

**UN WOMEN**

# Country Portfolio Evaluation

## EVALUATION REPORT

**UGANDA  
2016-2020**

Beneficiaries: Kalerwe Market Women's Sacco members reconciling the group savings after collection.

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During the field data collection exercise, we learnt that the Country Office lost Susan Akajo Oregede, the former team leader for the results area on ‘Elimination of Violence Against Women and Girls’, we thank her for the inputs to the CPE process. May the team and her family be comforted.

We thank you all.

## Abbreviations and acronyms

ACFODE	Action for Development
AIDS	Acquired Immuno-Deficiency Syndrome
Art.	Article
AWPs	Annual Workplans
BPfA	Beijing Platform for Action
C4D	Communication for Development
CARE- Uganda	An International Global Health and Development Organization
CBOs	Community Based Organizations
CEDAW	Convention for the Elimination of all forms of Discrimination Against Women
CERF	Central Emergency Response Fund
CO	Country Office
COTLA/CONATA	The Conference of Traditional Leaders in Africa
COVID-19	Corona Virus Disease of 2019
CPE	Country Program Evaluation
CRRF	Comprehensive Refugee Response Framework
CSA	Climate smart agriculture
CSBAG	The Civil Society Budget Advocacy Group
CSOs	Civil Society Organizations
CSWs	Commercial Sex Workers
DaO	Delivers as One
DDP	District Development Plans
DFID	Department for International Development
DLGs	District Local Governments
DOA	Days of Activism
DPC	District Police Commanders
DPP	Directorate of Public Prosecutions
DV	Domestic Violence
EC	Electoral Commission
EOC	Equal Opportunities Commission
EPRC	Economic Policy Research Centre
ESARO	East and Southern Africa Regional Office
EU	The European Union
EVAWG	Elimination of Violence Against Women and Girls
F	Female
FAWE-U	Foundation for African Women Educationist- Uganda

FGM	Female Genital Mutilation
FIDA-U	Federation of International Lawyers, Uganda Chapter
GBV	Gender Based Violence
GEC	Gender and Equity Certificate
GEEW	Gender Equality Empowerment of Women
GEWE	Gender Equality and Women Empowerment
GoU	Government of Uganda
GRB	Gender Responsive Budgeting
HACRO	Humanitarian Action and Crisis Response Office
HIV	Human Immunodeficiency Virus
HQ	Headquarters
HR	Human Rights
IASC	Inter Agency Standing Committee
IAWRT	International Association of Women in Radio and Television
ICASA	International Conference on AIDS and STIs in Africa
ICT	Information Communication Technology
ILO	International Labor Organisation
IOM	International Organisation for Migration
IP	Implementing Partner (s)
IPS	Institute of Parliamentary Studies
IST	Institute for Social Transformation
JCU	Judicial Center for Uganda
JLOS	Justice, Law and Order Sector (JLOS)
JUPSA	The United Nations Joint Support Program on HIV/AIDS
KCCA	Kampala Capital City Authority
KEEP	Karamoja Economic Empowerment Program
LC	Local Council
LEAP	Leadership, Empowerment and Access to Protection services for refugee women and girls
LG	Local Government
LGBTIs	Lesbians Gay Bisexual Transgender Intersex
LHIV	Living with HIV
LNoB	Leaving No One Behind
M	Million
M	Male
MAAIF	Ministry of Agriculture Animal Industries and Fisheries

MDAs	Ministries Departments and Agencies
MERP	Monitoring, Evaluation and Research plan
MGLSD/MoGLSD	Ministry of Gender Labor and Social Development
MOES	Ministry of Education and Sports
MoFPED	Ministry of Finance, Planning and Economic Development
MOLG	Ministry of Local Government
MPs	Members of Parliament
NAP	National Action Plan
NAWOU	National Association of Women Organizations in Uganda
NDP	National Development Plan
NGOs	Non-Governmental Organizations
NGP	National Gender Policy
No.	Number
NORCAP	Norwegian Capacity
NPA	National Planning Authority
NSI	National Standard Indicator
NSS	National Statistical System
OEC/DAC	Overseas Economic Commission/Development Assistance Committee
OHCHR	Office of the High Commissioner Human Rights
OMT	Operations Management Team
PFMA	Public Finance Management Act
PLWHIV	Persons Living With HIV
POM	Programme and Operations Manual
POS	Point of Sale Machines
PPDA	Public Procurement and Disposal of Assets Authority
PSEA	Prevention of Sexual Exploitation and Abuse
PULIDAWO	Luganda word that translates as: ‘Your Lawyer’
QCPR	Quadrennial Comprehensive Policy Review
RBM	Result Based Management
RCO	UN Resident Coordinators Office
RLP	Refugee Law Project
SACCOs	Savings, Credit Cooperative Societies
SASA	A behavior change communication strategy using change agents
SDGs	Sustainable Development Goals
SDSP	Social Development Sector Plan

SGBV	Sexual Gender Based Violence
SIDA	Swedish International Development Agency
SOPs	Standard Operating Procedures
SRHR	Sexual Reproductive Health and Rights
SSDP	Social Sector Development Plan
TORS	Terms of Reference
TPO	Transcultural Psychosocial Organization
TV	Television
UAC	The Uganda AIDS Commission
UBOS	Uganda Bureau of Statistics
UBRAF	UNAIDS Unified Budget Results and Accountability Framework
UCE	Uganda Certificate of Educations
UDHS	Uganda Demographic Health Survey
UGX	Uganda Shillings
ULS	Uganda Law Society
UN	United Nations
UN Women	United Nations Entity for Gender Equality and Empowerment of Women
UNAC	UN Area Coordination Committees
UNAIDS	The Joint UN Program on HIV and AIDS
UNBoA	UN Board of Auditors
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Program
UNDS	United Nations Development System
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children Fund
UNSCR	United Nations Security Council Resolution
UPF	Uganda Police Force
USAID	United States Development Aid
USD	United States Dollar
UWEP	Uganda Women Entrepreneurship Programme
UWONET	Uganda Women Network
UWOPA	Uganda Women Parliamentary Association

VAC	Violence Against Children
VAWG	Violence Against Women and Girls
VSLAs	Village Savings and Loan Associations
WBE	Women Business Enterprises
WCC	War Child Canada
WEE	Women's Economic Empowerment
WEP	Women Empowerment Program
WFD	Women for Democracy
WLHIV	Women Living with HIV
WPSHA	Women Peace and Security and Humanitarian Action
WSR	Women's Situation Room
YLP	Youth Livelihoods Program
YWGLHIV	Young Women and Girls Living With HIV

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# 1. INTRODUCTION

## 1.1. Background of the Strategic Note

1. The Country Office (CO) Strategic Note (SN) is the main intervention tool for UN Women's support to normative (norms, standards, legislation, policy and regulations), coordination (UNDAF on gender equity and women's empowerment) and operational work (programs). Country offices are expected to support government and non-government actors to promote gender equality and address the challenges faced by women and girls in the development and humanitarian agenda. The Uganda CO SN is aligned to the UN Women Global Strategic Plan 2014-2017, national development plans (NDP), East and South African Regional Office (ESARO) Strategy and country-level UN Development Assistance Framework (UNDAF). This Country Portfolio Evaluation (CPE) is in relation to Uganda CO SN 2016 - 2020.<sup>1</sup>

2. UN Women Uganda Strategic Note (SN) 2016-2020 is a forward-looking programmatic document that translates the UN Women Global Strategic Plan 2014-2017 to the country level and adapts it to the country contexts and priorities, including the UNDAF. The SN outlined the overall strategy and plan of action for the Uganda CO for the years 2016-2020. The SN has been implemented through rolling annual workplans (AWPs), quarterly monitoring and annual reports. In 2018, the CO commissioned a mid-term review (MTR) to assess the continued relevance of the SN. The MTR recommendations were informed by a re-analysis of the Gender Equality and Women's Empowerment (GEWE) gaps and needs for the most marginalized women and girls in Uganda (refugees and hosts). During the same period (2018), the UNDAF and the NDP II, underwent MTRs led by the UN and Government of Uganda (GoU), respectively. The SN MTR recommendations culminated into the updated SN in 2018; and the Bridge Strategy for 2019-2022<sup>2</sup>, was developed in 2019.<sup>3</sup> Section 1.3 of this report presents the main results areas (operational mandate) and activities (normative and coordination mandate) of the CO over the period under review, in line with UN Women Triple Mandate

## 1.2. Budget (both Planned and Actual)

3. The SN is operationalized through the Development Results Framework (DRF)<sup>4</sup> that spells out programming strategies, results area, theories of change and key partnerships. The Organizational Efficiency and Effectiveness Framework (OEEF) focusses on institutional development, administrative support to deliver quality accountable programs, operations standards, and results-based management. As per the revised SN2016-2020 (2018), the DRF budget was USD 30,038,704; ending violence against women and girls (EVAWG) was the most funded results area at 12,494,809 USD, followed by women in governance and leadership at 10,947,214 USD; Women in Peace and Security and Humanitarian Action (WPSHA), was budgeted at US\$3,666,712 and Women economic empowerment (WEE) was at US\$ 2,929,969, the least resourced (See figure 1). The OEEF budget was US\$12,811,099: infrastructure was

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1 UN Women, Terms of Reference for UN Women Country Portfolio Evaluation in Uganda, February 2020.

Also see: UN Women Uganda Strategic Note 2016-2020: "Harnessing the gains of Gender Equality and Women's empowerment in Uganda". 2015.

2 The bridge strategy overruns the 2020 period, up to 2022. A fundraising forward looking tool, acknowledging that partners funding cycles do not necessarily overlap the five-year strategy period.

3 UNWomen, Uganda Country Office Strategic Note 2016-2020 Mid-term review process report. July 2017.

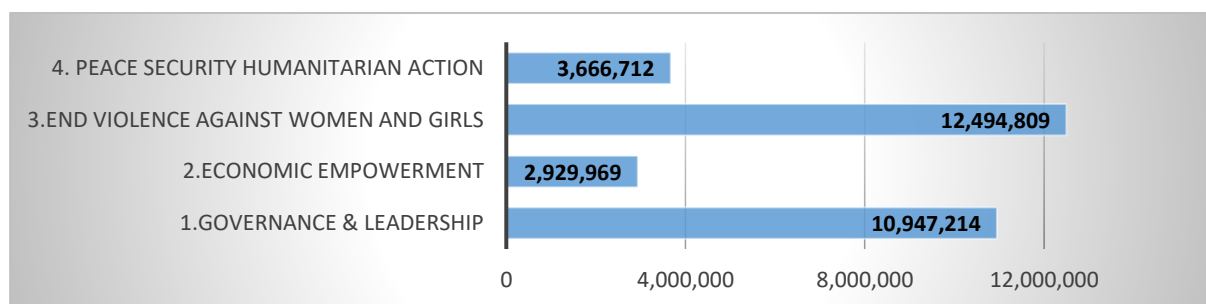
Also see: UNWomen, Revised Uganda Country Office Strategic Note 2016 – 2020 "Harnessing the gains of Gender Equality and Women's Empowerment in Uganda". August 2018.

UNWomen, Strategic Plan and Programme 2019-2022, 2018 Review & Update. January 2019

4 Refer section 1.3 of this report for more information on activities and results areas

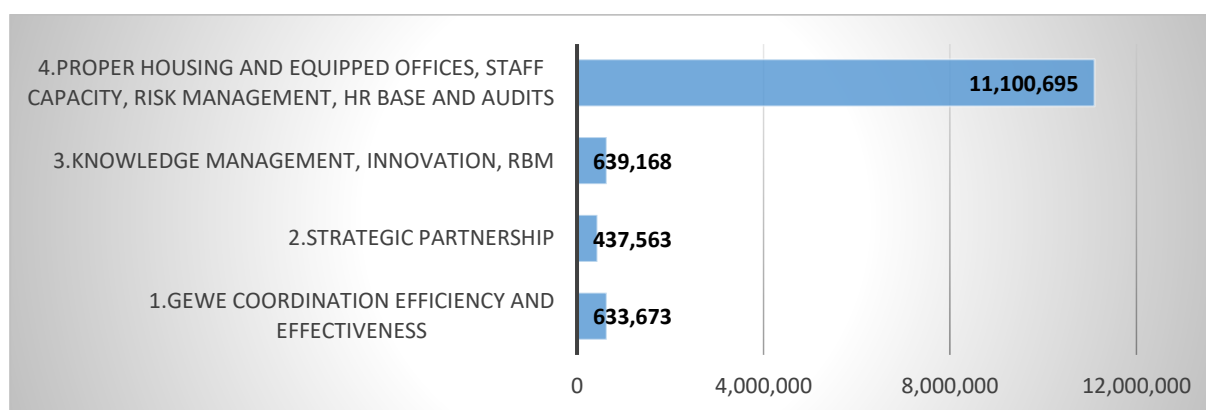
the most resourced cluster at \$11,100,695 (see figure 2). The overall portfolio budget was US\$42,849,803<sup>5</sup>.

Figure 1: DRF Budget allocation per results area 2016-2020.



Source: UNWomen/CO Uganda, 2020.

Figure 2: Budget allocation OEEF cluster area 2016-2020



Source: UN Women/CO Uganda, 2020.

4. Based on the revised SN (2018), the total budget projection for DRF and OEEF was 42,849,803, for the whole cycle. At the time of the CPE, the reported expenditure was USD 23,683,787, excluding 2020 expenses. Annual expenditure is: USD2,728,126 in 2016; USD 3,845,627 in 2017; 2,526,574 in 2018 and 14,583,460 in 2019<sup>6</sup>. The 2019-22 UN Women Uganda CO strategy projects a budget of USD78m, of which UN Women had mobilized so far USD57m, based on engagements with the Embassy of Sweden, implying funding overlaps or rolls over, though 2021-2022 are beyond the scope of this evaluation. Annex 1.0 and 1.1 to this report present the DRF and OEEF funding partners (donors), funding level 2016- 2019 and the year to year budget per results area and per cluster area. Overall, the Embassy of Sweden was lead core funder, more so in the early years of the SN.<sup>7</sup>

<sup>5</sup> Ibid. Revised Uganda Country Office Strategic Note 2016 – 2020. August 2018. Page

Also see: UNWomen, Strategic Plan and Programme 2019-2022, 2018 Review & Update. January 2019. Page

-UN Women Uganda Strategic Note 2016-2020: “Harnessing the Gains of Gender Equality and Women’s Empowerment in Uganda”, Annual Report to the Embassy of Sweden January – December 2016.

-UN Women Uganda Strategic Note 2016-2020: “Harnessing the gains of Gender Equality and Women’s empowerment in Uganda”. Annual Report to the Embassy of Sweden, 2018.

-UN Women Uganda Strategic Note 2016-2020: “Harnessing the gains of Gender Equality and Women’s empowerment in Uganda”. Annual Report to the Embassy of Sweden, 2017.

<sup>6</sup> These are figures from the annual reports, and not from audit reports

<sup>7</sup> Ibid UN Women Uganda CO Annual reports 2016, 2017, 2018 and 2019.

### 1.3. Main activities, programmes and projects

5. The main results areas for the operational mandate and the activities linked to the normative and coordination mandate by the CO are presented in this section.

Table 1: SN 2016-2020 main activities, programs and projects.

Tripartite Mandate	Main activities, programs and projects
Normative	<ol style="list-style-type: none"> <li>1. Strengthen capacities at national and local levels to implement the constitution, legal frameworks and policies that promote gender equality and Women's empowerment in line with international standards</li> <li>2. Support the GoU in the review, preparation and submission of Beijing and CEDAW reports</li> <li>3. Contribute to the ongoing domestication of the SDGs</li> <li>4. Assess the implementation of UNSCR 1325 in humanitarian contexts</li> </ol>
Coordination <sup>8</sup>	<ol style="list-style-type: none"> <li>1. Guided by the UN Reform and UNDP, UNFPA &amp; UNICEF Common Chapter</li> <li>2. Coordination of Gender Equality among all actors</li> <li>3. Inclusive Approaches to Partnerships</li> <li>4. Supporting Capacity Development and the Human Rights Approach.</li> <li>5. Enhancing Convening Capacity for GEWE: The Flagship Approach</li> <li>6. Promoting Cross-Thematic Linkages: The Integration Approach</li> <li>7. Linking grassroots to policy: The Micro-Macro Bridging Approach</li> <li>8. Innovation and Research for Knowledge-based Advocacy</li> </ol>
Programmes or operations: the 4 results impact /areas and the cross-cutting themes.	<p><i>Women's Political Empowerment and Leadership (Impact 1)</i></p> <ol style="list-style-type: none"> <li>1. Women lead, participate in and benefit equally from governance systems</li> <li>2. Inter-Governmental Support and Gender Responsive budgeting</li> <li>3. Gender Statistics</li> <li>4. HIV/AIDS (on an ad hoc basis)</li> </ol> <p><i>Women's Economic Empowerment (Impact 2)</i></p> <ol style="list-style-type: none"> <li>5. Generating Income for Women</li> <li>6. Leaving No One Behind: Gender and HIV</li> </ol> <p><i>Women and girls living a life free of violence (Impact 3) in public and private space</i></p> <ol style="list-style-type: none"> <li>7. Ending Violence Against Women and Girls (EVAWG)</li> </ol> <p><i>Women Peace security and Humanitarian Action (Impact 4)</i></p> <ol style="list-style-type: none"> <li>8. Women Peace Security and Humanitarian Action</li> </ol> <p><i>Cross-cutting themes: Gender Coordination; Partnerships and collaboration; Results Based Management and Communication and Advocacy.</i></p>

### 1.4. Joint programming/joint programmes

6. The UN in Uganda "Delivers as One" (DaO) and the system is committed to the development of GEWE. The CO leads and participates in most of the UNDAF Strategic Intent Pillars including (i) Governance, (ii) Human Capital Development and (iii) Sustainable and Inclusive Economic Development. UN Women is a member of the United Nations Country Team (UNCT) and the Security Management Team, bringing to the attention of its members pertinent GE/WE issues. Some of the joint programs include: The EU-UN Spotlight Initiative and the Joint Programme on GBV, UN Women and UNICEF supported the Uganda Police Force (UPF) to develop Standard Operating Procedures (SOPs) for Managing Gender Based Violence (GBV) and Violence Against Children (VAC) cases, in line with the UPF Gender Policy (2019-2023) and the UPF Gender Strategy and Implementation Plan (2019-2023).

7. Some of the activities done within DaO during 2016-2020 are presented in Box 1 below.

<sup>8</sup> UNWomen, Strategic Plan and Programme 2019-2022, 2018 Review & Update. January 2019. Page.8

- UN WOMEN and UNICEF support to the Judicial Training Institute to complete a training manual for Judicial Officers on Effective Management of GBV cases.
- UN WOMEN partnered with UN Agencies and Governments of Uganda and Kenya to develop the Uganda - Kenya cross border peace building programme to ensure the inclusion of Women.
- UN WOMEN is in partnership with UNHCR, IOM and World Food Program to contribute to the implementation of the Joint Action Plan on Prevention of Sexual Exploitation and Abuse (PSEA).
- UN Integrated support to the Ministry of Defense and Veteran Affairs (2018 – 2020)- enhancing GEWE within UPDF structures, supporting access to socio-economic livelihoods for veterans and women combatants.
- JUPSA, The United Nations Joint Support Program on HIV/AIDS is another area of collaboration. Through the UN Area Coordination Committees (UNAC), Operations Management Team (OMT) and its sub-working groups on Procurement, Finance, ICT, Administration and Human Resources; the Area Security Management team (ASMT) and the Local PSEA networks at subregional levels. The CO was also member to the UN Programme Management Team as well as the sub-working group on Monitoring & Evaluation.
- Within the UN Reform, 61% of the CO budget in 2019 was implemented with at least one other UN Agency. This is a commitment that is envisaged to grow.

### **1.5.Coverage of the Strategic Note: time, geographic areas, social groups, thematic areas**

8.The CPE covered the period of SN implementation that is from 1<sup>st</sup> January 2016, to 31<sup>st</sup> December 2020. Target social groups were: women, youth, poor communities, disabled people, refugees and their hosting communities. The geographical distribution of the CO reach is in line with UNDAF priorities. Social and thematic inclusiveness were considered in selection of participating Local Governments (LGs), and these had shown, as per UNDAF: consistently poor development indicators or are post conflict or have high incidence of domestic violence or are refugee hosting districts for the South Sudanese.

9. Upstream capacity, policy and institutional results, and the normative work of UN Women at national level, in Kampala. At the local governments (LGs) or Districts, UN Women engaged mid-stream policy guidance and planning support as well as downstream empowerment of grassroots organizations and Joint UN Programs on GBV and protection in refugee hosting districts. Participating LGs were: Northern Uganda: Gulu, Pader, Kitgum, Agago, Lamwo, Kiryandongo; North eastern: Amuria, Soroti, Moroto, Kaabong, Kotido, Abim, Nakapiripirit; West Nile: Adjumani, Yumbe, Arua, Moyo, Obongi, Madi Okollo; South-western: Kyegegwa, Kasese, Ntungamo and Eastern Uganda: Kamuli, Kaberamaido, Bulambuli, Tororo and Bugiri. A map showing the districts of operation is annex 1.2 to this CPE report.

### **1.6.Overarching timeline of implementation – including current implementation status**

10. By end 2019, SN implementation was on course, as per revised SN document. There were no known significant calendar changes, though early 2020, the country went under lock down for 2-3 months in response to the COVID-19 pandemic. Most programs and routine office work were being done virtually, at the time of the evaluation. Field movements were very limited, as the country and refugee settlements battled the community transmission of COVID-19.

## **2. BACKGROUND TO THE EVALUATION**

### **2.1.Purpose and objectives of the evaluation**

11. The CPE's primary purpose was a formative (forward-looking) evaluation to support the CO and national stakeholders' strategic learning and decision-making including informing the

next SN. The secondary purpose was summative (backward-looking) perspective, to support enhanced accountability for development effectiveness and learning from experience. This was a gender-responsive CPE, that actively supported the achievement of GEWE. The specific objectives are presented in Box 2.

12. The CPE report shall be used for learning and improved decision-making to support the development of new programmes; accountability for the development effectiveness of the SN and capacity development and mobilization of national stakeholders to advance GEWE. The expected users of this evaluation report include: UN women staff, staff in targeted GoU ministries departments and agencies (MDAs), local government (LGs), and participating CSOs, as well as the beneficiary communities/groups. The report shall also be accessible to staff from sister UN-agencies; the UNCT; UN-agency Headquarters; UN technical working groups; development partners, research, academia, and the private sector (i.e. all stakeholders).

*Box 2: The specific objectives of the evaluation.*

### **The specific objectives of the evaluation.**

1. Assess the relevance of UN Women contribution to the intervention at national levels and alignment with international agreements and conventions on gender equality and women's empowerment.
2. Assess effectiveness and organizational efficiency in progressing towards the achievement of gender equality and women's empowerment results as defined in the Strategic Note.
3. Support the UN Women CO to improve its strategic positioning to better support the achievement of sustained gender equality and women's empowerment.
4. Analyze how human rights approach and gender equality principles are integrated in the design and implementation of the Strategic Note.
5. Identify and validate lessons learned, good practices and examples of innovation that supports gender equality and human rights.
6. Provide insights to the extent to which the UN Women CO has realized synergies between its three triple mandates (normative, coordination and programme).
7. Provide actionable recommendations with respect to the development of new programmes/the next UN Women Strategic Note.

## **2.2.Scope of the evaluation**

13. The scope of the evaluation was defined in the TORs (annexed 1.3 to this report).

- The period under review was 2016 to 2020, in line with the SN. A rapid evaluability assessment was part of the inception phase.
- The evaluation used the OECD/DAC criteria, focussing on relevance, effectiveness, efficiency and coherence and sustainability. Measuring the SN impact was considered premature and hence out of the scope of this evaluation. Evaluation boundaries in terms of stakeholders and relationships to include, were defined with UN Women personnel.
- UN Women organisational structures and systems outside of the CO (such as regional architecture) were not within the scope of this evaluation and are referenced only where there is a clear implication for the design and implementation of the CO Strategic Note.
- Joint programmes and programming are within the scope of these evaluations. Where joint programmes are included in the analysis, the evaluation considered both the specific contribution of UN Women, and the additional benefits and costs from working through a joint modality.
- The evaluation assessed the main cultural, religious, social, and economic differences in relation to UN Women contributions.



- The evaluation used the Women’s Empowerment Framework developed by Sara Hlupekile Longwe to conceptualize the process of empowerment.<sup>9</sup>

### 2.3. The evaluation criteria and priority questions

14. The priority questions are listed under Annex 1.4. The questions were adapted from the UN Women Country Portfolio Evaluation (CPE) Guidance note which provides a set of 29 default CPE questions. The CPE was gender responsive and used the revised OECD/DAC evaluation criteria to measure and determine the: relevance of the SN; implementation effectiveness across the UN Women triple mandate; management efficiency and coherence; and sustainability of key outcomes. Additionally, the evaluation used the Human Rights and Gender Equality criterion.

## 3. CONTEXT OF GENDER EQUALITY AND WOMEN’S HUMAN RIGHTS

### 3.1 Main features of the national socio-economic context on the progress of women

15. Some highlights on Uganda GEWE context are presented in here, with more detailed information presented as Annex 1.5 in this report. The Global Gender Gap 2020 report ranked Uganda at 65/153 countries, with a score of 0.717 out of a range of 0-1; Uganda ranked poorly on women economic empowerment<sup>10</sup>. Uganda made positive efforts towards mainstreaming gender equality, gender statistics and equity in planning and budgeting processes. For example, the National Budget Framework paper for 2019/2020 – 2023/24 was certified as 61% gender and equity compliant. Additionally, by 2015, the proportion of women in Parliament had risen from one legislator (1980); to 18% in 2000, 35% in the 2011 and 34.7% in 2016.<sup>11</sup> However, women and girls are most at risk to HIV infection, representing close to 60% of the 1,300, 000 adults living with HIV.<sup>12</sup> Youth who make up to 75% of the population remain not gainfully engaged in livelihoods activities, they are, out of education, and funding youth development activities remains poor.<sup>13</sup>

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<sup>9</sup> The five “levels of equality” in the Women’s Empowerment Framework include:

1. *Welfare*, meaning improvement in socioeconomic status, such as income, better nutrition, etc. This level produces nothing to empower women.
2. *Access*, meaning increased access to resources. This is the first step in empowerment as women increase their access relative to men.
3. *Conscientization*, involving the recognition of structural forces that disadvantage and discriminate against women coupled with the collective aim to address these discriminations.
4. *Mobilization*, implementing actions related to the conscientization of women.
5. *Control*, involving the level of access reached and control of resources that have shifted as a result of collective claim making and action

<sup>10</sup> World Economic Forum. 2020 Global Gender Gap Report. 2019. ISBN-13: 978-2-940631-03- Accessed at [http://www3.weforum.org/docs/WEF\\_GGGR\\_2020.pdf](http://www3.weforum.org/docs/WEF_GGGR_2020.pdf) H Kivumbi. 29.08.2020

<sup>11</sup> David Bahati, Minister of State for Finance, Planning and Economic Development, “Submission of the Certificate of Gender and Equity Responsiveness of the National Budget Framework Paper for FY 2019/2020 – 2023/2024”, December 2018

<sup>12</sup> UNAIDS. Country Uganda Overview. 2020. <https://www.unaids.org/en/regionscountries/countries/uganda>. Accessed 4th September 2020. H. Kivumbi

Also see. 2019 Annual Report. UN Women

<sup>13</sup> S. 5 (6a -6b) of the Public Finance Management Act (2015) as amended.

