholders to advance the WPS agenda
4. Provide lessons learned and recommendations to inform future resource mobilisation


The specific objectives of the evaluation are:

1. Assess the relevance of the project and its approach in line with local, national, and international priorities on WPS
2. Assess the effectiveness and efficiency of the program approach for achievement of results, as defined in the logical framework, including the Program Theory of Change
3. Provide a detailed assessment of the extent to which the project achieved its intended results in line with the project's results indicators
4. Analyse how the human rights approach and gender equality principles were integrated in the design and implementation of the project.
5. Identify and validate lessons learned, promising practices and innovations of work supported by WPS Program within the context of the aid effectiveness agenda
6. Identify and validate lessons learned and good practices that support gender equality and human rights in relation to UN Women's mandate.
7. Provide actionable recommendations with respect to the WPS agenda and overall approach to implementation of the 3rd National Action Plan 1325.

The primary intended users of this evaluation are:
- Relevant staff in target ministries, local government and targeted government institutions, and CSOs
- Target beneficiary communities/groups
- Relevant staff in participating UN agencies.

- Staff of implementing partners
- UN Agencies technical working groups
- Development partners

**Scope of the Evaluation**

The time scope of the evaluation covered all programme activities implemented since December 6th, 2018 to December 31, 2021 at the national and sub-national levels. In undertaking the evaluation, the Evaluation Team (ET) undertook an initial assessment of the availability of secondary data necessary for the evaluation in the Inception. This included assessments of the relevance, appropriateness and coherence of the implicit or explicit theory of change, strengthening or reconstructing, if necessary, through a stakeholder workshop; the quality of performance indicators in the program, and the accessibility and adequacy of relevant documents. The results of this evaluability assessment are placed in the annexe of this evaluation report.

## 4. EVALUATION DESIGN, METHODOLOGY AND LIMITATIONS

### 4.1. Approach

This evaluation applied six (6) OECD/DAC evaluation criteria namely Relevance, Effectiveness, Efficiency/Coherence, Impact, Sustainability and Human Rights / Gender Equality. The evaluation also analyzed Value for Money (VFM) and good use of resources and assessed the link between the use of funding and the performance and results achieved by the country office through the programme under evaluation. The Evaluation applied in this regard the DFID / UK Aid framework and approach to value for money[43]. This Value-for-Money assessment examined the relevance, effectiveness, and efficiency of the WPS programme. The assessment methodology was based on interviews, document review, and data analysis. Findings were integrated to the efficiency section and recommendations of this final evaluation report.

The evaluation analyzed also the programme logic (or relevance) and examined the coherence of the intervention, and testing the logical connection between the WPS Programme and UN Women objectives on WPS. In addition, the assessment examined the effectiveness of the programme in delivering valued results and considered questions of cost-efficiency, asking whether this WPS Programme applied allocated funds in an efficient way to minimise costs. At this stage, it was important to note that due to UN Women internal issues and constraints, the requested financial expenditure data was not available to support this analysis.

This evaluation provided answers to the following key evaluation questions and sub questions[44]:

**Relevance**
1. Was the project aligned with international gender equality human rights norms?
2. Was the project aligned with national policies, programmes, or priorities addressing 1325 resolution?
3. Were the programmatic methodologies/strategies appropriate to address the identified needs of beneficiaries and stakeholders?
4. Was the choice of partners most relevant in addressing the program needs? Were the choice of interventions most relevant to the situation in the target thematic areas?
5. Was the technical design of the project including the ToC relevant?
6. Did the intervention target the underlying causes of gender inequality? Including WPS?
7. To what extent have lessons learned been shared to inform country office programming?

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[43]https://www.ukaiddirect.org/wp-content/uploads/2016/10/Value-for-money-guidance_UK-Aid-Direct_August-2019-1.pdf
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/49551/DFID-approach-value-money.pdf
[44] Refer to ToR of the evaluation.

**Effectiveness**
1. To what extent have planned outputs been achieved on time?
2. Did the interventions contribute to the expected outcomes? Please explain.
3. What unexpected outcomes (positive and negative) have been achieved?
4. What has UN Women's contribution been to the progress of the achievement of outcomes?
5. Did the programme implementation partners have access to the necessary skills, knowledge and capacities needed to deliver the project? Please explain.
6. What were the main enabling and hindering factors to achieving planned outcomes?
7. To what extent has WPS project interventions been mainstreamed in UNSCDF?

**Efficiency and Coherence**
1. Were the outputs delivered appropriate to resources used? To what extent did the UN Women programme management structure support efficiency for the project's implementation?
2. What is UN Women's comparative advantage in implementing this type of project compared with other UN entities, other stakeholders in WPS programming and key partners?
3. To what extent did the project's implementation approach add value while avoiding duplication of efforts?
4. How well were resources and risks managed to ensure results for the project?
5. Did the project management team manage program implementation delays efficiently and what corrective actions were undertaken?
6. Was a Results Based Management system established and implemented for the project? Please explain.

**Sustainability**
1. Is there local ownership and are there local and national champions for the intervention?
2. To what extent was capacity of partners developed to ensure sustainability of efforts and benefits?
3. What local accountability and oversight systems have been established to support the continuation of activities?

**Human Rights & Gender Equality**
1. To what extent is the project changing the dynamics of power in relationships between different groups?
2. Has the project been implemented according to human rights and development effectiveness principles: Participation/empowerment; Inclusion/non-discrimination; National accountability/transparency; anti-corruption; and climate and environment? Please explain.
3. To what extent and how women and men living with disabilities (PwDs) were actively integrated in the programme design, implementation and monitoring? Please explain.

**Impact**
1. To what extent has the program interventions generated or is expected to generate significant positive or negative, intended or unintended, higher-level (capture the significance, the scope, and the transformative nature of the effects) effects?

The Evaluation Matrix is attached in the annexe of this evaluation report.

## 4.2. Source of Data Collection Methods and Field Visits

This programme covered the whole country. ET identified in the various progress reports to donor (2018-2020) as well reports from implementing partners (2018-2021) the districts where most activities were implemented in. The evaluation team selected the districts of **Kitgum, Kasese, Kotido, Kampala, Yumbe, Kaberamaido** based on their exposure to WPS Programme's activities, their accessibility and the geographic locations to ensure geographic representativeness. The site visits were conducted between 17th- 24th of February 2022 and helped to identify whether this WPS Programme has performed or not in relation with the expected achievements and main outcome.

## 4.3. Sampling Frame and Design

Various sampling techniques were applied such as simple random sampling for online surveys (Individuals who attended WPS training are chosen entirely by chance and each member of the population has an equal chance, or probability, of being selected) , purpose sampling (Selection of direct programme partners with knowledge of the WPS programme content) and Quota sampling (To ensure a minimum percentage of women, girls, men and women and the representativeness of the population or beneficiaries).

Key informants were strategically and randomly selected on the basis of their role, influence, participation and knowledge of the WPS Programme. Direct and indirect beneficiaries were also involved in the sampling design. The following Key informants were identified and selected based on their role played during the programme design and implementation:

*UN Women*
• UNW Country Representative in charge of the overall management of the programme
• Deputy Head in charge of supervising programme delivery
• WPS Programme staff recruited by the programme according to ProDoc.

*Government*
• Representatives of government as presented in the stakeholders matrix (MGLSD; MoIA; UPF, MoJCA; MFPED; MoDVA and the Parliament of Uganda).

*Civil Society Organisation, local media & Peace Hut representatives*
• Women and men from Makerere University, FIDA, WIPC, COACT and Peace Huts.
• Local media representatives trained / capacitated on WPS issues by the programme

*Donor*
• Representative of the Government of Norway in Uganda

*Direct beneficiaries*
• In-depth interviews and focus group discussions with beneficiaries selected on the basis of their participation and exposure to the intervention and ability to provide the expected information.

**A total of 131 respondents** (54 men, 70 women and 7 participants to online survey did not indicated their sex / gender).

The following methods were used to gather data for this evaluation:

A. **Desk/Literature Review**: The evaluation team reviewed during the inception phase all programme documents to have an understanding of programme context and background, goal, objectives, outcomes and milestones. The list of documents reviewed is placed in the annexe of this evaluation report.

B. **12 Focus group discussions with a total of 106 direct beneficiaries (50 male and 56 female)** in the selected districts namely **Kitgum, Kasese, Kotido, Kampala, Yumbe, Kaberamaido** as well as with peace hut mediators. The purpose of the focus group discussions was to take the multiple voices of the direct beneficiaries and their perceptions in terms of strengths, weaknesses opportunities and threats of the programme implementation (SWOT approach), its main achievements and the impacts on the communities

Table 3: Number of Women Peace & Security Focus Group Discussions

| District | Number of males in FGD | Number of Females in FGD |
|---|---|---|
| Kitgum (community) | 4 | 2 |
| Kitgum (District local Government) | 5 | 1 |
| Yumbe (community) | 2 | 5 |
| Yumbe (District Local Government) | 7 | 0 |
| Kasese (Community) | 0 | 7 |
| Kasese (District Local Government) | 2 | 2 |
| Kaberamaido (Community) | 7 | 9 |
| Kaberamaido (District Local Government) | 5 | 1 |
| Kotido (community) | 0 | 16 |
| Kotido (District Local Government) | 6 | 1 |
| Kampala (2 FGDs) | 12 | 12 |

C. **18 In-depth interviews** (semi structured) with key informants composed of UN Women programme staff, key stakeholders including, Ministries of Internal Affairs, Constitutional & Justice Affairs, Finance, Parliament & Police, MoDVA, MoGLSD, Makerere University, CoACT, WIPC & FIDA. In-depth and semi structured interviews with key stakeholders and informants were conducted to have their views on the evaluation criteria (relevance, effectiveness, efficiency/coherence, sustainability, impact, gender & human rights). In annex, KII interview guide and the list of women and men interviewed are available.

**D. Online survey with 7 training participants** of capacity building activities implemented between December 2019 and December 2021. The evaluation sent 50 requests to participants and only 7 interviewees responded to the online survey.

**E. Observation** during field visits.

## 4.4. Data Analysis

The use of software like NVivo was used for transcription and supported data analysis of this evaluation. The evaluation applied an exploratory and multi-pronged approach. In line with the United Nations Evaluation Group (UNEG) norms and UN Women & GERAAS standards, a gender-responsive and human rights-based approach was applied throughout the evaluation process.

The Evaluation Team adopted an inclusive Gender Equality and Human Rights- based Approach (HRBA) by examining processes and the results as well as by designing an appropriate system-based methodology to understand the various linkages in the Results Chain - Strategies, Outcomes and Theory of Change (ToC) - and verifying the assumptions behind the two outcomes of the project. The use of a combination of qualitative and quantitative data was key to the evaluation as this ensured that the limitations of one type of data was balanced by the strengths of another. Finally, data was triangulated by verifying or rejecting results from quantitative data using qualitative data and vice versa which helped to analyze the findings from the data collected and to ensure rigour, reliability and validity of the evaluation findings.

The evaluation team ensured collection of disaggregated data by gender, constraints and challenges of informants were also taken into consideration and actions taken when needed.

The application of the mixed-methods (quantitative and qualitative data collection methods and analytical approaches) to account for complexity of gender relations, the participatory and inclusive processes that was culturally appropriate, the use of Women's empowerment framework to explore and analyze women's control, participation, conscientization, access and welfare as well as roles and power relations in the process tracing to identify the mechanisms of change, ensured the gender responsiveness of this evaluation.

The evaluation utilized a mixed-method to gather and integrate data from multiple data sources and methods. Standard qualitative and quantitative evaluation methodologies were used where qualitative data derived from key informant interviews and focus group discussions. Quantitative data derived from programme documents, monitoring and progress reports highlighting programme approach, various activities, expenditure and quantitative results of the WPS Programme.

A thematic framework was developed to identify key concepts and themes emerging from the data collected using MS Excel. Data was then categorized according to the emerging concepts or issues and content wise analyzed. All data gathered during the data collection phase was collated, triangulated and verified before conclusions are made. A theory based approach with an in-depth analysis of the ToC was applied. This enabled to assess the performance of the WPS Programme according to the formulated assumptions on how changes were expected to happen between 2018-2021. Theory based evaluation is an approach to evaluation (different to a conceptual analytical model) and not a specific method

or technique. This evaluation therefore followed a theory based and this approach guided the analysis that was based on the logic model of this WPS Programme and the causal linkages between outputs and the different levels of the formulated outcome namely an enabling environment for implementation of WPS (output 1) coupled with Peacebuilding & Recovery of victims (output 4) and active participation of women in prevention and resolution of conflicts (outputs 2 and 3) will enable more commitments of the GoU and the UN on women, peace and security agenda in Uganda (outcome)

Finally a systematic inclusion of both women and men as well as vulnerable groups such as persons with disabilities were ensured throughout the evaluation process. Key stakeholders of the WPS Programme and direct beneficiaries participated at the different stages of the evaluation process and were able to express their perspectives about the programme's implementation process, results, achievements and any point of improvement identified. It was deliberate consideration by the evaluation team to ensure inclusive representation across the vulnerability categories.

## 4.5. Scoring Criteria

The following scoring framework for performance against the evaluation criteria was used during the evaluation to assess performance:

The scoring applied followed the logic of the Evaluation Rating of UNEP (2018) that is based on a six-point scale (*Highly Satisfactory;Satisfactory;Moderately Satisfactory; Moderately Unsatisfactory; Unsatisfactory and; Highly Unsatisfactory*) and combined these scale six.point scale into four main scoring presented in a ratings matrix in the evaluation report to support a common interpretation of points on the scale for each evaluation criterion.

These ratings are 'weighted' to derive the Overall Programme Rating as follows:
Scoring A:     The programme **performed well and no** changes were required
Scoring B:     The programme **performed well but some** changes <u>were required</u>
Scoring C:     The programme **performed but significant changes were necessary**
Scoring D:     The programme **did not perform at all on the criterion**

## 4.6. Evaluation Plan



Evaluation Plan of UN Women in Uganda
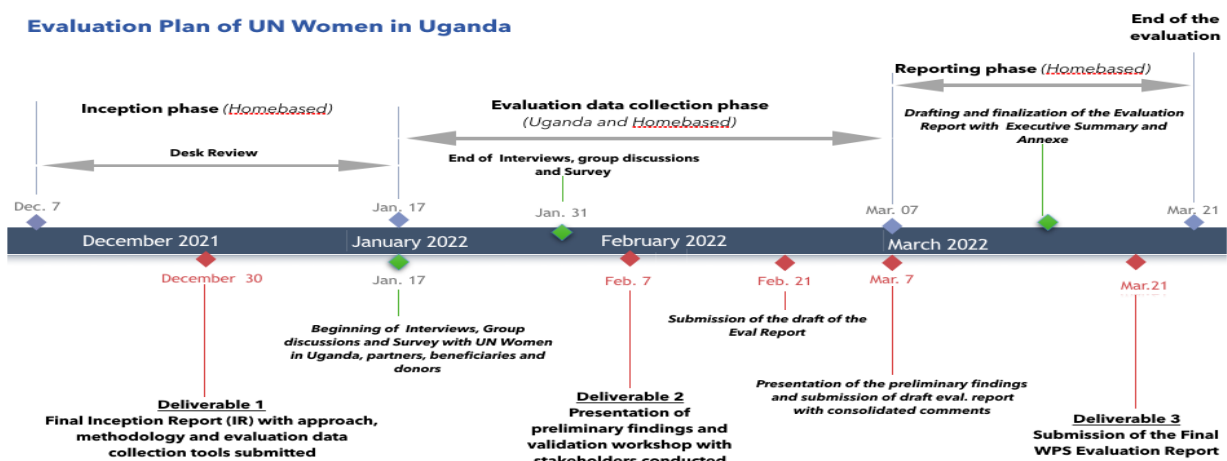
A detailed evaluation workplan is placed in the annex of this evaluation report.

## 4.7.  Ethical Approach

The Evaluation Team committed to respecting during this process the protection and confidentiality of data as recommended by UNEG[45] and the related code of conduct for evaluation in the UN system. The following ethical guidelines were strictly respected by the evaluation team members: Independence and Impartiality; Credibility; Honesty and Integrity; Accountability; Confidentiality; Respect for Dignity and Diversity; Avoidance of Harm; Accuracy, Completeness and Reliability; Transparency.

Data collection tools were designed in a way that are culturally appropriate and do not create distress for respondents. Tools used by this evaluation were reviewed and validated during the inception phase by UN Women in Uganda and RO.

The process applied by the Evaluation Team and the involved research assistants were fully aligned to UNEG ethical guidelines[46], norms and standards of evaluation and adapted to the context of this evaluation (partly online and partly with field visits in the selected districts). The evaluation Team fully adhered to integrity, accountability, respect and beneficence in this process.

Before each meeting and focus group, the evaluation team and involved research assistants explained the objectives and the process of this exercise (Transparency). Then requested consent and approval for recording confidential data collected and ensured anonymity & confidentiality of information shared and the treatment of data collected. Only after receiving approval and consent, evaluation team and involved research assistants were able to move onto the next stage of the process namely conducting individual interviews and focus group discussions. At this stage, the evaluation team and involved research assistants ensured that Data collection visits were organized at the appropriate time and place to minimize risk to respondents. During interactions, power dynamics were considered and addressed to ensure that all participants were able to freely express their perspectives. In a limited cases where low interactions were observed, additional exchanges would take place. Some exchanges were conducted in a local language to ensure trust and active participation of individuals not confident in using english.

## 4.8.  Data Management Plan

This WPS programme evaluation generated both primary and secondary evidence to assess programme relevance, efficiency, sustainability of its results, impacts and level of GE/HR inclusion. Different data was used and produced during this evaluation: numeric (databases, spreadsheets), textual (documents), image and audio. Existing programme data was re-used by the evaluation team throughout this exercise and new data was collected and produced. Data collected through this evaluation was subject to the UN Women Information Security Policy that sets out the basis for UN Women in protecting the confidentiality, integrity and availability of its data to protect these assets against unauthorized usage, access, modification, destruction, disclosure, loss or transfer of data, whether accidental or

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[45] http://www.uneval.org/document/detail/100

[46] http://www.unevaluation.org/document/detail/2866

intentional. All UN Women staff and other authorized individuals or entities were responsible for maintaining appropriate control over information in their care and for bringing any potential threats to the confidentiality, integrity, or availability of that information to the attention of the appropriate management. Information was captured and recorded in a database with links from UN Women server to each item. Data was stored in clouds and backed up regularly and automatically during this evaluation.

## 4.9.    Limitations to this WPS Programme Evaluation

The evaluation team faced a few constraints during the evaluation as follows
- Low level of responses to online surveys. Out of 50 participants contacted only 7 responded to the survey. This impacted the assessment of the quality, relevance and appropriateness of trainings provided. *This evaluation could not analyze the extent to which provided capacity building activities impacted the perception of beneficiaries on WPS related issues and contributed to enabling the expected environment for the NAPIII implementation.*
- Not all lists of participants provided were systematically sex disaggregated. *This evaluation is gender responsive and committed to assess throughout its process the extent to which women, men, PWDs and marginalized groups were reached out and actively involved in this programme.*
- Delays in receiving finacial reports for the year 2021 which limited the value for money assessment of the interventions implemented

## 4.10.   WPS Evaluation Team

The evaluation was conducted by a team of two consultants, one national consultant who acted as an evaluation team member and one international consultant who acted as the Evaluation Team Leader.

The Evaluation Team Leader had the overall evaluation responsibility and accountability for the report writing, data analyses and report to UN Women and to the Reference Group. The Evaluation Team Member supported the evaluation process in all stages and had the overall responsibility of data collection phase in the selected districts.

The Evaluation Team was responsible for the following evaluation phases: Inception phase; Data collection phase; Data analysis and syntheses phase; Validation.

**Ms. Viviane Tassi Bela**, is Evaluation Team Leader. She is French National based in France. She has more than 13 years' experience in WPS/UNSCR 1325 and in leading highly complex Programme and Country Portfolio evaluations within the UN System (UN Secretariat, UNDEF, UNOV, UNODC, UNDP, IOM, UNHCR, UNESCO, UNFPA and UN Women). She has strong skills in gender responsive evaluations (UNEG and UN Women certifications) and already successfully collaborated as IC & Team Leader with UN Women in Liberia (2019 and 2020) and UN Women in Afghanistan (2021). She is Doctorate / PhD Researcher in Management Science with the University of Paul Valery in France and fluent / bilingual in German, French and English.

**Mr. Paul Bukuluki** is Evaluation Team Member. He is an Associate Professor, a social Worker and an applied social/medical anthropologist with 20 years of experience in implementation research and evaluation using mixed methods approaches. The programmes range from social/gender norms, sexual, reproductive health and rights, violence against women and girls, child protection and social protection research and programming particularly in Africa. He has led several baseline studies and evaluations on GBV, FGM, VAC and Sexual Reproductive Health Rights in several African countries. Paul has more than 40 publications in peer reviewed journals and books. He has worked as a team leader/principal investigator for implementation research projects on SRHR, VAC and GBV for World Bank, UNDP, UN-Women, USAID, UNICEF, WHO, UNFPA and INGOs.

## 4.11. Evaluation Management Team and ERG Members

The evaluation and quality assurance is managed by UN Women Uganda Country Office, with technical support from both international and national consultants.

The **Evaluation Management Group** was responsible for management of the evaluation. It coordinated the selection and recruitment of the evaluation team, managed contractual agreements, budget and personnel involved in the evaluation, supported the reference groups, provided all necessary data to the evaluation team, facilitated communication between the evaluation team and the reference group. The Management Group included UN Women Deputy Country Representative, PM&ER Specialist; Operations Manager & Regional Evaluation Specialist.

The evaluation management structure comprised of one coordinating entity and two consultative bodies: The Evaluation Management Group and the Evaluation Reference Group[47]. The Planning, Monitoring and Evaluation Specialist managed the day-to-day aspects of the evaluation.

**Mr. Dan Bazira** is the Strategic Planning, Monitoring, Evaluation & Research Specialist with UN Women in Uganda with 20 years of strong working experience in the areas of strategic planning, results-based management, Gender Responsive Impact Evaluations, Quality Program Management, complex research skills, Resource Mobilization, Coordination/ Strategic Partnership Management, communications, knowledge management and evidence-based advocacy engagements across different multi-lateral, donor agencies, UN agencies, etc. He has led strategic development sessions including development of multi-million successful proposals, strategic plans, programs quality measurement frameworks, operational delivery of programs, ensuring corporate level compliance, strategic program management and leadership. In addition to infusing evaluation results into utilization.

**The Evaluation Reference Group** provided direct oversight, safeguard independence, and gave technical input over the course of the evaluation. It provided guidance on evaluation team selection and key deliverables (Inception Report and Evaluation Report) submitted by the evaluation team. It also supported dissemination of the findings and recommendations.

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[47] Reference is made to ToR and validated inception report of this evaluation.

The Evaluation Reference Group included: UN Women programme staff, National government partners, Development partners/donors, Civil Society partners, Regional Evaluation Specialist.

The list of ERG members is placed in annex of this evaluation report.

## 4.12.   Quality Assurance and GERAAS

The Independent Evaluation Service develops and maintains evaluation quality assurance mechanisms in order to continuously improve and enhance the quality and credibility of the Entity's corporate and decentralized evaluations products and processes. UN-Women quality assurance system draws on the UNEG norms and standards, the UNEG ethical guidelines for evaluation, the UNEG code of conduct for evaluation in the United Nations system, and on all relevant UNEG guidance documents[48]. The evaluation team ensured on the one hand, that the evaluation process is in line with the UNEG norms and standards which guarantees that the evaluation products conform to best practice and meet UN quality standards. On the other hand, as mentioned in the ToR, UN Women assessed the extent to which the deliverables are meeting the Global Evaluation Reports Assessment and Analysis System (GERAAS) aims to improve the quality and use of evaluations GERAAS quality standards, for approval.

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[48]https://documents-dds-ny.un.org/doc/UNDOC/GEN/N20/245/50/PDF/N2024550.pdf?OpenElement, p. 10

# 5. EVALUATION FINDINGS

## 5.1.    Relevance

*The extent to which WPS Programme Objectives are responsive to the needs and priorities of women, girls, partners and stakeholders and are aligned with government and UN priorities, policies and strategies.*

**Scoring: A.** The programme performed well no changes were required.

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**Evaluation Questions**

**Relevance**
1.   Was the project aligned with international gender equality human rights norms?
2.   Was the project aligned with national policies, programmes, or priorities addressing 1325 resolution?
3.   Were the programmatic methodologies/strategies appropriate to address the identified needs of beneficiaries and stakeholders?
4.   Was the choice of partners most relevant in addressing the program needs? Was the choice of interventions most relevant to the situation in the target thematic areas?
5.   Was the technical design of the project including the ToC relevant?
6.   Did the intervention target the underlying causes of gender inequality? Including WPS?
7.   To what extent have lessons learned been shared to inform country office programming?

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**Finding 1**

**The WPS programme objectives and its results (*Increased women representation and participation in peace talks and high-level events on WPS as well as strengthening the participation of people with disabilities in some decision-making processes*) were fully aligned to international gender equality and human rights norms such as SDG 5, SDG 16 and CEDAW.**

The evaluation found that this WPS programme was strongly aligned with SDG 5, SDG16 and CEDAW which is a core guiding framework that informs also WPS agenda and the normative framework commonly referenced throughout the evaluation.

*Sustainable Development Goals (SDG) 5 and 16*

On Goal 5, it calls for Women and girls, everywhere, must have equal rights and opportunity, and be able to live free of violence and discrimination. Women's equality and empowerment is one of the 17 Sustainable Development Goals, but also integral to all dimensions of inclusive and sustainable development. In short, all the SDGs depend on the achievement of Goal 5.

On Goal 16, it calls for promotion of peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective accountable and inclusive institutions at all levels. Advances in ending violence, promoting the rule of law, strengthening institutions and increasing access to justice are uneven and continue to deprive millions of their security, rights and opportunities and undermine the delivery of public services and broader economic development

*CEDAW Recommendation 30*

The CEDAW Committee's General recommendation no. 30 on women in conflict prevention, conflict and post-conflict situations is a landmark document giving authoritative guidance to countries that have ratified the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) on concrete measures to ensure women's human rights are protected before, during and after conflict. The general recommendation makes clear that the Convention applies in all forms of conflict and post-conflict settings and addresses crucial issues facing women in these settings, including violence and challenges in access to justice and education, employment and health. It gives guidance on States parties' obligation of due diligence in respect of crimes against women by non-State actors. The general recommendation affirms CEDAW's linkages with the Security Council's women, peace and security agenda.

**Finding 2**

**The evaluation found that the WPS Programme main outcome and results (*NAPIII development and its localizations as well as the strengthening of institutions on WPS*) were fully aligned to national policies, programmes and priorities addressing 1325 resolutions as well as other main African frameworks on Gender Equality. This WPS Programme also contributed with its objectives to the achievement of the Uganda Vision 2040 and to the implementation of UN Resolution 1325 & 1820 by the adoption of the costed NAPIII and its localization for the implementation.**

The Government of Uganda is committed to the implementation of UNSCR 1325 & 1820 and as instruments of strengthening Women's active participation and involvement in the promotion of peace and security within the context of conflict prevention and resolution, eradicating Sexual Violence and ending impunity prone situations. The revised NAPIII (2021-2025) serves as a guide to all actors implementing actions on UNSCR 1325. It defines a systematic framework for national actions and monitoring systems to assess progress and impact of interventions at all levels.