Also see: Uganda Bureau of Statistics (UBOS) and ICF. 2018. Uganda Demographic and Health Survey (UDHS) 2016. Kampala, Uganda and Rockville, Maryland, USA: UBOS and ICF

Also see: <https://worldpopulationreview.com/countries/uganda-population>. Accessed 25.08.2020 by Kivumbi H.

-Ibid. ICPD at 25 Review / AADPD plus 5 review report for Uganda. Pg7. 2018



16. Income inequality mostly affects women, especially the female headed households. Women lack access to and control over productive resources like land, education and health services. Negative socio-cultural norms, harmful traditional practices, slow changes in perceptions on GE by religious and some public institutions are a challenge to the elimination of Violence Against Women and Girls (VAWG), yet, there is limited access to the formal justice system by women and girls. Security is fragile, marred by political violence (2016 elections); urban abductions and murders of women, 14 with more than 216 cases remain unresolved. In 2017, 276 victims of sex trafficking and forced labour were reported. The country is home to over 1.5 million refugees fleeing violent conflicts from neighboring South Sudan, DRC, Burundi and Somalia. Women and children make up 82% of the refugees in Uganda.<sup>15</sup><sup>16</sup>

17. According to the Equal Opportunities Commission over 80% of Uganda's population is marginalized and vulnerable: women (52%), youth (38%), orphans and other vulnerable children (55%), older persons (4%), ethnic minorities (1%), persons with disabilities (12%), the rural and urban poor (21.4%) and persons living with HIV/AIDS, women and girls most disproportionately affected. Over 75% Ugandans are below 35 years-of age, 60% being below 18 years of age. Moreover, the number of poor persons in country worsened from 6.6 million in 2012/12 to 10 million or about 27% of the population in 2016/17, with female-headed households facing higher risk of poverty than male-headed households.<sup>17</sup><sup>18</sup>

### **3.2. National policy context and how this has changed since the SN began**

18. Uganda ratified important international gender equality commitments, including CEDAW (1985) and the Maputo Protocol (2010) and has put in place legal frameworks and policies to advance gender equality and empowerment of women. Article 32 (1) of Uganda's Constitution provides for affirmative action in favor of marginalized groups. Through Vision 2040, and NDPII (2015) and the draft NDPIII (2020), the country reiterates its commitment. Gender and Equity Budgeting are incorporated within the Public Finance Management Act (PFMA). The National Gender Policy (NGP), draft of 2017, sets standards to ensure that all Government policies and programs are consistent with the long-term goal of eliminating gender inequalities.<sup>19</sup>

19. The 1995 Constitution Articles 273 (3) accords men and women equal rights to own land in accordance with various land tenure systems. The Land Act (1998) amended in 2004 (section 39) provides the legal framework through which the fundamental rights of women are protected

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- Ibid. UNWomen SN2016-2020 Pg.5

<sup>14</sup> According to the Annual Crime Report 2018 a total of 184 cases of Kidnap were reported throughout the country. Uganda Police Force, Annual Crime Report 2018, at 22.

Ibid. UNCT Opinion report on CEDAW. 2019. Page 10.

<sup>15</sup> Ibid. 2019 Annual report. UN Women.

<sup>16</sup> UNWomen, Revised Uganda Country Office Strategic Note 2016 – 2020 “Harnessing the gains of Gender Equality and Women’s Empowerment in Uganda”. Pg.5. August 2018.

Also see. 2019 Annual Report. UNWomen Uganda. Pag 11

<sup>17</sup> The marginalized and vulnerable groups continue to face a wide range of challenges including discrimination, marginalization, and exclusion.

<sup>18</sup> UNWomen, 2019 Annual Report, East and Southern Africa Region, Strategic Plan affiliation by number of Outcomes and Outputs under East and Southern Africa (2019 RMS Report). 2019

<sup>19</sup> Ibid. ICPD@25 Review and AADPD plus5 National review report. Pg. 17-18

Also see. UNWomen SN2016-2020.

as a mechanism to redress gender disparity to access and control over economically significant resources and benefits. Other instruments to this purpose include: The National plan on UNSCR 1325, 1820 (2008) and Goma Declaration (2011); the Domestic Violence Act (2010) and the Domestic Violence regulations (2016); The prohibition of Female Genital Mutilation Act 2010; The prevention of trafficking in persons Act (2009). Specifically, GBV prevention, response, mitigation frameworks are as follows: The Education policies, GBV guidelines for establishment of safety shelters (2013). Additional key policies include: The Gender Policy for the Electoral Commission (EC) developed with support from UN Women and with a manual for mainstreaming gender into the work of the EC.<sup>20</sup>

20. Information on GEWE progress implementation is documented in the various CO annual reports, the reports for BPfA and the CEDAW, and the Social Sector reports, there is indication of progress for GEWE; selected examples of the implementation progress for GEWE are included in annex 1.5 to this report.

### **3.3 UN system context**

21. The UN in Uganda “Delivers as One” (DaO) and is gender responsive. The UNDAF gender strategy of 2013 remains the GEWE technical guide to the 31 UN agencies in country. UN Women roles include; enhancing the coordination, and ensuring UN agencies’ coherence and accountability on GEWE; focuses on system-wide action on GEWE, through: playing a leading role for the UNDAF Outcome Results Group (ORG) on Human Rights and Gender; and serving as Secretariat to the Gender Development Partners Group (GDPG), chairing the AIDS Development Partners’ Group (ADPG) and its membership of the Joint UN Programme of Support on AIDS (JUPSA). The CO worked with the Resident Coordinator’s Office (RCO) and the Human Rights and Gender Advisory Group to implement the UNCT Gender Scorecard; co-chair the Gender and Human Rights Result Group; and lead the Gender Advisory Group. GEWE indicators were included in the 2016 – 2020 UNDAF; and capacities of the UN M&E working group members, was enhanced to enable measuring GEWE indicators, within agencies. Joint programming examples have been listed under section 1.4 of this CPE report.

22. The ambitions relating to DaO have included: The UN System-Wide Action Plan on PSEA (2018-2021), the joint training of UN staff and partners (such as joint OMT training to vendors), the Joint Action Plan on Transparency and Accountability in the Refugee Response, the joint position paper on the Sexual Offences Bill (presented to Parliament in 2019), and the development of the draft position paper on NDPIII. With regard to CEDAW reports, the CO worked with OHCHR to support MoGLSD and the Ministry of Foreign Affairs (MOFA) finalize the 8th and 9th report. The CO supports the UNCT and GoU MDAs to strengthen accountability for gender mainstreaming using the gender scorecard and gender marker, in line with Quadrennial Comprehensive Policy Review (QCPR) resolution.

### **3.4 UN Women organizational context**

23. The CO fundraising strategies, were highly successful, multiplying the 2016 budget more than seven-fold by 2020. The roll-out of the Delegation of Authority (DoA) policy (2014), enabled the CO to expeditiously deliver programmes, projects and operational functions more efficiently. Rationalization of office rental costs; pending the establishment of the One UN House; the implementation of the 2017 UNBoA audit observation recommendations; building the capacity of Implementing Partners (IPs) on programme and operations procedures to ensure compliance with UN Women systems, procedures and reporting requirements and conducted

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<sup>20</sup> Ibid. UNWomen SN2016-2020 Pg.5

programmatic and financial assessments of IPs to assess their capacities to deliver programmes in line with UN Women policy frameworks. IPs were profiled as: “High, Medium or Low” risk, during the quarterly spot checks, financial verification, joint monitoring mission and through the annual audits done by the external auditors.

### 3.5 The international context

24. In line with the Global UN Women Strategy, the CO works within the framework of key international guiding norms: CEDAW; BPfA; the Political Declaration adopted by the Commission on the Status of Women (CSW) on the occasion of its 20-year review and appraisal, and the 2030 Agenda including SDG 5 and gender-sensitive targets in the other SDGs. The Africa Union’s Addis Ababa Action Agenda 2063; the Paris Agreement, the Quito Declaration on the New Urban Agenda, the Sendai Framework for Disaster Risk Reduction, the New York Declaration for Refugees 4/12 and Migrants, and the 10-year review of the World Summit on the Information Society, among others.<sup>21</sup>

25. The Security Council Resolutions (SCR); UNSCR 1325 (2000) and subsequent Resolutions 1820 (2009); 1888 (2009); 1889 (2010); 1960 (2011); 2106 (2013); 2122 (2013): and 2242 (2015) guide peace, security and humanitarian action. UN Women strives to ensure that the voices of women and girls are heard, so that they can influence the process of shaping norms, formulating policies, and delivering public services, and to support women to hold duty bearers to account.<sup>22</sup>

### 3.6 The COVID19 pandemic and the GEWE agenda

26. Whereas 2020 marks the twenty-fifth anniversary of the Beijing Platform for Action, and was intended to be ground-breaking for gender equality, instead globally, the world grapples with the spread of the COVID-19 pandemic, making the limited GEWE gains made in the past decades at risk of being erased. The pandemic has deepened the pre-existing inequalities, exposing vulnerabilities in social, political and economic systems which are in turn amplifying the impacts of the pandemic. Across every sphere, from health to the economy, security to social protection, the impacts of COVID-19 are exacerbated for women and girls simply by virtue of their gender, and especially in the low-income countries.<sup>23</sup>

27. UNDS states that COVID-19 plunged the world economy into a recession with historical levels of unemployment and deprivation. The global economic slowdown will negatively impact funding partnerships over the next 2-5 years. Positively, the United Nations’ urgent socio-economic support framework to countries and societies in the face of COVID-19 provides forward looking strategic solutions. It is one of the three critical components of the UN’s efforts to save lives and protect people. The UNDS switched to emergency mode, to help countries protect health systems, prevent a breakdown of food systems, restore and build back better their

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<sup>21</sup> Annex II, Theory of Change in support of the development results of UN-Women’s Strategic Plan, 2018-2021. (Global Strategy). Pg.6. 2017

<sup>22</sup> Ibid. Annex II, Theory of Change. Pg. 1-7. 2017

<sup>23</sup> Policy Brief: The Impact of COVID-19 on Women

<https://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2020/policy-brief-the-impact-of-covid-19-on-women-en.pdf?la=en&vs=1406>. Accessed 1<sup>st</sup> September 2020. H Kivumbi

basic social services and other measures to minimize the impact of the pandemic on the most vulnerable populations.<sup>24</sup><sup>25</sup>

## **4. TECHNICAL DESIGN OF THE STRATEGIC NOTE**

### **4.1.DRF outcomes and results chain**

28. The main goal of SN2016-2020 is “Achieve gender equality and empower all women and girls, including full enjoyment of their human rights”; aligned to UNDAF impact: “Women lead, participate in and benefit from governance systems at all levels”. The CO goal was aligned to the corporate normative, coordinative and programmatic triple mandate. SN2016-2020 DRF was structured around four result areas or impacts; annex 1.6 presents the DRF framework. The evaluability assessment found the DRF architecture to be robust, coherent and relevant. The outputs were specific and consistent enough to contribute to the desired outcomes. The outcomes were relevant for the targeted results or impact areas. Moreover, through the MTR update of the context, the DRF was sharpened through revised and updated SN.<sup>26</sup> The results areas were: Women lead, participate in and benefit equally from governance systems; Women have income security, decent work and economic autonomy; Women and girls live a life free from all forms of violence and Women contribute to sustainable peace, benefit from prevention of conflict and disaster.

### **4.2.Main Boundary Partners**

#### **4.2.1 Funding and development partners**

29. The CO’s partnership building and sustainment had a resource mobilization strategy that was regularly updated. In 2016, the CO strategy was to establish a group of ‘UN Women Friends’, built around The Swedish Embassy, the lead in-country institutional donor. The 2018 MTR recommended that the CO diversifies resource mobilization strategies to attract more and diverse donors. By 2020, boundary partners who have funded the SN have included: The embassy of Sweden; The embassy of Norway; The European Union; United Kingdom- AID (formerly DFID); Swedish International Development Cooperation; Multi-Donor Trust Fund Office; UNAIDS-UBRAF; The embassy of Austria and Standard Bank South Africa (Private sector partner). Annexes 10.10 and 10.11, presents a framework on target versus actual resources raised, and the funding partner.

#### **4.2.2The implementing partners**

30. The CO had more than 65 projects and implementing partners, the list of partners and projects is presented as Annex 1.7. Implementing partners included both international and local CSOs, grassroots women’s organizations, GoU MDAs, research institutions, academia and the private sector. Figure 1 shows that while UN Women played a lead operational role in some GEWE thematic areas, the results and impacts reach far beyond these limited areas. This was attained through leveraging the UN system coordination mandate, coalescing the UN system, strengthening knowledge networks, and building on the comparative advantage of other UN entities to ensure that they deliver GEWE results within their areas of focus.

#### **4.2.3 The intended development changes through the partnerships.**

31. The changes that the partnerships were designed to bring about are:

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<sup>24</sup> Ibid. Socio-Economic Framework on COVID-19. Pg.

<sup>25</sup> Ibid. Socio-Economic Framework on COVID-19. Pg.

<sup>26</sup> Ibid. UNWomen Country Strategic Note 2016-2020.Pg 7-10. 2018  
Also see 2018 and 2019 revised /updated Strategic Notes

- GoU and key stakeholders in the civil society have enhanced capacity to assess progress in key intergovernmental norms and standards related to Gender Equality Empowerment of Women (GEEW); intergovernmental processes are supported, and a conducive environment is established for dialogue and exchange amongst stakeholders to strengthen global norms and standards; the development of global norms and standards is informed by substantive inputs and knowledge, as well as field realities, including women's voices and civil society perspectives.
- Ugandan women's full participation and leadership in political decision-making is ensured; national plans, strategies and policies equally benefit women and girls and discriminatory laws are repealed; better quality of gender data and statistics inform the development of effective and evidence-based policies, and institutional accountability mechanisms for the enforcement of laws and policies are stronger.
- GoU's macroeconomic and fiscal policies promote income security, economic autonomy and social protection for women; more women own, launch and better manage small, medium and large businesses; more rural women access productive resources and engage in climate smart agriculture - fostering women's empowerment and economic development.
- Communities, government and stakeholders in civil society are better able to reject and prevent violence against women by overcoming gender stereotypes, transforming social norms and promoting zero tolerance for violence; deliver quality essential services to protect and assist survivors; make cities including markets and other public institutions have safe and empowering spaces that permit women and girls to fully exercise their rights and freedom of movement to access services, participate in public life and enjoy recreational opportunities.
- Women are protected from all forms of human rights violations, including sexual and gender-based violence, play a greater role and are better served by humanitarian response and recovery efforts and their resilience is enhanced through increased access to productive and financial assets, protection mechanisms and effective support services; women's vulnerability is reduced through gender-responsive analyses, gender-responsive risk management plans and sex- disaggregated disaster-related data.

### **4.3 The underlying theory of change**

32. The theory of change framework (annex 1.8), was built on four critical assumptions as key causal factors on which to act. Ensuring that women: lead, participate and equally benefit from the governance systems; have income security and economic independence; live a life free from all forms of violence; and contribute to building of sustainable peace and resilience, as well as benefit equally from crisis prevention and humanitarian action. The CO's leveraging these critical assumptions, would generate specific key results to attain GEWE.

### **4.4 The OEEF goals in relation to UN Women's ability to achieve the DRF**

33. The CO's Organizational effectiveness and Efficiency Framework goals (OEEF) is presented in annex 1.9. The OEEF was developed to support the implementation of the DRF (programme). The OEEF had a logical flow of four outcomes and eight specific outputs, linked to relevant baseline and target indicators, to enable measuring progress and accountability. These are: Outcome 1: More effective and efficient United Nations system coordination and strategic partnerships on gender equality and women's empowerment; Outcome 2: Increased engagement of partners (including civil society, private sector, and regional and international organizations) in support of UN Women's mandate; Outcome 3: High quality programmes through knowledge management, innovation, results-based management (RBM) and Evaluation and Outcome 4: Enhanced organizational effectiveness, with a focus on robust capacity and efficiency at country and Project levels. See Annex 1.9

### **4.5 Results based management system**

34. Outcome 3 of the OEEF is RBM, knowledge management, innovation, and Evaluation. The CO has a Monitoring, Evaluation and Research plan (MERP), which guides internal monitoring, reporting and evaluation systems. MERP internal capacity building process included training staff and partners on: RBM principles; programme/project management; and building credible and robust routine data collection, analysis and reporting functions, mechanisms and tools. RBM culture was nurtured by ensuring that monitoring and



documentation of results achieved, and lessons was an integral part of program management. A mid-term review (MTR) was conducted in 2018 and acted on with SN updates and the development of a communication strategy. Knowledge management and learning areas focused on during the period under review were PSEA, SASA, and hard to measure outcomes.

## 5. STAKEHOLDER MAPPING

### 5.1 The main stakeholders

35. Using the critical systems heuristics evaluative methods and the OHCHR manual on human rights mapping<sup>27,28</sup>, the main stakeholders and their primary roles are summarized in Table 2 below.

Table 2: SN2016-2020 stakeholder roles in the SN and Human Rights roles.

Systems and human rights roles	Main social groups for SN 2016-2020
<p><b>Target Groups of rights holders</b> [Empowerment, skills transfer, for example: CSA, business, negotiations, leadership; GEWE awareness creation, their experiences, gaps and local knowledge informed the SN, through participatory inclusive programming.]</p>	<p>Women – members of political parties Women – entrepreneurs (small-scale enterprises, start-up etc.) Women Market Vendors in urban centers Women small scale farmers, farming CHIA seeds, fruit trees or in Aqua Culture Girls and women at risk of domestic violence (DV) or the survivors of DV Poor vulnerable girls and women; boys and men; indigenous persons; people with disabilities; PLHIV, sexual minorities, commercial sex workers; pregnant teenagers and other marginalized women. Women and girls in refugee hosting districts</p>
<p><b>Principle and primary duty bearers who make decisions and implement the SN.</b> [GoU was the principal and primary duty bearer. At the same time GoU is a beneficiary of SN technical and financial support. GOU sets the Agenda through Vision 2040, the NDP targets and SSDP and DDP, SN achievements enable better indicators on SDGs, CEDAW, BPfA, Addis Ababa Declaration, CSR1325 and other key international and regional norms and standards.]</p>	<p>GoU MDAs and LGs: MoGLSD, Ministry of Foreign affairs, Ministry of Justice, JLOS sector, Uganda Police Force, Judicial Training Institute, MoFPED/UBOS, Uganda AIDS Commission, Electoral Commission, The Parliament of Uganda, Ministry of Local Government (DLG), Kampala Capital City Authority (KCCA), Ministry of Defense &amp; Veteran Affairs. The 65 project implementing partners: International and local NGOs, Women lead grassroots organizations, Religious and cultural foundations; Research and Academia, the private sector partners. (Full list annexed)</p>
<p><b>Experts and consultants who have provided technical inputs into the SN.</b> [UN Women is mandated to lead coordinate GEWE agenda through the tripartite mandate norms, coordination and operational programs; UN agencies through UNDAF, UNCT, contributed to the coordination, co-designing, Joint programming on GEWE and reporting on CEDAW, Beijing Platform and other international norms and standards.]</p>	<p>UN Women Uganda Country Office leadership, staff and consultants. UN RCO and Sister UN agency leadership, staff and consultants contributing to joint programs with UNDP, UNICEF, UNFPA, UNHCR, UNAIDS, OHCHR Women – members of parliament through UWOPA Civil Society Organizations (see list of implementing partners) Women’s National Machinery GoU staff from relevant MDAs, MoGLSD, UBOS, MoFPED, EOC, UAC and others as listed above.</p>

<sup>27</sup> Reynolds, Martin (2007). Evaluation based on critical systems heuristics. In: Williams, B. and Imam, I. eds. Using Systems Concepts in Evaluation: An Expert Anthology. Point Reyes CA, USA: Edge Press, pp.101–122. Page 4-14

<sup>28</sup> <https://www.ohchr.org/Documents/Publications/Chapter08-44pp.pdf>. Manual on Human Rights Mapping. Accessed 10/12/2020.

Systems and human rights roles	Main social groups for SN 2016-2020
<p><b>Representatives of secondary duty bearers and rights holders affected by the SN but not targeted for assistance.</b> [Beneficiary witnesses and voice: representing interests of women and girls, in refugee hosting and non-refugee hosting districts.]</p>	<p>The Mass Media; The Parliament and key committees; Civil Society Organizations (see list of implementing partners), Grassroots organizations/ rights holder groups, Directorate Public Prosecutions, The JLOS sector, DLGs and Local Council systems, Wider population (households of people with disabilities, households in risk of domestic violence, wider households of labor migrants, households of PLWH etc.)</p>
<p><b>Supporters and decision-makers:</b> providing resources efficiently for effective delivery of the GEWE agenda in Uganda; also contribute to technical debates and planning.</p>	<p>The Donors: Embassy of Sweden, the Royal Norwegian Embassy, the Embassy of Ireland, DFID, European Union, Government of Austria, SIDA, EU-UN Spotlight Initiative, Bill and Melinda Gates Foundation, CERF, Standard Bank South Africa</p>

## 5.2 Human rights roles and main contributions of the stakeholders.

36. The rights bearers are the women and girls, the beneficiaries of the SN programs in refugee hosting and non-refugee hosting districts. These include girls and women, boys and men and vulnerable groups, such as indigenous peoples, persons with disabilities. The implementing partner CSOs, local and international, represent the voice of the rights holders through advocacy, service provision and building lessons from implementation of the programs. Annex 1.7 presents the partner list and the list of projects they managed during the period under review.

37. GoU MDAs are the lead duty bearers. These include MoGLSD, Ministry of Foreign affairs, Ministry of Justice, JLOS sector, Uganda Police Force, Judicial Training Institute, MoFPED/UBOS, Uganda AIDS Commission, Electoral Commission, The Parliament of Uganda, Ministry of Local Government, the DLGs and KCCA.

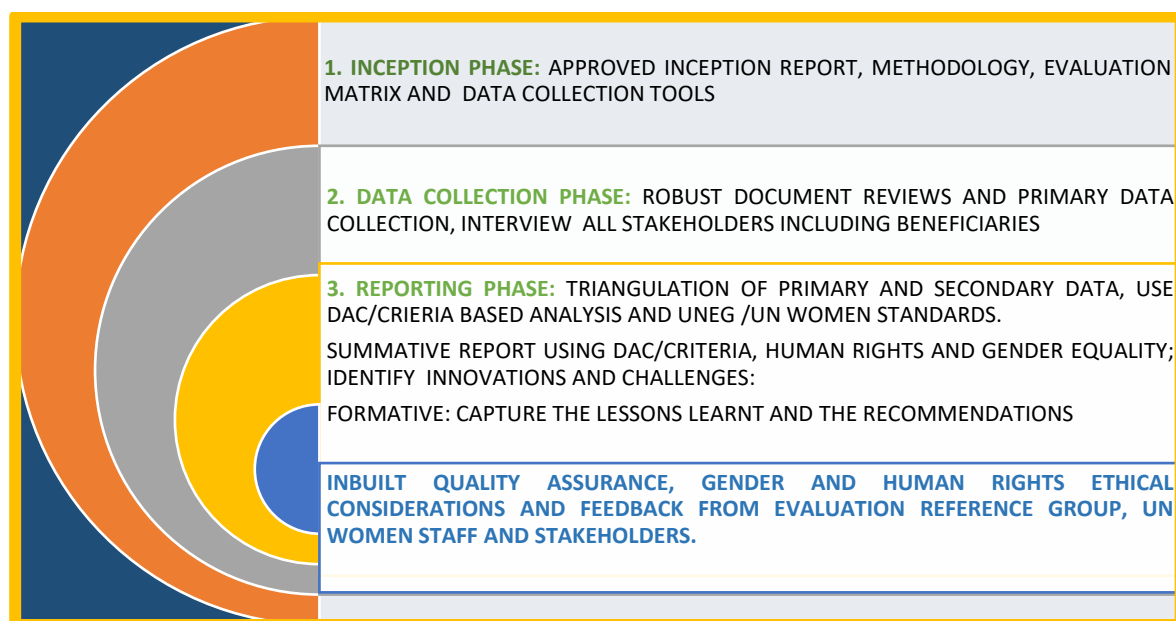
38. The development partners (donors) are key supporters, allies, and decision makers and provided needed resources to operationalize the UN Women tripartite mandate in country and advancement of GEWE. Annex 1.0 presents a summary of key donor contributions. UN agencies are other allies and supporters. The sections 1.4 and 3.5 on: joint programming and the UN system have highlighted the UNDAF ambitions and achievements for DaO in Uganda. UN Women coordinated the advancement of the GEWE agenda through UNDAF, leveraging DaO.

## 6. EVALUATION METHODOLOGY

### 6.1. Evaluation design

39. Guided by the TORs, UNEG Norms and Standards for Evaluation, the revised OEC/DAC guidelines, the UN Women evaluation guide and gender responsive guidelines, the CPE was designed by a team of two external independent consultants, the international (team leader) and the national expert as team member. The evaluation was a theory-based, cross-sectional mostly descriptive, and mixed methodology study. The CPE for UN Women Uganda CO SN2016-2020 was conducted between September and October 2020. The evaluation design and approaches are summarized in Figure 3 below.

Figure 3: Evaluation design and approaches



## 6.2. Methods of data collection and analysis

40. During the CPE inception phase, the evaluation team reviewed key documents, and prepared an inception report with a detailed methodology, evaluation matrix (annex 1.10), data collection tools, and field schedule, in line with the CPE TORs and the UNEG, and UN Women evaluation guidelines and tools. The inception report was reviewed and signed off by the CO and M&E ESARO.

41. The data collection phase included a more robust document review. The full list of documents reviewed is annex 1.11. Primary data collection was conducted using the pre-designed interview guide/ data collection tool. It was majorly conducted through key informant interviews and group discussions with sampled stakeholders via mostly virtual interviews using the zoom meeting tool. A pre-developed structured interview questionnaire (annex 1.12) was used. A field visit was conducted with a group of beneficiaries from the central region, COVID 19 pandemic travel restrictions were a barrier to broader field visits, however staff and partners from all regions of the country and from various project sites joined the zoom meetings.<sup>29</sup>

42. The primary data from interviewing stakeholders was triangulated with secondary data from the document reviews. The analysis examined factors that promote gender equality; and provided an analysis of the political and social economic structures that would enable gender equality. The summative analysis of the joint programs assessed the specific contributions of UN Women vis-a-vis the additional benefits and costs from working through the joint modality. UN Women's contribution to national development results through the UNDAF were analyzed. Data on the community context was analyzed through the lens of the main cultural, religious, social and economic differences and the progress in women empowerment in relation to EVAWG used the framework developed by Sara Hlupekile Longwe.