The evaluation found that this WPS programme successfully translated the global Women, Peace and Security commitments into actions at the national level and successfully contributed directly to the implementation of UNSCR 1325 by the development and adoption of the costed NAPIII as well as its localization for the implementation. In addition, the WPS programme's objectives were also well aligned to UNSCR 1820 (Activities implemented with refugees that focused on prevention of and protection from violence, including in particular sexual violence) as well as UNSCR 2106 ( Through its activities focusing on capacities of women and men on SGBV prevention before deployment ) and UNSCR 2122 (Through regular briefings reported by UN Women and the Ministry of Gender on Women, Peace and Security issues to various organizations, Donor as a member state of the United Nations).

This programme was also aligned with its objectives to the African Union Solemn Declaration on Gender Equality in Africa, the Protocol to the African Charter on Human and Peoples' Rights on the Right of women in Africa (2003), the International Conference on the Great Lakes Region (ICGLR) Pact on Security, Stability and Development in the Great Lakes Region (2006); the Protocol on the Prevention and Suppression of Sexual Violence against Women and Children (2006); the Goma Declaration on Eradicating Sexual Violence and Ending Impunity in the Great Lakes Region (2008); the Kampala Declaration on ending

Sexual and Gender-Based Violence (2011); and, the Continental Results Framework for the monitoring and reporting on WPS agenda in Africa (2018).

**Finding 3**
**This WPS Programme was also fully aligned to UNDAF 2016-2020 and The United Nations Sustainable Development Cooperation Framework (UNSDCF) in Uganda (2021-2025).**

The United Nations system committed to supporting through its mandate, mission and efforts the Government of Uganda towards the achievement of NDP III and SDG targets, and promotion of regional integration, peace and security, by addressing Africa Union Agenda 2063 and East African Vision 2050. This WPS programme as an intervention of the United Nations system is therefore contributing with its work towards the vision of a Ugandan society where there is good governance, observance of human rights, justice, peace and security; gender equality and equity, effective participation in inclusive and sustainable economic development and decent job creation as well as equitable access to and utilization of quality basic social and protection services[49].

The WPS programme is aligned with the UNDAF outcome 1.2 on Human Rights and Gender Equality as well as with outcome 1.4 on Peace, Security and Resilience in Uganda.

*Outcome 1.2. Human Rights and Gender Equality* By end 2020, gender equality and human rights of all people in Uganda are promoted, protected and fulfilled. The evaluation found that the UN in Uganda committed in 2016 to strengthen human rights and gender equality through capacity building for enacting and implementing laws on gender equality, empowerment of women and the girl-child, gender mainstreaming, engagement and participation of non-state actors, ratification and domestication of international treaties on human and women's rights, as well as timely and quality reporting on progress.

*Outcome 1.4. Peace, Security and Resilience* By end 2020, Uganda enjoys sustainable peace and security, underpinned by resilient communities and institutional systems that are effective & efficient in preventing and responding to natural and man-made disasters. In regard to Peace and Security in Uganda, the UN intended to support the establishment and strengthening of regional partnerships for effective implementation of regional and other international peace building instruments. Special focus was given to establishment of measures to strengthen resilience at community level, targeting particularly vulnerable communities such as refugee populations and host communities.

**United Nations Sustainable Development Cooperation Framework (UNSDCF) in Uganda (2021-2025)**

The Cooperation Framework theory of change (UNSDCF 2021-2025) in Uganda is based on the logic that sustaining transformative and inclusive governance, including socioeconomic and environmental governance, is a pre-condition for realization of inclusive and sustainable development and social transformation across Uganda that includes promotion of shared prosperity and increased investment in building human well-being and resilience.

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[49]https://uganda.un.org/sites/default/files/2020-
11/Uganda%20UN%20Sustainable%20Development%20Cooperation%20Framework%202021-2025.pdf (P.8)

This WPS programme through its approaches and major achievements effectively contributed towards addressing the three strategic priorities in the Cooperative Framework namely capacity building at national, local government, sector and community levels, guided by the principles of Human Rights-Based Approach, Gender Equity & Empowerment of Women, Resilience, Sustainability and Accountability.

**Finding 4**

**The evaluation found that WPS programmatic methodology and strategies were appropriate to address the identified needs of beneficiaries and stakeholders. It also found that lessons learned from this WPS Programme directly informed UN Women intervention on Humanitarian & Peacebuilding .**

Between January and August 2019, MGLSD and UN Women secured the commitment of 28 key government MDAs, religious and cultural institutions, CSOs, UN Agencies, the media, academia and private sector to take part in the development and implementation of the NAPIII where each institution assigned a focal person to the NAPIII Technical Committee to carry out WPS institutional audits and support the development of NAPIII[50].

In planning for the consultations, UN Women sat together with MoGLSD to map out nine (9) regional CSOs and development partner consultations, determine the key objectives of the consultations, write a concept paper and programme and develop a tool for collection of information. In December 2019, WIPC an implementing partner under the WPS programme conducted a baseline study that was complemented by a stakeholder mapping at the design stage to identify the needs and priorities of women, girls in Uganda related to UNSCR 1325. The findings of the baseline study and the lessons learned from implementation and review of the previous NAPs (I and II) informed the programme design.

Interviews with KII also revealed that the programme was informed by the evaluation findings of previous NAP I & NAPII and the process was complemented by a context analysis and a needs assessment in December 2019 where key stakeholders (Government institutions, CSOs, CBOs, Academia with expertise in Justice and Security related issues) operating in the country were mapped and selected according to their mandate and relevance. They were then actively involved in the programme design through various consultations and working groups.

Consultations were also held by the implementing partners in the selected districts and communities that were identified by this programme management. The evaluation found that between January and August 2019, MGLSD and UN Women secured the commitment of 28 key government MDAs, religious and cultural institutions, CSOs, UN Agencies, the media, academia and private sector to take part in the development and implementation of the NAPIII where each institution assigned a focal person to the NAPIII Technical Committee to carry out WPS institutional audits and support the development of NAPIII. A workshop was organized from 1-4th October to ensure effective engagement of participants over the full four days, only one technical committee member from each of the 28 member MDA/CSOs was invited resulting in a smaller group of 24. In addition, 9 regional, CSO and development partner consultative meetings with over 600 state and non-state actors; 15 WPS institutional

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[50]First progress Report to Government of Norway (8th December 2018 to 8th October 2019).

audits; and drafting workshop with 25 technical committee members complemented this participatory process

It was reported by the programme management that UN Women used the learning from this process to inform another intervention on humanitarian and peacebuilding.[51]

However, the extent to which lessons learned have been shared to inform country office programming could not be clearly determined by this evaluation due to the absence of evidence to support limited information provided in this regard by the programme management.

It was indicated that this WPS Programme implementation was complemented by other programs namely EVAW, EU Spotlight Initiative[52], the JP on GBV and the Women, Peace and Humanitarian Fund project which addressed GBV, that were also led by UN Women country office. The evaluation process focused on the scope of the WPS program hence did not delve into assessment of how the sysnegies with these programs informed the WPS programming.

**Finding 5**
**This evaluation assessed the relevance of the selected partners for this programme in regard to its objectives and found the involved partners very relevant in addressing the program needs and priorities of the Women Peace and Security agenda in Uganda.**

The evaluation noted that this program conducted a stakeholders' analysis to identify the needs and priorities of women and girls in justice and security sectors in Uganda but also relevant partners that were appropriate to address justice and security issues in Uganda.

Uganda adopted its first National Action Plan (NAP) in 2008 and the second NAP was adopted for the period 2011-2015. Both NAPI and NAPII were developed by the MGLSD and its partners as a national strategic framework on the advancement of the WPS agenda with priorities given to peacebuilding, conflict resolution, the rights of women and girls to live free from violence.

The identified and selected partners have experiences in the Security Sector Reform (SSR) processes in Uganda composed of the Ministry of Defense and Veterans Affairs (MODVA), Ministry of Internal Affairs (MoIA), Uganda Police Force (UPF), Ministry of Justice and Constitutional Affairs (MoJCA), Ministry of Gender Labour and Social Development (MoGLSD) with its mandate and responsibility on mainstreaming and coordinating Gender Equality and WPS agenda in the country. Additionally, academia (Makerere University and its department on conflict related studies) and national-level CSOs (CoACT, WIPC and FIDA) offered expertise and connections to local communities.

The adoption and implementation of the Barraza's (Peace hut) - community dialogue activities - ensured good involvement of community members. In this regard, CoACT

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[51]https://wphfund.org/countries/uganda/

[52] In Uganda the focus of the Spotlight Initiative is on eliminating sexual and gender-based violence (GBV) and harmful practices of child marriage and female genital mutilation, as well the linkages between GBV and sexual and reproductive health and rights (SRHR) and the linkages between GBV and violence against children more broadly.

applied the Barrazas (community dialogue) approach to address land conflicts and advocate at community level for the integration of land conflict related issues in the local action plan on UNSCR 1325 paying attention to the effects of land grabbing and related conflicts to women and girls wellbeing and livelihoods.

The WPS program actively involved the media as a strategic stakeholder at the design and implementation stages of this WPS Programme. Implementing partners colloborated with the media to broadcast spot messages on prevention of conflict especially land related conflicts and disarmamement process in Karamoja while CoACT trained fifteen (15) journalists (6 Female and 9 Male) on gender and conflict sensitive reporting. UN Women under WPS Programme is reported to have partnered with the media to deliver key messages during International Peace Days and Commemorations of UNSCR 1325 anniversary in 2020 and 2021. The evaluation did not assess the extent to which this engagement contributed to advancement of the WPS agenda although IP reports indicated increased awareness on peace messages in the target communities.

**Finding 6**
**The choice of interventions was very relevant to the situation in the target thematic areas of Women, Peace, Security and Social Justice in Uganda.**

In regard to the representation of women and access to justice, the evaluation noted that the programme focused strongly on the representation of women through working with MoDVA to develop a gender policy and with three P&S, justice institutions to develop capacity for implementation of NAPIII. While the capacity of 30 (19 women and 11 men) security officer and 31 (15 females & 16 males staff from the Judiciary was built through this program, the development of the gender policy by MoDVA was not accomplished due to the need to first finalize the UPDF Act to pave way for the development of the policy. The delay in completion of the gender policy thus had ripple effects as the WPS program could not fully address the main causes to low representation of women in the security sector.

Through the implementation of output 4 on s**ocio-economic recovery and political participation of women and girls are promoted in conflict and post-conflict situations,** the WPS Programme contributed to development of a database of information of the formerly abducted women and children born in captivity to inform programming and resource allocation and increase access to justice and social protection for women and girls' victims of the LRA war. The information has been presented to the line ministries and will serve as a source and verified list of the Victims in Acholi –sub-region to inform programming and resource allocation and increase access to justice and social protection for women and girls' victims of the LRA war. The report was also a key reference tool in the development of an Amicus Brief that will be submitted to the ICC February 2022 to support and inform Dominic Ongwen case and subsequent reparations proceedings. The Amicus brief was jointly developed by OHCHR, OSRSG-CAAC, OSRSG-SVC and UN Women

**Finding 7**
**The evaluation found that this WPS Programme adopted a holistic approach to address the underlying causes of gender inequality in security and justice sectors in Uganda, the intervention targeted the underlying causes of gender inequality including WPS.**

In regard to challenges faced by women in WPS related issues, this evaluation found that social norms affect the active and meaningful participation of women. In addition, unequal treatment of men and women with men given more preference in the security sector also hinders the advancement of the WPS agenda in Uganda. This refrains women from joining Peacebuilding efforts, committees and institutions. In a more specific manner, the evaluation found that women and girls are vulnerable because of their low level of education, poverty, early and child marriages, harmful social norms that underlie imbalances in gender roles between women and men, boys and girls and the challenges they face to access relevant information on WPS related issues including SGBV prevention and response. Traditional gender roles where women are seen as caregivers and men as breadwinners exacerbate the unequal balance of power dynamics between women and men and create an environment characterized by gender inequalities.

According to participants, the underlying causes of gender inequality including WPS related issues are the low impunity rate of perpetrators 26%, the difficult access to information and justice for victims 21%. Land conflicts and inheritance related issues 18%, the low representation of women in the police 18%. For 17% of the respondents, lack of information about UNSCR 1325 related issues in the districts and communities, Fear for women to get involved in conflict resolutions in the communities because of risks of reprisals, absence of resources to reach out to other women and girls in need, fear of security sector that is male dominated refrains women and girls from interacting with security forces are also causing gender inequalities in the country.

This programme to a good extent successfully addressed the underlying causes of gender inequality, through various approaches. The intervention gave a focus to conflict prevention and resolution and tried to take also cultural issues into consideration by implementing community Barazas, training local women as peace mediators to intervene in the communities and involving male champions in awareness raising. Awareness raising activities like the *HeforShe* campaigns organized by this programme and its advocacy efforts on WPS related issues addressed the root causes of gender inequality and violence on women and girls in the households, communities and districts. Trainings provided also equipped government representatives with tools and skills to transform their perspectives on positions that are affecting the advancement and implementation of the WPS agenda.

**Finding 8**
**The technical design of this programme and its TOC were relevant to respond to the priorities and needs of Women in Peace and Security sectors in Uganda. The WPS Programme was implemented in a volatile conflict affected context. The theory of change needs to integrate safety measures and marginalized group strategy & plan that would have ensured safety for women and men promoting peace in conflict affected communities and a systematic involvement of PwDs.**

The programme applied a holistic approach and strategy at various levels and successfully managed to onboard key stakeholders for this WPS programme.

*At national level*, the WPS programme focused on creating an enabling environment for implementation of WPS commitments and in addressing structural, institutional and social economic barriers to ensure accountability frameworks with the development and adoption of a costed NAPIII for 2021-2025.

*At both national and district levels,* the WPS programme focused on Conflict prevention, transformation and response through capacity building and development of institutions and communities to ensure the representation and active participation of women in decision-making processes as well as in strengthening the role of women and girls in formal and informal peace processes and negotiations.

*At district and community levels*, the WPS programme emphasized on Peacebuilding and Recovery by strategically planning to assure women and girls' safety, physical, mental health, security. Socio-economic relief and recovery of women and girls were also intended to be promoted in districts and communities affected by humanitarian and refugee crisis.

The evaluation found a strong internal logic of the WPS programme and an appropriate interconnectivity with the outputs (from cause-to- effect) to the intended outcome and to the expected impact which is highlighted in the ToC formulation "a more peaceful and gender equal society". The intervention theory has clearly considered HR & GE principles in its design. However, the evaluation was not able to clearly determine the extent to which all stakeholders were actively involved in the design, discussion and formulation and agreement of the ToC. Some elements analyzed revealed that the ToC design was not sufficiently participatory especially in terms of amplifying the local voices of the most vulnerable women and girls who are at risk of WPS issues.

The WPS program was implemented in a volatile and hostile environment characterized by ethnic clashes in the refugee settlements and continuous cattle rustling in the Karamoja region. Kotido district where this program was implemented is among the districts in Karamoja sub-region that are affected by sporadic cases of insecurity and civil strife[53] involving armed violence by the Karamojong warriors[54]. Considering this volatile context, the Evaluation Team noted the need for the program to strengthen safety and safeguarding procedures for women engaged in promoting WPS activities particularly in armed conflict prone settings like Karamoja. During focus group discussions women peace mediators

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[53] Saferworld (2010). Karamoja conflict and security assessment.
[54] https://oxfamilibrary.openrepository.com/bitstream/handle/10546/121081/bk-karamoja-conflict-uganda-010103-en.pdf?sequence=5&isAllowed=y accessed 03/2022

indicated that peace actors generally in the Karamoja region are at risk of threats from the warriors because of their advocacy for peace. In its program design, the WPS program did not develop a "do-no harm" strategy to ensure safety for women and men promoting peace in conflict affected communities. In regard to the systematic inclusion of PwDs as well as a response to their specific needs and priorities, the programme involved a civil society organization working with people with disabilities in the country at the design stage. However, a concrete vulnerable and marginalized group strategy addressing their specific needs in accessing justice or in security related issues were not integrated in the design of this programme.

## 5.2.  Effectiveness

*The extent to which the WPS programme objectives were achieved and the interventions's success in producing the expected outputs and achieving milestones as per the AWP design were met.*

*Scoring:*  **B. The programme performed well but some changes were required**

> **Evaluation Questions**
>
> **Effectiveness**
> 1.  To what extent have planned outputs been achieved on time?
> 2.  Did the interventions contribute to the expected outcomes? Please explain.
> 3.  What unexpected outcomes (positive and negative) have been achieved?
> 4.  What has UN Women's contribution been to the progress of the achievement of outcomes?
> 5.  Did the programme implementation partners have access to the necessary skills, knowledge and capacities needed to deliver the project? Please explain.
> 6.  What were the main enabling and hindering factors to achieving planned outcomes?
> 7.  To what extent has WPS project interventions been mainstreamed in UNSDCF?

**Finding 9**
**The evaluation found that the planned outputs have been achieved on time. By December 21 the programme delivered 96.5 % of the planned activities and successfully achieved its four (4) outputs. The contribution to an enabling environment for implementation of WPS (output 1) coupled with Peacebuilding & Recovery of victims (output 4) and active participation of women in prevention and resolution of conflicts (outputs 2 and 3) enabled *more commitments of the GoU and the UN on women, peace and security agenda in Uganda (outcome).***

The WPS Programme four (4) outputs are as follows:

**Output 1**: **An enabling environment** for implementation of WPS commitments is created through addressing structural, institutional and social economic barriers that will contribute to strong accountability frameworks and continued evidence-based advocacy that will lead to an

enabling environment for implementation of commitments. These frameworks, which include the NAPIII, and the key actors, women's organizations must be adequately resourced to support and guide implementation.

**The evaluation found that Output 1 with its seven activities achieved 86% of its target**. As main results of the activities implemented under this output, the programme successfully ensured active commitments and engagement of 28 organisations members on WPS. A costed NAPIII on UNSCR 1325 was successfully developed and adopted in March 2021 by the government of Uganda. In order to achieve these results, this programme planned to equip annually 180 staff (*130 MPs and 50 staff from justice/P&S institutions)* with skills and tools on WPS legislation and programming.

The review of the progress reports to donor 2019 and 2020 as well as reports from implementing partners (Makerere University and WIPC) 2019, 2020 and 2021, revealed that the programme trained in year 1 of its implementation 48 NAPIII Technical Committee members from 9th to 12th July 2019. UN Women together with Umoja Peace Conference organized also a conference in Kampala from 18th – 21st September 2019 that brought together youth leaders. The progress reports provided by this programme indicate that 150 youth leaders, including 43 young women participated and acquired knowledge and practical skills to handle conflicts and to sustain peace. A total of 198 women and men had their capacity enhanced by the programme in its first year of implementation.

In year 2, the evaluation found that 65 staff from Key P&S institutions and Judiciary were trained on 27-20th of August 2020 and were able to increase their knowledge on WPS legislation and programming. The Peace Centre enhanced also the capacity of a total of 46 conflict monitors including (43 females and 3 males) in Yumbe, Adjumani and Kotido in 2020. A total of 111 women and men from Peace and security institutions are capacity by the programmer in its second implementation year.

In year 3, 51 trainers were equipped with knowledge on Gender perspectives as a result of a ToT training that was conducted at the Civil Service College in Jinja from 27th September to 1st October 2021. The participants included Gender officers, advisors and specialists and the training focused on strengthening their roles in Gender Mainstreaming including response and recovery with issues of women and girls at the center. The evaluation noted also that 30 participants from UPS, UPF and UPDF including 19 women and 11 men were trained in Kampala. (Makerere University). The university also trained parliamentarians on UNSCR 1325. Cohort 1: 41 participants (16 female, 17 male and 8 no indicated). Cohort 2: 34 participants on 18th December 2021 according to the IP report for the period Oct – Dec 2021. A total of 156 women and men from peace, justice and security institutions were trained in year 3 of the programme implementation.

The programme also successfully developed and adopted its costed NAPIII on UNSCR 1325 in March 2021.

**Output 2: Conflict prevention:** Women participate in and inform decision-making processes and responses related to conflict prevention – through provision of expertise, capacity strengthening both of women as well as those involved as gatekeepers and supporters to processes.

**Output 2 of this WPS programme was fully achieved. As results of its five main activities implemented, the WPS Programme successfully strengthened capacities of community members, religious and traditional leaders on WPS and ensured their active support in advancing WPS agenda. Six local action plans on UNSCR 1325 were developed and adopted at district level. Four districts allocated 1% of their district budget to support implementation of their local action plans.**

Engagement of men in addressing violence on women enabled the program to address toxic masculinities and challenged to a good extent traditional norms that prevent women and girls from being represented and from participating in decision making processes affecting their rights and lives. A more active participation of women in WPS meetings and discussions was noted. However, the evaluation found that in some cases a few women experienced violence from their partners and husbands after attending such meetings. Finally, under this output, the programme trained women and they acquired skills and more confidence to act as peace mediators and ambassadors in households and communities. They are actively involved in conflict resolutions and advocate further for peace in communities.

This output 2 targeted on an annual basis 100 of gender equality advocates to engage in influencing formal and/or informal peace processes.

In year 1 of its implementation, the programmer reported that the capacity of 130 (70 Male and 60 Female) district leaders from 6 districts on the WPS agenda, Uganda NAPIII and ensured their engagement in formal and informal peace processes. A total of 130 men and women engaged in peace processes and as a concrete result, contributed to the development of the LAPs on UNSCR 1325 in the 6 districts.

In year 2, progress reports 2020 made available by implementing partners indicate that 155 (130 females and 25 males) gender equality advocates in Amuria, Kaberamaido, Kitgum, Yumbe and Kasese were trained in peace building and conflict resolution between June – September 2020 in the respective districts. These included 98 women peace builders, 13 young women peace ambassadors and 44 (25M and 19F) members of the district taskforces on LAP on WPS agenda. They increased knowledge on leadership, peace building and conflict resolution enabling them to support the implementation of the WPS agenda in their communities after completing a 2-day training that took place 28th to 30th July 2020. A total of 155 women and men were engaged in peace processes in these districts.

In year 3 of its implementation, the programme trained 46 conflict monitors (43 females and 3 males) to support monitoring of LAPs in Yumbe, Adjumani and Kotido. It is also reported that 136 participants were trained including 77 Female and 57 Males from Yumbe, Arua, Kiryandongo, the Rwenzoris, Wakiso and Busoga region. (Makerere University) as well as 40 participants including 20 Religious and 20 cultural leaders were trained. Of these, 11 were

women and 29 were men. The training was carried out in partnership with CARE International for West Nile and Acholi Sub region. Although the requested Means of verification were not fully provided to verify and to validate the indicated numbers of participants, responses provided by some beneficiaries contacted confirm the implementation of these activities. Finally, the Programme document review revealed that 40 women peace mediators from the districts of Yumbe, Adjumani and Kotido took up elective positions in the 2021 general elections while 15 out of the 24 women from Kasese trained in leadership conflict early warning, conflict analysis, mediation and resolution have taken up leadership positions on the established peace committees. However, given the level of need and challenges related to WPS in these districts, the level of investment in the trainings and number of participants trained is sub-optimal to realize the intended outcomes. The Evaluation Team notes that this should be interpreted in the context of the budget/funding that was available for the WPS programme. There was also no clear evidence for organized diffusion of knowledge, information and skills from the women trained to the other women in the nearby communities.

**Output 3: Conflict resolution:** Representation and leadership of women is increased in formal and informal peace processes and negotiations; through accountability mechanisms and justice and security responses which protect and redress women's rights and allow for their full participation.

**All the planned 4 activities were fully implemented by the programme and contributed in achieving the output 3. As main results achieved by this output, the evaluation found that approaches such the peace huts "barazas" were further capacitated in WPS and actively engaged in the programme implementation at community level. Regional Exchange and visits of women exposed them to other peacebuilding practices in the region and enhanced their capacities in addressing conflicts in households and communities. 203 women from CSO/CBOs were equipped with skills and tools to advocate, monitor and report on the implementation of the NAP on 1325 related WPS, HA and DRR instruments.**

Activity 3.1 of this output focused on building capacity of women advocates and women rights organisations on conflict resolution and mediation skills. The review of programme documents and MoVs revealed that UN Women together with Umoja Peace Conference developed a three-day conference in Kampala from 18th – 21st September to bring together 150 youth leaders, including 43 young women, to acquire knowledge and practical skills to handle conflicts and to sustain peace. 78 women peace mediators were trained in mediation by WIPC in Adjumani, Kotido and Yumbe. There are also success stories confirming the participation of women in the peace mediation dialogue and follow-up dialogue between the Dinka and Nuer in Maaji III refugee settlement in May 2020.

Training manual on conflict resolution and tools for analysis, early warning, conflict prevention, early response, communication, election frameworks and procedures, peacebuilding and security was also developed and served for trainings of women peace committees in Adjumani, Yumbe and Kotido.

Activity 3.2 emphasizes the establishment and capacity support of a network of women mediators in Uganda (Aligned to the FemWise and AU women mediator networks and women, peace mediators in Yumbe, Adjumani and Kotido distrcits). The evaluation found that this programme formed platforms in Rwenzori region made of different stakeholders. Religious, traditional leaders, government representatives and CSOs. Evidence provided ensured the establishment of men champions network in Rwenzori to support awareness raising on advancing the WPS agenda. They were trained and are still meeting on quarterly basis. In Busoga region (Eastern Region), cultural, traditional leaders, NGOs formed networking to identify the priorities of women and came up with orientations that are culturally sensitive to ensure a smooth implementation of activities. On 25th and 26th February 2020, a conference was organized at the Multipurpose Conference Hall in Adjumani, northern Uganda, a two-day dialogue under the theme "The South Sudan Peace Process; the role and prospects for refugee women"'. According to reports provided by the organization, it is indicated that a total of 105 (88 women and 17 men) South Sudan refugee women and girls in Uganda and key decision-makers participated.

Activity 3.3 provided support to women's grassroot engagement in peace-building. The programme managed to organize mediation dialogue session on 22nd May 2020 with community leaders. The progress reports provided by the organization highlight a total of 72 participants (17 females and 55 males). It is further indicated that a follow-up dialogue was held on 1st July 2020 with 61 people (28 males and 33 females) reached. The evaluation noted also that CEWERU conducted 2 rapid assessments in 2021 in Karamoja where women peace mediators were actively infused to identify the needs of women and girls.

Activity 3.4 supported the integration of peacebuilding in the community level Barraza's (Peace huts). Beneficiaries in the Kasese district clearly indicated that this programme worked using the Barrazas (Peacehut) to ensure involvement of community members. The evaluation found also that through the Barrazas (community dialogue sessions, the programme managed to address land conflicts and advocate at community level for the integration of land conflict related issues in the local action plan on UNSCR 1325.

The evaluation found also that community awareness and accountability sessions with community leaders and women peace mediators in Romogi Kululu, Yumbe Town Council and the five zones of Bidibidi refugee settlement was organized. It is reported that a total of 290 people including 172 males and 118 females were reached with information about peace. The organization reported that a total of 599 (392 females and 207 males) have been reached with information on peace through community awareness and accountability sessions. trainings were also organized in the communities. 70 participants including 35 Religious and 35 cultural leaders were reported to have been trained by this programme. Of these, 31 were women and 39 were men. Although, one can observe an effort to include men in the WPS activities, there is no evidence for a clearly structured male engagement strategy that was being followed with clear targets and milestones yet the MGLSD has a "Male Involvement Strategy" that the project could adopt to guide its engagement with men.