43. Finally, the challenges encountered by the Country Portfolio during 2016-2020 and the way actors resolved them, opportunities/good practices in the programme and the relevant means of

<sup>29</sup> The CO assessment of the risks and mitigation strategies under the COVID-19 crisis, informed the approach to beneficiary engagement.



getting more or better out of them in further programming cycles were analyzed as lessons learned. Recommendations for future SN were captured, including considerations on alternate strategies to leverage past gains and lessons.

**6.3.Sampling frame, sample and data sources**

**6.3.1 Sampling frame and methods**

44. The SN, and its DRF and OEFF frameworks were used as a guide in selecting the CO staff, stakeholders to engage and documents to review. Additionally, the list of 65 projects and partners was used as the sampling framework, that further guided the boundaries for stakeholder engagements. Purposive sampling was done, using the UN Women evaluation guide minimum standards on sampling. Each results area and thematic cluster was represented by 3-4 projects; long-standing partnership; based on strategic importance; relevance of the subject. Additional considerations included potential for richest learning opportunities, potential for replication and scaling-up and knowledge gap. The selection of beneficiary participation was convenient judgmental, reachable beneficiaries in light of in country COVID 19 situations.

45. Nonetheless, the entire portfolio was evaluated through reviewing all available literature on projects. Additionally, all CO senior management, implementing and crosscutting supporting staff over the entire portfolio were interviewed. The UN Resident Coordinator, three main donors and all GoU implementing MDAs available for the interviews were targeted. The UN working group on Human Rights (HR) and Gender Equality had been selected to participate, however the scheduling of meetings did not fit the busy schedules of this key group, and it was assumed they would participate during the validation meetings of the draft reports.

**6.3.2 Data sources**

46. Data was collected from UN RCO, UN Women Staff, Donors, GoU implementing partners, civil society implementing partners and beneficiaries. The table 5 presents a summary of data sources by stakeholder type, gender and numbers of persons and documents reviewed. Annex 1.13 presents the full list of persons interviewed.

*Table 3: Data sources by stakeholder type, gender and numbers of persons and documents reviewed*

Stakeholder	Persons interviewed		Method
	Number	Sex <sup>30</sup>	
UN Coordination office	2	2F	Key Informant via zoom
UN Women (ESARO & CO)	43	15M 28F	Key Informant and Group Discussions via zoom
Donor Representatives	4	1M 3F	Key Informant and Group Discussions via zoom
Government Implementing Partners	13	4M 9F	Key Informant and Group Discussions via zoom. 02 responded <sup>31</sup> via written feedback
Civil Society Implementing Partners	25	7 M 19 F	Key Informant and Group Discussions via zoom. 01 responded via written feedback

<sup>30</sup> The respondent sex was determined based on first name, details of gender identity were not captured. F is female and M is male.

<sup>31</sup> During the field data collection phase, some GoU staff were working up-country, and opted for a written feedback. Additionally, the tragic death of a CO senior staff member and former EVAWG team leader, implied that several staff and partners were not available on the scheduled dates for the interviews as they joined the mourning process.

Direct Beneficiaries		10F	Face to face focus group discussions
<b>Total numbers stakeholders interviewed</b>	<b>98 (27M and 70F)</b>		<b>Please see annex for full list</b>
Numbers of various SN related documents reviewed	Up to 63 key documents were reviewed		Please see annex for full list

#### 6.4. Quality assurance

47. Quality assurance: The evaluation team comprised senior experienced consultants, who are capable of confronting and handling contradicting opinions and facts internally. This enabled the early detection of weaknesses for timely correction. The inception report with the various data collection tools provided the field guide; UN Women evaluation technical staff in the CO and ESARO provided guidance and inputs to preliminary drafts; UNEG and the UN Women Global Evaluation Report Assessment and Analysis System provided the standards, tools and guidance used in the CPE. The Evaluation Reference Group (ERG) was constituted and participated in reviews and validation of draft reports.<sup>32</sup>

#### 6.5 Ethics

48. The UNEG code of conduct provided key guidance on ethical standards; including the respect and protection of the rights and welfare of women and men, and the communities evaluated as per UN Universal Declaration of Human Rights and other human rights conventions. The Respect for dignity and diversity; anonymity and informed consent<sup>33</sup>; data protection and confidentiality; fair representation including women and men in powerless, 'hidden', or otherwise excluded groups; compliance with codes for individuals/groups who are marginalized and/or discriminated against. Stakeholders were given information on: a) how to seek redress for any perceived disadvantage suffered from the evaluation or any projects it covers; and b) how to register a complaint concerning the conduct of an implementing or executing agency. Generally, evaluators sought to minimize risks to those participating in the evaluation; and to maximize the benefits and reduce any unnecessary harm that might occur from negative or critical evaluation without compromising the integrity of the evaluation.

#### 6.6 Gender and human rights

49. The CPE integrated analysis on how the programme advances the rights of the targeted population(s) (the rights holders), particularly Women and individuals/groups who are marginalized and/or discriminated against, and supports or empowers them to claim for their rights; identified and analyze the inequalities, discriminatory practices and unjust power relations that are central to development problems. Evaluators have endeavored to shed light on how these social, historical and/or political complex processes occur; provided visibility to under-the-surface social issues and hidden problems of discrimination and inequalities, and called attention to the special needs of or particular effects on certain groups or persons. Despite the COVID-19 crisis, the evaluators ensured that rights holders' voices are heard, and their views taken into account in decisions that affect them.

#### 6.7 Methodological limitations and process constraints

50. The COVID-19 pandemic changed ways business is conducted to mostly virtual approaches. While this is protective and needed, it presented limitations of: 'rights holder's voice' in the CPE, and field observations. Moreover, zoom discussions can sometimes limit the depth of the participants' inter-dialogue. Additionally, the CO support to evaluators on the

<sup>32</sup> See Tool 14, <https://genderevaluation.unwomen.org/en/evaluation-handbook/tools>

<sup>33</sup> <https://oprs.usc.edu/files/2017/04/Informed-Consent-Booklet-4.4.13.pdf>

technicalities of zoom while helpful, tended to limit respondent confidentiality, especially for CO staff members. For the external stakeholders, the CO staff excused themselves at onset of the discussions. All recorded data should be destroyed on acceptance of the final product. On a sad note, during the last week of field data collection, the CO lost a core staff (sudden demise). Timeframe for data collection, analysis and reporting was also limited to 30 consulting days.

## 7. FINDINGS

51. The UN Women Country Portfolio (CP) covered the triple mandate, with a bigger focus on the programmatic component. This is considered a positive strategy, with the programmatic mandate supporting the coordination and normative mandates. Findings from the evaluation are presented. Evidence for this section is reinforced by: the table of evidence per priority evaluation question (Annex 1.14); the contribution analysis (Annex 1.15); and the detailed table of findings (Annex 1.16). All supporting data cited below are from the two sources accessed by the evaluation: the SN and Country Offices annual report 2016, 2017, 2018 and 2019; and the compilation of interviews of stakeholders and beneficiaries conducted by the evaluators between October and November 2020.

### 7.1 Relevance

52. **Finding 1:** *Strategic positioning on normative work.* Well aligned to all Uganda's Vision 2040, to NDPII, to SDG1 and to relevant regional GEWE norms and standards, the CP is influencing the country GEWE policies. For instance, in 2019, out of the 148 MDA budget plans assessed by MoFPED, more than 80% were awarded the certificate for Gender Equality compliance, thanks to UN Women capacity development actions. By the time of the CPE, a number of pro-GEWE norms and frameworks had been developed or reviewed and were close to the finalization stage with joint support of the programme and other actors. Two essential legal instruments brought before Parliament Committees for scrutiny were: The Sexual Offences Bill consolidating procedural and evidential means for all sexual offenses and harassment, and the Employment Bill 2019 amending the Employment Act 2006 to operationalize provisions of Article 40 of the Uganda Constitution and align it to the International Labor Organisation Convention No.190 on violence and sexual harassment at work. Linked to the legislative reforms, the CP also conducted advocacy and community awareness on GEWE; promoting the acceptance of pro GEWE reforms and respectful mindsets that offer protection to women and girls.

53. Though the country has articulated several GEWE relevant laws, norms and standards; there remains a gap between legislation and implementation of these laws. The majority of DLGs and sub counties lacked capacity on gender analysis, mainstreaming and budgeting. Moreover, the enactment of key bills remains slow, despite the progress mentioned earlier on. Additionally, the COVID-19 context slowed down the focus on legal reform dynamics as attention shifted to health systems and safety.

54. **Finding 2:** *Strategic positioning on coordination work:* The programme provided supportive GEWE coordination inputs, within the UN System and to the national institutions (MDAs). The country office (CO) positioned coordination personnel at the UN Resident Coordinator's Office (RCO), within the Electoral Commission and at the Ministry of Gender. The CO conducted GEWE needs assessment for each of the four UN coordination clusters (UNACS) and has plans to recruit GEWE coordination personnel for each UNACS. Additionally, through the coordination mandate, the CO was more visible and participated in thematic platforms.

55. The CO coordination role with national MDAs included work with the National Women Machinery (MoGLSD), the National Planning Authority (NPA), the Equal Opportunities Commission (EOC) and MoFPED. For a more effective coordination of the regional and global norms and standards, the CO brought the JLOS sector and electoral commission on board. The CO worked with UBOS on gender statistics and supported MoGLSD preparation of progress reports on CEDAW and the Beijing platform for action. The CO role on the coordination mandate was also demonstrated by the UN Women key staff presence, and visibility on physical and virtual UN thematic platforms. The GEWE coordination was results based.<sup>34</sup>

56. One key challenge is that the mandate mentality still exists, yet the new UN reforms demand that agencies move to actualize the delivery as one mode; through complementarity, joint programming and partnership building. Additionally, the CO is relatively new player in promoting GEWE integration in peace, security and women action in humanitarian settings. A challenge linked to work in the humanitarian context that recurred in a number of interviews is that: for a number of coordination committees, UN Women personnel had to re-negotiate or push for space to make inputs; since other agencies perceived the CO's GEWE work as a duplication and overlap to their mandates. Such might also be linked to the fact that UN Women is not yet a fully-fledged member of the humanitarian inter agency standing committee (IASC).

57. Another emerging coordination lesson, that requires action, is that UN Women coordination mandate could be more strengthened with more and better presence at Uganda's highest strategic and political level. Linked to this, it was noted that compared to other UN agencies, the CP resources financially and technically were relatively low. Yet the CP tended to spread its program work thinly, attempting to expand and reach many more sub-counties, versus investing into growth through leveraging existing structures; the DLGs, and liaising centrally with the Ministry of Local Government (MOLG), that has the supervisory mandate over the DLGs.

58. **Finding 3:** *Strategic positioning on each thematic area covered in the strategic note:* Through the four thematic areas of Women in Leadership, Women Economic Empowerment (WEE), Elimination of Violence Against Women and Girls (EVAWG) and Women in Peace, Security and Humanitarian Action, the CP provided direct and indirect support to millions of Ugandan nationals and refugees, within the humanitarian and development nexus. This enabled them access GEWE related services, rights and economic opportunities, and to enhance their resilience. There is evidence that the CP adopted gender and human rights responsive strategies, activities and approaches. The targeted beneficiaries (the rights holders) are the marginalized poor women, women and girls living with HIV, women with disabilities, the LGBQIT communities, albino women and marginalized tribal groups like the Batwa, living no one behind, within refugee and the non-refugee hosting districts of operation.

59. Through strengthening GoU MDAs (duty bearers), capacities for a more effective and efficient delivery of quality gender responsive services and goods to the rights holders, gender priorities were mainstreamed in MDA budgeting and gender statistics to create appropriate visibility over women issues, gaps and needs in the different sectors of the economy and society, strengthening advocacy and investment for women access to services, goods and rights.

60. Through work with the implementing partners; some notable operational achievements include: A total of 6,232 court hearings or mediations of GEWE related legal cases; enabling increased access to justice for poor marginalized women and girls. In refugee hosting districts, 118,581 (90,745 refugee and 27,836 host) women and girls directly accessed justice through

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<sup>34</sup> Key informant interviews, UN Women Uganda CPE, 2020.

UN Women support, plus 8,856 (5,401 refugee and 3,455 host) men and boys; many more persons were reached to decrease social tolerance on violence against women and girls. Women Economic Empowerment benefited thousands of women who were skilled to own land, grow own enterprises and through partnerships with MoGLSD, women were granted loans to expand their economic activities.

61. However, the reach and coverage of UN Women operational mandate remains quite low, the CP being operational in less than 65% of Ugandan districts and sub counties. Linked to this and the ‘spreading thin’ on ground, gaps in the close monitoring of implementing partners’ activities were reported. While initiatives such as the integration of Sexual Reproductive Health and Rights (SRHR) in the GBV training manuals for judicial officers were achieved, there are gaps in the CO leveraging partnerships with UNFPA and UNICEF to strengthen the health ministry’s role in response to Violence Against Women and Girls (VAWG). Besides, no project related baseline assessments were done, to help benchmark progress and changes in VAWG.<sup>35</sup>

62. **Finding 4: *Extent to which the portfolio addresses underlying causes of gender inequality and poverty***: Key underlying factors are well identified, where UNW articulate critical interventions to address gender inequality and women poverty. Ugandan context on GEWE was documented in several reports including, NDPII, the 2016 UDHS, the 2018 MTR reports, 7th and 8th CEDAW reports, and BPfA reports, as well as other partner analyses. The programme is well informed by these documents and can thus get right to the roots of the problems identified. It tackles the issue and ***underlying cause of weak capacity for women***, by enrolling them into capacity building processes covering aspects as diverse as women’s rights, economic empowerment, leadership and political participation: 562 Women Entrepreneurs were skilled to participate in public procurement; over 5000 Market Women in 7 markets supported; the CO enabled the Review, Repeal and engender the 1942 Markets Act; 6232 women and girls accompanied through legal assistance to access to fair justice.

63. Economic Empowerment (WEE) strategies also include investment in Climate Smart Agriculture (CSA); to rural women in Nwoya and Gulu district; Aquaculture in Bugiri District, where fishing on the lake has hitherto traditionally been deemed a trade for men. These enabled women enter the close to 1 Million USD sector. Other example was the strategic support to over 5000 Market Women in 7 markets; the CO enabled the Review, Repeal and engender the 1942 Markets Act.<sup>36</sup>

64. The programme as well invests on ***the issue and underlying factor of conservatism and cultural resistance*** through massive advocacy towards all segments of Ugandan society to bring them to acceptance of pro gender evolution in mindsets, national frameworks and policies, especially against gender-based violence: 9,504,616 people reached, (4,045,396 females and 5,459,220 males) in the communities through, community outreaches, radio talk shows. Finally, at very operational level, the programme is addressing the issue of lack of resource which is an underlying cause for women poverty and their limited presence in entrepreneurship: 600 women entrepreneurs organized in 44 groups capacitated to access to interest free loans.

65. Nonetheless, VAWG remains vast within the Ugandan context, with the country’s deep patriarchal cultural entrenchment. Yet few resources and funds were directed to address this and the CO programs are in selected districts, not covering the country fully. There were gaps in the CP leveraging or partnering with key ministries like the Ministry of Education and Sports (MOES) as well as the ministry of local government (MOLG) and the engagement or work with the cultural, religious and traditional leaders.

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<sup>35</sup> Key informant interviews

<sup>36</sup> Key informant interviews and annual reports 2016, 2017, 2018 and 2019.

## 7.2 Effectiveness

66. **Finding 5: Development effectiveness (achievement of DRF outcome):** The SN reached key achievements under its four results area. Development effectiveness was driven by balancing the CP positioning within UN Women triple mandate: the normative, coordinative and programmatic mandates. At normative level, the programme influenced the GoU policies on GEWE. A number of GEWE norms and frameworks were discussed and reviewed by parliament pending approval. Operational level activities and strategies are presented below.<sup>37,38</sup> Some selected examples of DRF results are:

67. **Women leading, participating in and equally benefiting from governance systems:** The electoral commission was supported in developing its gender mainstreaming strategy. Capacity building of over 1000 women leaders at national and local level; out of 15 judges of the Court of Appeal and the High Court appointed, 9 were women. Women presently constitute 34.7% of MPs and occupy 45.7% of Local Council seats.

68. **Gender responsive budgeting in partnership with MoFPED, EOC and MoGLSD:** For example, by 2019 out of 148 MDAs assessed, more than 80% of the MDAs were awarded the certificate for Gender Equality compliance and the NDPIII was engendered for Gender Equity Budgeting.

69. **Gender Statistics Production and use:** The SDG reporting process, the finalization of the 7th and 8th CEDAW and the Beijing Platform for action reports integrated gender disaggregated statistics.

70. **Women, especially the poorest and most excluded, being economically empowered and benefiting from development:** The Public Procurement and Disposal Act (PPDA) was updated to be inclusive of women, youth and women with disabilities (WWD), reserving 30% of public procurement for these most marginalized groups; 10 women entrepreneurs registered their businesses, acquired PPDA certificate and are ready to participate in public procurement. Close to 100 women received interest free loans of about UGX 12m each, to be re-paid over a period of three years.

71. **Leaving No One Behind and gender and HIV:** 1,425 girls and young women aged 15-24 years from 15 districts were provided with second chance education opportunities.

**Women and Girls living lives free from violence (EVAWG):** The Standard Operating Procedures for guidelines to the Police on steps to be followed when dealing with cases of SGBV and Violence Against Children (VAC) were developed and they are in use; 155 advocates (99M, 56F) registered on the 'PULIDAWO App' developed to enhance access to

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<sup>37</sup> Evidence: The Uganda Women Parliamentary Association (UWOPA), lobbied parliamentarians to pass and enact gender responsive regulations. The Uganda Bureau of Statistics (UBOS) developed a gender statistics inclusive Plan for National Statistical Development III; and this cascaded to all GoU MDAs, who now have plans for gender responsive statistical development, though the extent of roll-out was not ascertained. The Public Procurement and Disposal Act (PPDA) is updated to be inclusive of women, youth and women with disabilities (WWD), reserving 30% of public procurement for the most marginalized groups. MoGLSD developed the gender strategy for the Expanded Program for Social Protection.

<sup>38</sup> Evidence: More than 4000 women including the market vendors were supported for improved entrepreneurship skills. The Public Procurement and Disposal of Assets Authority (PPDA) trained 562 Women Entrepreneurs on public procurement procedures, and some women entrepreneurs (10) acquired PPDA certification a pre-requisite to bidding. The Public Procurement and Disposal of Assets Authority (PPDA) trained 562 Women Entrepreneurs on public procurement procedures, and some women entrepreneurs (10) acquired PPDA certification a pre-requisite to bidding.

legal aid services, linking clients with advocates within their locality. Additionally, the National Gender Policy was reviewed and updated in 2017; and the Uganda Police Force developed the gender mainstreaming strategies.

**72. *Women participating in and benefiting from peace, security and humanitarian action: UN Women personnel and partners participated*** in multi-technical working groups (TWGs) resulting in 30 humanitarian actors adopting the gender in humanitarian action tools, gender analysis partnership under UNHCR and OPM coordination of the refugee response. 156 women peace builders in refugee hosting districts in North Western and Karamoja were trained to respond to and prevent conflicts; and the conflict early warning unit was revitalized. The uptake of gender analysis indicators, gender responsive budgeting in refugee hosting districts; cash for work programs; community leadership structures, engendered food distribution committees are examples of success. Increase in women's leadership on RWC structures in refugee settlements to 50% from 15 % and the development of an inclusive NAP III on 1325 with all 5 pillars – with costed plan and M&E framework. Refugees received, psycho-social support and 3000 beneficiaries and 2000 benefited from legal aid in the refugee-hosting districts.

73. The cross-cutting DRF outcomes, namely Gender Coordination, Partnership and collaboration, Result Based Management, Communication and Advocacy and Gender & Human Rights approaches, reported positive progress, as demonstrated below:

**74. *Gender Coordination***: The CO is a member of the UNCT and UNACS coordinating the mainstreaming of GEWE with 31 resident UN agencies; including the Prevention of Sexual Exploitation and Abuse (PSEA) in workplaces; mainstreaming GEWE in programs and participating in joint programmes (as defined in the background section). A senior-level staff was placed with the RCO to ensure sustained influence, presence and technical support and another is positioned at the MoGLSD to follow through MDAs gender mainstreaming and the national commitments to GEWE.

**75. *Partnership and collaboration to the benefit of GEWE***: As for December 2019, the programme funding amounted to close to 43 million USD, through successful partnership and collaboration with development partners and funding bodies. It was reported that Uganda CO has the biggest budget world-wide compared to other UN Women country offices.

**76. *Promoting Result Based Management, Communication and Advocacy to the benefit of GEWE***: There are standardized procedures and templates in accordance with the Programme and Operations Manual (POM) and Business efficiency monitoring tools developed and disseminated for regular oversight of IPs including Government, NGOs and Civil Society. A Monitoring, Evaluation and Research Plan (MERP) was developed to guide internal monitoring, reporting and evaluation systems.

**77. *Gender & Human Rights approaches***: There was sufficient evidence that the key CP targets are women and girls, especially among the poorest and most disadvantaged communities; as well as the institutional duty bearers in Government being skilled for better delivery of services in line with rights holders' rights.

78. The key challenge is linked to the low resource allocation to MOGLSD, and the limited reach and coverage to the communities makes partners' efforts to be like a drop in the ocean. Gender mainstreaming implementation remains poor, it relies on sponsorship and the drive of 'champions' or focal persons. Social cultural changes are usually slow, men will be reluctant to let go of their social and economic power. Moreover, the CSOs voice requires more cohesion



and coordination, and more presence at community level<sup>39</sup>. There remain gaps in strong advocacy on the normative mandate, for example the marriage and divorce bill has been on the floor of parliament for years. Within the communities, there remains a lack of knowledge on GEWE, more so among boys and men.

79. Other challenges to DRF effectiveness were in relation to the COVID-19 pandemic stalled the implementation of certain partner programs worsening the poverty of the already marginalized women. For instance, all women market vendors interviewed during this evaluation reported to have lost business capital, as the merchandise perished in the absence of customers and refrigeration facilities for their perishable goods. It was also reported that the Directorate of Public Prosecution (DPP) offices were considered non-essential and hence were not operational for some months; though UN Women invested in mitigation measures, providing them with protective gear.

80. Women Commercial Sex Workers faced the COVID-19 stigma due to their liaison with long distance truck drivers who transit between Uganda borders. Women living with AIDS (WLWHIV), would not access treatment refills, for some months, though peer support mothers were later on established to ensure access to treatment. Pregnant women missed on access to maternity or antenatal care services during the lock downs. Another issue is the preparations for the 2021 elections which commenced recently and is linked to electoral violence. Moreover, the parliament business of reviewing and enacting laws and regulations has slowed down, as parliamentarians go on the campaign trail.

81. **Finding 6: Relationships with Boundary Partners:** The CP through 2016-2020 has had a wide range of business partners including: GoU, donors, civil society, the private sector, cultural and academic institutions. A partnership and resource mobilization plan were developed and operationally, they are complemented by a pragmatic approach based on staff's specific partner intelligence. As of September 2020, the programme funding amounted to 43M USD (refer section 1.2). Key and long-standing donors of the programme include: The Embassy of Sweden, The Royal Norwegian Embassy, The Embassy of Ireland, The European Union, The Government of Austria, Standard Chartered Bank (SA), Bill and Melinda Gates Foundation, And the Department for International Development (UK Aid) (DFID).<sup>40</sup>

82. The CO has experienced growing donor confidence; more so resulting from the CO strategies and the capacity to steer results on gender equality and women's empowerment in Uganda. As results programmes received new funding from partners. EVAWG got support from Austria, SIDA41 and EU-UN Spotlight Initiative. Women Peace and Security cluster received new funding from Norway. DFID funded Gender Statistics; Humanitarian action got support from the Central Emergency Response Fund (CERF). HIV and AIDS UNAIDS received funding from the Unified Budget Results and Accountability Framework (UBRAF). The expansion of partnerships grew to include: Makerere University Gender Mainstreaming Dept; Refugee Law Project; CARE- Uganda42; The Private sector for WEE and Kampala Capital City Authority (KCCA) on EVAWG, the full list is annex 1.7.

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<sup>39</sup> Though UN Women legal aid service providers IPs have field offices in underserved remote areas and just one implements in Kampala. This said, IP reach is not nation or district wide due to the limited funding.

<sup>40</sup> Ibid. Key informant interviews. CPE 2020. Also see: SN 2016-2020 (2016 and the subsequent revisions -UN Women annual reports 2016, 2017, 2018 and 2019; Mid Term Review Process Report, UN Women. 2018. Page 7.

<sup>41</sup> Swedish International Development Assistance

<sup>42</sup> An International NGO



83. However, some transactional partners requested that the CO's level of effort in a project is described at the project inception phase, as it appeared like the CO tended to engage several implementing partners and external expertise, other than being on ground. Even though, some implementing partners stated that they worked side by side with CO staff. Some partners decried that the CO had a limited core funding budget, most funding is for short-term projects, putting risk to long term sustainability. And it appeared as though technical teams were drawn from thematic work, into focusing on securing the next funding. Another concern raised was related to the frequent change of CO leadership. The argument is that since fundraising is also 'friend raising', no sooner does the partner build relation with a country representative, than a new lead is posted.

84. From the implementing partners' point of view, shortage of resources within GoU is an implementation challenge. For example, in Karamoja, the JLOS sector is under staffed, and while community volunteers were deployed, they lacked funding for transport and airtime. Even the field staff for CSOs, were rather overworked more so in hard to work settings like Karamoja, where they are deployed. Partners were also concerned about the misuse of public funds that creates a shortage of funds. An identified gap was the core funding to the implementing partner Organisation. This needed funding would enable institutional growth, including key personnel recruitments.

**85. Finding 7: Effectiveness of organizational structures and systems (achievement of OEEF output clusters):** The CO registered an expansion in numbers of personnel during SN2016-2020; from 31 to 61 staffs. The Office is organized into two key major functional roles; the Programmes and the Operations Units. The Programme Unit manages the DRF activities while the Operations delivers administrative and management oversight under the OEEF. The CO is headquartered in Kampala, Uganda's capital; and has sub-offices within shared compounds with other UN agencies. The Programme Unit is organized into thematic clusters corresponding to the different SN results areas and program components.<sup>43</sup>

86. The CO is led by a Country Representative (overseeing the normative and coordination mandates), and a Deputy Country Representative (overseeing the operational mandate). It is presumed that the type of organizational structure has been effective and efficient during the period under review; as evidenced by the fact that the Uganda CO is the most prominent or largest country portfolio and budget, when compared to other UN women country offices. Additionally, the CO was acknowledged to have exhibited abilities to leverage resources and skills, to achieve multi strategic results despite having low financial and technical resources, in comparison to other UN agencies, and in a context that is patriarchal; conservative and reluctant to embrace or advance GEWE and women rights issues. The current organogram is annex 1.17 to this report.

87. The rapid expansion of the country portfolio is challenging and calls for stronger investment in systems and tools. So internally, UNW CO must continually work on a culture that upholds the UN standards. Senior Management Team (SMT) professional level remuneration status might need to be revised upwards to be at par with other UN agencies, like UNDP and UNFPA, as SMT members manage bigger resources. The CO as it expands will need an HR lead at a higher level, in the National categories. Structurally there is no post for a fundraising manager or coordinator, fundraising has hitherto been on the shoulders of program leads and with the

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<sup>43</sup> Key informant interviews. UN Women CPE 2020; Also see. The Strategic Notes and the Annual reports.

need for program funding expansion, there will be a need for such posting. COVID 19 pandemic has put demands on virtual work and ICT, these too need to be strengthened.

### **7.3 Efficiency-Coherence**

88. **Finding 8: Choice of approaches and synergies in programme design:** The SN choice of approaches and synergies is commendable. The SN has a results oriented programme, with specific, measurable, and time bound indicators driven by a comprehensive results and resources DRF and OEEF frameworks, robust logical framework and a theory of change. These were also enhanced by the 2018 MTR recommendations.<sup>44</sup> The approach of partnering with a range of transactional or non-transactional stakeholders was strategic. Additionally, the communication and visibility strategy enabled the resource mobilization. The CO has progressively expanded its staffing with resource availability, doubling its personnel between 2016 and 2020; CO team increased from 31 to 61 staff in the SN period. Using the RBM tools, CO staff monitored the progress of implementing partners; and worked jointly with other agencies, optimizing the cost benefit of interventions, as exhibited by the fact that half of dozen joint UN programmes involved UN Women.

89. The CPE found some aspects that require improvement: Implementing partners decried the prolonged planning process, which in some cases last one full quarter, before resources are transferred. The short notice for most activities also disrupts the IPs work. A plausible cause for this in the eyes of staff is that when they give comments on IP proposals, the responses and feedback from IPs is delayed or incomprehensive culminating in a back and forth process for the finalization of the proposal. On the other hand, the IP experience with this challenge, is that shortened programming timelines hamper the IPs delivery of the SN outcomes. Additionally, resource mobilization that leaned on interpersonal contacts or partner intelligence faced gaps in coordination and focal person, as well as systematization. The communication strategy was not oriented towards communication for development, and the CO faces increased need for social behavior change communication.

90. **Finding 9: Leveraging and managing resources:** As a strong basis for value for money, the Country Office engaged multiple strategies to enable the leveraging and management of resources, including strong management procedures and monitored implementing approaches. For example, the CO leveraged ICT systems and tools to manage programmes and advance women's rights, especially in the latter part of the SN and during COVID-19. Though innovative tools like the market app, garden app, need more popularization, so consumers prioritize their use. The financial tools and procedures manual has standardized budgetary templates in accordance with the Programme and Operations Manual (POM), and has business

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<sup>44</sup> *A clear advocacy and communications strategy for internal and external audiences should be well articulated. Identify and proactively engage strategic partners within government, civil society and the private sector to support UN Women Mandate. Knowledge management and Work with robust and SMART indicators to adequately measure performance and to efficiently articulate achieved change and lessons learnt. Ensure timely results-based management feedback to improve programmes. Identify strategic knowledge sharing platforms to influence policy and programmatic shifts in strategic sectors. Learning and capacity Specialized knowledge areas need to be strengthened (e.g. PSEA, SASA), and increased knowledge on "hard to measure outcomes". Resources mobilization Diversify mobilization strategies to attract resources GEWE in development and humanitarian settings. Strategic Planning Refining the ToC to integrate new realities and emerging issues. So. 2018 MTR process report. Page 2 and 3.*

efficiency tools, enabling the periodical oversight of all IPs; Government, NGOs and Civil Society.<sup>45</sup>

91. *With regard to implementing arrangements, through the layered approach to program delivery, implementing partners are constituted into a programme management team with one partner delivering a complementary project, and other IPs in this team, contribute to the program outcomes, consolidating gains and eliminating duplication. Program teams share learning, attend events and trainings organized by one partner for the benefit of all partners contributing to the same output, resulting into efficiency and effectiveness in program delivery. This arrangement was applauded by the partners, as very good and appropriate.*

92. *Approaches of scaling up were well oriented to produce the added value of efficiency. For instance, UN Women reached more districts through scaling up into the humanitarian development nexus. With support from European Union Spotlight Initiative and the Joint Program on Gender Based Violence, the protection component of the Leadership, Empowerment and Access to Protection services for refugee women and girls (LEAP), was extended to 4 more refugee hosting districts: Arua, Kiryandongo, Kyegegwa and Yumbe. In Yumbe, the protection component works to compliment the LEAP activities and more funds are being fundraised to roll out the full LEAP to the current districts of humanitarian operation; leveraging the economies of scale and cross learning.<sup>46</sup>*

93. *Cost benefit sensitivity was factored in, as a means of promoting program efficiency. A case study is UN Women partnership with University of Makerere Gender Mainstreaming Department. Through this partnership, UN Women collaborated with the University Guild, the University leadership and used existing forums such as the fresher's week to raise awareness on sexual harassment and VAWG. University of Makerere also used innovative and youth friendly approaches such as the Talent4change contest that involved music dance and drama to attract thousands of students to GBV awareness raising activities and over 35,000 students were reached in a very short time and with minimal resources.*

94. *The challenge is that the CO had limited core funding/ program administrative oversight funds, yet program efficiency and coherence needed investment in high-level program support and oversight personnel; who bring the value addition of innovative enterprising leadership; scanning and grabbing opportunities, and turning challenges into opportunities. Program support teams also enable the monitoring of budget expenses closely, ensure the implementation of the cost recovery policy in proposal development and prevent the co-mingling of funds. Only the Embassy of Sweden supported overhead costs. UN Women HQ core funds supported the CO leadership, the director, deputy director and head of finance. Other costs of operation teams were met through indirect project costs. Moreover, resource mobilization depended on personal contacts and trust, or intelligence; this will need to be systematized within a strategy. The communication strategy was more oriented towards program visibility. This created a gap in communication for development, yet there is now an increased need, for social behavior change communication.*

95. **Finding 10: Culture of results and results-based management:** *The RBM culture was nurtured by ensuring that the monitoring and documentation of results achieved, and lessons*

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<sup>45</sup> Key informant interviews and SN 2016-2020 and the revisions; Annual reports 2016, 2017, 2018 and 2019

<sup>46</sup> Key informant interviews. CPE 2020; Also see. UNWomen, Strategic Note 2016-2020: The Revised Uganda Country Office Strategic Note 2016 – 2020 “Harnessing the gains of Gender Equality and Women’s Empowerment in Uganda”. Pg.5.August 2018.

UNWomen, Strategic Plan and Programme 2019-2022, 2018 Review & Update. January 2019. Page 18-21, and Page 28-35

become an integral part of program management cycle. The CO has standardized procedures and templates in accordance with the Programme and Operations Manual (POM). Business efficiency monitoring tools are developed for regular oversight of IPs including Government, NGOs and Civil Society. The Office is engaged in UN coordinating structures both in Kampala and in the field-based offices through active representation and engagement in the UN Area Coordination Committees (UNAC), Operations Management Team (OMT) and its sub-working groups on Procurement, Finance, Information Communication Technology (ICT), Administration and Human Resources. A Monitoring, Evaluation and Research plan (MERP) is developed which guides internal monitoring, reporting and evaluation systems. MERP capacity building process focuses on: (i) training staff and partners in RBM principles; (ii) training staff and partners in programme/project management; and (iii) building credible and robust routine data collection, analysis and reporting functions, mechanisms and tools.

96. Technical capacity was strengthened over the whole programme through: Staff training on result-based management principles, concepts and tools. The implementing partners have also been skilled on Result Based Management and the UN WOMEN program implementing procedures. As a result, the reporting quality and timeliness improved (confirmed by donors' interviews). The CO conducts joint quarterly monitoring visits with partner UN agencies, Government and donors, the local PSEA networks and ASMT. which has led to a more effective and results based programme implementation. Bi-annual programme review meetings are held with implementing partners to inform delivery of programme. Annual retreat for the CO staff is held as the end-of-year review and planning.

97. Nonetheless, RBM remains a learning and adjustment key area for the CO, the partnerships and through the coordination mandate. The initial SN2016-2020 lacked a DRF RBM, and this was rectified during implementation, yet some indicators were set as ambitious. Tendencies of reporting based on outputs versus outcomes need continued redress. Future SNs need a deeper diagrammatic elaboration and articulation of the underpinning theories of change beyond being presented as a log frame or summary of the RBM. Additionally, RBM needs to be accompanied by a research agenda, aligned to the results area; to generate baselines and evidence of change. This would feed into the important and related areas of innovation, learning and knowledge management.<sup>47</sup>

#### **7.4 Sustainability**

98. **Finding 11: National ownership:** To build and nurture national ownership hence sustainability; state and non-state actors have been part of the programme design which is well aligned with the NDP II and III, and key gender policy frameworks in the country. At implementation stage, the programme works within existing systems and structures at national(Equal Opportunities Commission, MoGLSD, MoFPED, UBOS and National Statistical Systems) and district level partnerships; extensive national and media dialogues; securing counterpart funding or joint programming with national stakeholders (to facilitate exit strategy); governance mechanisms and platforms for information sharing, engagement, coordination, and dialogue (such as national working groups).

99. These are some of the strategies to promote sustainability through strong national ownership. The CP leveraged government programmes such as UWEP, Youth Livelihoods Program (YLP) to inject capital funds to the enterprises by marginalized women, including WLHIV. The programme invested in activities that would enable the change of attitudes or mind-sets, from grassroots to the top of national executive institutions. Taking the Gender and HIV program

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<sup>47</sup> Key informant interviews. CPE 2020; Also see. UN Women Uganda Strategic Note 2016-2020; Annual Reports UN Women, 2016, 2017, 2018 and 2019.

component as a case study, at National level, the CO worked through MoGLSD, at end of Karamoja Economic Empowerment Program (KEEP) program that was funded by the CO and JUPSA, sustainable funding from GoU was secured; with 61 women groups receiving continued funding through MoGLSD.

100. To sustain the program with the youth, UNW worked with MDAs, with an aim to demonstrate that the programs work. These include MoH, AIDS commission, CSOs. Coordination with other UN agencies draws on the synergies and enables harmonization. At DLG level in Moroto (KEEP program), the CO worked with the 7-member District Steering Committee chaired by the CAO, and the DLG participating in planning, monitoring and evaluation. Linking the girls to the promoting second chance education for vulnerable girls (PRO-SEVU) enabled single mothers, women living with HIV, survivors of GBV attain various life skills.

101. Other sustainability examples mentioned early on were: leveraging GoU programmes such as UWEP, Youth Livelihoods Program (YLP) for Youth and Women gender responsive and inclusive economic empowerment. The programme also seeks community adherence to GEWE goals by investing in the change of attitudes or mind-set to gender mainstreaming from grassroots to the top of national executive institutions. The CO worked with the EOC to revise the budget assessment tools, and to be applied at all LG levels; EVAWG work through JLOS sector, community structures, the para legal and LG system; offers sustainability opportunities though it is very premature to confirm sustainability.

102. Nevertheless, sustainability remains a challenge. While the program design is very participatory with wide stakeholder participation; Uganda's Social Development Sector is underfunded. There is still the need for the change in mindset on GEWE from national leadership levels, lead personnel in MDAs, parliamentarians, down to the DLGs, sub counties and communities. Change and gender relationship transformation takes time; and necessitates focused interventions through community, cultural and religious leadership, the influencers, and bringing boys and men on board as partners. Strong and systematic training of Community Based Volunteers could help in this regard: they are champions on the ground, the eyes and ears of the programme in the communities. Though, empowerment of structures in refugee hosting districts commenced, it lacks funding and capacity for a full GEWE response. Additionally, the refugee and peace situation remain fluid; and COVID-19 pandemic is a threat to erode past GEWE gains.

103. **Finding 12: Supporting capacity development:** Capacity development was at the heart of the programme, to the benefit of beneficiaries and the implementing partners as well. Through it, the programme really means sustainability. There was emerging evidence of capacity development slowly contributing to changes in intergroup power dynamics, one case study is presented under finding 14 (109). Additionally, capacity building enables sustainability of GEWE investments. With regard to Women leadership and participation, 30 male members of parliament (MPs) were supported/equipped/sensitized on key pro gender bills, to lobby other male MPs, in favor of pro-gender lawmaking processes. UNW trained 250 Sub-county female councilors to advocate for gender transformative legislation in the local council. Tailored skills were directed to 188 beneficiary young women and adolescent girls in same purpose. At a wider scale, 5,158,000 million people were reached through a civic education programme commonly known as 'fasi-fasi' Television (TV) programme (source: survey done by Geo poll, a digital research company).<sup>48</sup>

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<sup>48</sup> UN Women. 2019 Annual report. Page 7; Key Informant Interview. UN Women CPE. 2020

104. With regard to Gender Responsive budgeting, MDAs benefited from capacity development, resulting into 86% out of a sample of 148 MDAs assessed in 2019 were awarded the certificate of compliance for Gender Equality compliance. On Gender Statistics Production and use, UNW delivered strategic support to GoU in terms of enabling environment and framework for production, increased availability and use of gender statistics to address GEWE and SDG requirements as evidenced in the national SDG progress report. Regarding Women Economic Empowerment, UNW skilled 562 Women Entrepreneurs from all regions of the country, to increase their participation in public procurement, through confidence building and enhanced ability to fill and submit bid forms: as a result, 10 female led enterprises registered, acquired PPDA certificate and got ready to start bidding for business opportunities with the GoU. The programme supported the mentoring of 600 women entrepreneurs organized in 44 groups dealing in different activities. Close to 5000 women market vendors in Kampala, Gulu and Nwoya districts, were skilled with leadership, self-confidence, financial literacy, business tools, record keeping, negotiation and conflict resolution, Prevention of Sexual Exploitation and Abuse (PSEA), etc.<sup>49</sup>

105. Under the Leaving No One Behind and Gender-HIV cluster, working jointly with FAWE-U and the Federation of African Women Educationist, the programme provided 1,425 girls and young women aged 5-24 years from 15 districts with second chance education opportunities. Under the EVAW programme, UNW supported advocacy that led to the appointment of more female judges and the addition of 15 judges of the Court of Appeal and the High Court, an increment in numbers of judicial officers. Thirty-five female police officers were trained at Makerere University Business School, resulting in four being appointed to leadership positions and increasing of the number of female District Police Commanders (DPC) from 8 to 15.

106. Advocacy against social tolerance of violence against women reached 9,504,616 people (4,045,396 females and 5,459,220 males) in the communities through community outreaches, radio talk shows. Capacity development in this area involves as well delivery of equipment and App development: three institutions including selected government departments i.e. the Judicial Training Institute, Uganda Police Force and the Office of the Director of Public Prosecutions, were equipped with tools and manuals to enhance their capacities to investigate, prosecute and adjudicate GBV and VAC cases in a gender responsive manner, survivor and trauma centered manner; UN WOMEN/Uganda Law Society developed “the PULIDAWO”<sup>50</sup> App to enhance access to legal aid services by linking clients with advocates within their locality. The app is available on the Google store.

107. Under Women in peace, security and humanitarian action, twenty-four justice and security sectors received financial and technical support to mainstream gender perspectives and promote the rights of women and girls in conflict, post conflict and other crisis situations. At least 3,904 (3007 refugee and 897 host community) women benefited from livelihoods skills training and are participating in own income generating activities, which help to meet their basic needs such as food, medical care and scholastic materials for their children. 7,020 (5406 refugee and 1614 host) women and 1,113 (869 refugee and 244 host) men benefited from leadership and skills

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<sup>49</sup> UN Women. 2019 Annual report. Page 9

Also see: UNCT Uganda. Report for CEDAW Committee review of Uganda’s 8th and 9th CEDAW report. Final Report. December 2019.

<sup>50</sup> Luganda word that translates as: ‘Your Lawyer’

training. 50,990 (39263 refugee and 11727 host) women and girl survivors of SGBV 4077 (3181 refugee and 896 host) men and boys benefited from legal aid services.<sup>51</sup>

### **7.5 Human Rights and Gender Equality**

108. **Finding 13: Alignment to UNEG GEEW norms and standards:** Over the period under review the SN and the UN system throughout the program inception, partnerships, program implementation, monitoring, reviews and learning; recognized, respected, addressed and promoted the values and principles of human rights and gender equality and are committed to the principle of ‘leaving no-one behind’(LNoB). The women in leadership results area focused on adoption and more effective implementation of legal frameworks, mechanisms and processes that create a conducive environment for women’s rights and gender equality.

109. The SN has been implemented with inclusiveness; considers minority marginalized groups, Women with Disabilities, PLWHIV, and Sexual Minorities. The CO work was informed by CEDAW, and a collaborative set of interventions was implemented with departments and agencies of government and civil society networks of women, gender and human rights organizations, cultural foundations, the private sector, research and academia. The triple mandate was delivered through gender responsive, evidence-based approaches, grounded in human rights principles.

110. While the Findings 1-13 have elaborated on UN Women Uganda efforts on GEWE, including change of mindsets, Uganda remains a very patriarchal society, with slow changes of attitudes and perceptions on human rights and gender equality, by some leadership within government, the traditional, and religious leaders. Women continue to be powerless, as female headed households are most affected. While there are several women and gender advocates at central level; grassroots community level women voices are fewer and require strengthening. Youth including young women in Uganda (75% population) are among the most marginalized population.

111. SGBV remains an issue in private and public space, yet access to the formal justice sector is very limited; and several key laws and bills await enactment by Parliament. Youth engagement, livelihoods, education and empowerment are within the National Development agenda, though the coverage and support with resources remains smaller than the need. The women machinery remains underfunded and with low capacity, and the civil society movement lacks one strong united voice, on human rights and gender equality. Positively, UN Women through the Spotlight Initiative Pillar 6, invested in strengthening this gap, in a way, helping bridge the gap.

112. **Finding 14: Changes in intergroup power dynamics, including the participation of men:** The programme invested in changing intergroup power dynamics. The case study of the women market vendors engaged with the economic empowerment programme illustrates the CP efforts in this area. Before UN Women and the Institute for Social Transformation (IST) partnership trained over 5000 women market vendors, they lacked business skills, knowledge on women rights and issues on sexual harassment, and they lacked solidarity, suffered power conflicts with spouses at home, and lacked voice, within their workplaces; the markets.<sup>52</sup>

113. UN Women, in partnership with IST, enrolled women market vendors into the women economic empowerment programs, under the theme *‘My market, my workplace, Our voices*

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<sup>51</sup> UN Women. 2019 Annual report. Page 9

-Key informant Interviews. UN Women CPE September 2020

<sup>52</sup> Focus Group Discussion, Women Market Vendors IST trainees. UN Women CPE 2020.



*count*'. Women market vendors benefited from skilling in: self-confidence, personal hygiene, prevention of sexual harassment; business management and economic skills: record keeping, customer care, cleanliness, formation of cooperatives, savings and credit schemes; having multi-streams of income, setting up projects and leadership and conflict management skills.

114. Some of the Outcomes of this empowerment which ranges from 1 to 5-year period include: personal empowerment, self-confidence and improved self-presentation, they have more friends and this means support, these women have presented on national TV, and they can now speak up and have voice with the market leader committees, which mostly comprise men. They speak up on issues of gender equality; stop sexual harassment, uninvited touching. Where there is need, they can confidently present own cases to police, increasing the access to justice, having learnt that 'inability to express self in English, should not be a barrier to justice'

115. Economically, women have set up Savings, Credit Cooperative Societies (SACCOs), Business Savings Loan Associations (BSLAS) and cooperatives for women in the market place; and some have shoe or sandal making business as group projects, in addition to own stalls. The stalls have been expanded to include a variety of produce a move from the original business approach; of dealing in one perishable commodity. In their homes, they have set up mini-business like machines for popcorn to further diversify income sources. Before IST intervention, women groups, each woman would contribute UGX 200 per day as a saving, now the collective daily savings have soared up to 500,000 to 700,000 UGX collectively, and this money is saved into a bank account.<sup>53</sup>

116. Through their SACCOs and groups women are 'thinking big', planning to acquire land, and to establish more joint projects. Some women, as individuals have built own homes and set up rentals, to support incomes. The garden market vendors' app was an opportunity to expand business, however, it remains unknown or unpopularized to customers. Though market vendor women initially faced resistance from their husbands, who labeled market women as a 'bad influence', through the empowerment process, they have brought their spouses on board, and they now have full support. Moreover, they now contribute to domestic expenses, including child education. With the COVID19 crisis, and having all schools closed, some market women have brought their older children to their stalls for apprenticeship and skills transfer.<sup>54</sup>

117. With regard to men participation, the programme is aware that change cannot be obtained and secured without full involvement of this category. This mindset results in wide presence of men in all targets of programme. Sometimes, the programme's strategy even chooses to focus on men. This is the case, for instance, at parliament where 30 male members were supported/equipped/sensitized on key pro gender bills, to lobby other male MPs, in favor of pro-gender lawmaking processes.

118. Applying the Sarah Longwe Women's Empowerment Framework to the Market Vendor women, based on the above evidence; the "levels of equality" is mostly at level 2, access, meaning increased access to resources. The first step in empowerment as women increase their access relative to men. There is a move towards level 3, i.e. conscientization, involving the recognition of structural forces that disadvantage and discriminate against women coupled with the collective aim to address these discriminations.

119. As a challenge, the women market vendors raised concern over the persistent sexual harassment and violence against women in informal workplaces, such as the marketplace. For instance, young women who work in the market places, mostly as deliverers of *'ready to eat*

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<sup>53</sup> Ibid. Focus Group Discussions. CPE 2020

<sup>54</sup> Ibid. Focus Group Discussions, women market vendors. CPE 2020



*cooked meals*', seem to have been left behind in the empowerment process, and they continue to be sexually harassed by men in the market through un welcome touch or verbal harassment or even rape. The CPE found that GEWE gaps exist at community level. Many women and housewives at community level suffer domestic violence within the community and are a form of unpaid labor.<sup>55</sup>

**120. Finding 15: Social inclusion and participation in the work on UN Women:** There was evidence that the CP committed to and implemented social inclusion and participation. Its main targets are marginalized poor women in refugee and non-refugee hosting districts, including the youth, PLWHIV and the refugees. Women form more than one half of the population, yet they are socially and economically very disadvantaged. In this regard, the programme developed and implemented strategies with certain amounts of resource to contribute to progressive decrease and elimination of disadvantages hindering women's rights. Inclusiveness of the programme saw men brought on board as key actors.

121. For example, the CO targeted work with male parliamentarians and skilled them to advocated among lawmakers in favor of pro-women laws. Inclusiveness involves also targeting and reaching other social groups and communities with specific disadvantages: the youth, PLWHIV and the refugees: for instance, as mentioned above in sustainability section, 50,990 (39263 refugee and 11727 host) women and girl survivors of SGBV 4077 (3181 refugee and 896 host) men and boys benefited from legal aid services. Under the social inclusiveness requirement, the programme put special investment in the remote rural districts with the poorest development indicators.

122. Other marginalized women identified by beneficiary voice are the women with disabilities in communities. Additionally, Uganda legislative system is not yet open for all minorities activism, and there are press reports on police harassment and arrests among those groups. The CSW remain oppressed and under looked; and they face the risk of unfair regulations. There is increased need for the representation of marginalized women at the level of parliament such as the women market vendors; enactment of LG policies that enable the engendering of market vendor leadership committees, with equal participation of women. This would enable women voice on engendered infrastructure, including menstrual health and hygiene in privacy.

123. Limited funding means limited capacity to deliver. UN Women could consider influencing policies and leveraging MoLG and DLGs abilities to reach the communities. Moreover, there remain laws that deny rights marginalized communities. Women with disabilities, were noted as extremely vulnerable and they were reported to face severe urban poverty (Bwaise suburb). MDA leadership and decision makers were noted as having the need for more learning and knowledge on the principles of social inclusion and participation, within the human rights framework.

## **8. LESSONS LEARNT**

124. Headlines for the key lessons learnt are listed here. The detailed explanations are in annex 1.18:

- Intentional, concerted efforts and strategies to uproot conservative system are needed to gain more effectiveness on GEWE strategies, a path the SN has been on these five years.
- Although the programme was fully invested and innovative on economic empowerment for women, the marginalized, rural and urban poor communities, results gained in this regard need to be

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<sup>55</sup> Ibid. Focus Group Discussions, women market vendors. CPE 2020

intensified and widened through intensified investment, partnerships, coverage and reach. The economic advancement of families

- SGBV persists in formal and informal workplaces, and in communities, yet there is a lack of knowledge by men and boys, women and girls. SGBV continues to be
- The COVID 19 pandemic has shown need for redefining, repackaging and promoting the GEWE agenda in acute emergencies and in the humanitarian context.
- The SN framed the emerging of UN Women GEWE agenda in peace and security, to be refined, packaged and marketed. Peace building is a process, that includes

## 9. CONCLUSIONS

### 9.1 Relevance

*Relevance – how is UN Women strategically positioned in terms of the whole portfolio?*

**125. Conclusion 1: The portfolio is strategically positioned to deliver on the UN Women triple mandate, but with a greater emphasis on the programmatic area and less focus on the others.**

Such balancing approach is based on the analysis that to enable coordination and normative presence, the Office should first show strong programmatic presence through operational and day to day activities to the benefit of populations and national institutions. Strong programmatic presence is enabled by availability of important resource for the portfolio (the biggest budget among UN Women country offices worldwide). Within the Coordination activities, influence is greater at operational level rather that at strategically and political level where the voice of the Office needs to be heard better. As a gap, normative work remains very challenging due to persisting deep cultural resistances to pro gender reforms, even if the programme addresses multifaceted advocacy to this issue, targeting the communities and their traditional and religious leaders, the lawmakers in parliament and the governmental bodies. This advocacy is mainly channel through the civil society organizations as implementing partners. ***This conclusion relates to Findings 1, 2, 3.***

*Relevance – how is UN Women strategically positioned in terms of coordination and partnerships?*

**126. Conclusion 2: Specific coordination positioning of the Office shows more operational than strategic presence: within the UN family as well as in support to the national stakeholder, governmental and nongovernmental; the partnerships are set in a wide and balanced spectrum of actors.**

127. UN Women has positioned high-level coordination staff within the RCO to ensure mainstreaming of gender equality in the 31 UN entities in country. Staffs from the CO participated in coordination platforms, such as the UNCT thematic/work groups in charge of the planning/monitoring across the UN portfolio in the country and the UNACS. The CO positioned a senior advisor within MoGLSD; to coordinate UN support to the government on GEWE, as well as accompany the State women machinery in its leading role of gender mainstreaming policy formulation and implementation. The challenge here is that this placement at MoGLSD does not result into influence at strategic and political level. Key respondents while acknowledging this valuable presence, also demanded GEWE political voice from the CO within the highest national coordination office, the office of the prime minister or the president's office.