**Output 4: Peacebuilding and Recovery:** Women and girls' safety, physical, mental health, security is assured, and their human rights respected. The socio-economic relief and recovery of women and girls are promoted in post-conflict contexts and refugee responses, including through capacity strengthening, provision of technical expertise to ensure institutions and processes are gender responsive, adopt early recovery policies; and support gender sensitive reintegration strategies.

**The planned 4 activities under this output were partly implemented by the programme. As main results achieved under this output, parliamentarians, judicial and security officials were equipped to better address conflicts and reported Women's rights abuses and violations.**

The Ministry of Defence managed also to integrate gender mainstreaming in its pre-deployment training and is in the process of developing a gender policy. At economic level, the empowerment of vulnerable women, SGBV and war survivors transformed to some extent livelihoods. The evaluation noted that this programme managed to establish the legal Aid Clinic at MODVA that is reported to offer counselling and legal services to the SGBV survivors as a form of mental health services. The evaluation found also that Early warning & referral pathways in the Ministry of Internal Affairs were revitalised and is now reported to be functional.

Under this output, it is reported that this programme intended to conduct 50 Gender Assessment sessions across the country. The gender assessments were aimed at informing the development of the policy. However due to internal processes, MoDVA faced internal constraints that delayed completion of the gender policy. The development of the curriculum was to be done after the policy is developed. Hence there was no achievement in regard to the gender policy and the curriculum. UN Women was also invited by UPDF to facilitate a pre-deployment training of new UPDF recruits before they were deployed on mission. The report provided by the programme management highlighted that 100 (including five women) were trained. UN Women was also invited to facilitate a training the group of 15 women peacebuilders on UNSCR 1325. In addition, it is reported that Gender training and sensitization 811 Military Veterans, Widows, Orphans and UPDF personnel participated in the 40 Gender training sessions in the various Districts across the country.

Finally this WPS Programme addressed under this output economic challenges faced by women. In this regard, the evaluation found that 68 Savings Cooperatives Society (SACCOs) were each supported with startup capital of UGX 5, 000,000 enabling them to boost their economic activities. This support has benefited a total of 9073 (2164 male, 5732 female and 1177 youth) who include widows, spouses and female combatants enabling them to engage in a number of economic ventures including tailoring, maize growing, apiary, fish farming, mushroom growing, coffee nurseries, brick laying, saving and credit. Furthermore, 998 (290 male and 708 female) have improved their financial literacy and are now equipped with the necessary skills to manage the funds. This was a result of a training conducted in collaboration with DFCU bank that focused on basic financial management and literacy, SACCOs and basic projects management.

Under the activity 4.2, the programme established peace committees in the districts and communities. The programme managed also to establish 2 refugee peace committees (one in Yumbe and one in Adjumani refugee settlements). Three (3) were also established in the host communities of Yumbe, Adjumani and Kotido with reported 156 women engaging in peace building in their communities. The evaluation noted these activities but found them limited given the size of refugee settlements that are very big. For example, Bidibidi refugee settlement in Yumbe hosts about 246 thousand refugees. The establishment of one peace committee in such a setting is not sufficient.

It was also indicated under this activity 4.2, that 5 refugee women and 2 humanitarian actors are reported to have been trained by WIPC on participation and leadership in peace processes. 2 refugee women participated in the ESARO regional conference on Women, Peace and Security; 4 mediation trainings were conducted through which the capacity of 204 women peace mediators (new cohort) from refugee and host communities of Yumbe and Adjumani has been enhanced. A total of 28 participants from RWCs and Implementing CSOs and the district CDO are reported to have been trained in Refugee Host Districts in Adjumani, Moyo, Yumbe, Arua and Lamwo Districts. Of these 12 were women and 16 were men. Finally, 120 refugee women were reported to have participated in peace building and recovery planning (78 peace mediators and 42 UN Women beneficiaries).

Under activity 4.4, the programme through its cooperation with The Uganda Women Lawyers Association (FIDA) a database of information of the formerly abducted women and children born in captivity was gathered to inform programming and resource allocation and increase access to justice and social protection for women and girls' victims of the LRA war. The report was a key reference tool in the development of an Amicus Brief that will be submitted to the ICC February 2022 to support and inform Dominic Ongwen case and subsequent reparations proceedings. The Amicus brief was jointly developed by OHCHR, OSRSG-CAAC, OSRSG-SVC and UN Women

During the period, 3 trainings for data collectors were conducted in 2 districts with participants from 8 districts in the Acholi sub-region, i.e., Gulu, Amuru, Omoro, Nwoya, Kitgum, Lamwo, Nwoya and Agago districts from 26th to 28th November 2019. 2 radio talk shows on 8th and 10th Dec 2019 at Mega Radio in Gulu hosting the victim groups, representatives of the cultural institutions and the LCV chairperson who are key stakeholders in the successful implementation of the project and a TV talk show and two informercials were conducted to raise awareness of the needs of victims in northern Uganda. Under this activity, the programme also built capacity of judicial officers. The evaluation found that 20 (15F, 5M) judicial officers from the various courts of law were trained by Makerere University on 27th to 28th August 2020 in WPS related issues with a particular focus on strengthening implementation of the resolution within the Judicial system. The programme designed a training curriculum for the judiciary on WPS by Makerere University for a two-day workshop on 12-13 October 2020.

**The implementation of the 20 activities contributed to the achievement of the 4 outputs as follows: An enabling environment for implementation of WPS commitments in Uganda is created at national level and in some districts; Targeted women (parlementarians, from justice sectors , from security sector, peace mediators and ambassadors in the communities) participate in decision-making processes related to**

**the prevention, management and resolution of conflicts at national, district and community levels; their human rights respected, and their specific needs partly met in the peacebuilding and recovery process; then districts, communities and households are contributing to peace.**

By creating an enabling environment and addressing social cultural and institutional burdens (output 1 achieved at 86%), the programme successfully contributed to ensuring political commitments on WPS related issues at national but also district and community levels. The WPS frameworks provided by this programme through the adoption of its costed NAPIII on UNSCR 1325 in March 2021 as well as the development of the local action plan in 6 districts will serve as basis for sustaining results on the advancement of WPS agenda.

Karamoja region is known to experience violent attacks particularly from the armed warriors. This poses a threat to the lives of women peace mediators who are at the forefront of advocating for peace. This context should be taken into consideration when designing and implementing programs in Karamoja to reduce or mitigate risks of attacks on women engaged in programme activities.

The programme also addressed conflict prevention and responses by ensuring an effective representation and participation of women and girls in formal and informal decision-making processes and responses to conflict. Provision of provision of expertise, skills development and strengthening of capacities in the communities supported peacebuilding processes in context affected settings. (Activities under Output 2 and 3 were fully implemented).

Peacebuilding and Recovery (output 4) is very critical in advancing WPS agenda. The evaluation found very relevant the socio-economic relief of women and girls promoted through the support to SACCOs that must be further strengthened and extended to other districts addressing WPS in the country. For example, interviews with women benefiting from SACCOs in Kampala and Kaberamaido revealed that these provide a social network, social capital and they are also important in facilitating learning of skills and information about opportunities available for women to engage in income generating activities and other development programmes. However, these need to be battressed by gender transformative trainings to ensure that economic empowerment of women is combined with gender transformative attitudes, norms and practices.

**The technical expertise of UN Women in promoting and advocating for GE and WPS agenda in Uganda and globally coupled with very strong expertise of the involved partners in conflict prevention and response in the Ugandan context (Stakeholders' matrix is placed in the annex) and the strategic support of the donor (Embassy of Norway) highly contributed to the achievement of the programme's outcome.**

UN Women had the overall management and oversight of this programme. The agency in partnership with the Ministry of Gender successfully established coordination mechanisms and structures (The National Committee and the Technical Committee) that were very effective at national level and supported the programme's outcome.

The National Steering Committee for the NAP is the highest structure in the coordination mechanism. This is an inter-ministerial committee composed of Ministers and/or Permanent Secretaries of the Office of the Prime Minister; Ministry of Gender, Labour and Social Development; Ministry of Defence and Veteran Affairs; Ministry of Internal Affairs;

Ministry of Health; Ministry of Foreign Affairs; Ministry of Local Government; Ministry of Finance, Planning and Economic Development; and Ministry of Security. It also includes the top managers of the Uganda Electoral Commission, Uganda Police Force, Uganda Human Rights A Commission, Equal Opportunities Commission. The Steering Committee provided policy guidance and strategic direction for NAP III. They met Bi-annually to review progress and the yearly workplan. The programme also established a Technical Committee that has representation from Ministries Departments and Agencies (MDAs), academic and civil society organizations including the Coalition for Action on 1325 and the Women's International Peace Center.

The Technical Committee is responsible for organizing and managing the development of the NAP; Coordinating resource mobilization for NAP implementation; Building and sustaining partnerships for effective NAP resourcing and implementation, including by establishing a trust fund mechanism; Printing and translation of the NAP; Coordinating dissemination and communication of the NAP; Keeping track of the progress of each MDA and CSO involved in NAP implementation; and Convening meetings of the National Steering Committee , NAPIII Secretariat – ad hoc, NAPIII M&E Group (They met Bi annually and Ad hoc) and NAPIII CSO Group (they met quarterly).

At UN level, UN Women in Uganda coordinated UNCT work (Monthly meetings & ad hoc) and was also part of UNSDCF – Pillar 1 on Governance (they met quarterly) as well as member of the Refugee response Peaceful Coexistence group (they met monthly)

At district and community levels, implementing partners like FIDA, WIPC, CoACT and the Makerere University supported the implementation of the programme. They closely collaborated with local government representatives and local CBOs.

**The evaluation found a high satisfaction level of key informants, donor and beneficiaries with programme Results[55]**

| Satisfaction level expressed by participants (in percentage %) | |
|---|---|
| UN Women | 89 % |
| Donor | 75 % |
| Key Informants | 81 % |
| Beneficiaries | 63 % |

The high satisfaction level expressed by key informants is for 55% due to the development and adoption of the costed NAPIII and its localization in 6 districts where 4 districts managed to allocate 1% of their district budget to its implementation at local level.

For 22% of interviewees, their satisfaction is due to the high level of commitment of the GoU observed at the design and implementation phases of this programme and in developing /

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[55]**A total of 131 respondents** (54 men, 70 women and 7 participants to online survey did not indicated their sex / gender).

costing the NAPIII. For 15% of interviewees, the good programme delivery rate in spite of the challenges related to COVID- 19 outbreak and its restrictions contributed to their satisfaction. In this regard, the program delivered 96,5 % of the planned activities by December 2021.

8% of interviewees did not indicate the reasons of their satisfaction in regard to the project results but highlighted the successful responses provided by UN Women and its partners to women and girls affected by violence and discrimination in a challenging context like the one of Uganda and its communities.

The high satisfaction rate of the donor (75%) as well as their readiness and interest to further funding the next phase confirm the quality of the achievements and results of this WPS programme. Donor expressed its satisfaction in regard to the main achievements on WPS such as costed NAP III adoption and its LAPs, increased participation of women in peace building and conflict resolutions as well as institutions strengthening. The evaluation found that UN Women submitted to donor in December 2021 a proposal with a budget of USD 4, 604,148, for a second phase of this programme (2022-2026) that will focus on violence prevention, conflicts resolution, prevention and mitigation of natural and human made disasters as well as addressing structural barriers to women, peace and security that helps create an enabling environment.

**The evaluation noted a few challenges and hindering factors that affected the planned outcome and the timely delivery of this programme.**

At normative level, the government's commitments to the WPS agenda is highlighted in the Uganda's National Development Plan III which also feeds into Uganda's Vision 2040 underscoring Peace and Security and defence. Uganda developed a draft National Policy for Peace Building and Conflict Prevention (2016), which was led by the Office of the Prime Minister (OPM) under the National Peace Platform. Similarly, the draft National Transitional Justice Policy (3rd draft 2013) is also pending approval. Both draft policies involved the participation of women but the lack of their approval points towards a declining political will or lack of prioritization of peace building and transitional justice in Uganda.

The Peace, Recovery and Development Plans (PRDP) respectively aimed towards ensuring sustained peace but lacked sufficient funding, and saw women remaining at the periphery of planning and implementation of the programmes[56].

In terms of representation and participation of women in WPS decision making levels, it was reported that Uganda has a quota policy of at least 30% women and 70% men and women to directly compete for elective positions in place. This quota policy is in some cases misunderstood and misinterpreted by some groups to mean that women should not participate in being elected under the 70 percent representation i.e., it is considered a preserve for men. Some target groups do not understand why more women are needed when this quota is achieved. According to one key informant " *They are not ready to go beyond the 30% of women representation and see it as the maximum women should get."* This was reported as a

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[56] PRDP I-III: 2007 - 2019

burden and hindering factor observed at high decision-making level in terms of women representation in formal elected leadership positions.

At community level[57], women are stuck in their traditional roles of caregivers and unpaid care work. In some communities, they accept or defend the fact that men are the only breadwinners in the households. So economically this challenged the achievement of output 4 focusing on economic empowerment and emancipation of women. In other words, a very strong gender transformative approach to women empowerment is necessary to foster social and gender norm changes needed for women to be effectively engaged in elections, economic empowerment and livelihoods.

The workload of targeted women was also an issue. Beneficiaries reported that this prevented a few women from participating in planned activities under output 2 and 3 of this programme.

Finally, some women mentioned the fact that they fear reprisals and violence from their partners and husbands left home. Violence against women after attending some activities were reported in some communities. A phenomenon that was exacerbated by patriarchal norms and the abuse of alcohol especially in Kitgum, Kotido and Kaberamaido districts.

**Finding 10**

**The evaluation found that the WPS programme has been <u>mainstreamed</u> in UNSDCF as highlighted in the Finding 3 of this evaluation and in relation to the logic of the Cooperation Framework Theory of Change (UNSDCF 2021-2025).**

The Cooperation Framework theory of change (UNSDCF 2021-2025) in Uganda is based on the logic that sustaining transformative and inclusive governance, including socioeconomic and environmental governance, is a pre-condition for realization of inclusive and sustainable development and social transformation across Uganda that includes promotion of shared prosperity and increased investment in building human well-being and resilience.

This WPS programme through its approaches and major achievements effectively contributed as presented in the section above, towards addressing the three strategic priorities in the Cooperative Framework namely capacity building at national, local government, sector and community levels, guided to a good extent by the principles of Leave No One Behind, Human Rights-Based Approach, Gender Equity & Empowerment of Women, Resilience, Sustainability and Accountability.

In addition, the evaluation found that UN Women is actively participating monthly & ad hoc in UNCT working group and UNSDCF – Pillar 1 on Governance, quarterly.

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[57]Baseline study conducted in December 2019 by this WPS, progress reports from IPs and interviews with beneficiaries and partners.

## 5.3.    Efficiency / Coherence

*The extent to which the programme delivered maximum results for the resources and inputs used (funds, expertise, time, etc.). The Coherence is looking at the compatibility of the intervention with other interventions in a country, sector or institution.*

*Scoring:* **B.   Satisfactory - The programme performed but some changes were necessary.**

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**Evaluation Questions**

**Efficiency / Coherence**

1.       Were the outputs delivered appropriate to resources used? To what extent did the UN Women programme management structure support efficiency for the project's implementation?
2.       What is UN Women's comparative advantage in implementing this type of project compared with other UN entities, other stakeholders in WPS programming and key partners?
3.       To what extent did the project's implementation approach add value while avoiding duplication of efforts?
4.       How well were resources and risks managed to ensure results for the project?
5.       Did the project management team manage program implementation delays efficiently and what corrective actions were undertaken?

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**Finding 11**

**The resources allocated were limited in regard to the ambitious programme's goals and objectives. The WPS programme was designed with the hope and intention to mobilize additional funds and donors but did not succeed. The Embassy of Norway was the main donor of this WPS Programme and allocated in a timely manner funds to UN Women. However, some delays in fund disbursement from UN Women to implementing partners were observed especially in 2021. In spite of this, this WPS successfully managed in a challenging context to achieve its four outputs and to implement to a very good extent, the planned activities indicated in the results framework.**

For year 1 (2018-2019) had a projected budget of USD 995,199.63 (35%). The Funding for year 2 (2019-2020) had a projected budget of USD 926,430.53 (32%) and the funding for year 3 (2020-2021) had a project budget of USD 961,864.89 (33%). The Total contribution from the Embassy of Norway was USD 3,040,622.

The WPS programme expected additional funds from other donors to support implementation of the very ambitious objectives but secured only funds from the embassy of Norway.

*Figure 1: Financial Analysis of WPS between 2018-2021*

**Financial analysis per output**
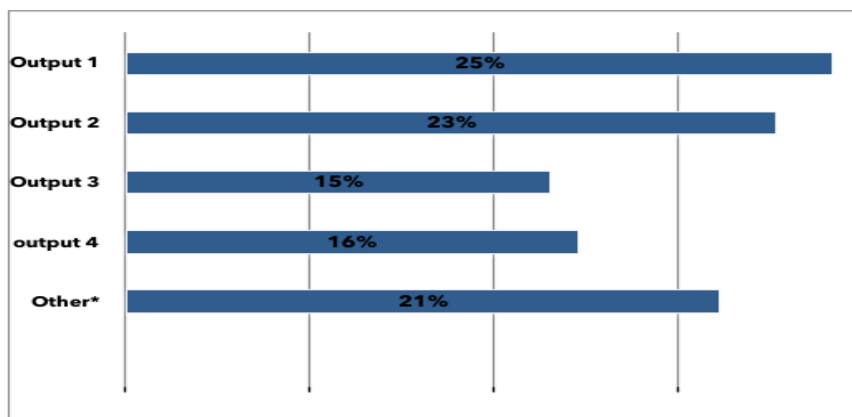


**\*Other costs:** Personal, M&E, Audit, Admin costs

*Figure 2: Disbursement of funds per year (2018-2019)*

**Disbursement of funds per year in %**
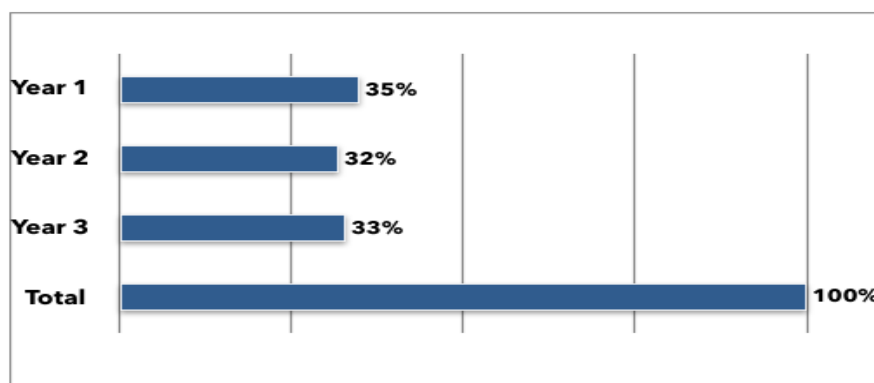


*Source: Certified Financial Reports of 2019 and 2020*

The evaluation found that the budget allocated to this programme was limited in regard to the very ambitious objectives of the programme and the challenging context in which this programme was intended to be implemented. In addition, there were also some budget cuts reported by the programme management and delays in the disbursement of funds to implementing partners.

According to the programme management, the delays were mostly caused by the bureaucracy and internal procedures related to on-boarding processes of partners. As a corrective approach, the programme management requested an acceleration plan to ensure the implementation. The donor granted the programme a no-cost extension to ensure full implementation and reporting of the programme.

In spite of these challenges, this evaluation found that the outputs delivered appropriate to resources used.

**There was also a good link between the use of funding and the performance and results achieved by the country office through the programme under evaluation.**

This evaluation considered value for money, which it seen as providing the maximum impact for its investment. Using the OECD DAC and DFID experience, value for money is the right balance between economy (Reducing the cost of resources used for an activity, with a regard for maintaining quality), effectiveness (Successfully achieving the intended outcome of this WPS Programme), and efficiency (Increasing output for a given input, or minimizing input for a given output, with a regard for maintaining quality).

In this process, the evaluation team assessed the extent to which this WPS programme had a budget narrative justification and looked for additional programme specific information on any major budget choices or higher than usual staffing, operational or travel costs etc. Some of these elements could not be fully analyzed as this evaluation did not have all requested financial data to perform. However, other elements such as the extent to which the proposed budget was proportionate to the expected WPS Programme outcome and to its scope (e.g. number, size and remoteness of geographic zones and number of proposed direct and indirect beneficiaries) was considered and analyzed.

As a results of this process, the evaluation found that Output 3 " Conflict Resolution: Representation and leadership of women is increased in formal and informal peace processes and negotiations" had a budget of USD 430,000 and achieved very good results. So the programme very successfully managed to enhance the capacity of women involved in formal and informal peace process and contributed to support the key role played by women in achieving peaceful & gender equal communities and in addressing underlying gender inequality barriers to peace.

The output 1 on "enabling environment" with USD 728,146 and output 3 on with USD 430,000 of the total budget have achieved good results .

The programme successfully managed with limited resources under challenging contexts and volatile environment reinforced by the constraints of the Covid -19 outbreak and limitations to contribute to a good extent to the creation of an enabling environment for implementation of WPS commitments and to enhance the capacity of women in leadership to support their participation in decision-making processes related to the prevention, management and resolution of conflict.

**Human Resources**

According to the ProDoc, (P. 26), the overall management of the project was led by the UN Women Uganda Country Representative. Programme delivery was supervised by the Deputy Country Representative who is the Head of Programmes. Technical supervision and day-to-day management of the programme was under the responsibility of the Programme Specialist (P3) supported by a team of an existing national programme manager (SB5-LEAP/Adjumani) and a national Programme Officer (NOB Kampala planned at the country office carrying out regular missions to the programme areas. The Monitoring and Evaluation Officer (SB4) based in Kampala supported this programme and was intended to be part of conceptual design and planning of the NAPIII. The M&E Officer was responsible for the

programme reporting and regular field monitoring visits were planned. They planned to work closely with the programme staff based in the programme implementation sites.

Financial management for the programme was provided by the existing Country Office Finance Associate, based in Kampala, a position partially funded through this programme under the overall supervision and guidance of the Operations Manager.

The following positions were reported to have been funded by the WPS Programme namely:

1 x Programme Specialist (P3)
1 x National Programme Officer (NOB)
1 x WPS officer (support to MoGLSD)
1 x WPS M&E/Communications Officer (SB4)
1 x Finance (50%) [58].

**Finding 12**

**The WPS programme did not adequately build good synergies and make best use of all the potential and opportunities in the districts and communities. The evaluation also noted some weaknesses in strengthening partnerships and collaboration with other international and local actors addressing peace and security related issues in the communities. There were also weaknesses in the programme design to avoid duplication and overlaps in the communities.**

In its early design stage, the WPS programme conducted a baseline study (December 2019) where all interventions and international partners working on WPS related issues in the communities were identified. The evaluation found also that mapping of actors to strengthen synergies and avoid overlaps and duplication was conducted.

The Programme managed to make best use of the technical resources available with other stakeholders' members of national steering committee and technical committee at national level.

By successfully establishing platforms for exchanges on WPS related issues composed of various stakeholders also running other interventions funded and supported by other donors and through the integrating of the technical committee and its members at the design stage of this intervention, the programme managed to gather additional information about the gaps, needs and priorities of women and girls in the Justice and security sectors in the country. This helped the programme in ensuring good delivery of its activities in a COVID-19 affected context. However, this approach alone was not sufficient to build good synergies with the identified interventions and to achieve the expected coherence by using the convergence strategy.

The Austrian Development agency (ADA)[59] is also funding "The Women's Peace and Humanitarian Fund (WPHF) Outcome 2 with a budget of € 2.000.000,00. The fund is in

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[58] ProDoc, p. 26

place since 01.11.2019 until 31.10.2022 with the aim to ensure that women participate in and inform decision-making processes and responses related to conflict prevention – through provision of expertise, capacity strengthening both of women as well as those involved as gatekeepers and supporters to processes. UN Women reported that they implementing this WPHF project but this evaluation could not determine the linkages between this WPS programme and the WPHF intervention and the complementarity of actions in the communities.

In assessing the extent to which this WPS programme achieved coherence by building synergies with these interventions and by making best use of resources and opportunities available in the communities, the evaluation found that at national level, the programme established mechanisms to integrate a few opportunities provided by working groups composed of embassies, UN entities and the world bank in Uganda. In the working groups, the WPS programme management advocated for WPS related issues.

The evaluation noted also that **WIPC** worked with the Conflict Early Warning and Early Response Unit (CEWERU) that enabled the Peace Centre to equip the National Steering Committee members with peace building skills. The Peace Centre's leadership role within the Gender is My Agenda Campaign (GIMAC) made it also possible to organise the interface for the peace mediators with the African Union Special Envoy on Women Peace and Security who committed to present emerging issues to the African Union Summit.

In the communities and districts, OPM and UNHCR eased the organisation of community awareness sessions and leaders committed to ensure peaceful coexistence as well as scale up of early warning systems at the community level. **FIDA** closely partnered with Greater North Parliamentary Forum with support from UN Women to implement a project titled "Gender just redress and Accountability for war time violation in Uganda, identification and profiling of all formerly Abducted women, girls and children born in captivity in Acholi Sub-Region in Uganda".

**CoACT** indicated an effective partnership with local women-led CBOs and CSOs especially Rwenzori Consortium for Civic Competence (RWECO) in Kasese, Human Rights and Democracy Link (RIDE AFRICA in Kyegegwa, Forum for Women Living with HIV/AIDS (FOWLA) in Yumbe, Kitgum Women Peace Initiative (KIWEPI) in Kitgum, Teso Women Peace Activists and Prince of Peace Orphans and Widows (POPOW) in Teso region.

**Makerere University** established a relationship with United Religions Initiative an organisation with established structures throughout the country, Young African Refugees for Integral Development (YARID), a CSO working with refugee communities, the Great Lakes Peace Center for the Rwenzori region plus Peace and Action Worldwide for the near East.

However, this approach was not strategically robust to build good synergies, minimize duplication, avoid overlaps with the very high concentration of Peacebuilding interventions implemented in Yumbe, Kotido and Adjumani for example and to achieving the expected coherence by using the appropriate convergence strategy.

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[59]Source: https://www.entwicklung.at/en/projects/detail-en/contribution-to-womens-peace-and-humanitarian-fund-wphf-uganda

Building good synergies requires to identify all ongoing interventions dealing with WPS in the targeted districts and communities, list them and integrate all these interventions in the programme context analysis to identify entry points to be used to complement areas this WPS programme could not cover.

The use of a convergence strategy at district and community levels would have reinforced the project implementation in the communities by complementing some reported limitations and challenges faced by this programme that affected its responses in the districts and communities affected by the Covid-19. The convergence strategy produces synergistic effects and also ensures coherence.

**Finding 13**
**The WPS programme had a good quality M&E Strategy and Plan with indicators set to track progress. The evaluation found also that this WPS programme allocated 8.6% of the programme budget to M&E. However, Covid-19 restrictions, the fragile RBM mechanisms applied and the underuse of UN Women sub-offices in the field to support monitoring activities impacted the quality of monitoring of this programme in the communities.**

The programme designed a monitoring strategy and plan. 8.6% of the programme budget was allocated to M&E. (256,500 USD). The extent to which this was also fully used by the programme could not be verified by this evaluation due to lack of the requested financial expenditure data (2018-2021) and financial delivery report[60]. The evaluation was also not able to assess the extent to which the development process of the M&E Framework (strategy and plan) was inclusive to ensure mutual accountability as recommended by the United Nations in its Result based Management Handbook (2011,P.6)[61]. According to the UN Results based handbook (2011)[62], inclusiveness (or stakeholder engagement ) is an important RBM principle. A strong RBM process aims to engage stakeholders (including government institutions at national, sub-national and local levels, as well as civil society organizations and communities themselves) in thinking as openly and creatively as possible about what they want to achieve while encouraging them to organize themselves to achieve what they have agreed upon, including establishing a process to monitor and evaluate progress and use the information to improve performance. Engagement of all relevant stakeholders in all stages of the programming process maximizes the contribution that the United Nations system can make, through the UNDAF, to the national development process.

According to the Programme's M&E strategy and plan (P. 27), UN Women had an internal monitoring, reporting and evaluation systems which consisted of (1) building internal M&E capacities, (2) setting up credible and robust data and information systems, and (3) implementing an integrated bi-annual Monitoring, Evaluation and Research (ME&R) plan. The programme planned direct project monitoring activities, periodic progress reports and regular visits to partners. These activities were implemented according to the implementing partners and the review of progress reports made available.

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[60] The evaluation team requested these data on 28/02/2021 after a meeting held with the financial officer. The data were not made available.
[61]

https://unsdg.un.org/sites/default/files/UNDG-RBM-Handbook-2012.pdf
[62] P. 5

In addition, UN Women held bi-annual meetings with the Royal Embassy of Norway to discuss and review progress and conducted bi annually joint monitoring visits with donor as well as annual donor review meetings where the annual results were presented to donor.

With its implementing partners, UN Women organized on quarterly basis review meetings to track the progress of the project. Annual review meetings were also held by UN Women and with partners for exchanges and reflection on programme's implementation and progress. Twice per year, UN Women also organised joint field missions with the Royal Embassy of Norway to visit key programme activities. All these activities supported the programme delivery and ensured that by the planned end date (December 2021), the delivery rate of this programme was already at 96%.

With the Covid-19 outbreak and its restrictions, various approaches were applied by this programme. On the one hand, some implementing partners reported that M&E activities were stopped during this period of restrictions. Some partners indicated that the activities were limited and in some cases were conducted only online. This negatively affected the quality of the monitoring during this period.

Finally, this evaluation noted the presence of UN Women- sub-offices in the regions and found that that there was limited involvement of sub offices in directly supporting the monitoring activities of this WPS programme. Even, in times of travel restrictions caused by Covid-19, M&E was done centrally from UN Women Country Office in collaboration with the IPs.

However, recent documents provided by UN Women indicate field missions conducted by the Women's Peace and Humanitarian Fund (WPHF) in June 2020 (6 days) and in March 2021 (5 days) and supported by UN Women Suboffice in Addjumani. It suggests that these field visits organised by the WPHF project also supported the monitoring of this WPS Programme in that period. However, the extent to which these two field visits enhanced the quality of the monitoring of this programme in the districts and communities could not be determined.


## 5.4.    Sustainability

***The likelihood of a continuation of the results after the completion of the WPS Programme.***

Scoring: B. The programme performed well but some changes were required.

**Finding 14**

**The evaluation found a good level of local ownership of the GoU which enables a good environment to work for WPS agenda / UNSCR 1325 in Uganda. The evalutaion found a good commitment of local and national champions for this programme who demonstrate commitment to challenge toxic masculinity and gender inequality hindering the advancement of WPS agenda. In addition, government representatives in four districts, advocated for allocation of 1% of the district budget to the implementation of the local action plan on WPS. Legal framework provided by the costed NAP III and its 6 LAPs, Capacity building of women and men working in the parliament, justice and security sectors as well as capacity building of traditional and religious leaders, women acting as peace mediators & ambassadors in the communities contributed to the sustainability of this WPS Programme. However, the sustainable results observed are still fragile and require further strengthening.**

The evaluation found a very good commitment of the Government of Uganda regarding the advancement of the Women, Peace and Security agenda as well as the development and adoption of the costed National Action Plan (NAPIII) 1325 and its local plans for implementation for the next 5 years (2021-2025). This programme successfully worked with existing structures and managed to strengthen their capacity in addressing WPS related issues.

**The active involvement of the Government of Uganda and its institutions at the early stage of this programme (consultations meetings, baseline study, workshops etc) at local and district levels ensured good ownership for the programme objectives and results.**

From January 2019 the Ministry of Gender, Labour and Social Development (MGLSD), with support from UN Women, the Royal Norwegian Embassy in Uganda (donor) and relevant stakeholders (Look at the Stakeholder matrix attached at this report) raised awareness at various levels and successfully advocated at very high decision making level for the design and development of the NAPIII on UNSCR 1325. Between January and August 2019, MGLSD and UN Women secured the commitment of 28 key government MDAs, CSOs, UN Agencies, religious and cultural institutions and academia to take part in the development and implementation of the costed NAPIII where each institution assigned a focal person to the NAPIII Technical Committee to carry out WPS institutional audits and support the development of NAPIII. As a major result of this programme, a costed NAPIII on UNSCR 1325 was developed and adopted by the government of Uganda in March 2021.

The programme also managed to support the localization of the NAPIII on UNSCR 1325 in 6 districts out of the existing 135. Four districts out of the six allocated 1% of their district budget 2021/2022 for its implementation (Kitgum, Kaberamaido, Kasese, Kyegegwa, Amuria, Yumbe). Out of the 6 districts with a local action plan, 4 allocated 1% of their district budget to support implementation for 2021/2022 this framework. More funds and scale up of the localization process will be needed to ensure the impact and increase coverage.

The localization of the National Action plan on Women, Peace and Security is a strategy that helps to ensure local ownership and effective implementation of the NAP on UNSCR 1325 in the communities. In Kitgum for example, the evaluation noted a good political will at the district level to adopt the Local Action Plan. The local action plan will be used as a referral to the so-called "document for activities in the district" in regard to conflict and violence prevention and responses provided by the district. The district leaders reported that they extended their partnerships with other stakeholders they will further collaborate with to achieve the objectives stipulated in their Local Action Plan focusing on WPS issues including SGBV prevention and response. Media commitment is also high in Kitgum with the existence of free radio Airtime through which awareness raising on WPS related activities is conducted even after the programme has ended.

**The active involvement and engagement of men champions as change agents and role models in the prevention work of this programme to address prevailing toxic masculinities and gender inequality that hinders the advancement of WPS in some communities contributed to some positive sustainable results .**

By using this approach and raising awareness activities led by male champions ( for example the HeForShe campaigns, community dialogues, one-on-one sessions, radio talk shows and radio jingles organized by this programme), this WPS programme focused on transformative and the positive influence men can have on other men and boys. By positioning themselves as role models, they show that SGBV is not acceptable and convey this message to other men and boys in the communities. They engaged in challenging stereotypes and social norms that condone or encourage the perpetration of acts of violence against women and girls and try to influence policies and initiate organizational changes in their communities.

Traditional and religious leaders whose capacity was built by this programme were reported to act as role models within their communities. The evaluation also found some institutional changes. The police officers trained on WPS related issues were reported to be more gender sensitive. The gender awareness sessions conducted by MoDVA accross different locations in the country had contributed to   increased acceptance of women in leaderships positions in the various SACCOs supported under this WPS program.

Capacitated judicial officials and parliamentarians were also equipped to advocate further for the advancement of WPS at a high decision-making level. Data collected by FIDA will support evidence-based advocacy for victims of war and peace.

**Capacity building of women and girls acting as peace ambassadors and peace mediators supporting peace building and conflict prevention and resolution efforts in the communities.**

During the focus group discussions with peace mediators & ambassadors, the evaluation observed a high level of self esteem and confidence in engaging for peace in the households and in the communities. There is a good level of commitment observed among capacitated women to influence the conflict dynamics in some communities they intervene in.

This bottom-up strategy adopted by the WPS programme demonstrated good and sustainable results. However due to conflict dynamics observed in the communities and the changing context this programme was implemented in, additional support is needed to further strengthen the observed results.

**Finding 15**

**The WPS programme management reported that a sustainability strategy and plan was developed at its design phase. However, contradictory information provided by key informants about the availability of such a strategy at the design phase of the programme make it difficult for this evaluation to determine the extent to which the development process of this sustainability strategy was inclusive and participative and the extent to which the strategy was fully implemented.**

A sustainability strategy & plan outlines how a programme or an organization plans to achieve goals that create societal and financial sustainability.

By designing a sustainability strategy and plan at the early stage of this intervention, this WPS Programme provided a strong basis for its success and a guide for the involved partners and stakeholders on its sustainability goals and how to achieve and measure them.

Although some key stakeholders interviewed provided contradictory information regarding the programme sustainability strategy of the programme where 50% of interviewees were not aware of any existing sustainability strategy of this programme while 25% confirmed that a sustainability strategy was in place at the design phase of this programme. The evaluation found that all elements under awareness and accountability campaigns (functional gender responsive early warning system, engagement of men as change agents in the communities and radio talk shows) and capacity building ((Parliament, Ministry of Gender, Labour and Social Development, academic institutions, civil society organizations, as well as security agencies, at national, district and lower levels), were fully implemented and contributed to the sustainable results observed and reported under Finding 14.

Elements of the strategy related to localization was partly implemented with only 6 localization of the NAPIII in a one-year period was achieved.

**IP planned sustainability strategy of the WPS Programme**

| Organisation | Strategy |
|---|---|
| Women International Peace Center | **Awareness and accountability campaigns** in each district will target leaders and community members, particularly engaging men, families, cultural and religious institutions. These will include community dialogues, one-on-one sessions, radio talk shows and radio jingles. They will address land-related conflict with legal awareness and referrals, issues associated with the impact of COVID-19 and continue to promote peaceful coexistence with dialogues that gather refugees and host community members. The project will engage men and actors of influence including religious and traditional leaders to raise awareness on the need for equitable power relations between women and men, on the impact of SGBV, on the actions to take and the duty to hold each other accountable. This is a critical step in ensuring long term change and an enabling environment for women's leadership in peace building<br><br>By continuing to partner with district local governments and other district actors such as clan leaders, religious institutions and women's networks, the project model of collective responsibility where each partner's roles are embedded in their usual work, enables sustainability of the efforts and the results. The project by contributing to, engendering and making functional the government early warning system benefits from the inherent political will to sustain results from the mechanism. |
| CoACT | **Localization**: CoACT will utilize the localization strategy to increase the capacity of District Local Authorities, CSOs and other stakeholders in each district to institutionalize and customize the NAP so they can address the issues that undermine women's peace and human security at family, community and institutional levels. Localization is a powerful strategy to creating peaceful families and communities and sustaining peace, for it enhances ownership of duty bearers and increases sustainability of initiatives. |
| Makerere University | Project sustainability is premised on the planned deep engagement and involvement of numerous duty bearers, including religious and traditional institutions, central and local government institutions, (particularly Parliament, Office of the Prime Minister, Ministry of Gender, Labour and Social Development) academic institutions, civil society organizations, as well as security agencies, at national, district and lower levels. Under the relevant government agencies, relevant technical officers and political leaders will be instrumental in sustaining the project gains.<br><br>**Training and Capacity building** will lead to the empowerment of trained individuals, giving them information and critical skills that will be vital even after the project. |

Source:UN Women WPS Programme 2018-2021.

## 5.5.    Impact

*The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.*

*Scoring:*  B. The Programme performed well but some changes were required.

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**Evaluation Questions**

**Impact**

1.      To what extent has the program interventions generated or is expected to generate significant positive or negative, intended or unintended, higher-level (capture the significance, the scope, and the transformative nature of the effects) effects?

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**Finding 16**

**The findings of impact are mixed. On the one hand, the sector approach applied by this programme and the bottom-up approach adopted contributed to the first positive impacts observed.**

Overall there are positive elements of impacts observed at normative level and within institutions initiating organizational changes for WPS. However, in some districts especially Kotido the security context is still volatile putting the achieved gains at risk due to the by civil strife.

**Normative framework on Women, Peace and Security**

The evaluation identified good elements that are expected to generate significant positive and higher-level effects on Women, Peace and Security in Uganda.

At normative level, development and adoption of the costed NAP III by the government of Uganda with an estimated total budget of 90,570,166,912 UGX, is providing a WPS framework in the country. The active engagement of local authorities and stakeholders as well as institutions strengthening on WPS are also providing a positive basis for the achievement of lasting peace in the communities.

At national and district levels, the advocacy towards the advancement of WPS agenda and the active involvement of very relevant stakeholders at the early stage, highly contributed to the observed and reported good level of commitment of local authorities on UNSCR 1325 in a context affected by crisis and refugee conflicts. The empowerment of women and their active involvement in security and justice related issues at various decision-making levels as well as the commitment expressed by some men to include women in peace talks and conflict prevention or response mechanisms established are providing a positive basis for the achievement of lasting peace in the communities.

**Institutions strengthening at national, district and community levels**

The evaluation found that capacity development of peace and security institutions contributed to sustainable transformation.

While MoDVA has not been able to complete the development of the Gender Policy within the timeframe of this evaluation, the process was still ongoing by the time of this evaluation. The gender audit that was conducted as a precursor for the development of the policy and the awareness sessions that were conducted have contributed to raised awareness on gender issues and mentioned the fact Gender equality is now mainstreamed in pre-deployment trainings. The Centre for Conflict and Early Warning Response housed at the Ministry of Internal Affairs was revitalized by this WPS programme and the district peace committees indicated that it was functional even after the programme has ended. In Kotido, Yumbe, Adjumani districts early warning and early response mechanisms were successfully established by this programme.

At subcounty level peace committees have also been established in Amuria and Kasese. These have provided a platform for women to advance the WPS agenda in their communities.

## 5.6. Do no harm, Gender Equality and Human Rights

*The extent to which the WPS programme activities were designed, implemented and monitored to promote the meaningful participation of both rights holders and duty bearers and to minimize negative effects of social exclusion*

*Scoring:* B. The programme performed well but some changes were required.

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**Evaluation Questions**

**GE/HR**

1.      To what extent is the project changing the dynamics of power in relationships between different groups?
2.      Has the project been implemented according to human rights and development effectiveness principles: Participation/empowerment; Inclusion/non-discrimination; National accountability/ transparency; anti-corruption; and climate and environment?  Please explain.
3.      To what extent and how women and men leaving with disabilities (PwDs) were actively

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**Finding 17**

**The programme designed specific activities aiming at raising awareness on the importance of women in the security sector, trained security forces and provided technical support to UPF. This contributed to enhancing mechanisms of representation and participation of women in a male dominated security sector in Uganda.**

Security sector is reported to be male dominated in Uganda with for example only 19% of women represented in the Uganda Police force in 2020 as presented in the table[63] below.
According to interviewees, women working the security sector in Uganda were often seen by their male counterparts as "weak" and "not qualified to work in the security sector". This perception coupled with the "bad reputation" of the security sector prevents them from joining this sector.

The programme designed specific activities aiming at raising awareness on the importance of women in the security sector, trained security forces and provided technical support to UPF. 30 participants from UPS, UPF and UPDF including 19 women and 11 men were trained in Kampala were trained by this programme. In addition, UN Women was also invited by UPDF to facilitate a pre-deployment training of new UPDF recruits before they were deployed on mission. The report provided by the programme management highlighted that 100 (including five women) were trained. UN Women was also invited to facilitate a training of the group of 15 women peacebuilders on UNSCR 1325.
All these efforts contributed to enhance mechanisms of representation and participation of women in a male dominated sector: security.[64]

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[63]http://1325naps.peacewomen.org/wp-content/uploads/2021/07/Uganda-2021-2025.pdf (Access 26/02/2021)

However more must be done to achieve a good level of representation of women in the security sector. The programme must address the main structural and stereotypes behind the low representation of women in the police, a male dominated environment.

Table 1: Women's representation in the Uganda Police Force, 2020

| Rank | Male | Female | Total | Female (%) |
|---|---|---|---|---|
| Inspector General of Police | 1 | 0 | 1 | 0 |
| Deputy Inspector General of Police | 1 | 0 | 1 | 0 |
| Assistant Inspector General of Police | 16 | 1 | 17 | 6 |
| Senior Commissioner of Police | 25 | 2 | 27 | 7 |
| Commissioner of Police | 35 | 3 | 38 | 8 |
| Assistant Commissioner of Police | 57 | 11 | 68 | 16 |
| Senior Superintendent of Police | 117 | 17 | 134 | 13 |
| Superintendent of Police | 335 | 62 | 397 | 16 |
| Assistant Superintendent of Police | 2152 | 660 | 2812 | 23 |
| Inspector of Police | 577 | 119 | 696 | 17 |
| Assistant Inspector of Police | 1838 | 372 | 2210 | 17 |
| Lieutenant / Assistant Inspector of Police | 415 | 69 | 484 | 14 |
| Sergeant | 2773 | 692 | 3465 | 20 |
| Corporal | 4929 | 1116 | 6045 | 18 |
| PC | 18199 | 3772 | 21971 | 17 |
| PPC | 3640 | 1060 | 4700 | 23 |
| SPC | 2478 | 793 | 3271 | 24 |
| TOTAL | 37693 | 8841 | 46534 | 19 |

Source: NAP III of Uganda (2021-2025)

**Finding 18**

**The programme has been implemented according to human rights and development effectiveness principles: Participation/empowerment; Inclusion/non-discrimination and National accountability. The evaluation found that this programme committed also to LNOB principles in its design and implementation but did not strengthen the capacity of partners in "do no harm' approach considering the fragile context the program was implemented in.**

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[64] Please refer also the section of this report dealing with Sustainability

A global study on WPS supported by UN Women[65] demonstrated that Women's participation increases the probability of a peace agreement lasting at least two years by 20 percent, and by 35 percent the probability of a peace agreement lasting 15 years.

Active participation, empowerment and engagement of women in peace processes is therefore not limited to raising attention to gender-related issues in the text of peace agreements, but a shift in dynamics, and an opportunity to addressing the root causes of violence on women and girls, discrimination and human rights abuses they deal with in conflicts, challenges they face in accessing quality justice and a chance to influence decision making processes for a gender responsive peace agreement.

This WPS Programme empowered some women from different socio cultural and peofessional backgrounds (parliamentarians, judicial officials, women in the security sector, women from the communities including from refugee settlements) to ensure their rights of expressions in peace talks is respected by stakeholders, by establishing various platforms and WPS networks to ensure their voices are heard in peace talks and related issues, by further strengthening their capacities through networking and exposure visits reported. For example during a regional Women, Peace and Security meeting hosted by UN Women where Women from 5 post conflict countries from Burundi, South Sudan, Sudan, Somalia and Uganda attended Uganda calm together on 6th - 10th May 2019. Youth leaders were also targeted by the programme as highlighted during the Peace conference organized by UN Women and Umoja in Kampala from 18th – 21st September 2019. It is indicated that 150 youth leaders, including 43 young women actively participated and acquired knowledge and practical skills to handle conflicts and to sustain peace.

Women refugees were also considered in the political participation efforts of this programme. They are capacitated and invited to participate in the conference under the theme "The South Sudan Peace Process: The Role and Prospects of Refugee Women" in Adjumani, Uganda from 25 to 26 February 2020 . As a result, targeted women refugees were able to be equipped to handle ongoing conflicts in the households in their settings. Other reported networking and platforms established by this programme to support women participation are listed under the effectiveness section of this report.

In regard to the integration of LNOB principles, the programme followed the donor commitment on LNOB and Human rights approach that is also aligned to UN standards.

The Government of Norway (Donor) is highly committed to inclusiveness in its funded programmes. The Government of Norway, and the Government of Ghana hosted for example recently the second Global Disability Summit on 16 and 17 February 2022 (GDS22).The Summit mobilized efforts for the implementation of the UN Convention on the Rights of Persons with Disabilities (CRPD)[66], the principle of 'Leave No One Behind' (LNOB) and building back better and more inclusive with regards to Covid-19.[67]As such the donor

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[65]https://wps.unwomen.org/participation/

[66]https://www.un.org/development/desa/disabilities/convention-on-the-rights-of-persons-with-disabilities.html

[67]https://www.globaldisabilitysummit.org/pages/global-disability-summit-2022-norway

ensured that this funded programme is aligned with human rights and leaving no one behind principles.

The evaluation found also that the programme managed to ensure the involvement of various stakeholders and partners at national, district and community levels.

At national level, the programme collaborated closely with government institutions, women led civil society organizations and academia. At district levels, the evaluation found that the implementing partners (WIPC, CoACT) collaborated closely with district officials and other government bodies like the Police, Local Council (LCs), Village Health Teams (VHTs) and Para-social workers who interface with people at community level. CBOs such as KIWEPI in the district of Kitgum through using Bazaras were also actively involved in the programme. Women were also well represented in the programme design and implementation and were actively consulted.

However, there have been weaknesses observed in systematically integrating people with disabilities. Although there are a few examples highlighting that needs of women & men with disabilities were considered in the programme design through the participation of the National Union of Disabled Persons (NUDIPU) and through their limited attendance to some programme activities, the programme lacked an inclusiveness strategy and a vulnerable and marginalized group plan to ensure better inclusiveness. This would have ensured a better inclusion of marginalized groups and people living with disabilities at all levels of this WPS programme.

This programme therefore partially contributed to UN Women's Strategy: The Empowerment of Women and Girls with Disabilities – Towards Full and Effective Participation and Gender Equality that was developed to ensure a systematic approach to strengthen the inclusion of the rights of women and girls with disabilities in UN Women's efforts to achieve gender equality, empowerment of all women and girls, and the realization of their rights. The Strategy is also aligned to UN Women's Strategic Plan 2018–2021 and commitments made in the common chapter to the Strategic Plans of UNDP, UNFPA, UNICEF and UN Women, and further builds upon UN Women's work in the area of empowerment of women and girls with disabilities.

## 6. CONCLUSIONS AND RECOMMENDATIONS

### 6.1. Conclusions

**Overall WPS Programme SCORE: B**

Overall, this programme managed to achieve good results that serves as a basis in advancing the WPS agenda in the country. There is a need to further consolidate these results by: a) ensuring further resource mobilization, mainstreaming / integrating SGBV in prevention and response in WPS interventions, by strengthening accountability and oversight for performance, by extending the localization of the NAP III on UNSCR 1325 in other districts, by further strengthening capacity building and development of the justice and security systems and the referral pathways revitalized by this programme as well as by systematically capacity of partners in applying a do-not-harm approach and principles. The programme was implemented with limited resources in a period of Covid-19 outbreak and, in a context, characterized by election campaigns and conflict in some communities. It also struggled with

monitoring and coordination mechanisms in the district and communities and limited responses to SGBV in its operations.

**Strengths***:* The programme was very well designed; the objectives were clearly defined and the intervention logic was appropriate. This WPS ensured a high level of engagement of very relevant stakeholders at the early stage of its design and consulted various stakeholders, civil society organizations and CBOs in the communities to ensure their insight, priorities and needs are considered. The evaluation findings of previous NAP I and NAPII on UNSCR 1325 informed also the design of this programme. The strong alignment of the programme objectives and goals in its design to national, regional, African and global policies and frameworks on Gender Equality /WPS was observed.

The WPS programme was also fully aligned with international gender equality and human rights norms such as SDG 5, SDG 16 and CEDAW. The evaluation also found that the WPS Programme main outcome and results (NAPIII development and its localizations as well as the strengthening of institutions on WPS) were fully aligned to national policies, programmes and priorities addressing 1325 resolutions as well as other main African frameworks on Gender Equality. This WPS programme also contributed with its objectives to the achievement of the NDPIII and the Uganda Vision 2040, and contributed directly to the implementation of UN Resolution 1325 & 1820 by the adoption of the costed NAPIII and its localization for the implementation. There is also very good alignment to UNDAF 2016-2020 and the United Nations Sustainable Development Cooperation Framework (UNSDCF) in Uganda (2021-2025).

The WPS programmatic methodology and strategies were also appropriate to address the identified needs of beneficiaries and stakeholders. Involved partners for this programme were also very relevant in regard to its objectives and in addressing the underlying causes of gender inequality in security and justice sectors in Uganda, the intervention targeted the underlying causes of gender inequality including WPS.

**Weaknesses***:* The programme failed to adequately integrate a do no harm approach in its design and did not systematically involve PwDs in all stages of the programme. A vulnerable and marginalized group strategy and plan was not developed by this programme. In addition, SGBV was clearly not considered in the programme design although the baseline study and context analysis conducted by this programme revealed prevalence of violence on women and girls including SGBV and challenges in accessing justice that were exacerbated by the Covid-19 constraints and restrictions.

Finally, this programme intended to raise awareness on WPS related issues in Uganda but failed to develop an advocacy strategy & plan and to actively involve the ministry of information and communication as well as media in the design phase.

**Strengths***:* This WPS programme managed within a limited timeframe to make best use of existing synergies and expertise at national level and achieved some good results which are

still fragile and need to be further consolidated. The WPS programme had a good M&E Strategy, Plan and allocated 8,6% of the programme budget allocated to its implementation.

**Weaknesses:** The evaluation found that the resources allocated were limited in regard to the ambitious programme's goals and objectives. The Embassy of Norway allocated in a timely manner funds to UN Women but delays in fund disbursement from UN Women to implementing partners were observed creating frustration among Ips, community members and beneficiaries.
The WPS programme failed also to effectively build good synergies and make best use of all the potential in the districts and communities. There were not clear strategies in place to avoid duplications and overlaps. Finally, Covid-19 restrictions, the fragile RBM mechanisms applied (Lack of baseline and target values in the results framework, some activity-based reporting) and the underuse of UN sub- office in the field to support monitoring activities impacted the performance of monitoring of this programme.

## EFFECTIVENESS (Score B)
*Findings 3, 4, 7, 9, 10*

**Strengths:** By December 21 the programme delivered 96.5 % of the planned activities and successfully achieved its four (4) outputs. The achievement of the outputs contributed to the main outcome of the programme. The evaluation also found that the WPS programme has been mainstreamed in UNSDCF.

**Weaknesses***:* This programme faced challenges and constraints that affected its implementation and the timely delivery. The evaluation noted a limited application of RBM in this Programme. Some means of verifications and evidence were missing in some cases making it difficult for this evaluation to verify some products and services.

## SUSTAINABILITY (Score B)
*Findings 9, 10, 14 and 15*

**Strengths:** The evaluation found that GoU is enabling a good environment to work for WPS agenda / UNSCR 1325. The existing supportive legal framework and the costed NAP III and its six LAPs create good inroads for sustainability. Capacity building of women and men working in the parliament, justice and security sectors as well as capacity building of traditional and religious leaders as well as media and women acting as peace mediators & ambassadors contributed to ensuring sustainability of this programme.
The WPS programme developed also a sustainability strategy.

**Weaknesses:** The sustainable results achieved are fragile and still require further strengthening. The evaluation could not determine the extent to which the process applied in developing the sustainability strategy of this programme was inclusive and participatory.

## IMPACT (Score B)
*Finding 14 and 16*

**Strengths:** The evaluation identified good elements that contributed to the impact. At normative level, development and adoption of the costed NAP III by the government of Uganda with an estimated total budget of 90,570,166,912 UGX, is providing a WPS framework in the country. The active engagement of local authorities and stakeholders as well as institutions strengthening on WPS are also providing a positive basis for the achievement of lasting peace in the communities.

**Weaknesses:** The volatility of the communities where the program was implemented necessitated mainstreaming of interventions aimed at ensuring the safety of peace mediators. There was no clear strategy in place on how partners were to integrate the 'do no harm' principle or how peace mediators were to be protected in the face of security threats from warriors as was the case in Karamoja region. The lack of a clear mechanism to protect the peace mediators affects the commitment of women for peace in these communities and questions their capacity in interacting for peace in highly conflict settings.