128. The other challenge is that while a partnership strategy is in place, most fundraising success was owed to practical approaches and personal initiative of individual staff in their day to day running of the programme and understanding donor intelligence. It would be valuable to skill staffs at all level in partnering methods instead of leaving the partnership issue in the hands of

few. The strategy should also be working as a framework to feedback partners on the life of the programme and enhance their adherence to it. For instance, some transactional partners developing the idea that the CO collect resources from them and leave in the hands of implementing partners without enough oversight on them, such growing image needs to be corrected through positive feedback communication actions towards the donor's community of the programme. *This conclusion relates to findings 2, 6.*

## 9.2 Effectiveness

*Effectiveness – was the theory of change in the DRF appropriate and does it hold true or need to be adjusted?*

**129. Conclusion 3: Overall, the theory of change supporting the programme appears to have held true with regard to development results achievement, but integrating one essential assumption on how to change the national context of Uganda and its traditional beliefs against women could be very instrumental.**

130. Per the theory of change, the goal pursued by the portfolio is that “Women and girls be able to exercise their full rights on an equal footing with men and boys and equally contribute to and benefit from development, according to global norms, standards and best practice on gender equality and the empowerment of all women and girls”. The four impact level results set for the achievement of such objective were: (i) Women lead, participate in and benefit equally from governance systems; (ii) Women have income security and economic autonomy; (iii) All women and girls live a life free from all forms of violence; and (iv) Women and girls contribute to building sustainable peace and resilience, and benefit equally from crisis prevention and humanitarian action. Additionally, the portfolio activities and interventions are interlinked, and coherent guided by a theory of change and monitored through an RBM framework

131. Under Assumption I, the programme invested in influencing the environment in the direction of more and better participation of women to political, social and institutional processes in the country, resulting in advancing legal reforms, skilling women and girls in leadership and participation. Under Assumption ii, the programme has empowered individual women and female led/owned enterprises, build structures, platforms and means to boost the emerging of women in the economic space, resulting for instance in progressive advance in accompanying participation of women in public procurement, thousands sensitized on women's property and land rights, thousands of women entrepreneurs supported financially, technically to develop their business and access to market, etc. Under Assumption iii, the programme worked on decreasing the acceptance of Gender based violence, and contributed in promoting favorable frameworks to this regard, resulting for instance into tens of institutions and hundreds of staffs, in the justice-security sector and around skilled to better handle GBV. Under Assumption iv, the programme addressed specific needs of women in crisis context, resulting into development/revision of tools to mainstream gender in crisis needs assessments, multifaceted direct assistance to thousands of women and girls in crisis situation and their hosting communities.

132. Looking at these four critical levers to act on, it appears that none of them reflect the very challenging context of Uganda made of cultural schemes and beliefs opposing to pro female reformation processes. In fact, while this aspect is absent from the ToC, the programme practically did articulate meaningful interventions on it, through massive pro gender advocacy towards communities and their traditional leaders as well as executive and parliamentary authorities. Adjustment foreseen here relates to make this critical dimension of context resistance to change visible as one of the underlying factors in the theory of change. *This conclusion relates to findings 3, 4, 5, 14.*

### 9.3 Efficiency

*Efficiency – how did the organization perform in terms of implementing the strategic note OEEF?*

**133. Conclusion 4: An organizational mix of staff expansion renewed and reinforced procedures and right institutional arrangements results into strong programme achievements, while facing the challenge of how to balance well relying on external implementing partners and building enough oversight capability on them.**

134. The CO human resources doubled in the period of the Strategic Note, from 31 to 61 staffs: this is important with regard to the fact that the Office is in charge of the first UN Women CO portfolio budget worldwide. This staff regularly benefits from capacity development. Within staffing dimension, the renewal of the senior management not respectful to the SN cycle is a challenge. Procedures are RBM oriented and fully anchored in the UN Women corporate and UN overall standards, and result in secure management and full ability to accompany and oversee implementing partners as well as satisfactorily report to donors and governmental partners. Donors outreach is very effective, putting the Country Office at unique place of the most funded UN Women country Office worldwide.

135. As a key gap, the challenge of limited core funding, with resources mobilized being tagged to project activities, needs to be addressed. Over 40 million USD was mobilized during the period reviewed. The main office for UN Women Uganda country office is in Kampala, the capital city and UN Women has 3 sub-offices at Regional level (in Gulu, Adjumani and Moroto)<sup>56</sup>. Programme personnel are organized into thematic units linked to the key results areas and coordination and normative activities. Governmental and nongovernmental organizations were effectively mobilized as implementing partners. However, program thematic areas will require to strengthen intra-programme cohesion and synergies. Additionally, in a bid to expand the program, the CO needs to weigh the benefits of spreading thin on ground versus building national level capacities, leveraging existing structures; as well as ensuring the adequate monitoring of implementing partners. *This conclusion relates to findings 7, 8, 10.*

### 9.4 Sustainability

*Sustainability – has the process of implementation established local ownership and capacity?*

**136. Conclusion 5: The programme invested in sustainability through ensuring GoU/Communities leadership, ownership and capacity building on GEWE.**

More than 5 million people have been reached by advocacy and sensitization strategies to anchor at community level attitudes respectful to women and girls' rights and self-accomplishment. This approach prepares communities to own and hold any GEWE gains from the programme. Secondly, program implementation through existing community and development structures, is a pathway to build sustainability. Finally, focal persons and local resources persons within MDAs, LGs and beneficiaries were systematically empowered through capacity development processes.

137. Nonetheless, sustainability remains a challenge; the program builds capacity for an underfunded Social Development Sector; patriarchal system right from national leadership levels, lead personnel in MDAs, parliamentarians, down to the DLGs, sub counties and communities. The program needs to do more in refugee and non-refugee hosting districts, including focused interventions through community, cultural and religious leadership, the

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<sup>56</sup> Annual report 2019/

influencers, and bringing boys and men on board as partners. *This conclusion relates to findings 11,12.*

### 9.5 Human Rights and Gender Equality

*Human Rights and Gender Equality – what contribution is UN Women making to realizing the rights of women and socially marginalized groups?*

138. **Conclusion 6: The programme contributed to enhance access of women-girls and marginalized people to rights owed to them, through direct delivering to them services, goods and diverse opportunities, and building capacity for targeted key duty bearers for more effective and efficient delivery on their side.**

139. To thousands of women within the most disadvantaged communities and districts in the country, the programme provided humanitarian assistance, financial support, economic opportunities and technical skills, provision to end gender-based violence, etc., enabling them to enjoy rights under all such deliveries. Though this is primarily the role of MDAs as the duty bearers. The programme, invested in developing the capacities of those institutions through: empowering the JLOS sector, legal framework, building appropriate strategies and tools, training staffs, equipping organizations. This included massive advocacy campaigns, the 16 days of activism, to make clear and acceptable to all that women and disadvantaged groups have the equal rights within the society. The program supported **legislation to tackle harmful gender norms and attitudes**. However, the limited resources, and coverage necessitate strategies to scale up and leverage existing systems for effective results. The engagement of men and boys remained at a small scale and will need to be expanded in the new SN<sup>57</sup>. *This conclusion relates to finding 13, 14, 15.*

## 10.RECOMMENDATIONS

140. These recommendations are drawn from the CPE findings, and conclusions. They are informed by primary and secondary data collection, and the voice of all program stakeholders; and guided by UNEG standards; UN Women evaluation guidelines for gender responsive evaluation and the OEC/DAC criteria for development evaluations. In light of COVID pandemic restrictions, these recommendations have been validated by staff, partners and members of ERG, through written feedback to the initial draft report. The overarching reflection on the recommendations detailed below.

141. **Recommendation # 1: Organizational – recommended decisions about organizational capabilities and structures.**

<b>Title: Bridge the thematic Units for more synergy between them, Strengthen the fundraising coordination, reinforce finance management and operations; promote digitalization processes; negotiate core funding with transactional partners and donors and long-term partnerships.</b>	
<b>How to do</b>	<ul style="list-style-type: none"> <li>(i) Build and nurture a framework for inter units dynamics.</li> <li>(ii) Strengthen coordination of funding raising through a coordinator or a formal framework enabling one Office dynamics</li> <li>(iii) Make ICT infrastructure to be responsive to the new norm of virtual work and be able to advance digitalization</li> <li>(iv) Accompany RBM with a research agenda, aligned to the results area, for innovation, learning and knowledge management.</li> </ul>
<b>Responsible actor(s)</b>	<ul style="list-style-type: none"> <li>▪ To be implemented by the country leadership team and the operations department.</li> </ul>

- <sup>57</sup> For instance, out of a total of 118,581 (90,745 refugee and 27,836 host) persons in the refugees' areas who benefited from UN Women support, only 7% were men and boys. (2019 Annual report).

<b>What if it is not done</b>	<ul style="list-style-type: none"> <li>Failure to implement this measure puts the expanding country portfolio at risks, more so with COVID-19, there is anticipated scarcity of resources, necessitating the securing of more resources and managing them well.</li> </ul>
<b>Urgency</b>	<ul style="list-style-type: none"> <li>High because the country portfolio more than tripled over SN2016-2020, and this is a need to strengthen systems and reinforcement of UN standards. Additionally, fundraising has been mostly under the program team, there is the need for a focal person to steer the process.</li> </ul>
<b>Impact</b>	<ul style="list-style-type: none"> <li>High, potentially ensures the sustained portfolio growth and quality management</li> </ul>
<b>Difficulty</b>	<ul style="list-style-type: none"> <li>Low, a decision the CO needs to negotiate with ESARO and with key donors. The ICT and RBM recommendations are in line with their roles.</li> </ul>
<b>Link to conclusions</b>	<ul style="list-style-type: none"> <li>Anchored in conclusion 4.</li> </ul>

**142. Recommendation #2: Programme design – recommended decisions about what thematic areas to focus on.**

<b>Title: Step up the GEWE mainstreaming in all emergency responses and the impact mitigation for COVID-19; systems and implement strategies that leverage a broader program coverage without spreading so thin; communication for development and minimum community level package for GEWE.</b>	
<b>How to do</b>	<ul style="list-style-type: none"> <li>(i) Reinforcing the portfolio effectiveness through communication for development strategy, that mobilizes the broader societal, traditional and religious leaders as well</li> <li>(ii) Developing a minimum GEWE package applicable at different levels of governance</li> <li>(iii) Scaling up the Women economic empowerment programme</li> <li>(iv) Reactivating the situation room and integrate as core programme components the prevention and response to election related violence, and public space violence</li> <li>(v) Through a gender-human rights lens, develop and implement a cross-cutting emergency programme component to respond to and mitigate the negative impacts of COVID-19 on women and girls</li> <li>(vi) In implementing the recommendation, pay due attention the following: <ul style="list-style-type: none"> <li>1) More resources be availed for recruitment of staff at IP level to deliver on the mandate. There are too many women with issues, yet the foot soldiers are few.</li> <li>2) Funding shelters for battered women especially after the closure of MIFUMI and Action Aid Shelters</li> <li>3) Create avenues for financial empowerment of women provided with legal services given the fact that poverty fuels many of the conflicts.</li> <li>4) Training Local Councils to handle Domestic violence cases. Most of them are so green about the law yet they have a mandate embedded therein.</li> </ul> </li> </ul>
<b>Responsible actor(s)</b>	<ul style="list-style-type: none"> <li>To be implemented by the head of programs and program team.</li> </ul>
<b>What if it is not done</b>	<ul style="list-style-type: none"> <li>Failure to implement this measure means a reversal of GEWE gains due to impacts of COVID-19; and the portfolio will continue being thinly spread and community awareness on gender equality risks further stagnation.</li> </ul>
<b>Urgency</b>	<ul style="list-style-type: none"> <li>High, it is in line with the Secretary General’s directives on COVID-19.</li> </ul>
<b>Impact</b>	<ul style="list-style-type: none"> <li>High, important and supports GEWE inclusive national recovery from negative impacts on COVID-19, and the attainment of the SDGs and National Development targets.</li> </ul>
<b>Difficulty</b>	<ul style="list-style-type: none"> <li>Medium, a decision the CO needs to negotiate with ESARO and with key donors. The ICT and RBM recommendations are in line with their roles</li> </ul>
<b>Link to conclusions</b>	<ul style="list-style-type: none"> <li>Anchored in conclusions 3, 5 and 6</li> </ul>

**143. Recommendation # 3: Programme design – recommended decisions about the technical approach:**



<b>Title: GEWE coordination through highest office; the office of the prime minister with a functional multi-cluster technical working group, and leverage key ministries to broaden program reach.</b>	
<b>How to do</b>	<ul style="list-style-type: none"> <li>(i) Reinforce voice and presence alongside RCO and national Authorities through communication/advocacy focused products</li> <li>(ii) Reinforce the capacity and voice of the CSO platform, clear TORs, accountability mechanisms and representation from national to community level</li> <li>(iii) Leverage ministries like MoLG, MoES with a broader presence at DLGs and sub-counties and community level, to increase reach and coverage</li> <li>(iv) Engage MoES to introduce communication for development packages targeting learners from the primary school level</li> <li>(v) Advocate to stop the exportation of women and girls for labour; unpaid care work and the discriminatory norms and practices that prevent women from accessing land, owning assets and making decisions and the passing of stalled bills</li> <li>(vi) Advance The men for gender or ‘He 4 She’ campaign: reaching to all men of power, GoU, Police, Judiciary, Traditional and Religious leaders</li> <li>(vii) Include Young women in the empowerment processes.</li> </ul>
<b>Responsible actor(s)</b>	<ul style="list-style-type: none"> <li>▪ To be implemented by the head of programs supported by the RCO and in consultation with MoGLSD, NPA, EOC, MoFPED and UBOS.</li> </ul>
<b>What if it is not done</b>	<ul style="list-style-type: none"> <li>▪ Risk of unfinished business: results not strengthened, and coverage not broadened for GEWE.</li> </ul>
<b>Urgency</b>	<ul style="list-style-type: none"> <li>▪ High, because of threats prevailing if no action</li> </ul>
<b>Impact</b>	<ul style="list-style-type: none"> <li>▪ High, presents a move towards the institutionalization of GEWE at the highest level of governance, beyond mainstreaming; the broader reach and coverage enhance sustainability of results for CEDAW and BPfA.</li> </ul>
<b>Difficulty</b>	<ul style="list-style-type: none"> <li>▪ Medium, because GoU could be focused elsewhere, like on the COVID-19 response, and other aspects of national budget being not fully funded.</li> </ul>
<b>Link to conclusions</b>	<ul style="list-style-type: none"> <li>▪ <i>Link to conclusions:</i> This recommendation is anchored in conclusions 1, 2 and</li> </ul>

**144. Recommendation 4: Partnership – recommended decisions about UN Women’s strategic partnerships:**

<b>Title: Diversify funders and build capacities of partner CSOs.</b>	
<b>How to do</b>	<ul style="list-style-type: none"> <li>(i) Multiplying concept notes and results based thematic communication to market the achievements of the programme to a wider spectrum of donors</li> <li>(ii) Mapping and approaching with dedicated communication products nontraditional donors</li> <li>(iii) Reinforce the capacity development processes to the benefit of national governmental CSO partners</li> </ul>
<b>Responsible actor(s)</b>	<ul style="list-style-type: none"> <li>▪ To be implemented by the: Country Representative supported by the Deputy Country Representative and program team, and the fundraising adviser when on board. Discuss with ESARO and UN Women HQ, on whether it is feasible to reduce the frequent change of country representatives.</li> </ul>
<b>What if it is not done</b>	<ul style="list-style-type: none"> <li>▪ The women lead CSOs will remain of limited capacity and capabilities, funding risks related to non-diverse source of funds and transactional partners need the clarity from UN Women on level of efforts/actor</li> </ul>
<b>Urgency</b>	<ul style="list-style-type: none"> <li>▪ High: to maintain and extend availability of resource and capacities in and around the programme</li> </ul>
<b>Impact</b>	<ul style="list-style-type: none"> <li>▪ High, potentially increases country portfolio budgets and builds stronger and more effective implementation</li> </ul>
<b>Difficulty</b>	Medium to High, COVID and post COVID context may induce poor responsiveness of donors to programmatic funding
<b>Link to conclusions</b>	Anchored in conclusions 1 and 2.

**145. Recommendation 5: Normative – recommended decisions about national implementation of human rights norms and standards.**



<b>Title: Create structures to enable the implementation of a UN wide Social Behavior Change Strategy, resource and roll it out through CSOs, to address cultural and religious beliefs and practices on GEWE advancement; reflect as well the issue in the fundamental assumptions of the UN WOMEN ToC.</b>	
<b>How to do</b>	(i) Inserting the social and cultural resistances to pro gender reforms as critical issue to address in ToC's assumptions (ii) Designing a social behavior change strategy aligned to SASA (iii) Broaden the reach of SASA change agents through partnership with religious and traditional institutions, advocacy against the negative social cultural beliefs;
<b>Responsible actor(s)</b>	▪ To be implemented by Country Representative in consultation with the RCO, the other UN agencies, and governmental institutions
<b>What if it is not done</b>	▪ Continuing very slow change in national cultural norms on GEWE.
<b>Urgency</b>	▪ High, because addressing the issue impacts positively effectiveness of investment on GEWE
<b>Impact</b>	▪ High, potentially increases GEWE results
<b>Difficulty</b>	▪ Medium, it needs to be a core programme for the UNCT, and it necessitates discussions and negotiations.
<b>Link to conclusions</b>	▪ This recommendation is anchored in conclusions 1 and 2

**146. Recommendation 6: Normative – recommended decisions about national participation in intergovernmental normative processes**

<b>Title: GoU should be lobbied to raise the funding level for the Social Development Sector.</b>	
<b>How to do</b>	(i) Lobby the RCO, so that the need to increase funding level for women machinery is on RCO agenda (ii) Reinforce capacities of Gender Ministry in programming and budgeting to enable it to get more funding in the yearly governmental financial arbitrations.
<b>Responsible actor(s)</b>	▪ Country Representative in consultation with RCO and the Gender Ministry
<b>What if it is not done</b>	▪ GEWE to continue to suffer from a very slow change in national cultural norms on GEWE.
<b>Urgency</b>	▪ High because of risk of continuous status quo meaning low level of implementation of norms and frameworks
<b>Impact</b>	▪ High, potentially increases GEWE achievements
<b>Difficulty</b>	▪ High, Government has so many priorities and limited resource
<b>Link to conclusions</b>	▪ Anchored in conclusions 1 and 2.

## 11. ANNEXES

### 1.0 DRF and OEEF funding levels 2016- 2019

Table 4: DRF and OEEF funding 2016- 2019

Donors	DRF/OEEF	#Outputs	#Activities	Resources
Norway	DRF	5	23	1,341,970
Sweden		12	42	2,766,577
European Union		13	30	3,192,586
United Kingdom		5	16	985,592
Swedish International Development Cooperation		14	31	3,821,902
Multi-Donor Trust Fund Office		5	9	210,670
UNAIDS-UBRAF		6	9	192,527
<b>Total DRF</b>		<b>28</b>	<b>121</b>	<b>12,511,824</b>
Norway	OEEF	4	11	123,000
Sweden		8	49	1,461,519
European Union		3	4	27,500
United Kingdom		4	13	129,409
Swedish International Development Cooperation		4	13	302,877
UNAIDS-UBRAF		3	4	27,331
<b>Total OEEF</b>		<b>8</b>	<b>59</b>	<b>2,071,636</b>
<b>Total DRF + OEEF</b>	<b>SN</b>	<b>36</b>	<b>180</b>	<b>14,583,460</b>

Source: UN Women/Uganda, Report 2019.

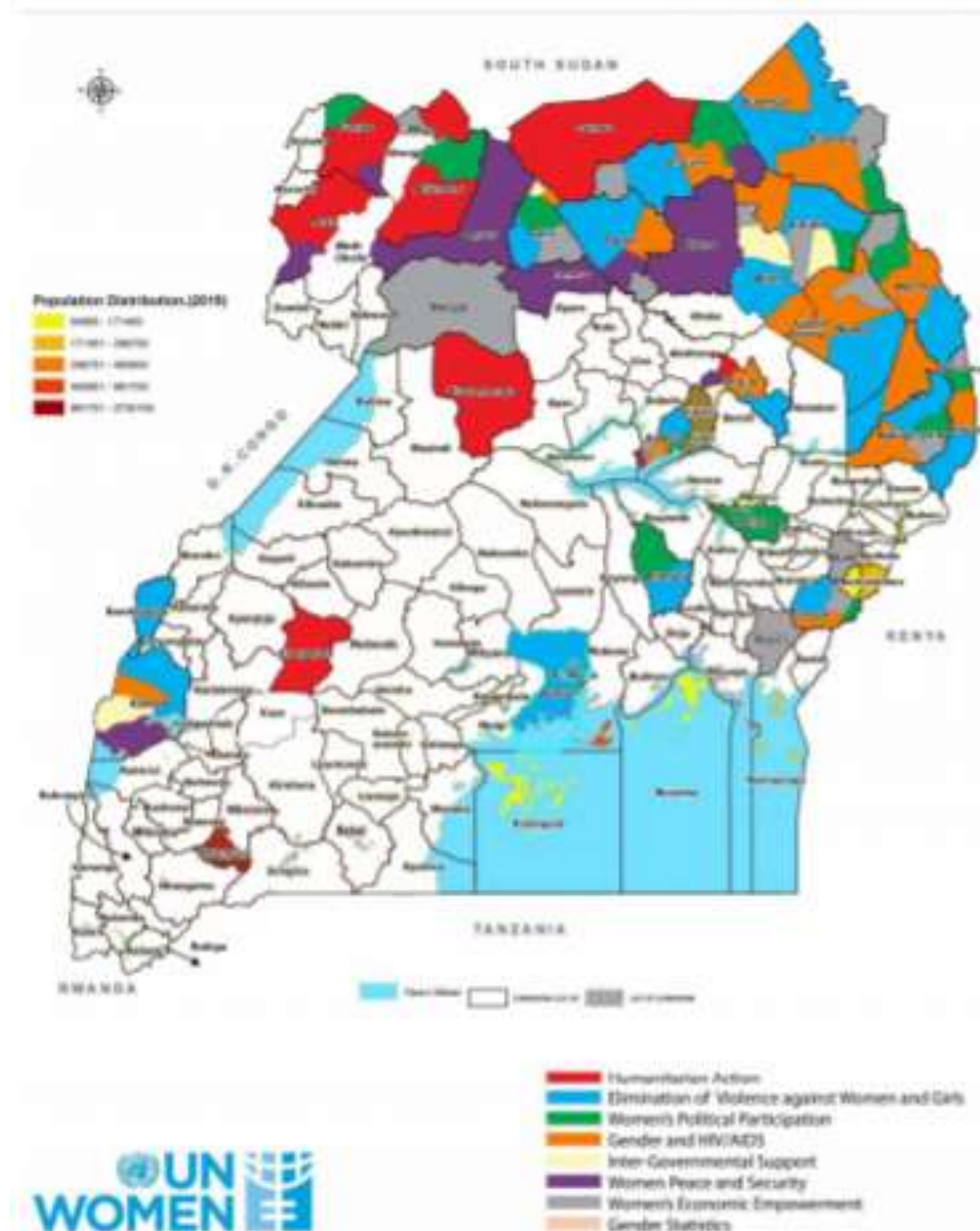
### 1.1 DRF and OEEF budget 2016- 2020

Table 5: Country Portfolio Budget 2016-2020

UN Women Country Portfolio Budget for SN 2016-2020 (So. Revised SN 2018) in USD						
DRF Results Areas	2016	2017	2018	2019	2020	Total
1. Governance & Leadership	1,617,800	640,000	2,116,377	3,560,409	3,012,628	10,947,214
2. Economic Empowerment	45,000	55,000	196,550	1,863,419	770,000	2,929,969
3. EVAWG	667,828	1,025,000	975,000	5,376,981	4,450,000	12,494,809
4. WPSHA	50,000	170,000	710,000	1,946,712	790,000	3,666,712
<b>DRF total</b>	<b>2,380,628</b>	<b>1,890,000</b>	<b>3,997,927</b>	<b>12,747,521</b>	<b>9,022,628</b>	<b>30,038,704</b>
<b>OEEF Cluster areas</b>						

1.GEWE coordination efficiency and effectiveness	63,500	63,500	63,500	379,673	63,500	633,673
2.Strategic Partnership	33,000	33,000	33,000	305,563	33,000	437,563
3.Knowledge Management, Innovation, RBM	84,000	84,000	84,000	303,168	84,000	639,168
4.Proper housing and equipped offices, staff capacity, risk management, HR base and audits	2,228,428	2,228,428	2,263,063	2,135,369	2,245,407	11,100,695
<b>OEEF Total</b>	<b>2,408,928</b>	<b>2,408,928</b>	<b>2,443,563</b>	<b>3,123,773</b>	<b>2,425,907</b>	<b>12,811,099</b>
<b>DRF+ OEEF budget</b>	<b>4,789,556</b>	<b>4,298,928</b>	<b>6,441,490</b>	<b>15,871,294</b>	<b>11,448,535</b>	<b>42,849,803</b>

## 1.2 The Map of portfolio across Uganda



## 1.3 Terms of Reference

### UN Women Country Portfolio Evaluation (CPE) in Uganda *Draft Version February 26<sup>th</sup>, 2020*

Location:	Uganda
<b>Application Deadline:</b>	<b>March 26<sup>th</sup>, 2020</b>
Type of Contract:	Special Service Agreement (SSA)
Post Level:	1 National Consultant (to work in conjunction with an International Consultant)
Languages Required:	English
<b>Starting Date:</b>	<b>April 15<sup>th</sup>, 2020</b>
Typology of the consultancy:	2 Consultants (National and International)
Duration of Contract:	21 working days

#### 1 Background

For UN Women, the Country Office (CO) Strategic Note (SN) is the main planning tool for the agency's support to normative, coordination and operational work. The Strategic Notes are aligned to the [UN Women Global Strategic Plan 2014-2017](#), national development plans, ESARO Strategy and country-level UNDAF. The UN Women SN cycle in Uganda is 2016 - 2020. Below is a brief summary of the Uganda Strategic Note:

UN Women Uganda is in the year of implementing its Country Strategic Note (2016-2020), through which it supports Government of Uganda and national actors to achieve gender equality and empowerment of women. This is done through supporting a set of closely connected and mutually enhancing programmes in the areas of: a) Women's political participation and leadership, b) Women's Economic Empowerment, c) Ending violence against women and girls and d) Women, Peace and Security and Humanitarian Action.