## GENDER AND HUMAN RIGHTS: Score B
### Findings 4, 6, 7, 17 and 18

**Strengths:** The programme has been implemented according to human rights and development effectiveness principles: Participation/empowerment; Inclusion/non-discrimination and National accountability.

The programme designed and implemented specific activities aiming at raising awareness on the importance of women in the security sector and successfully addressed the power dynamics in this male dominated sector. The programme capacitated security forces and provided technical support to UPF. As results, security institutions (MoDVA) is in the process of initiating institutional transformation by integrating a gender curriculum in the module to be used for the preparation of peacekeepers and is also in the process of implementing a gender audit within the institution.

The programme successfully also empowered some women including youth leaders and women refugees from different socio cultural backgrounds (parliamentarians, judicial officials, women in the security sector, women from the communities) to ensure their active participation in peace talks in the districts and communities. Various platforms and WPS networking were established by this programme to ensure their voices are heard in peace talks and related issues.

**Weaknesses:** The evaluation found that the programme did not fully address the main causes reported by participants such as the low representation of women in the police force, a male dominated environment, the limited capacity of women in the justice system to effectively deal with abuses on women and girls, the high prevalence of impunity in reported SGBV cases with a concerning high number of cases compromised or pending in courts, the limited capacity of prosecutors in addressing adequately SGBV / harmful traditional practices cases, the language barriers (illiteracy) and the fragile economic conditions of families that limit their ability to follow up the cases. In addition, the programme did not systematically include PwDs at all stages and failed to develop a clear vulnerable and marginalised group plan in a very volatile context and conflict affected communities to ensure better inclusiveness of PwDs and other minority groups. The lack of integration of a "do-no-harm" approach affected also this programme.

## 6.2.    Recommendations

The following recommendations were developed based on the findings and conclusions of this WPS programme. The recommendations were discussed with UN women and ERG members on 11th of March 2022. They were revised based on the feedback and input from UN Women Regional Office received on 28/03/2022 and comments from ERG Members received on 24/03/2022 and 28/03/2022).

The following recommendations are intended to be used for the next phase of this programme as well as for further programming and interventions on WPS related issues led by UN Women and its partners in Uganda.

| | |
|---|---|
| **Recommendation 1:** All implementing partners and stakeholders must be capacitated in integrating **Do no harm** approach and principles in all development interventions and particularly the ones implemented in conflict affected communities/ districts/ regions. Donor must ensure there is do no harm strategy and plan in place at the design phase of funded projects / programmes . | |
| **How to do** | Initiate a workshop or working sessions with stakeholders on the importance of integrating a contextualized Do no harm approach and principles in WPS interventions. Refer to UN guidelines available to support this activity. Use for example best practices available under Gate UN Women |
| **Responsible actor(s)** | UN Women and Ministry of Gender |
| **What if it is not done** | Targeted beneficiaries and partners will be put at risk. The interventions are most likely to cause harm and to achieve negative and unexpected outcome /results. |
| **Urgency** | Immediate |
| **Impact** | High |
| **Difficulty** | Low |
| **Link to conclusions** | - **Aligned to the Conclusion on RELEVANCE and findings 8 and18**<br>- **Aligned to the conclusion on GENDER AND HUMAN RIGHTS and Findings 4, 6, 7, 17 and 18** |
| **Recommendation 2:** A vulnerable and marginalized group strategy & plan in line with the LNOB principles and do no harm approach must be developed at the early stage of each intervention planned to be implemented in conflict affected communities and areas. Safety related issues often affect active participation of women, men and marginalized groups and limit their involvement in programme activities. | |

| How to do | Design a contextualized marginalized group and vulnerable strategy & plan to highlight how the new phase of this WPS Programme will involve PWDs and marginalized women & men at various levels of this programme. Support the plan with appropriate indicators to track the progress. Refer here for further orientation to available UN guidelines and examples: |
|---|---|
| | VMGF guideline led by UN Women for inspiration: https://asiapacific.unwomen.org/sites/default/files/Field%20Office%20ESEAsia/Docs/Publications/2020/03/ap-COVID-19_Community-Engagement_130320.pdf |
| | UN Guide one LNOB principles:https://unsdg.un.org/resources/leaving-no-one-behind-unsdg-operational-guide-un-country-teams |
| | OECD guideline on Do no harm principles in peacebuilding: https://www.oecd.org/dac/conflict-fragility-resilience/docs/do%20no%20harm.pdf |
| **Responsible actor(s)** | UN Women and Ministry of Gender |
| **What if it is not done** | - Vulnerable groups may be excluded from this WPS Programme and only a limited percentage may be reached.<br>- The needs of the impact groups my not be fully addressed.<br>- The interventions may also contribute to sustain existing power inequalities and dynamics by accessing and considering only accessible groups. |
| **Urgency** | Immediate |
| **Impact** | High |
| **Difficulty** | Medium |
| **Link to conclusions** | - **Aligned to the Conclusion on RELEVANCE and findings 8 and 18**<br>- **Aligned to the conclusion on GENDER AND HUMAN RIGHTS Findings 4, 6, 7, 17 and 18** |

**Recommendation 3:** Develop a specific needs assessment of vulnerable groups and war / SGBV victims & survivors living with disabilities in accessing justice in the communities and design an appropriate strategy to adresse the identified needs and priorities. This will contribute to address observed impunity and challenges reported for vulnerable groups in accessing services of the **justice**.

| How to do | Conduct a gender responsive a needs assessment involving CSOs, CBOs and war /SGBV victims in all programme areas to be covered and targeted communities / districts to identify their specific needs, challenges and priorities in regard to justice. Prioritize them in working sessions and develop a plan with SMART indicators to be considered and implemented in the next phase of this WPS Programme. |
|---|---|
| | Further guidance here: https://wps.unwomen.org/justice/ |
| **Responsible actor(s)** | UN Women, Ministry of Justice and FIDA |

| | |
|---|---|
| **What if it is not done** | -     Overlook the needs of war / SGBV victims in WPS atet is critical in Relief and Recovery Pillar of Women, Peace and Security Pillar (Pillar 4). |
| **Urgency** | Mid term |
| **Impact** | High |
| **Difficulty** | Medium |
| **Link to conclusions** | -     **Aligned to the Conclusion on RELEVANCE and findings 8 and18**<br><br>-     **Aligned to the conclusion on GENDER AND HUMAN RIGHTS Findings 4, 6, 7, 17 and 18** |

**Recommendation 4:** Conduct a national mapping of all actors addressing (Women) Peace and Security in the country per area (Prevention, participation, & Representation and Recovery & Relief. This will enable to develop an appropriate convergence approach for coherence and identify entry points to make best use of available synergies, minimize duplication, avoid overlaps and strengthen synergies available in the counties, districts and communities.

| | |
|---|---|
| **How to do** | A context analysis in each targeted area must be conducted to identify similar interventions (scope, budget and organizations leading these interventions). The mapping must be conducted per sector relevant for this WPS Programme (Justice, Security, SGBV, etc.) and per geographic area targeted by this WPS Programme. The results of the mapping will serve to identify entry points that will inform strategic partnerships in the communities and districts and help to build synergies with other actors operating on Peace and Security in the targeted project areas. |
| **Responsible actor(s)** | UN Women, Ministry of Gender, MODVA, COCAT, WIPC, FIDA and Makerere University.<br>UN Women and Ministry of Gender must lead this process and have the oversight responsibility of the implementation of this recommendation. |
| **What if it is not done** | If not done, this will cause duplications, waste of resources and overlaps. |
| **Urgency** | Mid term |
| **Impact** | High |
| **Difficulty** | High |
| **Link to conclusions** | -     **Aligned to the Conclusion on EFFICIENCY / COHERENCE and findings 11, 12 and13** |

**Recommendation 5:** Enhance the involvement of UN Women Sub-Offices in implementation of M&E strategy. This will increase opportunities to identify and avoid duplication of interventions at community / district level.

| | |
|---|---|
| **How to do** | UN Women sub-offices must support implementation of the M&E framework in the areas they are located. UN Women in Kampala must develop and M&E plan for sub-offices to support monitoring activities. Regular exchanges mut be held with the offices that will support monitoring and results-based reporting |
| **Responsible actor(s)** | UN Women |
| **What if it is not done** | This will challenge the implementation of the M&E Framework in the districts. |
| **Urgency** | Mid term |
| **Impact** | High |
| **Difficulty** | Low |
| **Link to conclusions** | - **Aligned to the Conclusion on EFFICIENCY / COHERENCE and findings 11, 12 and13** |

**Recommendation 6:** UN Women must urgently further strengthen RBM in its programming. It must also foster senior-level leadership in RBM with national actors playing a major lead. A results culture among the partners including national, sub-national and local governments, civil society organizations and communities must be promoted. As UN Women and its partners operate in a highly dynamic context, an adaptive RBM regime must be put in place to enable an update of frameworks if necessary. An user-friendly RBM information systems must be developed for community based organisations so that they are able to use results information for learning and for reporting and accountability.

| | |
|---|---|
| **How to do** | - Follow the steps highlighted in the UN guideline referred below for orientation. This must be done for each programme:<br>- Foster senior-level leadership in RBM in all organizations, with national actors playing a major lead;<br>- Promote and support a results culture by all actors, including national, sub-national and local governments, civil society organizations, communities, United Nations agencies and partner governments. In particular support (an informed demand for results information; supportive country/ national systems, procedures and incentives; a results-oriented accountability regime; fostering learning and adjusting; clear roles and responsibilities for RBM.<br>- Build results frameworks with clearly defined ownership on the part of national actors at all levels, and with the contribution and roles of the United Nations clearly agreed upon;<br>- Measure sensibly and develop user-friendly RBM information systems;<br>- Use results information for learning and managing, as well as for reporting and accountability;<br>-  Build an adaptive RBM regime through regular review and updating of frameworks.<br>Refer to this RBM Handbook that was developed under the United Nations Development Group (UNDG) Working Group on Programming Issues (WGPI) in the context of General Assembly Resolution 62/208 :https://unsdg.un.org/sites/default/files/UNDG-RBM-Handbook-2012.pdf |

| Responsible actor(s) | UN Women |
|---|---|
| **What if it is not done** | If not done, this will challenge mutual accountability and programme performance. |
| **Urgency** | Mid term |
| **Impact** | High |
| **Difficulty** | High |
| **Link to conclusions** | - **Aligned to the Conclusion on EFFECTIVENESS Findings 3, 4, 7,  9, 10** |

| **Recommendation 7:** There is a need for investment in social norm change interventions to address the harmful social norms that underlie gender inequality and women participation in economic empowerment activities. In addition, there is a need to invest in tools and interventions that have demonstrated evidence of effectiveness in facilitating social norm change in the domains of SGBV. | |
|---|---|
| **How to do** | a) The rationale for adopting the social norms change framework is that gender and social norms portray deeper social structures, often reinforced by existing social institutions. Social norms too shape behaviors, attitudes, and practices related to young people and women's gender roles, access to and utilization of resources and services. It is essential to undertake focused interventions that address broad ranges of social norms to improve women's protection, and promotion of their rights free from abuse and exploitation. This requires regular engagement and contact to address the inequitable norms, including unequal power relations. <br> b) Regarding the need to invest in tools and interventions that have demonstrated evidence of effectiveness in facilitating social norm change in the domains of SGBV, tools such as the Social Norms Exploration Tool (SNET), Community Action Cycle (CAC), SASA! Together, Engaging Men and Boys (EMB) should be considered for adopted. For example, the Community Action Cycle is a proven methodology for engaging community leaders and members in the process of community-level advocacy and collective action on gender equity and gender-based violence. CAC should be adopted to mobilize communities to reflect on gender equality and prevent violence. |
| **Responsible actor(s)** | UN Women, MoGLSD and Makerere University |
| **What if it is not done** | If not done, the reported hindering factors on WPS advancement in Uganda may negatively impact the achievement of the WPS objectives. |
| **Urgency** | Mid term |
| **Impact** | High |
| **Difficulty** | High |
| **Link to conclusions** | - Aligned to the Conclusion on EFFECTIVENESS Findings 3, 4, 7,  9, 10 |

| **Recommendation 8:** There is a linkage between Economic Empowerment and Recovery of Women survivors in the communities most affected by conflicts / SGBV / Rape and FGM. UN Women and its partners must sustain Relief & Recovery efforts provided to survivors so they do not depend on perpetrators. | |
|---|---|
| **How to do** | Women's economic empowerment is crucial to the Relief and Recovery (R&R) pillar of WPS agenda. In the targeted areas affected by conflicts, SGV and war victims are often left behind with not support. In some cases they depend on perpetrators economically. Tis hinders their access to justice and to a better life.<br>Therefore support to SACCOs must be extended to other groups and districts |
| **Responsible actor(s)** | UN Women, Ministry Gender and Donor |
| **What if it is not done** | If not done, Relief and recovery pillar will not be successfully covered by this WPS intervention. |
| **Urgency** | Mid term |
| **Impact** | High |
| **Difficulty** | Medium |
| **Link to conclusions** | - **Aligned to the Conclusion on EFFECTIVENESS Findings 3, 4, 7, 9, 10** |

| **Recommendation 9:** Further support MoDVA in development / finalizing its gender policy. | |
|---|---|
| **How to do** | MODVA initiated an internal gender audit. The process that is reported to be ongoing needs further support in terms of advisory work where necessary, technical guidance and support where needed. |
| **Responsible actor(s)** | UN Women, Ministry Gender and MODVA |
| **What if it is not done** | If not done, the initiated organizational changes within MODVA aiming to make the institution more gender sensitive and able to attract more women in the security sector, will not be successful. As consequence, the institution that is male dominated will not be able to attract women and achieve the expected representation of women and men in the security sector in Uganda. |
| **Urgency** | Mid term |
| **Impact** | High |
| **Difficulty** | High |
| **Link to conclusions** | - **Aligned to the Conclusion on EFFECTIVENESS Findings 3, 4, 7, 9, 10** |

| **Recommendation 10:** Enhance the capacity of journalists & Media on advocating / reporting on WPS related issues. | |
|---|---|
| **How to do** | Trainings, Workshops, networking with already trained journalists. |
| **Responsible actor(s)** | UN Women, Ministry Gender and Makerere University |
| **What if it is not done** | Follow up on trainings provided to journalists on WPS. Initiate a networking on gender sensitive Media with trained journalists & other media professionals representatives where best practices on WPS reporting, challenges and possible solutions will be discussed and shared. Ensure gender sensitive reporting on WPS related in districts targeted by this WPS Programme. |
| **Urgency** | Mid term |
| **Impact** | High |
| **Difficulty** | Low |
| **Link to conclusions** | - **Aligned to the Conclusion on EFFECTIVENESS Findings 3, 4, 7, 9, 10** |

| **Recommendation 11:** Enhance coordination mechanisms and monitoring at community and district levels and ensure it is inclusive with stronger involvement of CBOs, marginalized groups and PWDs representatives. | |
|---|---|
| **How to do** | The coordination mechanisms and structure established at national level must be established at district and community levels with local involved organizations and other strategic partners. |
| **Responsible actor(s)** | UN Women, Ministry of Gender, MODVA, COCAT, WIPC, FIDA and Makerere University.<br>UN Women and Ministry of Gender must lead this process and have the oversight responsibility of the implementation of this recommendation. |
| **What if it is not done** | The absence of string coordination mechanisms at district levels may impact the performance and effectiveness of the intervention. Efforts may lack strong coordination resulting in weak programme delivery / fragile achievements. |
| **Urgency** | Mid term |
| **Impact** | High |
| **Difficulty** | Low |
| **Link to conclusions** | - **Aligned to the Conclusion on EFFECTIVENESS Findings 3, 4, 7, 9, 10** |

| Recommendation 12: Expand localization of NAPs to at least 1/3 of the districts in Uganda. | |
|---|---|
| **How to do** | Support further the localization process of the NAPIII in additional districts with priority given to conflict affected districts and communities. In addition to the localization, ensure resource mobilization for the implementation of the NAP III and LAPs on UNSCR 1325. develop a resource mobilization strategy and plan to ensure funds for implementation. |
| **Responsible actor(s)** | UN Women, Ministry of Gender, COACT and Donor |
| **What if it is not done** | The absence of localization of the NAPIII will hinder its effective implementation. |
| **Urgency** | Mid term |
| **Impact** | High |
| **Difficulty** | High |
| **Link to conclusions** | Aligned to the Conclusion on EFFECTIVENESS Findings 3, 4, 7, 9, 10 |

## 7. LESSONS LEARNED

1. Engagement of all relevant stakeholders in all stages of the programming process maximizes the contribution that UN Women & the United Nations system can make, through the UNDAF, to the national development process.

2. Sustainability is more likely when rights-holders are involved in peace-building or development processes from the outset – including during country & context analysis, defining priorities and results, implementation of activities, and M&E.

3. Active Stakeholder engagement and good synergies enable also in some cases to achieve good results even when Programme's resources are limited.

4. Respect and application of "do- not harm" principles is very critical in development and Peacebuilding processes and prevent harm to involved partners including exposed women and men in the communities.

5. Given the intersections between WPS and other structural factors that affect women peace and security at different levels, it is important to work with actors across the different levels of social ecology (individual, family, community and societal levels) to identify and respond to the risk factors as well as develop strategies to address them at the various levels.

6. Complexity aware monitoring strategies and tools are important in identifying, tracking and responding to changes in the context where WPS programmes are being implemented.

# ANNEXES

## Annex I: Evaluability Assessment

The evaluation team undertook an evaluability assessment in the inception phase.
An initial assessment of the availability of secondary data necessary for this evaluation was conducted and the matrix highlighting the findings are placed in the annexe of this evaluation report.

The following points were assessed by the evaluation team:

- A review of the conduciveness of the context for the evaluation;
- An assessment of the relevance, appropriateness and coherence of the implicit or explicit theory of change, strengthening. The evaluation found that a reconstruction was not necessary through a stakeholder workshop;
- An assessment of the quality of performance indicators in the program, and the accessibility and adequacy of secondary data;

In addition, the following questions guided the evaluability assessment process:

- Is the justification of this WPS programme evaluation realistic?
- Are the objectives of the WPS Programme clear, realistic and commonly understood by the stakeholders according to secondary data available?
- Are outputs / outcomes and performance indicators SMART formulated?
- Are the performance indicators monitored adequately?
- Were there modifications to the Programme logic and why?

The evaluation referred also to UN Women recommendations on Evaluability Assessment[68] highlighted in the graph below:

### Figure T1. High evaluability and low evaluability



**HIGH EVALUABILITY**
Clear theory of change/logic model
Clear goals and objectives
Baseline data and SMART indicators available
Monitoring frameworks and system exist
A relevant conducive context with adequate resources and capacities
Clear management structure and responsibilities

**LOW EVALUABILITY**
Implicit theory of change
Limited or no baseline data
Poor quality SMART indicators
Limited or poor quality monitoring frameworks and/or system
Resources and capacities are not adequate
Limited or poor understanding of the programme among stakeholders and no management structure

## Quality Rating of the Results Framework

<u>Assessment criteria:</u>

| | |
|---|---|
| If Yes > 50%: | The evaluation can go ahead |
| If 80% > No > 50%: | Modifications are required |
| If No > 80%: | The evaluation should be stopped |

*Table 4: Quality Rating of the Results Framework*

| | | |
|---|---|---|
| Quality of the design of the WPS Programme activities | Yes | --- |
| Justification of the activities and interventions | Yes | --- |
| Clear, Realistic and commonly understood objectives | Yes | --- |
| SMART performance indicators | Yes | No |
| Monitored performance indicators | Yes | No |
| Flexible and responsive RF | Yes | No |
| **TOTAL %** | **80 %** | **20 %** |

*Table 5: Completeness of Results Framework (RF)*

| RF Year | Presence of Baselines | Presence of Targets | RF Completeness |
|---|---|---|---|
| 2018 -2021 | 100 % | 100 % | 100 % |

<u>Notes:</u> *Output Indicator 2: Baseline values are missing; Output indicator 3: Baseline and Target values are both missing; Output indicator 4: Baseline and Target values are both missing.*

*Table 6: Results Framework Quality Assessment*

| Outcome/Output indicators | Rating |
|---|---|
| **Outcome: More commitments on women, peace and security are implemented by GoU and the UN, and more gender equality advocates influence peace and security processes**<br><br>**Indicator 1**: # of institutions of the Justice and security sector that demonstrate strengthened capacities to mainstream gender perspectives and promote the rights of women and girls in conflict, post conflict and other crisis situations | **RATING**: <u>Strengths</u>: outcome with specific and clear areas to strengthen namely "advocacy for GE in Peace processes <u>Weakness</u>: Timeframe no indicated. indication of timeframe such as "by 2021…" would have strengthened the quality of the outcome. <u>Risks</u>: Difficult to measure the impact if not realistically timebound. |
| **Output 1 -** An enabling environment for implementation of WPS commitments is created; | <u>OUTPUT 1 RATING</u>: **Strong**. Normative. Focus on capacity building and development of parliamentarians and justice /P&S institutions in WPS legislation. **Specific** with the mention of MPs. **Opportunities** to indicate a few relevant Peace and Security institutions targeted here |

| | |
|---|---|
| *Indicators: No. of staff from Key P&S institutions and Parliament equipped with skills and tools on WPS legislation and programming*<br><br>*Baseline: 107 senior and middle level police officers*<br>*Target: 180 annually (130 MPs and 50 staff from justice/P&S institutions)* | INDICATOR: **Strong**. Focus on capacity building on WPS / NAP 1325 implementation and legislation. |
| **Output 2 - Conflict Prevention: Women participate in and inform decision-making processes and responses related to conflict prevention;**<br><br>*Indicators: # of gender equality advocates engaged in influencing formal and/or informal peace processes*<br>**Baseline**: 0<br>**Target**: 100 annually | OUTPUT 2 RATING: **Strong**. Focus on women participation in conflict prevention mechanisms and processes.<br><br>INDICATOR. **Strong/Weak**. Strong: Area covered is specific "Advocacy on GEEW in peace processes". |
| **Output 3 – Conflict Resolution: Representation and leadership of women is increased in formal and informal peace processes and negotiations;**<br><br>*Indicators: # of Women from CSO/CBOs equipped with skills and tools to advocate, monitor and report on the implementation of the NAP on 1325 related WPS, HA and DRR instruments*<br><br>**Baseline**: 0<br>**Target**: 150 | OUTPUT 3 RATING: **Strong**. Focus on women representation on peace processes and in conflict resolution mechanisms.<br><br>INDICATOR: **Strong/Weak**. Strong: Area covered is specific "Capacity development of CSOs and CBOs on advocacy, monitoring and reporting on WPS related issues. Weak: Timeframe not indicated to indicate timeframe " By end of 2021 for example) and to mention a few targeted CSOs and CBOs. |
| **Output 4: Peacebuilding and Recovery: The socio-economic recovery and political participation of women and girls are promoted in conflict and post-conflict situations.**<br><br>*Indicators: Indicator 4.1.4: proportion of women participating as mediators, negotiators and technical experts to peace negotiations in relief and recovery initiatives*<br>**Baseline:** 29% refugees; 47% Hosts<br>**Target**: 50% | OUTPUT 4 RATING: **Strong**. Focus on Peacebuilding and Recovery.<br><br>INDICATOR: **Strong/Weak**. Strong: Area covered is specific "Relief and Recovery of women and girls in conflict and post conflict contexts.<br>Weak: Timeframe not indicated |

## Annex II: Scoring and rating used for this evaluation

The scoring applied followed the logic of the Evaluation Rating of UNEP (2018) that is based on a six-point scale (*Highly Satisfactory;Satisfactory;Moderately Satisfactory; Moderately Unsatisfactory; Unsatisfactory and; Highly Unsatisfactory*) and combined these scale six.point scale into four main scoring presented in a ratings matrix in the evaluation report to support a common interpretation of points on the scale for each evaluation criterion.