In addition, UN Women Uganda programming is aligned to the global triple mandates as follows:

1. **Normative work:** to support inter-governmental bodies and countries in their formulation of policies, standards and norms on GEWE.
2. **Coordination work:** entails both work to promote the accountability of the UN system on gender equality and empowerment of women (GEEW), and more broadly mobilizing and convening key stakeholders to ensure greater coherence and gender mainstreaming across the UN
3. **Programme work:** to support countries in implementing international standards on GEWE through programme and technical assistance in partnership with government and civil society

The main interventions undertaken under the current Strategic Notes in Uganda are:

### **Table: Key Areas of Work**

#### **coordination work, programme work**

##### **Uganda**

- Strengthen capacities at national and local levels to implement the constitution, legal frameworks and policies that promote gender equality and women's empowerment in line with international standards
- Support the GoU in the preparation and submission of CEDAW reports
- Contribute to the ongoing domestication of SDGs
- Assess the implementation of UNSCR 1325 in humanitarian contexts
- Coordinate the Joint One UN Programme on Accountable Governance
- Initiate the implementation of performance indicators on gender equality within the One UN Uganda (e.g. gender scorecard)
- Provide substantive leadership and technical inputs to UNDAF evaluation, UNSDCF formulation and CCA elaboration
- Chair ORG 1.2 Team and UNCT Security
  
- Women's Political Empowerment and Leadership (Impact 1)
- Women's Economic Empowerment (Impact 2)
- Women and girls living a life free of violence (Impact 3)
- Gender Responsive Budgeting (GRB), gender statistics and HIV/AIDS (on an ad hoc basis)
- Women Peace security and Humanitarian Action

## **II. Purpose and use of the evaluations**

Evaluation in UN Women is guided by normative agreements to be gender-responsive and utilizes the entity's Strategic Plan as a starting point for identifying the expected outcomes and impacts of its work and for measuring progress towards the achievement of results. 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 [UNEG Ethical 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.

A Country Portfolio Evaluation (CPE) is a systematic assessment of the contributions made by UN Women to development results with respect to gender equality at the country level. The UN Women portfolio responds to its three core mandates which include normative, programme and coordination work. It uses the Strategic Note as the main point of reference.

**This CPE is being primarily commissioned by the Country Office (CO) as a formative (forward-looking) evaluation to support the CO and national stakeholders' strategic learning and decision-making including informing the next CO SN.** The evaluation is expected to have a secondary summative (backwards looking) perspective, to support enhanced accountability for development effectiveness and learning from experience. It is a priority for UN Women that the CPEs will be gender-responsive and will actively support the achievement of gender equality and women's empowerment.

The primary intended users of this evaluation are:

- Relevant staff in target ministries, local government and targeted government institutions, and participating CSOs
- Target beneficiary communities/groups
- Relevant staff in participating UN-agencies.
- UN Agencies
- Technical units and head of Units in the participating UN-agencies.
- UN-agency Headquarters
- UN Agencies technical working groups
- Development partners

Primary intended uses of this evaluation are:

- a. Learning and improved decision-making to support the development of new programmes;
- b. Accountability for the development effectiveness of the CO Strategic Note;
- c. Capacity development and mobilization of national stakeholders to advance gender equality and the empowerment of women.

#### IV. Objectives (evaluation criteria and key questions)

The evaluations have specific objectives:



1. Assess the relevance of UN Women contribution to the intervention at national levels and alignment with international agreements and conventions on gender equality and women's empowerment.
2. Assess effectiveness and organizational efficiency in progressing towards the achievement of gender equality and women's empowerment results as defined in the Strategic Note.
3. Support the UN Women CO to improve its strategic positioning to better support the achievement of sustained gender equality and women's empowerment.
4. Analyze how human rights approach and gender equality principles are integrated in the design and implementation of the Strategic Note.
5. Identify and validate lessons learned, good practices and examples of innovation that supports gender equality and human rights.
6. Provide insights into the extent to which the UN Women CO has realized synergies between its triple mandate (normative, coordination and programme).
7. Provide actionable recommendations with respect to the development of new programmes/ the next UN Women CO Strategic Note.

The evaluations will apply five OECD/DAC evaluation criteria (relevance, effectiveness (including normative, and coordination mandates of UN Women), efficiency, coherence and sustainability) and Human Rights and Gender Equality as an additional criterion. The evaluations will seek to answer the following key evaluation questions and sub-questions:

<b>Criterion</b>	<b>Questions</b>
<b>Relevance</b>	Is the portfolio aligned with international gender equality human rights norms?
	To what extent have lessons learned been shared with or informed global normative work and other country offices?
	Is the choice of partners most relevant to the situation of women and marginalized groups?
	What contribution is UN Women making to UN coordination on GEEW in the different countries? Which roles is UN Women playing in this field in the different countries?
	Is the portfolio aligned with national policies?
	Is the choice of interventions most relevant to the situation in the target thematic areas?
	Is the thematic focus across the portfolio appropriate?
	Do interventions target the underlying causes of gender inequality?
	Was the technical design of the Strategic Note relevant?
<b>Effectiveness</b>	To what extent have planned outputs been achieved on time?
	Are interventions contributing to the expected outcomes? For who?

	What unexpected outcomes (positive and negative) have been achieved? For whom?
	What has UN Women's contribution been to the progress of the achievement of outcomes?
	Does the Organisation have access to the necessary skills, knowledge and capacities needed to deliver the portfolio?
	To what extent has gender equality and women's empowerment been mainstreamed in UN joint programming such as UNDAF?
	What are the main enabling and hindering factors to achieving planned outcomes?
<b>Efficiency and Coherence</b>	Are the interventions achieving synergies within the UN Women portfolio and the work of the UN Country Team?
	Is the balance and coherence between programming-operational, coordination and policy-normative work optimal?
	What are UN Women's comparative advantage compared with other UN entities and key partners?
	The extent to which the interventions is adding value while avoiding duplication of efforts.
	How can the workload across mandates be prioritized most effectively?
	To what extent does the UN Women management structure support efficiency for implementation?
	Has a Results Based Management system been established and implemented?
<b>Sustainability</b>	Is there national ownership and are there national champions for different parts of the portfolio?
	To what extent was capacity of partners developed in order to ensure sustainability of efforts and benefits?
	What local accountability and oversight systems have been established to support the continuation of activities?
<b>Human Rights and Gender Equality</b>	What contribution is UN Women making to implementing global norms and standards for gender equality and the empowerment of women?
	To what extent is the portfolio changing the dynamics of power in relationships between different groups?
	Has the portfolio been implemented according to human rights and development effectiveness principles: Participation/empowerment; Inclusion/non-discrimination; National accountability/transparency

During the evaluation inception meeting the evaluation team will also validate / reconstruct the Theory of Change through a participatory process which includes identifying indicators for assessing progress made during the implementation of the Strategic Note. A model template

will be provided to the evaluation team for this purpose. Indicators are encouraged to include the following elements:

1. A pre-defined rubric for evaluative judgement in the form of a definition of success, a benchmark, or a minimum standard;
2. Mainstreaming gender-responsiveness (where appropriate):
  - a. Gender-disaggregated,
  - b. Gender-specific (relating to one gender group),
  - c. Gender-redistributive (balance between different gender groups);
3. Mainstreaming a human rights-based approach (where appropriate):
  - a. Reference to specific human rights norms and standards (including CSW concluding observations),
  - b. Maximizing the participation of marginalized groups in the definition, collection and analysis of indicators.

The evaluations are expected to take a gender-responsive approach. Gender-responsive evaluations use a systematic approach to examining factors related to gender that assesses and promotes gender equality issues and provides an analysis of the structures of political and social control that create gender equality. This technique ensures that the data collected is analyzed in the following ways:

1. Assessing the extent to which the intervention was guided by the relevant international (national and regional) normative frameworks for gender equality and women's rights, UN system-wide mandates and organizational objectives
2. Determining the claims of rights holders and obligations of duty bearers and identifying trends, common responses and differences between groups of stakeholders
3. Assessing the extent to which participation and inclusiveness was maximized in the interventions
4. Triangulating information to identify similarities and/or discrepancies in data obtained in different ways (i.e., interviews, focus groups, observations, etc.) and from different stakeholders (e.g., duty bearers, rights holders, etc.)
5. Identifying the context behind the numbers and people (using case studies to illustrate broader findings or to go into more depth on an issue) by analyzing also relationships and power dynamics, and the structures that contribute to inequalities.
6. Assessing the extent to which sustainability was built into the intervention through the empowerment and capacity building of women and groups of rights holders and duty bearers

The preliminary findings obtained through this process should be validated through a debriefing workshop with Evaluation Management and Evaluation Reference groups at the end of the primary data collection stage. Further guidance on process and content for gender-responsive

evaluations is available in the [UNEG Guidance “Integrating Human Rights and Gender Equality in Evaluations”](#).

## V. Scope of the evaluations

The period covered by the evaluation will be framed by the duration of the Strategic Note in Uganda (2016 – 2020).

The evaluation will not consider impact (as defined by UNEG) as it is considered too premature to assess this. The evaluation team is expected to establish the boundaries for the evaluation, especially in terms of which stakeholders and relationships will be included or excluded from the evaluation. These will need to be discussed in the Inception Workshop.

UN Women organizational structures and systems outside of the CO (such as regional architecture) are not within the scope of this evaluation and should be referenced only where there is a clear implication for the design and implement of the CO Strategic Note. Joint programmes and programming are within the scope of these evaluations. Where joint programmes are included in the analysis, the evaluations will consider both the specific contribution of UN Women, and the additional benefits and costs from working through a joint modality. **For Uganda, the specificity of the Delivering as One (DaO) framework** and UN Women’s contribution to national development results through the UNDAF will be part of the scope of the evaluation.

The evaluation is expected to consider the main cultural, religious, social and economic differences when analyzing the contributions of UN Women.

The evaluation is recommended to apply the [Women’s Empowerment Framework](#) developed by Sara Hlupekile Longwe as a way to conceptualize the process of empowerment and current draft working paper on evaluation of impact of EVAWG. This will help frame progressive steps towards increasing equality, starting from meeting basic welfare needs to equality in the control over the means of production<sup>58</sup>.

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

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<sup>58</sup> The five “levels of equality” in the Women’s Empowerment Framework include:

6. *Welfare*, meaning improvement in socioeconomic status, such as income, better nutrition, etc. This level produces nothing to empower women.
7. *Access*, meaning increased access to resources. This is the first step in empowerment as women increase their access relative to men.
8. *Conscientization*, involving the recognition of structural forces that disadvantage and discriminate against women coupled with the collective aim to address these discriminations.
9. *Mobilization*, implementing actions related to the conscientization of women.
10. *Control*, involving the level of access reached and control of resources that have shifted as a result of collective claim making and action

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 DRF and OEEF, and the accessibility and adequacy of relevant documents and secondary data;
3. A review of the conduciveness of the context for the evaluation;
4. Ensuring familiarity with accountability and management structures for the evaluation.

The evaluation team will need to undertake an initial assessment of the availability of secondary data necessary for the evaluation. Additionally, 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 analyzed and integrated into data collection methods and tools. Evaluators are expected to include adequate time for testing data collection tools.

## VI. Evaluation design (process and methods)

UN Women has developed the [Evaluation Handbook “How to manage gender-responsive evaluation”](#) as well as detailed [Guidance on Country Portfolio Evaluations](#) (CPEs) to ensure greater rigor and consistency in CPEs while also providing flexibility to cater to varied contexts and country typologies. While the final evaluation methodology and questions will be adapted for each country during the inception phase it is recommended that the evaluations use a theory-based<sup>59</sup> cluster design<sup>60</sup>. To achieve sufficient depth, the evaluations will cluster programming, coordination, and policy activities of the Country Office around the thematic areas stated in the UN Women Strategic Plan.

The evaluation will undertake a desk-based portfolio analysis that includes a synthesis of secondary results data for the Development Results Framework and the Organizational Effectiveness and Efficiency Framework of the Country Office. This will cover all activities undertaken by the Country Office.

The portfolio analysis will be triangulated through a mixed methods approach that will include:

1. Desk review of additional documentary evidence;
2. Consultation with all main stakeholding groups; and
3. An independent assessment of development effectiveness using Contribution Analysis.

The evaluation is expected to apply a gender responsive approach to assessing the contribution of UN Women to development effectiveness. It should identify expected and unexpected

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<sup>59</sup> A theory based-design assesses the performance of the Strategic Note based upon its stated assumptions about how change happens. These assumptions can be challenged, validated or expanded upon by the evaluation.

<sup>60</sup> A cluster evaluation assesses a large number of interventions by ‘grouping’ similar interventions together into ‘clusters’, and evaluating only a representative sample of these in depth.

changes in target and affected groups. It is anticipated that the evaluation will apply process tracing to identify the mechanisms of change and the probable contributions of UN Women.

The evaluation is expected to assess the strategic position of UN Women. It is anticipated that mixed qualitative/quantitative cases of different target groups will be developed, compared and contrasted. The evaluation team will identify which factors, and which combinations of factors, are most frequently associated with a higher contribution of UN Women to expected and unexpected outcomes.

The methods should include a wide range of data sources (including documents, field information, institutional information systems, financial records, beneficiaries, staff, funders, experts, government officials and community groups). The evaluation is particularly encouraged to use participatory methods to ensure that all stakeholders are consulted as part of the evaluation process. At a minimum, this should include participatory tools for consultation with stakeholder groups and a plan for inclusion of women and individuals and groups who are vulnerable and/or discriminated against in the consultation process (see below for examples).

The use of participatory analysis, video, photography or other methods are particularly encouraged as means to include rights holders as data collectors and interpreters. The evaluator should detail a plan on how protection of participants and respect for confidentiality will be guaranteed.

The evaluation is encouraged to use a wide range of relevant participatory data collection tools (please refer to the guidance note):

- (Group) Interviews
- Secondary document analysis
- Observation
- Multimedia (photography, drawing)
- Others [See [UN Women CPE Guidance](#)]

The evaluators should take measures to ensure data quality, reliability and validity of data collection tools and methods and their responsiveness to gender equality and human rights; for example, the limitations of the sample (representativeness) should be stated clearly and the data should be triangulated (cross-checked against other sources) to help ensure robust results.

The evaluation is expected to reconstruct the Theories of Change using a participatory process during the Inception Workshop. This should be critiqued based on feminist and institutional analysis. The evaluation will apply Contribution Analysis to assess the effectiveness of UN Women's multi-country portfolio.

The evaluation is expected to apply a purposive sampling design based on the following minimum standards:

1. One or two projects per thematic cluster of program work;
2. The most strategically important thematic interventions to the CO:
  - a. Relevance of the subject. Is the project a socioeconomic or political priority of the mandate and role of UN Women? Is it a key priority of the national plan, UN Women strategic note or the AWP? Is it a geographic priority of UN Women, e.g., levels of gender inequality and the situation of women in the country?
  - b. Risk associated with the project. Are there political, economic, funding, structural or organizational factors that present potential high risk for the non-achievement of results or for which further evidence is needed for management decision-making?
  - c. Significant investment. Is the intervention considering a significant investment in relation to the overall office portfolio (more than one-third)?
3. The richest learning opportunities.
  - a. Potential for replication and scaling-up. Would the evaluation provide the information necessary to identify the factors required for the success in a thematic area and determine the feasibility of replication or scaling-up? Does the thematic area include a pilot and/or an innovative initiative?
  - b. Knowledge gap. Will the evaluation help to fill a pressing knowledge gap in relation to achieving gender equality or the empowerment of women?

VII. Stakeholder Analysis

As part of this CPE process, the evaluators are expected to undertake stakeholder analysis during the inception phase with a particular emphasis on rights holders and their representatives:

1. Design (inception workshop);
2. Consultation of stakeholders;
3. Stakeholders as data collectors;
4. Interpretation;
5. Reporting and use.

<b>Stakeholder mapping</b>		
<b>Stakeholder Role</b>	<b>Specific Group</b>	<b>Main Contributions</b>
Target groups of <b>RIGHTS HOLDERS</b>		Direct beneficiaries and programme/project participants



		Implementation
Principal and <b>PRIMARY DUTY BEARERS</b> who make decisions and implement the SN		Programme and Policy: <ul style="list-style-type: none"> <li>▪ Development;</li> <li>▪ Implementation;</li> <li>▪ Monitoring</li> <li>▪ Evaluation</li> <li>▪ Reporting</li> </ul> Joint programmes development and implementation partners Local Implementing partners
Representatives of <b>SECONDARY DUTY BEARERS</b> and rightsholders affected by the SN, but not targeted for assistance		Stakeholders

The evaluators are encouraged to further analyze stakeholders according to the following characteristics:

1. System roles (target groups, programme controllers, sources of expertise, and representatives of excluded groups);
2. Gender roles (intersections of sex, age, household roles, community roles);
3. Human Rights roles (rights holders, principal duty bearers, primary, secondary and tertiary duty bearers);
4. Intended users and uses of the respective evaluation.

The evaluators are encouraged to extend this analysis through mapping relationships and power dynamics as part of the evaluations. It is important to pay particular attention to participation of rights holders—in particular women and vulnerable and marginalized groups—to ensure the application of a gender-responsive approach. It is also important to specify ethical safeguards that will be employed during the evaluation.

The evaluators are expected to validate findings through engagement with stakeholders at stakeholder workshops, debriefings or other forms of engagement.

VIII. Time frame and deliverables

The exact timing of the country portfolio evaluation will be determined in close consultation with the UN Women Uganda country office. The expected activities and deliverables and the estimated number of work days for the CPE are listed below.

Activity for each CPE	Working days/ CPE
Conduct desk review	5
Drafting and presentation of evaluation inception report, data collection tools and instruments	5
Field work incl. presentation and validation of evaluation findings to stakeholders [number of field work days may be adjusted depending on country context]	14
Prepare draft evaluation report	3
Finalize evaluation report	2
<b>TOTAL</b>	<b>29 days</b>

A model evaluation report will be provided to the evaluator based on the below outline. The Evaluation Manager and the UN Women Regional Evaluation Specialist will quality assure the evaluation report. The draft and final evaluation report will be shared with the Evaluation Reference Group (ERG) and the Evaluation Management Group (EMG) for quality review. The final report will be approved by the EMG.

- 1) Title and opening pages
- 2) Executive summary
- 3) Background and purpose of the evaluation
- 4) Programme/object of evaluation description and context
- 5) Evaluation objectives and scope
- 6) Evaluation methodology and limitations
- 7) Findings: relevance, effectiveness (normative, coordination, operational), efficiency, sustainability, and gender and human rights
- 8) Conclusions
- 9) Recommendations
- 10) Lessons and innovations

#### ANNEXES:

- Terms of reference
- Documents consulted

- Lists of institutions interviewed or consulted and sites visited (without direct reference to individuals)
- Analytical results and methodology related documentation, such as evaluation matrix
- List of findings and recommendations

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

IX. Management of the evaluation

At UN Women the evaluation phases are:

- Stage 1: Planning
- Stage 2: Preparation: This includes the stakeholder analysis and establishment of the Reference Group, Evaluation Management Group, development of the ToR, and recruitment of the evaluation team
- Stage 3: Conduct: Inception workshop, data collection and analysis
- Stage 4: Reporting: Presentation of preliminary findings, draft and final reports
- Stage 5: Use and follow up: Management response, dissemination of the report, and follow up to the implementation of the management response

These terms of reference cover stages 3 and 4 only.

The evaluation will have the following management structures with which the consultants will engage:

1. **Country Office Evaluation Manager and Regional Evaluation Specialist** for coordination and day-to-day management.
2. **Evaluation Management Group (EMG)** for administrative support and accountability: Country Representative or Deputy Country Representative, Evaluation Manager, Regional Evaluation Specialist
3. **Evaluation Reference Group (ERG)** for substantive technical support: UN Women programme staff, National government partners, Development partners/donors, UNCT representatives, Civil Society partners.

The main roles and responsibilities during the CPE process are:

<b>Evaluation team</b>	1. To avoid conflict of interest and undue pressure, the members of the evaluation team need to be independent, implying that they must not have been directly responsible for the design, or overall management of the subject of the evaluation, nor expect to be in the near future.
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	<ol style="list-style-type: none"> <li>2. Evaluators must have no vested interest and must have the full freedom to conduct their evaluative work impartially. They must be able to express their opinion in a free manner.</li> <li>3. The evaluation team prepares all evaluation reports, which should reflect an agreed- upon evaluation approach and design from the perspective of the evaluation team, the Evaluation Manager and Regional Evaluation Specialist.</li> </ol>
<b>Country Office Evaluation Manager</b>	<ol style="list-style-type: none"> <li>1. Consults partners regarding the evaluation and the proposed schedule for data collection</li> <li>2. Ensures the stakeholders identified through the stakeholder analysis are being included, in particular the most vulnerable or difficult to reach, and manages logistics for the field mission</li> <li>3. Coordinates timely compilation of background documents for the desk review</li> <li>4. Arranges for evaluation inception workshop and debriefing workshop with the Evaluation Management group and Evaluation Reference group</li> <li>5. Conducts a preliminary assessment of the quality of draft reports, provides substantive comments on the draft reports, coordinates feedback from the Regional Evaluation Specialist, Management and Reference groups</li> <li>6. Initiates timely payment of the evaluation team</li> <li>7. Maintains an audit trail of comments on the evaluation products so that there is transparency in how the evaluation team is responding to the comments</li> </ol>
<b>Evaluation Management and Reference Groups</b> (including the Regional Evaluation Specialist)	<ol style="list-style-type: none"> <li>1. Provide substantive comments on Terms of Reference, Inception and draft evaluation report</li> <li>2. Actively engages in evaluation inception workshop and debriefing workshop</li> <li>3. Ensures timely development of management response to evaluation recommendations</li> </ol>

X. Evaluation team composition, skills and experiences

With this Terms of Reference, UN Women is seeking to recruit 1 national consultant to work together with an international consultant (selected by UN Women) to undertake the CPE in Uganda. The national consultant will be under a SSA contract for a period of 21 days. (S)he will work in a team with an international consultant recruited by UN Women for the process. Additionally, the evaluation team will include a member of the UN Women Independent Evaluation Office/Regional Office for Eastern and Southern Africa.

**The national consultant is expected to demonstrate evidence of the following capabilities:**

1. Advanced degree preferably in Economics or International Development or gender development, social sciences for the national consultant.
2. Documented previous experience in conducting gender-responsive evaluations
3. Knowledge of, and experience in applying qualitative and quantitative evaluation methods incl. data analysis skills
4. Knowledge of international normative standards on women's rights and gender mainstreaming processes
5. Strong ability to communicate with stakeholders
6. Technical competence in the thematic areas to be evaluated
7. Knowledge of the role of UN Women and its programming, coordination and normative roles at the country level is preferred
8. Country experience with regard to evaluations.
9. Language proficiency in English

**The international consultant is expected to demonstrate evidence of the following capabilities:**

1. Advanced degree preferably in Economics or International Development or gender and development, social services for the international consultant. Preferably a PhD holder
2. At least 15 years of robust work experience on gender and development.
3. Documented previous experience in conducting gender-responsive evaluations
4. A strong record in designing and leading evaluations, extensive experience in applying qualitative and quantitative evaluation methods incl. data analysis skills
5. Proven knowledge and experience with theory-based evaluation designs
6. Knowledge of international normative standards on women's rights and gender mainstreaming processes
7. Technical competence in the thematic areas to be evaluated
8. Knowledge of the role of UN Women and its programming, coordination and normative roles at the regional and country level
9. Excellent ability to communicate with stakeholders incl. process management and facilitation skills
10. Language proficiency in English

XI. 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, stakeholders 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 evaluators are 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 is in place to protect the rights of the respondent, including privacy and confidentiality
2. The interviewer or data collector is trained in collecting sensitive information, and if the topic of 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 so as to minimize risk to respondents
5. The interviewer or data collector is able to provide information on how individuals in situations of risk can seek support

The evaluation's value added is its impartial and systematic assessment of the programme or intervention. As with the other stages of the evaluation, involvement of stakeholders should not interfere with the impartiality of the evaluation.

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

Additionally, if the evaluator(s) identify 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.

## XII. Application process

Interested candidates should apply online by latest **March 26<sup>th</sup>, 2020** and include “National or International Consultant CPE - Uganda” in the subject line. Candidates should submit (1) a letter of interest, (2) a personal CV, (3) availability during the months **April – June, 2020**. Shortlisted candidates will be requested to take a short oral interview as part of the final selection process.

Payments will be done as follows:

- 30% of total payment upon signature of contract.
- 30% upon delivery of draft evaluation report;
- 40% upon delivery of final evaluation report.

## Annex: Resources for data on gender equality and human rights

- UN Office of the High Commissioner for Human Rights (OHCHR) – Universal Human Rights Index: <http://uhri.ohchr.org/en>
- UN Statistics – Gender Statistics: <http://genderstats.org/>
- UNDP Human Development Report – Gender Inequality Index: <http://hdr.undp.org/en/content/gender-inequality-index-gii>
- World Bank – Gender Equality Data and Statistics: <http://datatopics.worldbank.org/gender/>
- Organisation for Economic Co-operation and Development (OECD) Social Institutions and Gender Index: <http://genderindex.org/>
- World Economic Forum – Global Gender Gap Report: <http://www.weforum.org/issues/global-gender-gap>
- A listing of UN reports, databases and archives relating to gender equality and women’s human rights can be found at: [http://www.un.org/womenwatch/directory/statistics\\_and\\_indicators\\_60.htm](http://www.un.org/womenwatch/directory/statistics_and_indicators_60.htm)

## 1.4 Priority Questions and evaluation sub-questions

### Cluster 1: Strategic Alignment of the Portfolio (Relevance and Human Rights Based and Gender Responsiveness)

1. Is the portfolio aligned with national policies? And international gender equality human rights norms?
2. What contribution is UN Women making to UN coordination on GEEW? Which roles is UN Women playing in this field?
3. To what extent is the portfolio changing the dynamics of power in relationships between different groups?
4. Has the portfolio been implemented according to human rights and development effectiveness principles: Participation/empowerment; Inclusion/non-discrimination and National accountability/transparency?

### Cluster 2: Management of the SN (Efficiency and coherence)



5. To what extent does the UN Women CO management structure support efficiency for implementation?
6. Has a Results Based Management system been established and implemented?

**Cluster 3: Achievements of the SN (Effectiveness)**

7. To what extent have planned outputs been achieved on time?
8. Are interventions contributing to the expected outcomes? For who?
9. What has UN Women's contribution been to the progress of the achievement of outcomes?
10. What are the main enabling and hindering factors to achieving planned outcomes?

**Cluster 4: Coordination and UN women comparative advantages**

11. What are UN Women's comparative advantage compared with other UN entities and key partners?
12. What contribution is UN Women making to UN coordination on GEEW? Which roles is UN Women playing in this field?
13. Is the balance and coherence between programming-operational, coordination and policy-normative work optimal?