These ratings are 'weighted' to derive the Overall Programme Rating as follows:

Scoring A: The programme **performed well and no** changes were required
Scoring B: The programme **performed well but some** changes were required
Scoring C: The programme **performed but significant changes were necessary**
Scoring D: The programme **did not perform at all on the criterion**

Summary of assessment results of each point below was entered in the following rating matrix to provide overall scoring of each evaluation criterion.

| Criterion *(Enter each rating into the Weighting of Ratings table to arrive at the rating for each criterion and the overall project rating)* | Summary Assessment | Rating |
|---|---|---|
| **A. Relevance** | | **A => D** |
| *1. Alignment to WPS strategies, policies and plans at national, regional and global levels* | | A => D |
| *2. Alignment to UNDAF and UNSCDF* | | A => D |
| *3. Relevance to regional, sub-regional and national WPS priorities* | | A => D |
| *4. Complementarity with existing interventions* | | A => D |
| *5. Quality of Project Design including ToC design* | | A => D |
| *6. Quality of integration of LNOB, PWDs and marginalized group in the project design* | | A => D |
| *Effective integration of GE/HR and Do-no-harm principles in the project design* | | A => D |
| **B. Effectiveness** | | **A => D** |
| *1. Delivery of outputs* | | A => D |
| *2. Achievement of direct outcomes* | | A => D |
| *3. Likelihood of impact* | | A => D |
| **F. Efficiency** | | **A => D** |
| **Financial Management** | | A => D |
| 1.Completeness of project financial information | | A => D |
| 2.Communication between finance and project management staff | | A => D |
| **Monitoring and Reporting** | | A => D |

| Criterion *(Enter each rating into the Weighting of Ratings table to arrive at the rating for each criterion and the overall project rating)* | Summary Assessment | Rating |
|---|---|---|
| 1. Monitoring design and budgeting | | A => D |
| 2. Monitoring of project implementation | | A => D |
| 3.Project reporting | | A => D |
| **H. Sustainability** *(the overall rating for Sustainability will be the lowest rating among the three sub-categories)* | | A => D |
| 1. Socio-political sustainability | | A => D |
| 2. Financial sustainability | | A => D |
| 3. Institutional sustainability | | A => D |
| **I. Factors Affecting Performance** | | A => D |
| 1. Preparation and readiness | | A => D |
| 2. Quality of project management and supervision | | A => D |
| 3. Stakeholders participation and cooperation | | A => D |
| 4. Responsiveness to human rights and gender equity | | A => D |
| 5. Country ownership and driven-ness | | A => D |
| 6. Communication and public awareness | | A => D |
| **Overall Project Rating** | | A => D |

## Annex III: The main challenges reported by the implementing partners are placed in the annexe of this evaluation report.

| Organizations / Partners | Limitations / Delays in programme implementation |
|---|---|
| **FIDA** | • The outbreak of the COVID-19 pandemic and subsequent lockdown was one of the major challenges faced during the implementation period. The lockdown and restriction of movement led to significant delays in implementation of planned activities, specifically the data validation meeting, data presentation before Parliament and radio talk shows.<br>• The activities and campaigns for the presidential and parliamentary elections planned for January 2021 also contributed to the delays in the conclusion of project activities. Most of the key political stakeholders were preoccupied with election campaigns and did not prioritise key advocacy meetings.<br>• Protracted delays by government allocating funds for reparations has left most survivors disgruntled and frustrated over the prolonged timeframe since passing of the resolution in Parliament. As a result, some members of war-affected communities were reluctant to participate in project activities including the profiling exercise. The sentiment from the many communities indicate a sense of hopelessness and a fatigue in agitating for a strengthened government-led response to their needs. There is also a lack of trust in CSOs who have worked with these communities for decades but have not been able to deliver tangible, sustainable solutions to their problems.<br>• The war victims have formed different groups such as WVCN, Wa Tye Ki Gen and Women Advocacy Network. The ranks that women who are part of these groups attained during the war (by virtue of the rank of the commanders they were married to), still affect their status in society. There are tensions between the groups since they are headed by women of differing ranks who refuse to work together. These tensions created difficulties in project implementation.<br>• Communities are still living with the trauma decades after the war, which manifests in (often undiagnosed) mental health conditions such as depression and post-traumatic stress disorder. As a result of such conditions, along with government's failure to provide reparations in a timely manner, many individuals lacked motivation to participate in the registration and profiling exercise.<br>• Additionally, there was need for psychosocial support at many community activities because the survivors kept getting triggered by accounts of the war being told by other survivors.<br>• War-affected individuals face continued stigma within their communities, which affected their willingness to be publicly identified as survivors. As a result, fewer individuals were registered as formerly abducted women and children born in captivity than what would have been the case in the absence of this stigma.<br>• The new administration structures in the sub-region meant an increase in the geographic scope of the project which was not matched by an increase in resources. |
| **WIPC** | • Since the offset of campaigns (party primaries and presidential), violence, intimidation and blocking access especially for opposition parties has been the order of the day. Electoral violence manifested in torture, arrest of presidential candidate's supporters, use of hate language, murder and riots continue to portray deterioration of tolerance, good governance and democracy and this has created fear and freedom of expression and movement among the women at different levels.<br>• High probability of election violence in the 2021 national elections and limitation of women's participation.<br>• The COVID-19 pandemic affected the programme implementation. Uganda was at phase 4 with community transmission and death escalating. By 31st December 2020, Uganda had registered a cumulative total of 35,511 positive cases with 265 deaths. Community transmission escalated where contacts could no longer be traced, treatment centres were over stretched with human resources for health exposed due to lack of personal protective equipment for health workers, and communities ensuring self-isolation in their homes. This affected organising given that gatherings have to fit with required SOPs, thus calling for more engagements to meet the target. |
| **Makerere University** | • There is an emerging trend which is affecting the implementation UNSCR 1325, whereby the men are tending to prepare for a rebuttal apparently as a way of "protecting" themselves from empowered women. On the other hand, some women seem not to actually understand why they are getting empowered. Some cultural leaders on the other hand are tending to blame funding agencies as the cause for the increase of animosity against women in the community. There is also growing concern that the husband of tomorrow- the boy child is not getting prepared enough to meet the empowered woman – the girl child. All these emerging issues have a bearing on the success of our project.<br>• The available opportunities to address violent conflicts against vulnerable groups particularly the women and girls and most recently the men, continue to be limited and wanting. There are also limited safe spaces for women participation in peace-building initiatives through mediation, dialogue, and negotiation, limited established mechanisms and structures for decision making as well as the challenges resulting from failure to enforce the rule of law and holding perpetrators accountable particularly where the crimes committed tantamount to war crimes and crimes against humanity further exacerbates the fragile situation.<br>• The outbreak of COVID-19, global pandemic in Uganda has further complicated the situation given the pre-existing challenges. Access to social services and justice for women with court cases have been severely constrained by Covid-19 outbreak and restrictions |

| Organizations / Partners | Limitations / Delays in programme implementation |
|---|---|
| **CoACT** | • The election campaigns ahead of 2021 general elections was marred by riots, chaos, and disproportionate use of force by security agencies targeting mainly opposition candidates, their supporters and journalists which left more than 50 people dead and dozens injured including innocent bystanders during the widespread violence on 18th and 19th of November 2020.<br><br>• The COVID-19 pandemic, it has had more serious impacts on the most vulnerable populations. In Uganda, adolescent girls have been among the most adversely affected and for some, life has become downright dangerous. Since schools closed, many girls have fallen victim to child labour, trafficking, sexual violence, teen pregnancy, child marriage and gender-related forms of violence. According to the Annual Police Crime Report 2020, a total of 14, 230 girls were defiled in Uganda which indicated an increase of 3.8% from 13,613 cases reported in 2019. In Kaberamaido district, one of the programme districts, 1,560 school-age girls were reported pregnant and with some married off . In Kyegegwa district, 4,034 cases of teenage pregnancy were recorded from January 2020-March 2021 . In refugee settlements, the refugee families are many times idle, which predisposes the young girls and boys to sexual activity.<br><br>• Between July- September 2021, in some parts of the country, with at least 26 people reported killed using machetes, clubs and other blunt objects in Masaka City, Lwengo and district while another was killed by a violent mob in Bugiri district. Security agencies investigating the murders have arrested 15 suspects after screening 68 apprehended individuals. In addition two medical doctors from Makerere University Medical School while on their way home in Kampala during the first week of September, were attacked by a gang, but they survived the incident. These incidents have caused fear and anxiety in the population making women and older persons more vulnerable.<br><br>• The second lock down instituted by the President of Uganda on 6th June was eased on effective August 2nd, 2021, it further disrupted economic activities, and led to the closing of schools for the second time in under two years. Schools and places of worship remain closed and public gatherings continue to be banned.<br><br>• Peace week celebration was not implemented with the office of prime minister and another partner because of Covid-19 restrictions in the country. The second activity impacted by Covid-19 was peace exposition participation by the office of prime minister. |
| **MoDVA** | • Implementation of the Programme continued to be affected by the COVID 19 pandemic, staff were reduced to ensure that the Ministry of Health Guideline are adhered to, this consequently had an effect on the time taken to complete the various tasks at hand. Travel to the field were also minimised so were the meeting which were reduce to 20 participants at each meeting. As a result planned activities which included conduct of the gender assessment, support to the girl orphans to complete university educations amongst others have been affected. These activities will, however, resume immediately the lock down is lifted.<br><br>• Presidential, Parliamentary and local Council campaigns were ongoing which also affected the operational environment as some of the MoDVA leadership i.e. the Ministers were active in campaigns.<br><br>• The Ministry embarked on fast-tracking the amendment of the UPDF Act, 2005. This affected the timeliness and work of the taskforce which led to the rescheduling of the development of the Gender Policy to a later date in 2021. As a result, funds that were planned for the development of the Gender Policy were reallocated to other activities that contribute to gender equality. |

## Annex IV: Other identified Peace building interventions in Uganda

| Peacebuilding interventions | Implementing Agency | District |
|---|---|---|
| Refugee Welfare Councils | OPM /UNHCR | Yumbe and Adjumani |
| GBV, Peacebuilding | UWONET | Yumbe |
| Women Support Groups | UN Women | Yumbe and Adjumani |
| Learner Centered Peace Clubs | Refugee Law Project | Yumbe |
| Neighbourhood watch | OPM/UNHCR | Yumbe |
| District Security Committees | District Local Government | Yumbe and Kotido |
| Women Caucuses | DLGs /CSOs | Yumbe, Kotido and Adjumani |
| GBV Coordination meetings (monthly) | OPM /UNHCR/CSOs | Yumbe, Kotido and Adjumani |
| Community sensitization through Music Dance and Drama | Queen of Heaven | Yumbe |
| Amameto - Council of Cultural elders | Cultural Institutions | Kotido |
| Warriors Squad | Peace and Security | Kotido |
| Bazaras (Community meetings) | RDCs office | Kotido |
| Nine-Nive Group | Security | Adjumani |
| LAKI parliament | Mercy Corps | Kotido |
| Peace day initiatives | District Local Governments, CSOs | Yumbe |
| Community wood plots: planting 1 million trees | FAO, Danish Church Aid | Yumbe |
| Mobile courts (in refugee camps) to address conflicts | SLG, JLOS | Yumbe |
| Community policing | Uganda Police Force | Yumbe |
| Pralegals in the districts | UNHCR, UN Women | Yumbe |
| Male engagement | IRC | Yumbe |
| Tobongole (Welcome back home) peace function | Turkana Community | Turkana |

*Source: Peacebuilding interventions in the districts (Baseline Assessment Report,2019 P. 34)*

## Annex V: Documents reviewed

| Name / Title of Document | Year of publication |
|---|---|
| **UN Women Strategic Documents** | |
| Second Year Annual Report to Government of Norway | 2020 |
| First progress Report to Government of Norway | 2019 |
| Project Proposal -Women lead and benefit from sustainable and inclusive peace and security in Uganda | 2018 |
| NAP III Women, Peace and Security. Ministry of Gender, Labour and Social Development | 2021 |
| WPS End of Program Evaluation Roadmap | 2021 |
| Terms of Reference Final Evaluation of UN Women's Project On Women Lead And Benefit From Sustainable And Inclusive Peace And Security In Uganda | 2021 |
| Evaluation, Audit and Monitoring Reports | |
| FIDA End of Project Report: Enhancing gender just redress and accountability for war time violation in Uganda, identification and profiling of all formerly abducted women, girls and children born in captivity in Acholi Sub-Region in Uganda | 2021 |
| FIDA Quarterly report July-September 2020 | 2020 |
| FIDA Quarterly report October-December 2020 | 2020 |
| Coalition for Action on 1325 (CoACT) quarterly report July to September 2021 | 2021 |
| Coalition for Action on 1325 (CoACT) quarterly report April to June2021 | 2021 |
| Coalition for Action on 1325 (CoACT) quarterly report April to June 2020 | 2020 |
| Coalition for Action on 1325 (CoACT) quarterly report April to January to March 2020 | 2020 |
| Coalition for Action on 1325 (CoACT) quarterly report October to December 2019 | 2019 |
| CoACT Baseline Study Report Amplifying Women's Agency For Peace And Security | 2019 |
| Ministry of Defence and Veteran Affairs (MODVA) Quarterly Report October 2020 – December 2020 | 2020 |
| Ministry of Defence and Veteran Affairs (MODVA) Quarterly Report April-June 2020 | 2020 |
| Ministry of Defence and Veteran Affairs (MODVA) Quarterly Report January-June 2021 | 2021 |
| Ministry of Defence and Veteran Affairs (MODVA) Quarterly Report October 2019–December 2019 | 2019 |
| Makerere University, Strengthening the Implementation of UNSCR 1325 in Uganda through Research, Publication, Training, Advocacy and Strong Partnerships quarterly report October to December 2019 | 2019 |
| Makerere University, quarterly report , January to March 2020 | 2020 |
| Makerere University, quarterly report, April to June 2020 | 2020 |
| Makerere University, quarterly report, July to September 2020 | 2020 |
| Makerere University, quarterly report, October to December 2020 | 2020 |

| | |
|---|---|
| Makerere University, quarterly report, January to March 2021 | 2021 |
| Makerere University, quarterly report, July to September 2021 | 2021 |
| Financial Documents and Reports | |
| Interim and certified Financial Reports | 2018, 2019 and 2020 |

## Annex VI: List of women and men consulted

| Date | Name | Organization & Function | Purpose | Gender / Sex |
|------|------|-------------------------|---------|--------------|
| Feb 1, 2022 | Allen Ankunda | UNW, M&E, Comms Officer | WPS Evaluation | Female |
| Feb 2, 2022 | Diana HAGUMA | UNW, Programme Associate | WPS Evaluation | Female |
| Feb 2, 2022 | Joanita Akoyo | UNW WPS Program analyst | WPS Evaluation | Female |
| Feb, 3 | Hadijah Namuddu | UNW, WPS Programme Officer | WPS Evaluation | Female |
| Feb 3, 2022 | Claire HAWKINS | UNW, Programme Specialist | WPS Evaluation | Female |
| Feb 4, 2022 | Dan BAZIRA | UNW, Deputy Country Representative (a.i) | WPS Evaluation | Male |
| Feb 7 2022 | Robinah Rubimbwa | Executive Director, CoACT | WPS EOP Evaluation Interviews | Female |
| Feb 8, 2022 | Hellen Nkabala | Director, Makerere University, Rotary Peace Centre | WPS EOP Evaluation Interviews | Female |
| Feb,8, 2022 | Samson Barigye | Researcher/Lecturer, Makerere University, Rotary Peace Centre | WPS EOP Evaluation Interviews | Male |
| Feb,8, 2022 | Ven Mbabazi | Head of Department Peace and Religious Studies/Senior Lecturer, Makerere University, Rotary Peace Centre | WPS EOP Evaluation Interviews | Female |
| Feb,8, 2022 | Gloria Kinene | Project Assistant, Makerere University, Rotary Peace Centre | WPS EOP Evaluation Interviews | Female |
| Feb 8, 2022 | Kirabira Florence | CEWERU Coordinator, Ministry of Internal Affairs, Early Warning Systems, Focal Point WPS | WPS Evaluation | Female |
| 9 Feb, 2022 | Doreen Bakeiha | Representative for Commissioner Gender & Women Affairs: | WPS Evaluation | Female |

| Feb 9 2022 | Juliet Were | Head of Programs: Women International Peace Center | WPS Evaluation | Female |
|---|---|---|---|---|
| Feb 10, 2022 | Sherifa Nalwanga, | Focal Person, Office of the Directorate of Public Prosecutions (ODPP), Ministry of Justice & Constitutional Affairs | WPS Evaluation | Female |
| Feb 10, 2022 02:00 | Mike Mabonga | Commissioner, Ministry of Defense and Veteran Affairs | WPS Evaluation | Male |
| Feb 11, 2022 | Maja Graae | First Secretary/ Deputy Head of Cooperation, Embassy of Norway | WPS Evaluation | Female |
| Feb 21, 2022 | Brian MWINAMURA | Finance Officer, WPS, UNW. | WPS Evaluation | Male |

## Annex VII: List of Focus Group Discussions Participants

**Activity:** <u>FGD WITH THE WOMEN PEACE MEDIATORS</u>

**Date:** <u>22/02/2022.</u>

**Location:** <u>KOTIDO DISTRICT- NARUJO A OFFICE.</u>

| No | NAME | SEX | CPNTACT |
|----|------|-----|---------|
| 1 | Maria Koryang | F | 0782398182 |
| 2 | Achilla Rebecca | F | 0788298382 |
| 3 | Lairo Rose Mary | F | 0782763767 |
| 4 | Kapel Sabina | F | 0782514249 |
| 5 | Amailem Rose | F | 0773154387 |
| 6 | Napro Rosemary | F | 0776801162 |
| 7 | Apio Hellen Dorcus | F | 0773766111 |
| 8 | Longoli Rose Moding | F | 0780902595 |
| 9 | Ayella Ruth Lucy Achabai | F | 0780812281 |
| 10 | Kuyonga Isa Safiyah | F | 0787080412 |
| 11 | Amwony Rose Mary | F | 0786191250 |
| 12 | Amito Beatrice | F | 0779668447 |
| 13 | Akol Grace Atai | F | 0778563706 |
| 14 | Grace Jesca Ruth | F | 07780821170 |
| 15 | Pulukol Esther | F | |

**Activity:** <u>FGD WITH THE DISTRICT PEACE COMMITTEE.</u>

**Date:** <u>22/02/2022.</u>

**Location:** <u>KOTIDO DISTRICT HEADQUARTER.</u>

| No | NAME | SEX | CONTACT |
|----|------|-----|---------|
| 1 | Arena Moses | M | 0772323370 |
| 2 | Khaukha Charles | M | 0775603978 |
| 3 | Irar Peter Arnahams | M | 0781802030 |
| 4 | Loter Paul Kamol | M | 0789203216 |
| 5 | Locho Emmanuel | M | 0786614900 |

| 6 | Motui Eliyah | M | |
|---|---|---|---|
| 7 | E.D Narwoa | F | 0782821170 |

**Activity: <u>FGD WITH THE SACCO GROUP.</u>**
**Date: <u>24/02/22.</u>**
**Location: <u>KABERAMAIDO SACCO OFFICE, ORHERO S/C</u>**

| No | NAME | SEX | CONTACT |
|---|---|---|---|
| 1 | Oluka Robert | M | 0785092470 |
| 2 | Alamo Stika | F | 0774831082 |
| 3 | Agato Charles | M | 0772450153 |
| 4 | Otigo John | M | 0791501047 |
| 5 | Alodo Nora | F | 0781344910 |
| 6 | William Turohuzu | M | 0752786294 |
| 7 | Apili Caroline | F | 0779141786 |
| 8 | Abalo Jen | F | 0788340610 |
| 9 | Edyangali Moses | M | 0780708372 |
| 10 | Acako Grace | F | 0785002411 |
| 11 | Nambi Joyce | F | 0784192719 |
| 12 | Eingu Cosmas | M | 0774169509 |
| 13 | Amongin Rebecca | F | 0773085107 |
| 14 | Engoru Isaac | M | 0788505890 |
| 15 | Abuko Josephing | M | 0772513655 |

**FGD WITH MALIBA SUBCOUNTY IMPLIMENTING ACTORS/ACTORS IN Kasese**

| NO: | NAME | POSITIONS | GENDER |
|---|---|---|---|
| 1 | Biira Grace | Peace Mediator | Female |
| 2 | Kabugho Esther | Peace Mediator | Female |
| 3 | Isebakamami Witham | Subcounty Chief Rep. | Male |
| 4 | Biira Mary | Peace Mediator | Female |
| 5 | Mbambu Evanice | Council Member Women Rep. | Female |

| 6 | Musoki Annet Buhaka | Council Member Youth Rep. | Male |
| 7 | Mukimbwa Filimon | Town Clerk Rep. | Male |
| 8 | Masika Phionah | Probation Officer | Female |

**DISTRICT TASKEFORCE FOR PEACE IN KASESE**

| NO | NAME OF PARTICIPANTS | POSITION | Gender |
|----|----------------------|----------|--------|
| 1 | Asimwe Queen | Pswo | Female |
| 2 | Isingoma Joseph | District Planner | Male |
| 3 | Abubarkah Kule | Lower Community Rep. | Male |
| 4 | Nyanga Immaculate | Scdo | Female |

- **LIST OF PARTICIPANTS TO FGDs in KACVIDO / Kampala on 18/02/2022**

1.      Abudallah Kayiwa (M)
2.      Andrew Mukiibi (M)
3.      Mustafa Kamuntu (M)
4.      Quraish Mubangizi (M)
5.      Musa Kaguki (M)
6.      Fred Mujuni (M)
7.      Patrick Bakite (M)
8.      Juma Kazungu      (M)
9.      Peter Mwesige      (M)
10.    Ibrahim Kayondo (M)
11.    Ronald Kalibala (M)
12.    Paul Kasibante (M)
13.    Zaituna Naiga (F)
14.    Flavia Busingye (F)
15.    Fatuma Nadudu (F)
16.    Milly Nakafero (F)
17.    Lydia Nakugonza (F)
18.    Rebecca Nakandi (F)
19.    Jesica Nambalirwa (F)
20.    Asinansi Nakiyemba (F)
21.    Evyline Nekesa (F)
22.    Proscovia Namatta (F)
23.    Harriet Kiiza (F)
24.    Aisha Nakito (F)

- **Yumbe (22/02/2022)**

1. Ajiko Rose (F)
2. Candiru IrenRita (F)
3. Fikira Yassin (M)
4. Anderu Shamira (F)
5. Ichile Abakar (M)
6. Sarah Adinan (F)
7. Andama N (M)

8. Anguzu Denis Ojje (M)
9. Drajige Rasul (M)
10.    Kiira Jamal (M)
11.    Kayiah Linus (M)
12.    Abibus Ozuga Juma (M)
13.    Lt. Col Paul Ssebugenyi (M)
14.    ASP, Okoto Charles (M)


**Interview with District Peace Committee in Yumbe (DLG)**

1.    Anguzu Denis Ojje (M)
2.    Drajige Rasul (M)
3. Kiira Jamal (M)
4. Kayiah Linus (M)
5. Abibus Ozuga Juma (M)
6.Lt. Col Paul Ssebugenyi (M)
7. ASP, Okoto Charles (M)


• **Kaberamaido with MODVA SACCOS**

1. Amonsgin Rebecca (F)
2.    Engoru Isaac (M)
3.    Abuko Joseph (M)
4.    Oluka Robert (M)
5.    Alamo Stika (F)
6.    Ogato John (M)
7.    Akobo Nora (F)
8.    William T (M)
9.    Apili Caroline (F)
10.    Abako Jen (F)
11.    Edyanal Moses (M)
12.    Acako Grace (F)
13.    Nambi Joyce (F)
14.    Eingu Costas (M)

## Annex VIII: Evaluation Matrix

| Evaluation Criteria | Main Evaluation Questions | Indicators data | Data collection methods | Data source |
|---|---|---|---|---|
| **Relevance**<br><br>The extent to which WPS Programme Objectives are responsive to the needs and priorities of women, girls,, partners and stakeholders and are aligned with government and UN priorities, policies and strategies. | 1. Was WPS programme aligned with international gender equality human rights norms?<br>2. Was the project aligned with national policies, programmes, or priorities addressing 1325 resolution?<br>3. Were the programmatic methodologies/strategies appropriate to address the identified needs of beneficiaries and stakeholders?<br>4. Was the choice of partners most relevant in addressing the program needs? Were the choice of interventions most relevant to the situation in the target thematic areas? Was the technical design of the project including the ToC relevant?<br>5. Did the intervention target the underlying causes of gender inequality? Including WPS?<br>6. To what extent have lessons learned been shared to inform country office programming? | - Evidence of alignment with national policies, frameworks and plans on EVAW, WPS /UNSCR1325 and SGBV prevention and response, the UNDAF and other key instruments on WPS and GEEW<br>- Respondent perceptions,<br>- Level of achievement of objectives and outcomes<br>- Evidence of quality of ToC design<br>- Respondent perceptions | - Desk Review and analysis of various documents and Reports<br>- In depth & Semi structured Interviews with key stakeholders, partners and beneficiaries<br>- Online survey of Programme staff, involved UN agencies, partners and donors | - UN agencies and donors<br>- Involved partners from the Private Sector, Media, CSOs, NGOS and CBOs<br>- National and international strategies and plans,<br>- UNDAF<br>- Websites of UN agencies, local media, Ministries and partners<br>- Communication materials |
| **Effectiveness**<br><br>The extent to which the WPS programme objectives were achieved and the interventions's success in producing the expected outputs and achieving milestones as per the AWP design were met. | 1. To what extent have planned outputs been achieved on time?<br>2. Did the interventions contribute to the expected outcomes?<br>3. What unexpected outcomes (positive and negative) have been achieved?<br>4. What has UN Women's contribution been to the progress of the achievement of outcomes?<br>5. Did the programme implementation partners have access to the necessary skills, knowledge and capacities needed to deliver the project?<br>6. What were the main enabling and hindering factors to achieving planned outcomes?<br>7. To what extent has WPS project interventions been mainstreamed in UN joint programming such as UNSDCF? | - Evidence that duty bearers are responsive to GEEW /WPS and accountable for the promotion and implementation of frameworks / norms / policies.<br>- Evidence of achievements against outputs indicators and Testimonies of interviewees on delivered outputs and their quality<br>- -Evidence of qualitative media coverage on GEEW /WPS<br>- Evidence that the programme meets UNSDCF Requirements | - - Analysis of results and baseline<br>- - Interviews and online survey with officials from involved ministries, CSOs, and NGOS<br>- - Focus group discussions with women and men in the communities<br>- - Analysis of training report<br>- - Analysis of activity, monitoring and missions reports<br>- - Analysis of other relevant data | - UN Women in Uganda<br>- WPS programme staff<br>- Officials from the involved Ministries<br>- Local Media, CSOs, NGOs<br>- All relevant stakeholders Various training reports and materials available<br>- Monitoring and progress reports<br>- M&E plans<br>- Reports from implementing partners<br>- Beneficiaries |

| | | | | |
|---|---|---|---|---|
| Efficiency / Coherence<br><br>The extent to which the SN and its interventions delivered maximum results for the resources and inputs used (funds, expertise, time, etc.).<br><br>The Coherence is looking at the compatibility of the intervention with other interventions in a country, sector or institution | 1. Were the outputs delivered appropriate to resources used?<br>2. To what extent did the UN Women programme management structure support efficiency for the project's implementation?<br>3. What is UN Women's comparative advantage in implementing this type of programme compared with other UN entities, other stakeholders in WPS programming and key partners?<br>4. To what extent did the programme's implementation approach add value while avoiding duplication of efforts?<br>5. How well were resources and risks managed to ensure results for the programme?<br>6. Did the programme management team manage program implementation delays efficiently and what corrective actions were undertaken?<br>7. Was a Results Based Management system established and implemented for the programme? | - Level of programme output delivery<br>- Level of cost effectiveness and timeliness of the programme execution<br>- Level / degree of involvement of stakeholders in coordination mechanisms<br>- The extent to which resources / inputs were allocated in a timely manner and used to achieve programme's outcomes and objectives<br>- The extent to which synergies available were efficiently used by the programme management<br>- Evidence of mechanism to avoid duplications of interventions and waisting of resourcesRisk assessments and mitigation strategies<br>- Evidence of establishment of Results Based Management system | - - Programme expenditure and delivery trends<br>- - Analysis of means of verification (MoVs)<br>- - Programme work plans and budget revisions<br>- - Review and analysis of monitoring & progress reports<br>- - Coordination reports<br>- -Interviews with officials from ministries, UN staff, partners, stakeholders and donors | - UN agencies<br>- Financial reports<br>- Monitoring and coordination reports<br>- M&E reports<br>- Reports from implementing partners<br>- Work Plan and Budget Documents<br>- Stakeholders and beneficiaries<br>- Reports to donors |
| Sustainability<br><br>The likelihood of a continuation of the results after the completion of the Project (2018-2021) | 1. Is there local ownership and are there local and national champions for the intervention?<br>2. To what extent was capacity of partners developed to ensure sustainability of efforts and benefits?<br>3. What local accountability and oversight systems have been established to support the continuation of activities? | - Existing or updated legal frameworks in place<br>- Accountability framework<br>- Evidence of sustainability focused capacitating processes to the benefit of the implementing partners.<br>- Evidence of sustainability strategies and plans | - Documentary analysis<br>- Monitoring and progress reports;<br>- Analysis of any studies or reviews generated by UN women, donor and stakeholders | - Reports from implementing partners<br>- Beneficiaries<br>- All stakeholders<br>- Homepages of partners |
| Impact<br><br>The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects. | To what extent has the program interventions generated or is expected to generate significant positive or negative, intended or unintended, higher-level (capture the significance, the scope, and the transformative nature of the effects) effects?. | - Evidence of significance and potentially transformative effects of the intervention.<br>- Evidence of long term social, environmental and economic changes achieved by the WPS programme implementations | - Analysis of the results achieved by capacity building and development & skills development of those involved<br>- Existing legal frameworks of WPS | - Beneficiaries<br>- All stakeholders<br>- Homepages of partners |

| Gender and Human Rights

The extent to which the WPS programme activities were designed, implemented and monitored to promote the meaningful participation of both rights holders and duty bearers and to minimize negative effects of social exclusion | 1. To what extent is the project changing the dynamics of power in relationships between different groups? <br> 2. Has the project been implemented according to human rights and development effectiveness principles: Participation/empowerment; Inclusion/non-discrimination; National accountability/transparency; anti-corruption; and climate and environment ? Please explain <br> 3. To what extent and how women and men leaving with disabilities (PwDs) were actively integrated in the programme design, implementation and monitoring? Please explain. | - - Degree / Level to which GE& HR principles were taken into consideration in all the programme phases (Design, Planning, Implementing, M&E and Reporting) <br> - - Evidence of active involvement of marginalized groups and PwDs during the programme intervention | - - Stakeholder analysis <br> - - Review & analysis of relevant documents <br> - -Analysis of financial reports / Budget <br> - Semi structured interviews and focus group discussions <br> - Testimonies | - Programme Staff <br> - Financial reports <br> - Monitoring and coordination reports <br> - Reports from relevant stakeholders and beneficiaries <br> - Revised Legal frameworks and plans |
|---|---|---|---|---|