**Cluster 5: Sustainability**

14. To what extent was capacity of partners developed in order to ensure sustainability of efforts and benefits?
15. Is there national ownership and are there national champions for different parts of the portfolio?

**Cluster 6: Design of the Portfolio**

16. Is the thematic focus across the portfolio appropriate?
17. Was the technical design of the Strategic Note relevant?

## 1.5 Additional information on Uganda's GEWE context

### Main features of the national socio-economic context on the progress of women

Uganda is a landlocked East African country with an estimated population of 44.27 to 45.7 million; an annual population growth rate of 3.2% and a fertility rate of 5.4 children per woman; all unacceptably high.<sup>61</sup> Figure 4, adapted from the updated SN 2016-2020 presents the gender context analytical framework, that uses the 14 acupuncture points, and it is the analytical framework used in this section.<sup>62,63</sup>

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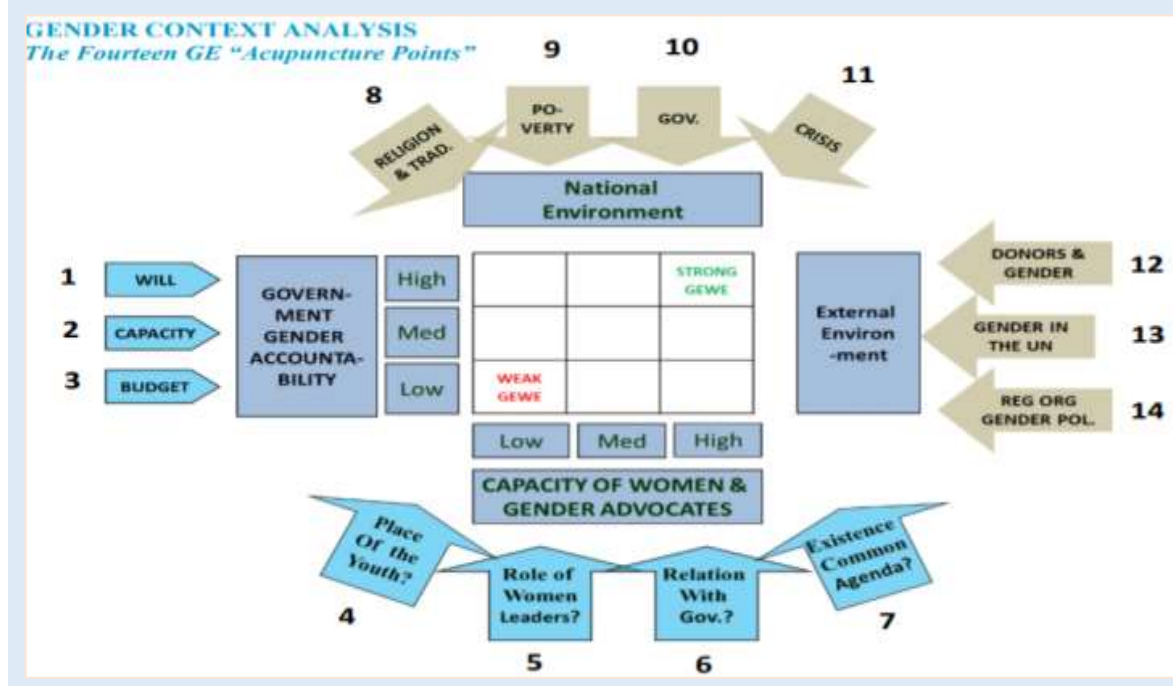
<sup>61</sup> The map of Uganda is annexed to this report, showing geographical distribution of UN women project sites.

<sup>62</sup> Uganda Bureau of Statistics (UBOS) and ICF. 2018. Uganda Demographic and Health Survey (UDHS) 2016. Kampala, Uganda and Rockville, Maryland, USA: UBOS and ICF

Also see: <https://worldpopulationreview.com/countries/uganda-population>. Accessed 25.08.2020 by Kivumbi H. -Ibid. ICPD at 25 Review / AADPD plus 5 review report for Uganda. Pg7. 2018

<sup>63</sup> Ibid. UNWomen SN2016-2020 Pg.5

Figure 4: Gender context analysis using the fourteen-gender equity acupuncture points



20. Uganda is commended for its efforts to mainstream gender equality, gender statistics and equity in planning and budgeting processes. Before the annual government budget is approved by parliament it must be gender and equity responsive.<sup>64</sup> For example, the National Budget Framework paper for 2019/2020 – 2023/24 was certified as 61% gender and equity compliant.<sup>65</sup> However, many ministries and local governments lag behind in ensuring that their budgets and plans comply with standards of gender and equity. This includes ministries with big budgets that affect women’s lives like the Ministry of Energy and Mineral Development (45%) and the Ministry of Lands, Housing and Urban Development (32%) that were not approved for gender and equity certificates.<sup>66</sup> This points to the need to further strengthen the capacity of technical officers in MDAs and LGs in gender analysis, gender mainstreaming and gender budgeting. It also points to the need for MoGLSD to identify more sustainable capacity building strategies like establishing GRB in academic institutions.<sup>67</sup>

<sup>64</sup> S. 5 (6a -6b) of the Public Finance Management Act (2015) as amended.

<sup>65</sup> David Bahati, Minister of State for Finance, Planning and Economic Development, “Submission of the Certificate of Gender and Equity Responsiveness of the National Budget Framework Paper for FY 2019/2020 – 2023/2024”, December 2018

<sup>66</sup> Ibid. David Bahati, “Submission of the Certificate of Gender and Equity Responsiveness...”

<sup>67</sup> UNCT Uganda. Report for CEDAW Committee review of Uganda’s 8th and 9th CEDAW report. Final Report. December 2019. Page 4.

*Also see:* The combined 8th and 9th periodic report of the government of the republic of Uganda on the implementation of the convention on the elimination of all forms of discrimination against women (CEDAW). October 2019

National Report on the implementation of The Beijing Declaration and Platform for Action. Final Report. JUNE 2019.

Ibid. ICPD at 25 Review / AADPD plus 5 review report for Uganda. Pg17. 2018

Ibid. UN Women Uganda CO. Annual reports UN Women, 2016; 2017; 2018 and 2019

21. Moreover, women and girls in Uganda continue to face disproportionate risk to HIV infection. UNAIDS states that of the 1,300,000 adults living with HIV, 770,000 (59.23%) were women. New HIV infections among young women aged 15–24 years were more than double those among young men: 14 000 new infections among young women, compared to 5000 among young men. Transmission risks to girls and women are attributed to lack of information and prevention skills, early sexual debut, multiple sexual partnerships, peer pressure and lack economic empowerment to enable informed choices and safer sex negotiations<sup>68</sup>.

22. The capacity of women and gender advocates: place of the youth, role of women leaders, relation with government and common agenda; are areas for continued development. The country made progress on women's participation in leadership and governance. By 2015, the proportion of women in Parliament had risen from one legislator (1980); to 18% in 2000, 35% in the 2011 and 34.7% in 2016. The proportion of women chairing Parliamentary Committees rose from 32% in 2015 to 42.8% in 2018. There are several women and gender advocates at central level, as exemplified in the list of UN Women partners, however the grassroots level women voices are fewer and require strengthening. Uganda has a big youthful population, close to 75% as stated below, and they are among the most marginalized population. Youth engagement, livelihoods, education and empowerment are within the National Development agenda, though the coverage and support with resources remains smaller than the need.<sup>69,70</sup>

23. The national environment, religion & tradition, poverty, government and crisis: Income inequality is one of the most significant identity-based failings, with women, especially the female headed households, being more marginalized than men. For example, women lack access to and control over productive resources like land, education and health services. Marginalization in education affects wage employment in non-agricultural sectors and property rights.

24. Negative socio-cultural norms, harmful traditional practices, slow changes in perceptions on GE by religious and some public institutions are a challenge to the elimination of Violence Against Women and Girls (VAWG). Women still face discrimination in marriage, and on divorce with legal protections dependent on the law governing a particular form of marriage. Gender-based violence, female genital mutilation, teenage pregnancy and child and forced marriage, among others, persist, and perpetuate gender inequality. Forty-nine percent women and 41% of men believe, it is justified for a man to beat his wife under certain circumstances. More than 50% women 15-49 years experienced violence, more than 20% women experienced sexual violence in their lifetime and 59% of young females experienced violence prior to the age of 19 years.<sup>71</sup>

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<sup>68</sup> UNAIDS. Country Uganda Overview. 2020. <https://www.unaids.org/en/regionscountries/countries/uganda>. Accessed 4<sup>th</sup> September 2020. H. Kivumbi

Also see. 2019 Annual Report. UN Women

<sup>69</sup> Uganda Bureau of Statistics (UBOS) and ICF. 2018. Uganda Demographic and Health Survey (UDHS) 2016. Kampala, Uganda and Rockville, Maryland, USA: UBOS and ICF

Also see: <https://worldpopulationreview.com/countries/uganda-population>. Accessed 25.08.2020 by Kivumbi H. -Ibid. ICPD at 25 Review / AADPD plus 5 review report for Uganda. Pg7. 2018

<sup>70</sup> Ibid. UNWomen SN2016-2020 Pg.5

<sup>71</sup> UNCT Uganda. Report for CEDAW Committee review of Uganda's 8th and 9th CEDAW report. Final Report. December 2019. Page 4.

Ibid. ICPD at 25 Review/AADPD plus 5 review report for Uganda. Pg. 17.

Also see: UNWomen, Revised Uganda Country Office Strategic Note 2016 – 2020 “Harnessing the gains of Gender Equality and Women's Empowerment in Uganda”. August 2018. Page 8

25. Yet, there is limited access to the formal justice system by women and girls; lengthy procedures, delays and weak enforcement of laws, hence majority women do not report VAWG incidents to the formal JLOS system. Moreover, the accountability mechanisms for duty bearers are weak. Yet there is a lack of knowledge and information by rights holders to defend their rights and demand accountability. Moreover, the Marriage and Divorce Bill, although initially on the Parliament Order Paper in 2017, has not been tabled.<sup>72</sup>

26. During the 2016 general elections, active citizenry by disgruntled and mostly unemployed youth was a challenge to peace and security. This group later evolved to the opposition the under the youth-led People Power Movement. Again in 2018-2019 there were reported incidents of abductions and murders of women in Kampala and its environs.<sup>73</sup> The more than 216 cases remain unresolved, yet the majority victims were women. In 2017, the government reported 276 victims of sex trafficking and forced labour out of whom 197 were transnational victims, majority of whom were women. The violence related to the 2018 age-limit constitutional amendments was a risk to peace and safety. On humanitarian front; the country is home to over 1.5 million refugees fleeing violent conflicts from neighboring South Sudan, DRC, Burundi and Somalia. Women and children make up 82% of the refugees in Uganda, there is ever growing insecurity within the refugee settlements to do with both intra-refugee and host community relations stemming from ethnic and resource tensions, creating protection challenges.<sup>74,75</sup>

### **Implementation progress for GEWE**

30. As per the various CO annual reports, the reports for BPfA and the CEDAW, and the Social Sector reports, there is indication of progress for GEWE; selected examples of the implementation progress for GEWE over the period under review include:

- *Women's Leadership and Political Participation:* UN Women conducted the gender-audit of the political party's manifestos in 2016 as basis for the engagement of the political parties to mainstream gender into their party constitutions and policies. Three leading political parties integrated gender in their manifestos. The Electoral Commission (EC) was also supported for gender policy, gender responsive election management and the developing a gender responsive media guideline for election reporting.<sup>76</sup>
- GoU has conducive policy, legislative and programmatic environment on HIV and AIDS, including the Guidelines for HIV and AIDS prevention, Care and Support for

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-UNWomen, Uganda Country Office Strategic Note 2016-2020 Mid-term review process report. July 2017. Page 5 and 6.

<sup>72</sup> Ibid. ICPD at 25 Review / AADPD plus 5 review report for Uganda. Pg17. 2018  
Also see. Ibid. UDHS 2016

<sup>73</sup> According to the Annual Crime Report 2018 a total of 184 cases of Kidnap were reported throughout the country. Uganda Police Force, Annual Crime Report 2018, at 22.  
Ibid. UNCT Opinion report on CEDAW. 2019. Page 10.

<sup>74</sup> Ibid. 2019 Annual report. UN Women.

<sup>75</sup> UNWomen, Revised Uganda Country Office Strategic Note 2016 – 2020 “Harnessing the gains of Gender Equality and Women’s Empowerment in Uganda”. Pg.5.August 2018.  
Also see. 2019 Annual Report. UNWomen Uganda. Pag 11

<sup>76</sup> UN Women Uganda strategic note 2016-2020: “Harnessing the gains of Gender Equality and Women’s empowerment in Uganda”. Annual Report to the Embassy of Sweden, January – December 2016. Pg. 14-18.

Workers, the Presidential Fast Track Initiative on HIV/AIDS in 2017, Guidelines for Male Engagement in Sexual and Reproductive Health (SHR), National Scorecard to monitor Gender in HIV/AIDS programming amongst others.<sup>77</sup>

- *Women's Economic Empowerment (WEE)*: The Uganda Women Entrepreneurship Program (UWEP), the Youth Livelihood Fund (YLF), the Special Grant for persons with disabilities and the Social Assistance Grants for Empowerment (SAGE) addressing vulnerable elderly, promote economic empowerment for women and other marginalized groups, though these funds cover only 44 out of 150 LG and 19 municipalities. The amendment of the public procurement and disposal of assets, which is underway, will enable women entrepreneurs to bid and benefit from the GoU tenders.<sup>78,79</sup>
- The National Climate Change Policy (2015) committed to mainstream gender in climate change adaptation, and mitigation responses, since close to 70% households depend on subsistence farming.<sup>80</sup> However, there are very limited programmes for tackling extreme poverty in the disaster-prone areas, or in the rural areas. No wonder, data from the National Household Survey 2016/17 showed regression on poverty indicators, with the percentage of poor people having increased from 19% in 2012 to 25.8% in 2017, with crop growing subsistence farmers being the most affected.<sup>81</sup>
- *Ending Violence Against Women and Girls (EVAWG)*: The Succession Amendment Bill was finalized and gazetted in 2018, becoming The Succession (Amendment) Bill No 16 of 2018. The Bill removes the clauses that discriminate women and girls from inheriting their late spouses' and or parents' property. The succession amendment Bill 2019 has again been tabled in parliament in 2019 for further engendering. The National Legal Aid Bill (2021), a draft was presented to Parliament as a Private Member's Bill. This was followed by technical reviews by Parliament, the Ministry of Justice and Constitutional Affairs. The Sexual Offences Bill I was debated in the 3rd session of the 10th Parliament of Uganda, and referred for redrafting.<sup>82, 83</sup>
- *Peace and security and humanitarian action (WPSHA)*: The National Action Plan on WPS (NAP III), is the overarching policy framework that guided WPSHA. Progress included: setting up a Women's Situation Room (WSR) by the CO, as a rapid response and conflict mitigation mechanism throughout the 2016 general elections was commended and in line with UNSCRs 1325 and 1820, ensuring peaceful elections also enabled women's full participation in the electoral process. The GoU rolled out the Comprehensive Refugee Response Framework (CRRF), guiding the implementation of

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<sup>77</sup> Ibid UNCT. CEDAW opinion report

*Also see*: Revised Uganda country office strategic note 2016 – 2020 “Harnessing the gains of Gender Equality and Women's Empowerment in Uganda”. Page 6.

<sup>78</sup> Ibid UNCT. CEDAW opinion report

<sup>79</sup> Ibid. 2019 Annual Report, UNWomen Uganda CO. Pg. 22

<sup>80</sup> National Climate Change Policy 2015, para. 3.4.8., page 15

<sup>81</sup> UNWomen, Strategic Plan and Programme 2019-2022, 2018 Review & Update. January 2019. Page 4-6.

<sup>82</sup> UN Women 2018 Annual Report. (2019). Page 8.

<sup>83</sup> Ibid. 2018 Annual Report. Page 10 and 11

*Also see*. 2017 Annual report. Page 28

a progressive refugee response that emphasizes the humanitarian-development nexus. The Leadership, Empowerment and Access to Protection services for refugee women and girls (LEAP) program aligns with the CRRF. The Transitional Justice Policy aimed at redressing war injustices.<sup>84</sup>

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<sup>84</sup> UN Women Uganda strategic note 2016-2020: “Harnessing the gains of Gender Equality and Women’s empowerment in Uganda”. Annual Report to the Embassy of Sweden, January – December 2016. Pg. 14-18  
Also see: <https://data2.unhcr.org/en/country/uga>  
UNWomen. 2017 Annual Report to the Embassy of Sweden. Page  
Uganda Country Office. 2019 Annual Report. March 2020. Page 33

## 1.6 Development Results Framework

Result Area	2016	2017	2018	2019	2020	TOTAL	
IMPACT 1: Women lead, participate in and benefit from governance systems at all levels	1,617,800	640,000	2,116,377	3,560,409	3,012,628	10,947,214	
Outcome 1.1: Women engage in political institutions and processes							
Output 1.1.1: Strengthened capacity of political parties to adopt and implement gender-responsive statutes and party constitutions that promote Women's participation	50,000	40,000	132,203	379,239	50,000	651,442	
Output 1.1.2: Strengthened technical capacity of the Electoral Commission to administer elections in a gender-responsive manner that enhances Women's participation	600,000	-	-	100,000	200,000	900,000	
Output 1.1.3: Increased community and civic understanding of gender equality and Women's right to political participation	191,800	100,000	30,000	240,000	200,000	761,800	
Output 1.1.4: Capacity of Women to engage in elective politics and other governance processes strengthened	135,000	100,000	143,250	411,300	100,000	889,550	
	Subtotal Outcome 1.1	976,800	240,000	305,453	1,130,539	550,000	3,202,792
Outcome 1.2: National and local plans and budgets are gender responsive							
Output 1.2.1 The capacity of the MGLSD and other selected MDAs and local governments to, plan, coordinate, monitor and track allocations for GEWE is strengthened	50,000	50,000	538,484	1,215,550	1,276,328	3,130,362	



Output 1.2.2: Capacity of advocates for gender and Women's rights networks and institutions to demand accountability for GEWE commitments in line with Global norms and standards is strengthened.	141,000	50,000	212,000	130,000	149,500	682,500
Sub Total Outcome 1.2	191,000	100,000	750,484	1,345,550	1,425,828	3,812,862
Outcome 1.3: Quality data and statistics are developed to track progress on gender equality and empowerment of Women (GEWE)						
Output 1.3.1: Gender perspective integrated in the national strategy for the development of statistics (NSDS)	50,000	50,000	290,520	298,800	313,200	1,002,520
Output 1.3.2: Increased use of standardized methodological and technical tools and templates to produce the gender-related Tier I/II/III SDGs indicators to address national data gaps	150,000	100,000	430,920	512,000	453,600	1,646,520
Output 1.3.3: Increased availability and reporting on national gender data	150,000	100,000	161,000	95,000	120,000	626,000
Output 1.3.4: Institutionalized dialogue between data users and producers to enhance demand and relevance of gender statistics increased	50,000	-	90,000	50,000	90,000	280,000
Output 1.3.5: Analytical Capacities of national statistical; systems, government institutions, civil society and academia to use gender statistics strengthened	50,000	50,000	88,000	128,520	60,000	376,520
Subtotal Outcome 1.3	450,000	300,000	1,060,440	1,084,320	1,036,800	3,931,560
Impact 2: Women have income security, decent work and economic autonomy	45,000	55,000	196,550	1,863,419	770,000	2,929,969
Outcome 2.1: Women own and manage small, medium and large businesses						

Output 2.1.1: Increased awareness, engagement and advocacy for favorable public procurement policies for WBEs	-	10,000	16,000	283,919	100,000	409,919
Output: 2.1.2: Corporate sourcing policies reviewed and reformed in favor of targeting Women employees and Women business enterprises	-	-	-	102,681	100,000	202,681
Output 2.1.3: Capacity of Women's associations and Women entrepreneurs to respond to procurement is increased	-	-	85,550	940,473	170,000	1,196,023
Subtotal Outcome 2.1	-	10,000	101,550	1,327,073	370,000	1,808,623
Outcome 2.2: Climate smart agriculture policies are gender responsive and Women's land tenure security is increased						
Output 2.2.1: Capacity of government institutions and policy makers to assess gender differentiated CSA barriers and integrate remedial interventions into budgeting, planning, programming and monitoring is increased	-	-	50,000	349,387	100,000	499,387
Output 2.2.2: Strengthened capacity of the community, Women and leaders (at various levels) to understand and appreciate Women's land rights as well as engage in gender responsive statutory land reform processes	45,000	45,000	45,000	186,959	300,000	621,959
Subtotal Outcome 2.2	45,000	45,000	95,000	536,346	400,000	1,121,346
IMPACT 3: Women and girls live a life free from all forms of violence	667,828	1,025,000	975,000	5,376,981	4,450,000	12,494,809
Outcome 3.1: Favorable social norms, attitudes and behaviors are promoted at community and individual levels to prevent VAWG and promote SRHR						

Output 3.1.1 Women's voice and agency strengthened to advocate for the development and implementation of laws and policies on EAW	50,000	50,000	50,000	1,577,540	2,000,000	3,727,540
Output 3.1.2: Laws and policies are regularly reviewed, reformed and resourced to conform with international human rights standards and evidence	50,000	50,000	50,000	342,404	250,000	742,404
Output 3.1.3: Investments in the safety and economic viability of public spaces, including public infrastructure/ economic development are effective	80,000	75,000	75,000	189,084	300,000	719,084
Output 3.1.4: Women, girls, men and boys at community and individual level are mobilized in favor of respectful relationships and gender equality	50,000	100,000	100,000	1,622,395	800,000	2,672,395
Output 3.1.5: Women and girls especially the most at risk of VAWG are more knowledgeable on their rights, available GBV services and measures to protect themselves against violence	50,000	300,000	300,000	98,108	300,000	1,048,108
Sub Total Outcome 3.1	230,000	575,000	575,000	3,829,531	3,650,000	8,859,531
Outcome 3.2: Increased use of available accessible and quality essential services by Women and girls who experience violence						
Output 3.2.1: Women and girls who experience violence use quality essential EAWG services and perpetrators are held accountable	237,828	200,000	200,000	463,200	500,000	1,601,028

Output 3.2.2: Capacity of formal and non-formal justice institutions at national and in targeted districts (Police, judiciary, Public prosecution, and Legal officers, ADR) to enforce legislation, be accountable and provide essential services for EVAWG, Women's access to justice and other forms of discrimination is strengthened	200,000	250,000	200,000	1,084,250	300,000	2,034,250
Subtotal Outcome 3.2	437,828	450,000	400,000	1,547,450	800,000	3,635,278
Impact 4: Women and girls contribute and have greater influence in building sustainable peace and resilience and benefit equally from the prevention of natural disasters and conflicts and from humanitarian action.	50,000	170,000	710,000	1,946,712	790,000	3,666,712
Outcome 4.1: An enabling environment for implementation of Women peace and security commitments is created						
Output 4.1.1: Strengthened Government capacity to adopt a quality WPS accountability framework, which meets emerging threats and challenges	10,000	50,000	200,000	439,447	100,000	799,447
Output 4.1.2: Security and justice institutions (including UPF, UPDF, OPDD, Judiciary and Parliament) and processes are gender responsive	10,000	50,000	150,000	626,447	300,000	1,136,447
Subtotal Outcome 4.1	20,000	100,000	350,000	1,065,894	400,000	1,935,894
Outcome 4.2: Women Benefit from Humanitarian Action						
Output 4.2.1: Capacity of key actors in HA response to plan implement and report gender sensitive programs in all phases of emergency (preparedness, relief and recovery) is strengthened	10,000	50,000	50,000	181,818	50,000	341,818

Output 4.2.2: Positive coping mechanisms are promoted for refugee and host community Women	10,000	10,000	160,000	143,000	170,000	493,000
Output 4.2.3: Protection and economic opportunities for refugee and host community Women is promoted	10,000	10,000	150,000	556,000	170,000	896,000
Subtotal Outcome 4.2	30,000	70,000	360,000	880,818	390,000	1,730,818

## 1.7 Boundary Partners/list of projects and implementing partners

Table 6: Uganda Country Portfolio Projects and Implementing partners (2016-2020), full list.