## Annex IX: Programmes's Risk Analysis and Mitigation during this evaluation

| Risk Category | Risk Event <br> What could happen? | Risk Sources <br> What could cause the event to happen? | Risk Impacts <br> What would happen if the event occurs? | Proposed Treatments <br> If no further treatment required or available, please explain why. |
|---|---|---|---|---|
| **Operating environment** | Festive season for Christmas and the new year | Offices of most of the stakeholders likely to close until next year | Delays in accessing information and postponing appointments for interviews | Ensure that we have a realistic work plan that takes cognizance of the likely delays |
| **Socio political** | Uganda just completed an election that was characterized by violence with some sections of the population protesting the results of the Presidential election. In some communities, there are by-elections that are ongoing to replace those who lost cases in court after election petitions. These might lead to some civil unrest in some areas. | Tensions may arise in some communities and these may attract violent engagements with the security forces | Disruption of fieldwork schedules and moods of evaluation participants | We will ensure conflict sensitivity and have ongoing consultations with stakeholders who have knowledge of the ongoing community dynamics and relationships. Ensure that we get update information from situation updates in the situation room of the UN. |

| Security | Uganda in the recent six months has been characterized by sporadic bombings claimed to be undertaken by the ADF rebels operating from across the border in Democratic Republic of Congo. There are currently joint operations by the DRC and Uganda Defense Forces against the rebels.<br><br>There has also been violence in some districts particularly in the Central Region from criminals who have used pangas or swords to kill particularly older persons and women. | This causes political and social instability and can also be a recipe for criminal gangs to operate. It also causes fear in the population and they may feel unsafe. It could also lead to over deployment of security personnel and over scrutiny of any group activities which sometimes cause panic among the population. | Laxity of the targeted participants and stakeholders to participate in evaluation activities. Low morale to turn up for meetings or group discussions that are among the key sources of data for the evaluation | Evaluation team will ensure that relevant security clearances are obtained from Police and local leaders. The team will have letters of introduction from the relevant government offices to ensure that there is minimal disruption in the activities of the evaluation. Team will also get security training as per the UN guidelines. It will ensure to get access to timely security briefings as guided by the focal UN Women Country Office in Uganda |
|---|---|---|---|---|
| **COVID-19 Restrictions** | Uganda is among the countries that continue to implement tough COVID-19 containment measures including curfews, school closures and restrictions on numbers of people who can meet. The risk of the Omicron variant is also real in Uganda as a few cases have already been identified. | Although the cases of COVID-19 infections are relatively low at the moment, the festive season could lead to more interactions of people from different parts of Uganda and also from outside the country (especially those returning from abroad). If the cases skyrocket, stricter measures could be imposed and these would interrupt in person face to face gatherings or meetings. | If the cases skyrocket, stricter measures could be imposed and these would interrupt in person face to face gatherings or meetings. | The team will ensure observance of the all the COVID-19 Standard Operating Procedures. The team doing in person interviews will be trained to observe the WHO and National Ministry of Health SOPs. It will be trained on ethics of conducting assessments during COVID-19. Also we will encourage the evaluation team members to ensure that they are vaccinated and routinely test for COVID-19. |

## Annex X: Stakeholder Analysis Matrix

| Organization (Ministry, Donor, NGO, UN agency...) | Mandate / Mission | Sector / Subsector | Level of influence & role on WPS Programme (Low, Medium, High | Responsibility in the WPS Programme |
|---|---|---|---|---|
| **Government** | | | | |
| **Ministry of Gender Labour and Social Development (MGLSD)** | The mandate of the MGLSD is to empower citizens to maximize their individual and collective potential by developing skills, increasing labour productivity, and cultural enrichment to achieve sustainable and gender-sensitive development. The MGLSD has clear mandate to carry out policy development and service planning, coordination and oversight of all gender equality related policies and interventions including the GBV interventions. It has developed several policies and Action Plans, SOPs and guideline to support gender-related programming. | Social Development Sector: GEEW Sub-sector Social Protection Sub-sector Youth Sub-sector | High | Spearheading development, implementation, monitoring and evaluation of the NAP III on Women, Peace and Security (2021) |
| **Ministry of Internal Affairs** | The Ministry of Internal Affairs (MoIA) oversees the Uganda Police Force (UPF) and other law enforcement agencies and has the mandate to build capacities of staff and institutions for GBV programming and implementation of sector-specific GBV-related activities. It is a key partner in efforts to ensure frontline security actors respond effectively to GBV cases. | Justice, Law and Order Sector | High | Ministry of Internal Affairs and partners has committed to strengthen adapting and operationalizing the Uganda early warning and response system to address key women, peace and security issues. |
| **Uganda Police Force** | The Ugandan Police Force (UPF) in fact has a clear and comprehensive mandate to prevent and respond to GBV set out in the Police (Amendment) Act, 2006 and Stand Operating Procedures for GBV response and prevention. | Justice, Law and Order Sector | High | UPF has committed to strengthen adapting and operationalizing the Uganda early warning and response system to address key women, peace and security issues. |
| **Ministry of Justice and Constitutional Affairs** | The Ministry of Justice and Constitutional Affairs (MoJCA) has a key role to ensure that judicial actors have the capacity to handle GBV cases in line with the law. The Judiciary itself in order to train judicial actors to handle GBV cases in line with the law and respecting women's rights and wishes. | Justice, Law and Order Sector | High | Ensuring that judicial actors have the capacity to handle GBV and other gender inequality related cases in line with the law. The Judiciary itself in order to train judicial actors to handle GBV cases in line with the law and respecting women's rights and wishes. |

| | | | | |
|---|---|---|---|---|
| **Ministry of Finance, Planning and Economic Development** | The Ministry of Finance, Planning and Economic Development (MFPED) is mandated in National Policy on Elimination of GBV to collaborate with MGLSD to ensure GBV programmes receive sustainable funding and are provided for in the annual budgets. | Finance and Economic Development | High | Ensure GBV programmes as well as programmes related to women, peace and security are allocated and receive sustainable funding and are provided for in the annual budgets. |
| **Ministry of Defence and Veteran affairs (MoDVA)** | The mandate of the Ministry of Defence is derived from the Constitution of Republic of Uganda 1995 (as amended). In accordance with Articles 208 and 209, the Uganda Peoples Defence Forces (UPDF) is established and mandated to carry out the following functions: Defend and protect the sovereignty and territorial integrity of Uganda, ensuring non-violability of peoples and individual rights, the rule of law and good governance; Cooperate with civilian authorities in emergence situations and in cases of natural disasters; Foster harmony and understanding between Defence forces and civilians; and Engage in productive activities for National Development. | Security Sector | High | Gender audit of the UPDF; strengthening of gender modules in their core curriculum; Establishment of a tool to capture sex and age disaggregated data within UPDF information management system; support for the development and implementation of a UPDF Gender Policy; communications and advocacy plan for engendering UPDF and roll out of He-For-She campaign; and support in training of UPDF members prior to deployment in peacekeeping missions. |
| **The Parliament of Uganda** | The Parliament of Uganda has a key role to enact and monitor implementation of gender and GBV-related laws. | Law reform and development | High | The Parliament of Uganda has a key role to dialogue and advocacy for reform and implementation of gender and GBV-related laws. |
| **Civil Society Organizations (CSOs)** | | | | |
| **Uganda Federation of Women Lawyers (FIDA Uganda)** | Enhancing gender just redress and accountability for war time violation in Uganda, identification and profiling of all formerly abducted women, girls and children born in captivity in Acholi Sub-Region in Uganda | Transitional justice sector<br><br>Justice, law and order sector | High | Under the Peace and Security component, the project sought to identify and profile all formerly abducted women, girls and children born in captivity in the LRA war affected Acholi sub-region between December 2019 and February 2020.<br>The main goal of this process was to generate a comprehensive national database of all formerly abducted women and children born in captivity in Acholi sub-region who are intended to be beneficiaries of a proposed Government Fund. Additionally, information generated through the victim's bio data forms provide information that can be used to influence and shape government programs on the basis of the needs and priorities of the victims, as articulated by them. |

| Women's International Peace Centre | It had mandate to contribute to the following outcomes under WPS: Outcome 1: Number of institutions of the Justice and security sector with strengthened capacity to mainstream gender perspectives and promote the rights of women and girls in conflict, post conflict and other crisis situations. Outcome 2: Conflict Resolution Representatives and leadership of women is increased in the formal and informal peace processes and negotiations Outcome 3: Peace building and recovery; the social-economic recovery and political participation of women and girls are promoted in conflict and post conflict situations. | Peace building Peace negotiations Transitional justice Gender justice | High | 1. Strengthening capacity of members of National Steering Committee hailing from key institutions in women, peace and security issues to increased commitment and actions from duty bearers as evidenced by the District Peace Committee taking up actions on women's concerns 2. Enhancing capacity of women to engage in formal and informal peace negotiations and to more effectively engage in decision making processes in conflict and post conflict settings 3. Increase capacity of refugee women to participate in peacebuilding and recovery planning |
|---|---|---|---|---|
| **Makerere University** | Makerere University under WPS had the mandate of contributing to strengthening the implementation of UNSCR 1325 in Uganda through research, publication, training, advocacy and strong Partnerships | Capacity building Research, advocacy and partnerships Peace building | High | 1. Strengthening government capacity to adopt a quality WPS accountability framework, which meets emerging threats and challenges 2. Capacity building for Security and justice institutions (including UPF, UPDF, OPDD, Judiciary and Parliament) gender responsiveness in their processes. 3. Promoting protection and economic opportunities for refugees and host community women 4. Conducted research on implementation of UNSCR 1325 in Uganda |
| **COACT** | Mandate under WPS was to amplifying women's agency for peace | Peace building | High | Support the development of n enabling environment for implementation of Women Peace and Security commitments in Uganda. |
| **Donor** | | | | |
| **Government of Norway** | Norway participates actively in the UN and wants to take its share of the responsibility. That is why Norway is seeking a seat on the UN Security Council for the period 2021-2022. Engagement in peace and reconciliation efforts are a key part of Norwegian foreign policy. Norway works actively to find lasting political solutions to wars and conflicts by facilitating dialogue between parties to conflict and supporting other actors' conflict resolution efforts. | Peace and Security Climate Change and Environment Development policy and humanitarian efforts | High | Fund allocation to the 3-year WPS Programme. |

## Annex XI: Evaluation tools (questionnaires, interview guides, etc.)

**I- Interview Guide with Implementing Partners, CSOs and CBOs**
**(Project Implementation at Community Level )**

| Group discussion Guide with Implementing partners and local CSOs /CBOs | | |
|---|---|---|
| NAME:<br>Function / Institution: | | |
| **Evaluation Criteria** | **Questions** | **Responses** |
| Relevance | 1. What are the main challenges women face in regard to Peace, Security and Justice in your community/district?<br>2. What are the root causes of inequalities, especially those causing challenges for women ans girls in the Justice and Security Sector?<br>3. Is SGBV an issue in Uganda? Was this an issue during the intervention? How has the programme addressed it?<br>4. How were your specific needs identified/addressed by UN Women and taken into consideration in this WPS programme?<br>5. What support did you receive from UN Women and its partners in regard to Justice, Peace and Security from December 2018 to December 2021? Please describe.<br>6. To what extent have the WPS Programme objectives aligned to Gender Equality, Human Rights and WPS priorities in Uganda? | |
| Effectiveness | 1. Could you share with us the main results achieved by the WPS Programme?<br>2. How satisfied are you with the above mentioned results? (Percentage). Why?<br>3. Are there some objectives that you feel have not been achieved by the programme? If yes, which ones and why?<br>4. To what extent has the programme contributed to strengthening your capacity in regard to Peace and Security?<br>5. What unexpected outcomes (positive and negative) were there and for whom?<br>6. What were the main enabling and hindering factors to achieving planned objectives? | |
| Efficiency / Coherence | 1. Did you face challenges during/before/after the programme implementation (Any delay in resource disbursement; Any challenges in the planning, coordination etc). How has this impacted the activities?<br>2. How has UN Women mitigated the impact?<br>3. How were the activities monitored by UN Women and its partners?<br>4. Are there activities which were planned and not implemented? Why?<br>5. Did the programme achieve the planned results? From your perception, which percentage?<br>6. From your perspective, how will the quality of those results help to achieve the programme objectives and meet your expectations in regard to the involvement of women in the Justice, Peace and Security sector in Uganda?<br>7. Are you aware of other similar projects or interventions being implemented in your community by other UN agencies or international NGOs and the government of Uganda? Please describe. | |

| Sustainability | 1. What are the main changes you observed during and after the project implementation? <br> 2. What is the likelihood that the project results will be further used after the project ends? How? <br> 3. To what extent is there funding to sustain gains? <br> 4. Is there ownership/political will to carry it forward? <br> 5. Are there capacities in place (not just at individual but also at institutional level) Which positive/innovative approaches have been identified if any and how can they be replicated? <br> 6. Which components of the project should be carried over into the next phase, and are there any recommendations for their improvement? <br> 7. How have partnerships (with governments, UN, donors, NGOs, civil society organisations, religious leaders, the media) been established to foster sustainable results? <br> 8. What are the most significant changes you observed in regard to gender equality and women, Peace and Security in your county / community that are linked to the joint project's interventions? | |
| Impact | 1. Kindly share with us any story or testimony (if available) that highlights significant positive or negative, intended or unintended, higher-level effects of the programme? | |
| Gender and Human Rights | 1. How were gender equality and human rights integrated into the programme activities? <br> 2. How did the programme address SGBV-related issues and what prevention mechanisms were put in place? <br> 3. Were there any barriers to addressing GE&HR issues during implementation? <br> 4. What level of effort was made to overcome these challenges? <br> 5. To what extent and how women and men leaving with disabilities (PwDs) were actively integrated in the programme design, implementation and monitoring? Please explain | |

## II - Interview Guide with UN Women
## (Project Planning, Coordination & Oversight)

| Interview Guide with UN Women and Donor | | |
|---|---|---|
| NAME: <br> Function / Institution: | | Responses |
| **Evaluation Criteria** | **Questions** | |
| Relevance | 1. How did the project integrate the stakeholders (and marginalized groups) in the programme planning? Did the programme conduct a stakeholder analysis and needs assessment at the planning phase? <br> 2. What are the root causes of inequalities that cause challenges for women in the Justice and Security Sector in Uganda? <br> 3. From your perspective, how suitable for the context was the intervention in regard to the advancement of gender equality and WPS agenda in Uganda? <br> 4. How does the programme reflect and align to Uganda's strategic national plans and agenda on gender promotion, UNSCR 1325 and the UNDAF? <br> 5. Were the programme strategies appropriate to address the identified needs of women and girls in regard to the justice and security sector? <br> 6. Is SGBV an issue in Uganda? How did the programme take this into consideration? | |

| Effectiveness | 1. What progress has been made towards achieving the expected outcomes and results? To what extent were the results achieved? (as a percentage) <br> 2. Are you satisfied with the programme results? (as a percentage). Why? <br> 3. How were the capacities of relevant duty-bearers and rights-holders strengthened by the intervention? <br> 4. How did the programme's organizational structures, managerial support and coordination mechanisms effectively support the delivery of the WPS Programme? <br> 5. What contributions are participating UN Women and its partners making towards the implementation of global norms and standards for gender equality and WPS in Uganda? <br> 6. How has the WPS Programme built synergies with other programmes implemented at country level by United Nations, International NGOs and the Government of Uganda? Please explain <br> 7. What unexpected outcomes (positive and negative) were there? <br> 8. What have been the major contributions of the different partners in achieving the outputs and outcomes? <br> 9. What have been the main challenges you have faced in achieving the planned outcomes and outputs? <br> 10. From your perspective, are there some objectives that have not been achieved? Explain. | |
|---|---|---|
| Efficiency | 1. How would you assess the sufficiency of the budget allocated to the WPS Programme? <br> 2. Were financial resources available and disbursed in a timely manner for the planned activities? <br> 3. To what extent have the available resources (financial, human etc.) been used to deliver planned outputs on time and to required quality? Are there any challenges encountered? Please explain <br> 4. Was the programme implemented without significant delays and the outputs delivered in a timely manner? What were the limitations? How did the project management mitigate its impact? <br> 5. How did the programme's organizational structure, management and coordination mechanisms support the project implementation? <br> 6. Does the programme have effective/efficient monitoring mechanisms in place to measure progress towards achievement of results and to adapt rapidly to changing country context? <br> 7. How satisfied are you with the management and coordination approach/strategy used by the prohgrmmme (as a percentage) and why? <br> 8. To what extent did the partners of the WPS Programme participate in fulfilling their roles, responsibilities and commitments? <br> 9. Was the programme equipped with the technical skills and capacities to deliver the planned outcomes? Please describe any strengths and weaknesses among the partners. <br> 10. What were the main challenges in terms of delivery, including reduced duplication, burdens and transactional costs? <br> 11. Has the programme facilitated building of synergies with other programmes being implemented at country and community levels by United Nations, including International NGOs and the Government of Uganda? <br> 12. Are there activities which were planned and not implemented? Why? <br> 13. Are you aware of other similar interventions being implemented in Uganda by other UN agencies or international NGOs and the government? | |

| Sustainability | 1. Which components of the programme should be carried over into the next phase, and are there any recommendations for their improvement?<br>2. How have partnerships (with governments, UN, donors, NGOs, civil society organizations, etc,) been established to foster sustainable results?<br>3. Did the intervention design include an appropriate sustainability and exit strategy (including promoting national/local ownership, use of local capacity, etc.) to support positive changes in Gender Equality, Human Rights and WPS after the end of the intervention?<br>4. To what extent have the stakeholders understood and taken ownership of the WPS Programme concept? The action & results of the programme? | |
| --- | --- | --- |
| Impact | 1. What is the likelihood of that programme results will be of use in the long-term? How those results will be further used?<br>2. Kindly share with us any story or testimony (if available) that highlights significant positive or negative, intended or unintended, higher-level effects of the programme? | |
| Gender and Human Rights | 1. How were gender equality and human rights integrated into the programme activities? Please explain<br>2. How did the programme address SGBV-related issues and what prevention mechanisms were put in place?<br>3. Did the programme actively involve marginalized groups? How?<br>4. Were there any barriers to addressing GE&HR issues during the WPS Programme planning and implementation? What level of effort was made to overcome these challenges?<br>5. To what extent and how women and men leaving with disabilities (PwDs) were actively integrated in the programme design, implementation and monitoring? Please explain | |

## III - Interview Guide with Donor

| Interview Guide with Donor | | |
| --- | --- | --- |
| NAME:<br>Function / Institution: | | |
| **Evaluation Criteria** | **Questions** | **Responses** |
| Relevance | 1. How Donor ensured that the funded programme integrated relevant stakeholders (and marginalized groups) in the programme planning?<br>2. From your perspective, what are the root causes of inequalities that cause challenges for women in the Justice and Security Sector in Uganda?<br>3. How suitable for the context was this intervention in regard to the advancement of gender equality and WPS agenda in Uganda?<br>4. How does the programme reflect and align to donor's commitments on gender equality and UNSCR 1325? | |
| Effectiveness | 1. To what extent were the results achieved? (as a percentage)<br>2. Are you satisfied with the programme results? (as a percentage). Why?<br>3. How has the WPS Programme built synergies with other programmes funded by Donor? How?<br>4. What unexpected outcomes (positive and negative) were there?<br>5. What have been the main challenges you have faced in collaboration with UNW, Government and IPs? If any, please explain. | |

| Evaluation Criteria | Questions | Responses |
|---|---|---|
| | 6. From your perspective, are there some objectives that have not been achieved? Please explain. | |
| Efficiency | 1. How would you assess the sufficiency of the budget allocated to the WPS Programme? <br> 2. Were financial resources available and disbursed in a timely manner for the planned activities? <br> 3. Was the programme implemented without significant delays and the outputs delivered in a timely manner? What were the limitations? How did the Donor & UNW mitigate its impact? <br> 4. To what extent satisfied are you with the management and coordination approach/strategy used by the programme (as a percentage) and why? <br> 5. In which way(s) has UN Women's comparative advantage added to the overall strategic direction of the Government of Norway in Uganda? Are there more opportunities that UN Women based on its mandate leverage on to expand programming for women and girls in Uganda? <br> 6. To what extent were you involved in the monitoring of the program? If involved, were there lessons documented that can be scaled up? | |
| Sustainability | 1. Which components of this programme would you be ready to further support? Why? <br> 2. Did the intervention design include an appropriate sustainability strategy (including promoting national/local ownership, use of local capacity, etc.) to support positive changes in Gender Equality, Human Rights and WPS after the end of the intervention? | |
| Impact | 1. From your perspective, what is the likelihood of that programme results will be of use in the long-term? How those results will be further used? <br> 2. Kindly share with us any story or testimony (if available) that highlights significant positive or negative, intended or unintended, higher-level effects of the programme funded? | |
| Gender and Human Rights | 1. How did the programme address SGBV-related issues and what prevention mechanisms were put in place? <br> 2. To what extent and how women and men living with disabilities (PwDs) were actively integrated in the programme design, implementation and monitoring? Please explain | |

## IV - Interview Guide with Government & Institutions
## (Project Implementation at National Level )

| Interview Guide with Government & Its institutions | | |
|---|---|---|
| NAME: <br> Function / Institution: | | |
| Evaluation Criteria | Questions | Responses |

| Relevance | 1. How would you analyse the Ugandan context in regard to Women, Peace and Security? <br> 2. What are the needs and priorities in this regard at national and community levels? <br> 3. How did the programme integrate the government and its institutions in the planning and implementation? <br> 4. What are the root causes of inequalities, especially those causing challenges for women in Justice and Security Sector in Uganda? <br> 5. From your perspective, how suitable for the context was the programme implementation in regard to the advancement of gender equality and WPS/UNSCR 1325 agenda in Uganda? <br> 6. How does the programme reflect and align to Uganda's strategic national plans and agenda on GE/HR and UNSCR /NAP1325? <br> 7. To what extent do the programmatic strategies address the identified needs of women in the justice and security sector? <br> 8. To what extent are men supporting/accepting the promotion of women in security sector in Uganda? <br> 9. Is SGBV an issue in Uganda? How did the programme take this into consideration? <br> 10. Are those efforts aligned with those of the Ugandan government? | |
|---|---|---|
| Effectiveness | 1. Are you satisfied with the programme results? (as a percentage). Why? <br> 2. How were the capacities of governmental institutions strengthened by the intervention? Please describe <br> 3. What contributions are UN Women and its partners making towards the implementation of global norms and standards for gender equality and inclusive security in Uganda? <br> 4. How has the WPS programme-built synergies with other interventions being implemented at country level by United Nations, International NGOs and the Government of Uganda? | |
| Efficiency | 1. Was the programme implemented without significant delays and the outputs delivered in a timely manner? What were the limitations? How the project management mitigated its impact? <br> 2. What were the main challenges you faced in general? <br> 3. Has the programme facilitated building of synergies with other interventions being implemented at country level by United Nations, including International NGOs and the Government of Uganda? <br> 4. Are there activities which were planned and not implemented? Why? <br> 5. Are you aware of other similar projects being implemented in Uganda by other UN agencies or international NGO and the government of Uganda? | |
| Sustainability | 1. Which components of the project should be carried over into the next phase, and are there any recommendations for their improvement? <br> 2. How have partnerships with governments and other stakeholders been established to foster sustainable results? <br> 3. What are the main changes you observed during and after the project implementation? <br> 4. What is the likelihood that the project results will be further used after the project ends. How? <br> 5. To what extent is there funding to sustain gains? <br> 6. Is there ownership/political will to carry it forward? <br> 7. Was a sustainability strategy planned and implemented? Please explain | |

| | | |
|---|---|---|
| Impact | 1. What is the likelihood of that programme results will be of use in the long-term? How those results will be further used?<br>2. Kindly share with us any story or testimony (if available) that highlights significant positive or negative, intended or unintended, higher-level effects of the programme? | |
| Gender and Human Rights | 1. How gender were equality and human rights integrated into the project activities? Please explain<br>2. How did the project address SGBV-related issues and what prevention mechanisms were put in place?<br>3. Did the programme actively involve marginalized groups? How?<br>4. Were there any barriers to addressing GE&HR issues during the project planning and implementation?<br>5. What level of effort was made to overcome these challenges?<br>6. To what extent and how women and men leaving with disabilities (PwDs) were actively integrated in the programme design, implementation and monitoring? Please explain | |

## V - Focus Group Discussion Guide

| |
|---|
| **Group discussion Guide with Beneficiaries at community level** |
| **Please answer the following questions in the spaces provided, circle or tick the most appropriate options.**<br>1. Age:………………………………………………………………………<br>2. Are you: (please tick as necessary)     □ Male          □ Female<br>3. What is your professional background?<br>4. Name of your District/Sub-county/village: |

**Facilitator's welcome, introduction and instructions to participants**

**Welcome** and thank you for your time and support in this focus group. You have been asked to participate as your point of view is important.

**Introduction:** This focus group discussion is designed to assess your perception, thoughts and feelings about the quality of the activities implemented by the Women, Peace and Security programme of UN Women which was implemented by WIPC/COACT/Makerere University/FIDA or _____ in your community.

The focus group discussion will take no more than two (2) hours. May I tape / record the discussion to facilitate its recollection ? (if yes, switch on the recorder). If not, appoint an assistant to take note .

**Anonymity:** Despite being taped, I would like to assure you that the discussion will be anonymous. The tapes will be kept safely in a locked facility until they are transcribed word for word, then they will be destroyed. The transcribed notes of the focus group will contain no information that would allow individual subjects to be linked to specific statements. You should try to answer and comment as accurately and truthfully as possible. I and the other focus group participants would appreciate it if you would refrain from discussing the comments of other group members outside the focus group. If there are any questions or discussions that you do not wish to answer or participate in, you do not have to do so; however please try to answer and be as involved as possible.

**Ground rules**

- The most important rule is that only one person speaks at a time. There may be a temptation to jump in when someone is talking but please wait until they have finished.
- There are no right or wrong answers
- You do not have to speak in any particular order
- When you do have something to say, please do so. There are many of you in the group and it is important that I obtain the views of each of you
- You do not have to agree with the views of other people in the group
- Does anyone have any questions? (answers).
- OK, let's begin

**Warm up**

- First, I'd like everyone to introduce themselves. Can you tell us your name ?

| Evaluation Criteria | Guiding Questions | Responses |
|---|---|---|
| **Relevance** | 1. What are the main challenges women face in regard to Peace, Security and Justice in your community?<br>2. At the start of the programme, how were your specific needs identified/addressed by UN Women and its partners? | |
| **Effectiveness** | 1. What activities/interventions did the WPS programme carry out in your community?<br>2. Could you share with us the main benefits or achievements by the WPS Programme in your community related to women peace, security and social justice?<br>3. Who were the main beneficiaries of these activities and how were they selected? How satisfied are you with the selection criteria for beneficiaries of the programme?<br>4. Are there some expectations you had in your community in relation to women peace, security and justice that you feel have not been met? If yes, which ones and why?<br>5. How did COVID-19 affect the planning and implementation of the WPS activities in your community? | |

| Efficiency / Coherence | 1. Did you face challenges during/before/after the programme implementation ? <br> 2. How were the activities implemented in your community monitored? Are there activities which were planned for your community and not implemented? Why? <br> 3. From your perspective, how satisfied are you with the approaches taken to implement the programme activities? Could there have been other approaches that could have worked better than those employed to achieve the programme objectives and meet your expectations in regard to the involvement of women in the Justice, Peace and Security sector in your community? Please describe. <br> 4. Are you aware of other similar projects or interventions being implemented in your community by other UN agencies or NGOs and the government of Uganda? Please describe. | |
|---|---|---|
| Sustainability | 1. What are the main changes you observed during and after the project implementation in regard to gender equality and women, Peace and Security in your community that are linked to the project's interventions? | |
| Impact | 1. Kindly share with us any story or testimony (if available) that highlights significant positive or negative, intended or unintended effects of the programme? | |
| Gender and Human Rights | 1. How were women, men and PwDs integrated into the programme activities? <br> 2. Were there any barriers to addressing GE&HR issues during implementation in your community? <br> 3. How did the programme address gender inequality-related issues and SGBV? What prevention mechanisms were put in place? | |

**Conclusion**
- Thank you for participating. This has been a very successful discussion
- Your opinions will be a valuable asset to the evaluation
- We hope you have found the discussion interesting
- If there is anything you are unhappy with or wish to complain about, please contact the local PI or speak to me later
- I would like to remind you that any comments featuring in this report will be anonymous
- Before you leave, please hand in your completed personal details questionnaire

## VI - (Online) Survey semi-structured questionnaire

1. What are the main challenges women face in regard to Peace, Security and Justice in your community/field of practice?
   a) *Gender inequality*
   b) *Harmful gender norms/practices*
   c) *Sexual and gender based violence*
   d) *Exclusion of women from income generating activities*
   e) *Burden of care and high workload for women*
   f) *Women and peace building*
   g) *Others specify:*
2. Did you receive any trainings related to women, peace and security from UN Women and its partners under the WPS programme?
   a) *Yes b) No*

3. If yes, what topics were covered during the trainings?
   a) *Gender inequality and its consequences to women peace and security*

*b)      Harmful gender norms/practices and their implications for women peace and security*
*c)      Sexual and gender based violence*
*d)      Gender and Economic Empowerment of women through income generating activities*
*e)      Women participation in peace building processes*
*f)      Gender and social justice*
*g)      Others specify:*

4.      Do you feel that the trainings were relevant to the needs and challenges related to women, peace and security in your region or sector?
     a*)   Yes  b) No*
5.      To what extent did the trainings contribute to strengthening your capacity in addressing key issues related to women, peace and security in your area or sector?
*a)      very significant contribution*
*b)      significant contribution*
*c)      limited contribution*
*d)      No contribution*


6.  Based on the support you received from UN Women and its partners, to what extent have the WPS Programme objectives and interventions contribute to addressing Gender Equality, Human Rights and as well important peace and security issues/priorities in your community/sector?
    *a)  Very significant contribution*
    *b)  Significant contribution*
    *c)  Limited contribution*
    *d)  No contribution*
7.  How satisfied are you with the way the programme responded to the changing needs in your context and community related to women peace and security?
    *a) Very satisfied*
    *b)  Satisfied*
    *c)  Fairly satisfied*
    *d)  Not satisfied*
8.  Were you involved in the planning and implementation of the WPS programme activities?
    *a)   Yes  b) No*
9.  How satisfied are you with your level of engagement and participation in the planning and implementation of the programme activities?
    *a) Very satisfied*
    *b)  Satisfied*
    *c)  Fairly satisfied*
    *d)  Not satisfied*
10. How satisfied are you with the above mentioned results and achievements?
*a)       Satisfied*
*b)      Satisfied*
*c)      Fairly satisfied*
*d)      Not satisfied*
11. Did COVID-19 affect the planning and implementation of the WPS activities in your community?
*12. a)   Yes  b) No*
13. How did COVID-19 affect the realization of the results and achievements of the WPS programme in your community?
14. Are you satisfied with the actions and innovations the WPS programme undertook to mitigate the impact of COVID 19 on women peace and security interventions?
    *a)   Yes  b) No*

## Annex XII: ERG Members

| Evaluation Reference Group | | |
|---|---|---|
| **Name** | **Title** | **Organization** |
| Robinah Rubimbwa | Executive Director | CoACT |
| Gorett Komurembe | Director of Programmes | CoACT |
| Juliet Were | Programs Director | Women International Peace Centre |
| Helen Kezie-Nwoha | Executive Director | Women International Peace Centre |
| Comm. Mike Mabonga | Commissioner | Ministry of Defence & Veteran Affairs |
| Arthur Kamya | Ass. Commissioner | Ministry of Defence & Veteran Affairs |
| Comm. Angela Nakafeero | Commissioner | Ministry of Gender, Labour & Social Development |
| Maggie Kyomukama | Ass. Commissioner | Ministry of Gender, Labour & Social Development |
| Graae, Maja | First Secretary/ Deputy Head of Cooperation | Embassy of Norway |
| Kjersti Lindoe | Advisor Displacement | Embassy of Norway |
| Helen Nambalirwa Nkabala | Director | Makerere University Rotary Peace Centre |
| Dr. Samson Barigye | NC | Makerere University Department of Religion and Peace Studies |
| Irene Ekong | Head of Programs | FIDA - U |

## Annex XIII: Evaluation Workplan

| Timeline | Activity | Location(s) | Deliverable(s) |
|---|---|---|---|
| **Inception Phase / Deliverable 1** | | | |
| 07.12 - 20.12. 2021 | Desk Review, Background analysis, Donor mapping and analysis, WPS human & financial resources analysis, ToC analysis, Evaluability assessment, Design of WPS evaluation methodology , Development of risk mitigation strategies, Workplace and timeline. | Homebased | Programme documents reviewed and submission of the Draft Inception Report. |
| 30.12.2021 | Finalization of the Inception Report | | Submission of the final version of the Inception Report (*Deliverable 1*) |

| | Field visits / Data collection phase | | |
|---|---|---|---|
| | Uganda and selected communities | | |
| 17.01.2022 - 31.01.2022 | Meetings and Interviews with involved UN Staff, Donors and Reference Group Members (ERG) | Uganda / Online | Interviews conducted and initial data collected & analyzed. |
| 17.01.2022 - 31.01.2022 | Travel to selected communities | Uganda and selected communities | Travel to selected communities, interviews and focus group conducted. |
| 25.01.2022 - 28.01.2022 | In-depth review and analysis of Means of Verifications /Evidence | Uganda / Homebased | Means of Verifications (MoVs) / Evidence reviewed and analyzed. |
| 07.02.2022 | Presentation of preliminary findings and validation workshop with stakeholders | Uganda / Online | Presentation of preliminary findings and validation workshop with stakeholders conducted *(Deliverable 2)* |
| 21.02.2022 | Drafting of the Evaluation Report | Homebased | Draft of Evaluation Report submitted |
| 07.03.2022 | Powerpoint Presentation to UNW & ERG on main findings & recommendations and In-depth discussion how they will be implemented. | Uganda | Powerpoint presentation of preliminary key findings conducted |
| 21.03.2022 | Finalisation of the draft Evaluation Report with all comments incorporated in accordance to ToR. | Homebased | Final Evaluation Report submitted *(Deliverable 3)* |
| **End of the WPS Programme Evaluation** | | | |

## Annex IIV: Terms of Reference

**International Consultant and Team Leader**

Location: Uganda
Application Deadline: 1 October 2021
Type of Contract: Special Service Agreement (SSA)
Post Level:International Consultant

Languages Required: English

Duration of Contract: 25 working days

## I. 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 Women Peace and Security Program, which the Uganda Country Office has been implementing over the last three years (2019 – 2021) with support from the Government of Norway. The Uganda WPS program is aligned to and contributes to the Sustainable Development Goals (SDG) -specifically Goal 5 on Gender Equality and Goal 16, which seeks to promote peaceful and inclusive societies for sustainable peace and development by providing access to justice to all and to build effective, accountable, and inclusive institutions at the national and county level. UNSCR 1325 and the Goal 5 and Goal 16 clarified the critical link among gender equality, security, development and human rights.

## II. PROGRAM OVERVIEW / RESULTS

The WPS program was developed against a backdrop of conflict and post conflict situations in Uganda including the post conflict situation in northern uganda noting that even though there is no active war, the lack of transitional justice including reconciliation and reparations, has remained a serious challenge, with little accountability for atrocities committed during the 20- year civil war. More so, Uganda has continued to experience tension before, during and after elections characterised by general unrest caused by hostility towards and from security forces, brutal arrests and violence; threats of terrorism and a rise in violent extremism notably in the Rwenzori, Eastern and Central regions of Uganda; growing insecurity of women and girls, arising from the kidnap, rape and murder of women in the municipalities of Entebbe and Nansana; land and Natural Resources Conflict.

Given the threats to peace articulated above, Uganda has since 2008 developed and implemented 3 National Action Plans (NAP) on UN SCR 1325 on Women, Peace and Security. The current NAPIII runs between 2021-2025 aiming at increasing women's participation in the prevention and resolution of conflict, and post conflict peace building and recovery. UN Women has been supporting the Ministry of Gender, Labour and Social Development (MoGLSD) in the development, implementation and review of the NAPs 1325 since 2014.

The soon ending programme on WPS, with funding from Government of Norway, aims at achieving the following outcomes:

**Output 1**: **An enabling environment** for implementation of WPS commitments is created through addressing structural, institutional and social economic barriers that will contribute to strong accountability frameworks and continued evidence- based advocacy that will lead to an enabling environment for implementation of commitments. These frameworks, which include the NAPIII, and the key actors, women's organizations must be adequately resourced to support and guide implementation.

**Output 2: Conflict prevention:** Women participate in and inform decision-making processes and responses related to conflict prevention – through provision of expertise, capacity strengthening both of women as well as those involved as gatekeepers and supporters to processes.

**Output 3: Conflict resolution:** Representation and leadership of women is increased in formal and informal peace processes and negotiations; through accountability mechanisms and justice and security responses which protect and redress women's rights and allow for their full participation.

**Output 4: Peacebuilding and Recovery:** Women and girls' safety, physical, mental health, security is assured, and their human rights respected. The socio-economic relief and recovery of women and girls are promoted in post-conflict contexts and refugee responses, including through capacity strengthening, provision of technical expertise to ensure institutions and processes are gender responsive, adopt early recovery policies; and support gender sensitive reintegration strategies.

The primary intended users of this evaluation are:

•     Relevant staff in target ministries, local government and targeted government institutions, and CSOs
•     Target beneficiary communities/groups
•     Relevant staff in participating UN agencies.
•     Staff         of         implementing         partners UN Agencies technical working groups
•     Development         partners

**Programme Outcome:** *More commitments on women, peace and security are implemented by GoU and the UN, and more gender equality advocates influence peace and security processes*

**ToC Statement – WPS**

If (1) an enabling environment for implementation of WPS commitments is created; if women participate in decision-making processes related to the prevention, management and resolution of conflict in a quality manner; and if the safety, physical and mental health and economic security of women and girls are assured, their human rights respected, and their specific needs met in the peacebuilding and recovery process; then (2) societies will be more peaceful & gender equal; because (3) evidence shows that women are drivers of peace and security, inclusive societies are more likely to be stable & post-conflict settings are opportunities to address underlying gender inequality barriers.

Learning and improved decision-making to support the implementation of the 3$^{rd}$ NAP 1325 Provide accountability for the development effectiveness of the program to the donor and other stakeholders. Inform capacity development and mobilization of national stakeholders to advance the WPS         agenda
Provide lessons learned and recommendations to inform future resource mobilisation

Evaluation objectives (evaluation criteria and key questions)

This         evaluation         will         specifically:
- Assess the relevance of the project and its approach in line with local, national, and international priorities on WPS

- Analyse how the human rights approach and gender equality principles were integrated in the design and implementation of the project.

- Assess the effectiveness and efficiency of the program approach for achievement of results, as defined in the logical framework, including the Program Theory of Change Provide a detailed assessment of the extent to which the project achieved its intended results in line with the project's results indicators

- Identify and validate lessons learned, promising practices and innovations of work supported by WPS Program within the context of the aid effectiveness agenda

- Identify and validate lessons learned and good practices that support gender equality and human rights in relation to UN Women's mandate.

- Provide actionable recommendations with respect to the WPS agenda and overall approach to implementation of the 3$^{rd}$ National Action Plan 1325.

The evaluation will apply 6 OECD/DAC evaluation criteria (relevance, effectiveness, efficiency, coherence[2], impact and sustainability) and Human Rights and Gender Equality as an additional criterion. To the extent possible, the evaluation will analyze Value for Money (VFM) and good use of resources in other words it will establish a link between the use of funding and the performance and results of the country office.

## IV. SCOPE OF THE EVALUATION

The evaluation is an end of project evaluation and will cover all project activities implemented since December 1, 2018 to December 31, 2021. Lessons learned and documented from this process will inform implementation of the 3$^{rd}$ National Action Plan on 1325 and how the Country Office will design WPS programming in the future.

The evaluator will undertake an initial assessment of the availability of secondary data necessary for the evaluation. In circumstances where constraints are faced such as limited travel or accessibility to project sites, these limitations should be understood and generalizing findings should be avoided where a strong sample has not been used. In addition, cultural aspects that could impact the collection of data should be analysed and integrated into data collection methods and tools. The evaluator is expected to include adequate time for testing data collection tools.

The evaluation team is expected to undertake a rapid evaluability assessment in the Inception. This should include the following:

1. An assessment of the relevance, appropriateness and coherence of the implicit or explicit theory of change, strengthening or reconstructing it where necessary through a stakeholder workshop;
2. An assessment of the quality of performance indicators in the program, and the accessibility and adequacy of relevant documents and secondary data;
3. A review of the conduciveness of the context for the evaluation;
4. Recommendations for improvements/changes in the indicators, as per the ToC
5. Ensuring familiarity with accountability and management structures for the evaluation.

## V. 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 October 2021. 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 program-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 will employ mixed methods including desk-based review of relevant documents backed by consultation with key project stakeholders and field-based primary data collection from direct project beneficiaries. An initial desk review and brief discussions with key stakeholders will support the refinement and finalization of the methodology and analytical framework.

The evaluation is expected to follow a collaborative and participatory approach ensuring close engagement with Programme beneficiaries, implementing partners, ministries, local governments, OPM, NAPIII actors 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 WPS 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 project 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 analyse programme data, conceptualize the evaluation approach, consult internally on the approach, develop data collection tools, stakeholder mapping, engage reference group.

• Conduct brief interviews 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 data from beneficiaries and selected stakeholders

• Conduct in-depth interviews with national UN Women staff, partner organizations, donor representatives, and others as necessary.

- Deliver PowerPoint presentation of preliminary field key findings.

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

- Review and analyse 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)


## VI. MANAGEMENT OF THE EVALUATION

The evaluation and quality assurance will be managed by UN Women Uganda Country Office, with technical support from both international and national consultants. While the consultant is expected to work as partners with a local consultant, the international consultant will provide overall leadership in the execution of activities and take responsibility for meeting all deliverables. The consultants will bi-laterally determine the division of labour based on their own assessment of suitability.

The international consultant 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.

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, facilitate communication between the evaluation team and the reference group. The Management Group will include UN Women Deputy Country Representative, PME&R Specialist; Operations Manager & Regional Evaluation Specialist. 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: UN Women programme staff, National government partners, Development partners/donors, Civil Society partners, Regional Evaluation Specialist.

## VII. TIME FRAME AND DELIVERABLES

The evaluation will be conducted between 1 October – 31 November 2021. 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 | 30 % |
| 2. **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. | 3 weeks after contract signing | 30% |
| 3. **First draft of the Evaluation Report.** The draft evaluation report should include all annexes summarizing the data 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. | 6 weeks after contract signing | |
| 4. **PowerPoint Presentation to Core Reference Group & Broad Reference Group** on main Findings/ Recommendations and proposed dissemination strategy | 7 weeks after contract signing | 40% |
| 5. Final Evaluation products with the following components:<br>•       Executive    summary    (not    more    than    10    pages)<br>Stand    alone    Eval    report    (Not    more    than    30    pages)<br>Comprehensive Eval report (with all annexes)<br>•       Evaluation comments log/audit trail<br>•       Annexes (Separately) | 8 weeks after contract signing | |

| 6. 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. | 8 weeks after contract signing | |
|---|---|---|

## VIII.           Qualifications,         skills,       and      experiences

With this Terms of Reference, UN Women is seeking to recruit an international consultant as the team lead under SSA contract for a period of 25 days spread between two months collaboratively working with a national consultant.

The International Consultant is expected is expected to have the following expertise:

At least a master's degree, PhD preferred, in any social science, preferably Peace and Conflict studies, including gender, evaluation or social research; 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 conducting gender-responsive evaluations including understanding of WPS programming in East and Southern Africa, Uganda inclusive; Knowledge of international normative standards on women's rights and gender mainstreaming processes
Extensive knowledge and experience in using ICT for research, including electronic/digital data collection, analysis, and reporting.

Strong ability to communicate with stakeholders Experience in evaluating relevant programmes to the Women, Peace and Security agenda in Uganda Knowledge of the role of UN Women and its programming is desirable English language proficiency

### ETHICAL CODE OF CONDUCT

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

1.      Responsible use of power: All those engaged in evaluation processes are responsible for upholding the proper conduct of the evaluation.

2.      Ensuring credibility: With a fair, impartial, and complete assessment, stake- holders are more likely to have faith in the results of an evaluation and to take note of the recommendations.

3.      Responsible use of resources: Ethical conduct in evaluation increases the chances of acceptance by the parties to the evaluation and therefore the likelihood that the investment in the evaluation will result in improved outcomes.

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

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

1.      A plan to protect the rights of the respondent, including privacy and confidentiality
2.      The interviewer or data collector is trained in collecting sensitive information, and if the topic of the evaluation is focused on violence against women, they should have previous experience in this area
3.      Data collection tools are designed in a way that are culturally appropriate and do not create distress for respondents
4.      Data collection visits are organized at the appropriate time and place to minimize risk to respondents
5.      The interviewer or data collector is able to provide information on how individuals in situations of risk can seek support

As with the other stages of the evaluation, involvement of stakeholders should not interfere with the impartiality of the evaluation.

The evaluator has the final judgment on the findings, conclusions and recommendations of the evaluation report, and the evaluator must be protected from pressures to change information in the report.

Additionally, if the evaluator identifies issues of wrongdoing, fraud or other unethical conduct, UN Women procedures must be followed, and confidentiality be maintained. The UN Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct, and accompanying policies protecting against retaliation and prohibiting harassment and abuse of authority, provide a cohesive framework aimed at creating and maintaining a harmonious working environment, ensuring that staff members do not engage in any wrongdoing and that all allegations of wrongdoing are reported promptly, investigated, and appropriate action taken to achieve accountability. The UN Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct defines misconduct and the mechanisms within UN Women for reporting and investigating. More information can be provided by UN Women if required.

## 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, taking into consideration details provided in section VIII:

Executive      Summary      (maximum      5      pages)
Programme      Description
Evaluation      Purpose      and      Primary      Objectives
Evaluation Methodology, including the final analytical framework Main Findings

-    a) National

- b) Program Level (include specific findings and cross-programme analysis)
- c) Cross-cutting

Lessons Learnt and Promising Practices

7. Conclusions

8. Recommendations

9. Annexes

- a) Documents reviewed

- b) Interviews conducted

- c) Data collection tools/analysis approach

- d) Evaluation Terms of Reference

- e) Communication piece (not more than 12 power point presentation slides, a participatory video, significant change stories & photo exhibition)

- **National Consultant and Team Member**

## I. 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 Women Peace and Security Program, which the Uganda Country Office has been implementing over the last three years (2019 – 2021) with support from the Government of Norway. The Uganda WPS program is aligned to and contributes to the Sustainable Development Goals (SDG) -specifically Goal 5 on Gender Equality and Goal 16, which seeks to promote peaceful and inclusive societies for sustainable peace and development by providing access to justice to all and to build effective, accountable, and inclusive institutions at the national and county level. UNSCR 1325 and the Goal 5 and Goal 16 clarified the critical link among gender equality, security, development and human rights.

## II. PROGRAM OVERVIEW / RESULTS

The WPS program was developed against a backdrop of conflict and post conflict situations in Uganda including the post conflict situation in northern uganda noting that even though there is no active war, the lack of transitional justice including reconciliation and reparations, has remained a serious challenge, with little accountability for atrocities committed during the 20- year civil war. More so, Uganda has continued to experience tension before, during and after elections characterised by general unrest caused by hostility towards and from security forces, brutal arrests and violence; threats of terrorism and a rise in violent extremism notably in the Rwenzori, Eastern and Central regions of Uganda; growing insecurity of women and girls, arising from the kidnap, rape and murder of women in the municipalities of Entebbe and Nansana; land and Natural Resources Conflict.

Given the threats to peace articulated above, Uganda has since 2008 developed and implemented 3 National Action Plans (NAP) on UN SCR 1325 on Women, Peace and Security. The current NAPIII runs between 2021-2025 aiming at increasing women's participation in the prevention and resolution of conflict, and post conflict peace building and recovery. UN Women has been supporting the Ministry of Gender, Labour and Social Development (MoGLSD) in the development, implementation and review of the NAPs 1325 since 2014.

The soon ending programme on WPS, with funding from Government of Norway, aims at achieving the following outcomes

**Programme Outcome:** *More commitments on women, peace and security are implemented by GoU and the UN, and more gender equality advocates influence peace and security processes*

**Output 1**: **An enabling environment** for implementation of WPS commitments is created through addressing structural, institutional and social economic barriers that will contribute to strong accountability frameworks and continued evidence- based advocacy that will lead to an enabling environment for implementation of commitments. These frameworks, which include the NAPIII, and the key actors, women's organizations must be adequately resourced to support and guide implementation.

**Output 2: Conflict prevention:** Women participate in and inform decision-making processes and responses related to conflict prevention – through provision of expertise, capacity strengthening both of women as well as those involved as gatekeepers and supporters to processes. **Output 3: Conflict resolution:** Representation and leadership of women is increased in formal and informal peace processes and negotiations; through accountability mechanisms and justice and security responses which protect and redress women's rights and allow for their full participation.

**Output 4: Peacebuilding and Recovery:** Women and girls' safety, physical, mental health, security is assured, and their human rights respected. The socio-economic relief and recovery of women and girls are promoted in post-conflict contexts and refugee responses, including through capacity strengthening, provision of technical expertise to ensure institutions and processes are gender responsive, adopt early recovery policies; and support gender sensitive reintegration strategies.

## PURPOSE OF THE EVALUATION

**ToC Statement – WPS**

If (1) an enabling environment for implementation of WPS commitments is created; if women participate in decision-making processes related to the prevention, management and resolution of conflict in a quality manner; and if the safety, physical and mental health and economic security of women and girls are assured, their human rights respected, and their specific needs met in the peacebuilding and recovery process; then (2) societies will be more peaceful & gender equal; because (3) evidence shows that women are drivers of peace and security, inclusive societies are more likely to be stable & post-conflict settings are opportunities to address underlying gender inequality barriers.

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 WPS Program is in its third and last year of implementation and is scheduled to end in December 2021. In line with the program 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 project'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 program contributed to harnessing the capacities of women towards the goals of sustainable peace and security. It is a priority for UN Women that this end line program evaluation will be gender-responsive and human rights based in nature.

The primary intended users of this evaluation are:

- Relevant staff in target ministries, local government and targeted government institutions, and CSOs
- Target beneficiary communities/groups
- Relevant staff in participating UN agencies.
- Staff of implementing partners UN Agencies technical working groups
- Development partners Primary intended uses of this evaluation are:

- Learning and improved decision-making to support the implementation of the 3$^{rd}$ NAP 1325
- Provide accountability for the development effectiveness of the program to the donor and other stakeholders.
- Inform capacity development and mobilization of national stakeholders to advance the WPS agenda

d. Provide lessons learned and recommendations to inform future resource mobilisation

## Evaluation objectives (evaluation criteria and key questions)

This evaluation will specifically: Assess the relevance of the project and its approach in line with local, national, and international priorities on WPS ; Analyse how the human rights approach and gender equality principles were integrated in the design and implementation of the project; Identify and validate lessons learned and good practices that support gender equality and human rights in relation to UN Women's mandate.

The evaluation will apply 6 OECD/DAC[1] evaluation criteria (relevance, effectiveness, efficiency, coherence[2], impact and sustainability) and Human Rights and Gender Equality as an additional criterion. To the extent possible, the evaluation will analyze Value for Money (VFM) and good use of resources in other words it will establish a link between the use of funding and the performance and results of the country office. The evaluation will seek to answer the following key evaluation questions and sub- questions:

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

2. Assess the effectiveness and efficiency of the program approach for achievement of results, as defined in the logical framework, including the Program Theory of Change

3. Provide a detailed assessment of the extent to which the project achieved its intended results in line with the project's results indicators

4. Identify and validate lessons learned, promising practices and innovations of work supported by WPS Program within the context of the aid effectiveness agenda

5.      Provide actionable recommendations with respect to the WPS agenda and overall approach to implementation of the 3<sup>rd</sup> National Action Plan 1325.

## V. SCOPE OF THE EVALUATION

The evaluation is an end of project evaluation and will cover all project activities implemented since December 1, 2018 to December 31, 2021. Lessons learned and documented from this process will inform implementation of the 3<sup>rd</sup> National Action Plan on 1325 and how the Country Office will design WPS programming in the future.

The evaluator will undertake an initial assessment of the availability of secondary data necessary for the evaluation. In circumstances where constraints are faced such as limited travel or accessibility to project sites, these limitations should be understood and generalizing findings should be avoided where a strong sample has not been used. In addition, cultural aspects that could impact the collection of data should be analysed and integrated into data collection methods and tools. The evaluator is expected to include adequate time for testing data collection tools.

The evaluation team is expected to undertake a rapid evaluability assessment in the Inception. This should include the following:

An assessment of the relevance, appropriateness and coherence of the implicit or explicit theory of change, strengthening or reconstructing it where necessary through a stakeholder workshop; An assessment of the quality of performance indicators in the program, and the accessibility and adequacy of relevant documents and secondary data;

A review of the conduciveness of the context for the evaluation; Recommendations for improvements/changes in the indicators, as per the ToC

Ensuring familiarity with accountability and management structures for the evaluation.

## 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 October 2021. 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 program-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 will employ mixed methods including desk-based review of relevant documents backed by consultation with key project stakeholders and field-based primary data collection from direct project beneficiaries. An initial desk review and brief discussions with key stakeholders will support the refinement and finalization of the methodology and analytical framework.

The evaluation is expected to follow a collaborative and participatory approach ensuring close engagement with Programme beneficiaries, implementing partners, ministries, local governments, OPM, NAPIII actors 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 WPS 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 project 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.

## IX. Qualifications, skills, and experiences

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A strong record in conducting gender-responsive evaluations including understanding of WPS programming in Uganda is desirable; Knowledge of international normative standards on women's rights and gender mainstreaming processes Extensive knowledge and experience in using ICT for research, including electronic/digital data collection, analysis, and reporting.

Strong ability to communicate with stakeholders and clear understanding of the local/national stakeholders landscape; Experience in evaluating relevant programmes to the Women, Peace and Security agenda in Uganda Knowledge of the role of UN Women and its programming in Uganda is desirable English language proficiency

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