<b>UN Women Uganda Country Portfolio: 65 projects and 60 implementing partners</b>	
<b>Project Name/Title</b>	<b>Implementing Partners</b>
<b>Women's Political Participation and Leadership result area</b>	
1) Enhancing public awareness and support for Women's political participation and gender equality	ACFODE
2) Strengthening Women's leadership to champion Gender equality in Uganda	Uganda Women's Network
3) Galvanizing the Strength of the Women's Movement	
4) Sustaining and Championing Voice for a Fair and just Family Law (Marriage and divorce bill)	
5) Strengthening Women's leadership for a violence-free host and refugee communities in Uganda	
6) Young Women in Leadership Mentoring Programme	Akiina Mama wa Africa
7) Women Networks working Gender Equality and Women Empowerment	NAWOU
8) Support Women Human Right Defenders Network to safely and effectively advance rights of Women and girls facing multiple forms of discrimination in Uganda	UN OHCHR
9) Upholding the Rights of Women and Girls through Accountability for Reform and implementation of gender responsive legislation	UWOPA
10) Empowering Women to Lead Training Programme	Akiina Mama wa Africa
11) Advocacy for Inclusive Women's Movement in Uganda	National Union of Women with disabilities of Uganda (NUWODU)
<b>Inter-Governmental Support</b>	
12) Support to Equal Opportunities Commission to ensure national and local plans and budgets are gender responsive, monitoring GEWE allocations and able to report	Equal Opportunities Commission
13) Tracking GEWE allocations across sectors and MDAs documenting, reporting and sharing information annually	Ministry of Finance, Planning and Economic Development
14) The capacity of the MGLSD and other selected MDAs and local governments to plan, coordinate, monitor and track allocations for GEWE is strengthened	Ministry of Gender, Labor and Social Development
15) Budget for Gender and Equity	Civil Society Budget Advocacy Group and Forum for Women in Democracy
<b>Gender statistics thematic area</b>	
16) Technical Backstopping for Generation of Gender Analysis Knowledge Products	EPRC
17) Supporting the Monitoring and Implementation of the SDGs through Better Production and use of Gender Statistics Indicators	UBOS
<b>Gender and HIV thematic area</b>	
18) Karamoja Economic Empowerment Project	Action Africa Help Uganda

<b>UN Women Uganda Country Portfolio: 65 projects and 60 implementing partners</b>	
<b>Project Name/Title</b>	<b>Implementing Partners</b>
19) International Community of Women living with HIV, Eastern Africa (ICWEA/UNYPA))	International Community of Women living with HIV, Eastern Africa (ICWEA/UNYPA/AWAC)
20) The Gender and HIV Dashboard (GeHDA) Project	Uganda AIDS Commission
21) Promoting Second Chance education for vulnerable and marginalized adolescent girls and young Women (Pro-sevu)	Forum for African Women Educationalist Uganda Chapter
<b>Women's Economic Empowerment result area 2.</b>	
22) Livelihoods and Enterprise Development Assistance for Women Entrepreneurs	International Institute for Rural Reconstruction
23) Access to Markets by the Market Women	Institute of Social Transformation
24) Increasing Women's Economic Empowerment through Tenure Security in Uganda	LandNET Uganda
25) Enhancing Women's Participation in Public Procurement	PPDA
26) Livelihood Enhancement through Chia Seed Production and Export for Women Farmers in Gulu District	SAGE Uganda
27) Empowering Women of Nwoya through Climate Smart Agriculture	Delight Uganda LTD
28) Cage fish farming by Women in Bugiri District	Pearl Aquatics Limited
29) Strengthen Partnership between MoGLSD and UN WOMEN to Support vulnerable groups for entrepreneurship development and wealth creation at household level	Uganda Women Entrepreneurship Programme (UWEP)/ MoGLSD
<b>Elimination of Violence Against Women and Girls result area 3</b>	
30) Advocacy for Reform and Implementation of EVAW and SRHR Laws and Policies (ARISE)	Centre for Domestic Violence Prevention
31) Legal Aid and Women's Access to Justice	Justice Centers Uganda
32) Legal Aid and Women's Access to Justice	Uganda Law Society
33) Gender Responsive Justice Institutions	Office of the Director of Public Prosecutions
34) Legal Aid and Women's Access to Justice	FIDA Uganda
35) Make Happiness not Violence	Communication for Development Foundation Uganda
36) Justice for Women and Gender Responsive Institutions	Uganda Police Force
37) Technical Support to SASA! Implementation	Raising Voices
38) Joint Effort on Elimination of Sexual Harassment, Violence against Women and Girls, and Promotion of Sexual Reproductive Health and Rights in Institutions of Higher Learning	Makerere University gender mainstreaming directorate
39) EVAWG Innovation Programme	Makerere RANLAB
40) Mobilizing Communities to End VAWG, HP and to Promote SRHR	Uganda Network on Law, Ethics and HIV/AIDS



<b>UN Women Uganda Country Portfolio: 65 projects and 60 implementing partners</b>	
<b>Project Name/Title</b>	<b>Implementing Partners</b>
41) KCCA GBV project	KCCA
42) Harnessing cultural resources (cultural institutions, norms, values, practices and structures) to end violence against Women and girls and Promote Sexual Reproductive Health Rights in Uganda	CCFU
43) Capacity Strengthening for Delivering Quality Gender Justice services for Women and girls who experience violence	Judicial Training Institute
<b>Women's Peace and Security and Humanitarian Action Area</b>	
<b>Humanitarian Action</b>	
44) Support to refugees and host community to access psychosocial support and Trauma Care	TPO
45) Enhancing the protection of refugees and their hosts in Moyo District through provision of legal aid	Refugee Law Project
46) Access to Justice for South Sudanese refugee Women and girls	Refugee Law Project
47) Emergency Protection of South Sudanese Refugee Women and Girls from Violence and SGBV in Northern Uganda	War Child Canada
48) Advancing Women's Leadership, Empowerment and resilience in the South Sudanese Emergency response in context of the ReHope Framework	CARE International
<b>Women's Peace and Security</b>	
49) Enhancing Access to Quality Essential Legal Aid and Referral Services by Women and Girls who Experience Violence and Promotion of Sexual Reproductive Health Rights	FIDA Uganda
50) Promoting Women's Effective Participation in Peace Building in Uganda	Women's Peace International Centre (WIPC)
51) Leading Voices: Strengthening capacities for gender-based violence prevention and peace building in Humanitarian Contexts in Adjumani district-Uganda	
52) Promoting an enabling environment for implementation of Women Peace and Security commitments in Uganda	Coalition for Action on 1325 (COACT)
53) Action to Strengthen the Capacity of Women's CBOs and communities to influence institutions to advance progress on GEWE and EAW prevention and response	
54) United Nations Integrated Support to the Ministry of Defense and Veterans Affairs	Ministry of Defense and Veteran Affairs (MoDVA)
55) Strengthening the implementation of UNSCR 1325 in Uganda through Research, Publication, Training, Advocacy and Strong Partnerships	Makerere Peace Centre
56) Institutional Capacity Building for Effective Community Transformation	Amani Initiative
57) Girls Not Mothers	Extend a Life Initiative Uganda
58) KUYODA Capacity Building Project	Kyaka United Youth Deaf Association (KUYODA)

UN Women Uganda Country Portfolio: 65 projects and 60 implementing partners	
Project Name/Title	Implementing Partners
59) Strengthening Grassroots Women to respond to COVID-19 Pandemic to enhance Safety	National Association for Women's Action in Development (NAWAD)
60) Civil Society in Uganda Digital Support Programme (CUSDS)	Women of Uganda Network (WOUGNET)
61) Strengthening Women's groups of sex workers, LGBTI, refugees and Women living with disabilities in the slums to participate in local government planning and budgeting processes and hold Government accountable to deliver VAW/SRH services.	Slum Aid Project (SAP)
62) Managing Social Risks associated with sexual and gender-based violence in Serere and Katakwi Districts	Teso Women Peace Activists (TEWPA)
63) Rights Enhancement and Advocacy for Change (REACH)	Uganda Change Agent Association (UCAA)
64) Action for Women Empowerment Project (AFWEP)	Umbrella of Hope Initiative (UHOPI)
65) Empowering Female sex workers to Access SRHR services and Justice	Women's Organization Network for Human Rights Advocacy (WONETHA)

## 1.8. Theory of change UCO SN 2016- 2019

Table 7: Theory of change UCO Strategic Note 2016-2020.

UN Women Uganda CO Theory of Change for the SN2016-2020				
<b>GOAL</b>	<b>Achieve gender equality and empower all women and girls, including full enjoyment of their human rights</b>			
<b>THEORY OF CHANGE GOAL STATEMENT</b>	<i>If</i> women lead, participate in and benefit equally from governance systems; <i>If</i> women have income security and economic autonomy; <i>If</i> all women and girls live a life free from all forms of violence; <i>If</i> women and girls contribute to building sustainable peace and resilience, and benefit equally from crisis prevention and humanitarian action;			
	<b>Then</b> women and girls will be able to exercise their full rights on an equal footing with men and boys and equally contribute to and benefit from development, according to global norms, standards and best practice on gender equality and the empowerment of all women and girls,			
	<b>Because</b>			
	I. Government and key stakeholders in the civil society have enhanced capacity to assess progress in key intergovernmental norms and standards related to GEEW; intergovernmental processes are supported, and a conducive environment is established for dialogue and exchange amongst stakeholders to strengthen global norms and standards; the development of global norms and standards is informed by substantive inputs and knowledge, as well as field realities, including women's voices and civil society perspectives;			
	II. Women's full participation and leadership in political decision-making is ensured, national plans, strategies and policies equally benefit women and girls and discriminatory laws are repealed; better quality of gender data and statistics inform the development of effective and evidence-based policies, and institutional accountability mechanisms for the enforcement of laws and policies are stronger;			
	III. Macroeconomic and fiscal policies promote income security, economic autonomy and social protection for women; more women own, launch and better manage small, medium and large businesses; more rural women access productive resources and engage in climate smart agriculture - fostering women's empowerment and economic development;			
	IV Communities, government and stakeholders in civil society are better able to reject and prevent violence against women by overcoming gender stereotypes, transforming social norms and promoting zero tolerance for violence; deliver quality essential services to protect and assist survivors; make cities including markets and other public institutions have safe and empowering spaces that permit women and girls to fully exercise their rights and freedom of movement to access services, participate in public life and enjoy recreational opportunities;			
V. Women are protected from all forms of human rights violations, including sexual and gender-based violence, play a greater role and are better served by humanitarian response and recovery efforts and their resilience is enhanced through increased access to productive and financial assets, protection mechanisms and effective support services; women's vulnerability is reduced through gender-responsive analyses, gender-responsive risk management plans and sex- disaggregated disaster-related data.				
<b>Impact</b>	<b>Women lead, participate in and benefit from governance at all levels</b>	<b>women have income security, decent work and economic autonomy</b>	<b>Women and girls live a life free from all forms of violence</b>	<b>women contribute to sustainable peace, benefit from prevention of conflict and disaster</b>

UN Women Uganda CO Theory of Change for the SN2016-2020									
<b>Outcome areas</b>	More national and local plans and budgets are gender responsive	More women of all ages fully participate, lead and engage in political institutions and processes	Quality data and statistics are developed to track progress on GEWE	More women own, launch and/or better manage small, medium and large enterprises	More women secure access to productive resources and assets and engage in sustainable climate smart agriculture	Legislative and policy frameworks on EAW and other forms of discrimination are translated into action	National and local justice and other essential services are accessible, and institutions are gender responsive and accountable	More women play a greater role and are better served by humanitarian response and recovery efforts	Policies, laws and other frameworks for TJ, peacebuilding and HA provide for women's rights to participation, protection and conform with global human rights standards and best practice
<b>Output areas</b>	<ul style="list-style-type: none"> <li>- Government ministries, departments and agencies operationalize the GEC according to the PfMA 2014</li> <li>- Gender advocates and women's rights networks demand accountability for GEWE commitments</li> <li>- Central government and local government departments make strategic budget allocations for GEWE</li> </ul>	<ul style="list-style-type: none"> <li>- Political parties adopt and implement gender responsive statutes and party constitutions that promote women's representation and participation</li> <li>- Key actors in public (police) and civil society have better mechanisms to monitor and mitigate electoral and political violence</li> <li>- Electoral Commission administers elections in a gender responsive manner</li> <li>- Women engage in political institutions and processes</li> <li>- Women take on leadership roles in gender sensitive political institutions and processes</li> </ul>	<ul style="list-style-type: none"> <li>- National strategy for development statistics integrates gender perspectives</li> <li>- Standardized tools and templates are used to generate data for SDG tracking and reporting</li> <li>- National statistical systems, government, civil society, and the academia use gender statistics</li> </ul>	<ul style="list-style-type: none"> <li>- Public procurement policies and strategies are gender responsive</li> <li>- Private sector procurement policies and strategies are gender responsive</li> <li>- Women entrepreneurs benefit from procurement</li> <li>- Women entrepreneurs access appropriate finance</li> <li>- Social protection policies promote women's access to decent employment</li> </ul>	<ul style="list-style-type: none"> <li>- Women's land tenure security is improved</li> <li>- Women invest in climate smart, time saving assets, tools and technologies</li> <li>- Women smallholder farmers access CSA information</li> <li>- Opportunities for women farmers to move up the agriculture value chain increased</li> </ul>	<ul style="list-style-type: none"> <li>- Parliament and related JLOS institutions provide oversight for review and reform of EAW and women's justice laws</li> <li>- JLOS sector institutions have stronger monitoring and accountability mechanisms for implementation of EAW laws</li> <li>- Gender and rights advocates demand for due accountability for GEWE commitments</li> <li>- Favorable social norms, attitudes and behaviors to prevent VAWG are promoted</li> </ul>	<ul style="list-style-type: none"> <li>- Targeted institutions at national level and the districts of operation enforce existing VAWG legislation and provide essential services for VAWG and other forms of discrimination</li> <li>- Women and girls at risk of VAWG and other forms of discrimination use available quality services and perpetrators are held accountable</li> <li>- Public spaces including markets and schools are safe women and girls are aware of, understand and can claim their rights</li> </ul>	<ul style="list-style-type: none"> <li>- Women participate in and inform decision making processes for TJ, peacebuilding and HA</li> <li>- Representation and leadership of women in formal and informal peace negotiations is increased</li> <li>- Socio-economic recovery and political participation of women and girls in post-conflict situations is promoted</li> </ul>	<ul style="list-style-type: none"> <li>- Key actors in Humanitarian response plan, implement and report gender sensitive preparedness, relief and recovery programs</li> <li>- Protection and empowerment opportunities for refugee and host community women increase</li> <li>- Positive coping mechanisms for refugee and host community women are promoted</li> </ul>
<b>RISKS &amp; BARRIERS</b>	Lack of political will and lawsAdverse socio-cultural norms and practicesWeak institutionsElectoral violenceLimited leadership and negotiation skills	Gender-blind policies and practicesWeak institutionsElectoral violenceLimited leadership and negotiation skills	Lack of political willDiscriminatory norms and practicesLimited skills and access to resourcesLimited investments	Lack of political willImplementation gap in relevant legislation due to lack of capacity and budgetary resourcesHarmful social norms, attitudes and stereotypesLimited availability of servicesLack of accurate data	Lack of political willImplementation gap in relevant legislation due to lack of capacity and budgetary resourcesHarmful social norms, attitudes and stereotypesLimited availability of servicesLack of accurate data	Lack of political willImplementation gap in relevant legislation due to lack of capacity and budgetary resourcesHarmful social norms, attitudes and stereotypesLimited availability of servicesLack of accurate data	Lack of political willImplementation gap in relevant legislation due to lack of capacity and budgetary resourcesHarmful social norms, attitudes and stereotypesLimited availability of servicesLack of accurate data	Lack of political willImplementation gap in relevant legislation due to lack of capacity and budgetary resourcesHarmful social norms, attitudes and stereotypesLimited availability of servicesLack of accurate data	Lack of political willImplementation gap in relevant legislation due to lack of capacity and budgetary resourcesHarmful social norms, attitudes and stereotypesLimited availability of servicesLack of accurate data

## 1.9 Organizational Effectiveness and Efficiency Framework

Outputs	Indicators with targets for each year and baselines	Summary of Planned activities	Indicative resources per output (USD)					
			2016	2017	2018	2019	2020	Total
OUTPUT CLUSTER 1: More effective and efficient United Nations system coordination and strategic partnerships on gender equality and Women's empowerment			63,500	63,500	63,500	379,673	63,500	633,673
Output 1.1: UN-Women Uganda effectively leads, coordinates and promotes accountability for the implementation of gender equality commitments across the UN system	<p>Indicator 1.1A: Number of UN Agency joint initiatives at national and sub-regional level that have been conducted to promote coherence and synergy on gender related work/track the implementation of gender activities under the new UNDAF</p> <p>Baseline: Value: 2 Year: 2015</p> <p>Targets: Value: 08 Year: 2019</p> <p>Notes: UNDAF ORGs, UNCT, and GDPG, JUPSA, ADPs</p>	Conducting UN System Coordination activities on GEWE	30,500	30,500	30,500	74,110	30,500	196,110

OUTPUT CLUSTER 2: increased engagement of partners in support of UN Women's mandate								
Outputs	Indicators with targets for each year and baselines	Summary of Planned activities	Indicative resources per output (USD)					
			2016	2017	2018	2019	2020	Total
Output 2.1: Effective partnerships between UN-Women Uganda and major stakeholders, including civil society, private sector, and regional and international organizations continue to play a critical role in advancing the normative and implementation agenda.	<p>Indicator 2.1A: A comprehensive communication strategy is developed and implemented</p> <p>Baseline: Value: no Year: 2015</p> <p>Targets: Value: yes Year: 2019</p> <p>Indicator 2.1B: CSAG is established and functional</p> <p>Baseline: Value: no Year: 2015</p>	Strategic partnerships between UN WOMEN and major stakeholders in the private sector and civil society to advance GEWE agenda	33,000	33,000	33,000	305,563	33,000	437,563
			84,000	84,000	84,000	303,168	84,000	

OUTPUT CLUSTER 3: High quality programmes through knowledge, innovation, results-based management and Evaluation									639,168
Output 3.1: A culture of Results-based management, reporting, and knowledge management strengthened	Indicator 3.1A: Number of staff trained and partners on RBM and Programme/project management Baseline: Value: 23 Year: 2015	Training of staff on RBM and Programme management	84,000	84,000	84,000	303,168	84,000		639,168
	Target: 60 each year. Baseline: 33.	Implementation							
Outputs	Indicators with targets for each year and baselines	Summary of Planned activities	Indicative resources per output (USD)						
			2016	2017	2018	2019	2020	Total	
	Indicator 2.1b: Number of monitoring reports per year: Target 4; Baseline: 4	on of various RBM activities (Monitoring, reviews M&E plans)							
	Indicator 2.1c: Number of indicators with missing baseline/target values: Target: 0; Baseline: 5								
	Indicator 2.1d: Number of bi-annual review reports compiled: Target: 2; Baseline:0								

	Indicator 2.1e: Number of monthly meetings held per year: Target: 12; Baseline:4							
	Indicator 2.1f: Existence of an M&E strategy for the Country Office: Target: Yes; Baseline: No							
OUTPUT CLUSTER 4: Enhanced organizational effectiveness, with a focus on robust capacity and efficiency at country and Project levels			2,228,428	2,228,428	2,263,063	2,135,369	2,245,407	11,100,695
Output 4.1: All UN Women Country and field offices are effectively housed and resourced, and meet the minimum UN security standards	Number of UN Women Offices that are fully functional	Running of the 4 Offices of the Country Office (Kampala, Gulu, Moroto, Adjumani)	460,793	460,793	483,833	504,908	530,153	2,440,480
	Target:4							
	Baseline: 3							
Output 4.2: UN-Women Uganda staff have	No. of staff and IPs trained on operations	Training of IPs and staff on	108,900	108,900	114,345	136,952	143,800	612,897
Outputs	Indicators with targets for each year and baselines	Summary of Planned activities	Indicative resources per output (USD)					
			2016	2017	2018	2019	2020	Total



strengthened capacity for operational management of projects and programmes	Target: 50 each year	Fraud Management, Financial management, Leadership, Conducting audits, travels						
	Baseline: 18							
Output 4.3: UN-Women Uganda promotes in its operations a culture of risk management, accountability and transparency.	No. of staff trained on risk management, accountability and transparency.	Staff training on risk management, accountability and transparency.	23,600	23,600	23,600	83,000	23,600	177,400
	Target: 25							
	Baseline: 0 Source: Country Office report							
Output 4.4: The Country office establishes a more robust organizational structure and competent human resource base to efficiently and effectively deliver on the strategy and lead on GEWE within the UN system	No. of key positions in the country office that are filled	Implement the UN WOMEN HR plan	1,512,135	1,512,135	1,512,135	1,336,394	1,470,033	7,342,832
	Target: 45							
	Baseline: 23							

Output 4.5: Improved stewardship of	Rating of the audit reports of projects under the country office	Training of staff on	123,000	123,000	129,150	74,115	77,821	527,086
Outputs	Indicators with targets for each year and baselines	Summary of Planned activities	Indicative resources per output (USD)					
			2016	2017	2018	2019	2020	Total
resources through Budget, Financial, Human Resources, and Information Technology management	Target: All audit reports give a high rating of performance Baseline: The 2014 Audit report of the Country office was 'not qualified'	accountability ; ICT, Utilities, Finance, Security costs						

### 1.10 Evaluation matrix

Criterion	Questions	Indicators	Stakeholders	Tools
Relevance	Is the portfolio aligned with international gender equality human rights norms?	- Evidence of alignment with international norms: CEDAW, BPfA, Maputo Plan, Resolution 1325, SDG, AADPD and other key standards.	- UN WOMEN Staff - National authorities in charge of - International development partners	- Documents review: hard & online - Interviews of stakeholders
	What contribution is UN Women making to UN coordination on GEEW? Which roles is UN Women playing in this field?	- Number of UN Agency joint initiatives at national and sub- regional level that have been conducted to promote coherence and synergy on gender related work/track the implementation of gender activities under the new UNDAF	- UN Agencies - UNCT group - UN WOMEN CO Staff	- Documents review: hard & online - Interviews of stakeholders

Criterion	Questions	Indicators	Stakeholders	Tools
				<ul style="list-style-type: none"> <li>- ground observations</li> </ul>
	Is the portfolio aligned with national policies?	<ul style="list-style-type: none"> <li>- Evidence of alignment to VISION 2040, the NDPs and Sectoral Strategic Plans, national policies: references</li> <li>- Interviewees testifying this compliance</li> </ul>	<ul style="list-style-type: none"> <li>- National bodies in charge</li> <li>- UN WOMEN CO staff</li> <li>- National beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> <li>- ground observations</li> </ul>

Criterion	Questions	Indicators	Stakeholders	Tools
<b>Effectiveness</b>	<p>To what extent have planned outputs been achieved on time?</p> <p>Are interventions contributing to the expected outcomes? For who?</p> <p>What has UN Women's contribution been to the progress of the achievement of outcomes?</p> <p>What are the main enabling and hindering factors to achieving planned outcomes?</p>	<p>Evidence of achievements against outputs indicators and Testimonies of interviewees on delivered outputs their quality in relation to:</p> <p>Proportion of the national and local plans and budgets that are gender responsive</p> <p>Proportion of women of all ages fully participate, lead and engage in political institutions and processes</p> <p>Availability of Quality data and statistics are developed to track progress on GEWE</p> <p>Number of women own, launch and/or better manage small, medium and large enterprises</p> <p>Number and proportion of women secure access to productive resources and assets and engage in sustainable climate smart agriculture</p> <p>Legislative and policy frameworks on EAW and other forms of discrimination are translated into action</p> <p>National and local justice and other essential services are accessible, and institutions are gender responsive and accountable</p> <p>Number of women play a greater role and are better served by humanitarian response and recovery efforts Policies, laws and other frameworks for TJ, peacebuilding and HA provide for women's rights to participation, protection and conform with global human rights standards and best practice</p> <p>Definition of UN Women contribution to results, the enabling and hindering factors</p> <p>Challenges and Lessons learnt</p>	<ul style="list-style-type: none"> <li>- National authorities/bodies in charge</li> <li>- Implementing agencies</li> <li>- National beneficiaries</li> <li>- UN WOMEN CO Staff</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> <li>- ground observations</li> </ul>
<b>Efficiency and coherence</b>	<p>Is the balance and coherence between programming-operational, coordination and policy-normative work optimal?</p>	<ul style="list-style-type: none"> <li>- Evidence of balance and coherence across the triple UN WOMEN mandate</li> <li>- Testimonies of interviewees on such balance and coherence</li> </ul>	<ul style="list-style-type: none"> <li>- National authorities/bodies in charge</li> <li>- Implementing agencies</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> </ul>

Criterion	Questions	Indicators	Stakeholders	Tools
			<ul style="list-style-type: none"> <li>- National beneficiaries</li> <li>- UN WOMEN CO Staff</li> </ul>	<ul style="list-style-type: none"> <li>- ground observations</li> </ul>
	What are UN Women's comparative advantage compared with other UN entities and key partners?	<ul style="list-style-type: none"> <li>- Evidence of what UN WOMEN does more cost-effectively than others in or out of UN</li> <li>- Testimonies of interviewees on such UN WOMEN cost effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>- National authorities/bodies in charge</li> <li>- Implementing agencies</li> <li>- National beneficiaries</li> <li>- UN WOMEN CO Staff</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> <li>- ground observations</li> </ul>
	To what extent does the UN Women CO management structure support efficiency for implementation?	<ul style="list-style-type: none"> <li>- Evidence of optimized balance between achievements and their costs</li> <li>- Testimonies of interviewees on such optimization</li> </ul>	<ul style="list-style-type: none"> <li>- National authorities/bodies in charge</li> <li>- Implementing agencies</li> <li>- National beneficiaries</li> <li>- UN WOMEN CO Staff</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> <li>- ground observations</li> </ul>
	Has a Results Based Management system been established and implemented?	<ul style="list-style-type: none"> <li>- Evidence of existence/implementation of a results-based management: procedures, skilled staff, outputs</li> <li>- Testimonies of interviewees on such RBM</li> </ul>	<ul style="list-style-type: none"> <li>- National authorities/bodies in charge</li> <li>- Implementing agencies</li> <li>- National beneficiaries</li> <li>- UN WOMEN CO Staff</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> <li>- ground observations</li> </ul>
<b>Sustainability</b>	Is there national ownership and are there national champions for different parts of the portfolio?	<ul style="list-style-type: none"> <li>- Evidence of national ownership over the programme</li> <li>- Evidence of existence of specific national champions driving sections of programme</li> <li>- Testimonies of interviewees on national ownership/championship</li> </ul>	<ul style="list-style-type: none"> <li>- National authorities/bodies in charge</li> <li>- Implementing agencies</li> <li>- National beneficiaries</li> <li>- UN WOMEN CO Staff</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> <li>- ground observations</li> </ul>

Criterion	Questions	Indicators	Stakeholders	Tools
	To what extent was capacity of partners developed in order to ensure sustainability of efforts and benefits?	<ul style="list-style-type: none"> <li>- Evidence of sustainability focused capacitating processes to the benefit of the implementing partners: trainings, documents, reporting, results, etc.</li> <li>- Testimonies of interviewees on such capacitating processes</li> </ul>	<ul style="list-style-type: none"> <li>- National authorities/bodies in charge</li> <li>- Implementing agencies</li> <li>- National beneficiaries</li> <li>- UN WOMEN CO Staff</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> <li>- ground observations</li> </ul>
<b>Human Rights Based and Gender responsiveness</b>	To what extent is the portfolio changing the dynamics of power in relationships between different groups?	<ul style="list-style-type: none"> <li>- Evidence of UN WOMEN inputs linked changes in power dynamics between social groups</li> <li>- Testimonies of interviewees on such changes</li> </ul>	<ul style="list-style-type: none"> <li>- National authorities/bodies in charge</li> <li>- Implementing agencies</li> <li>- National beneficiaries</li> <li>- UN WOMEN CO Staff</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> <li>- ground observations</li> </ul>
	Has the portfolio been implemented according to human rights and development effectiveness principles: Participation/empowerment; Inclusion/non-discrimination; National accountability/transparency	<ul style="list-style-type: none"> <li>- Evidence of human rights &amp; development effectiveness principles in the programme implementation</li> <li>- Testimonies of interviewees on such principles over programme implementation</li> </ul>	<ul style="list-style-type: none"> <li>- National authorities/bodies in charge</li> <li>- Implementing agencies</li> <li>- National beneficiaries</li> <li>- UN WOMEN CO Staff</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> <li>- ground observations</li> </ul>

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## 1.12 Data collection instruments

Thematic Areas	Specific Questions/points	Answers	Supportive evidences	Other comments	
<b>Women lead, participate in and benefit equally from governance systems</b>	Outcome 1.1: The Policy and/or Legal frameworks of target political institutions are reformed to advance Women's rights and political participation	To what extent is political parties' capacity strengthened to adopt and implement gender-responsive statutes and party constitutions that promote Women's participation?	-		
		To what extent is key actors' capacity is strengthened to monitor and mitigate violence against Women in elections and politics?	-		
		To what extent is increased community and civic understanding of gender equality and Women's right to political participation	-		
		To what extent are leadership skills strengthened among elected and appointed Women?	-		
		To what extent is the capacity of a new generation of upcoming Women leaders to engage, advocate and lobby for Women's rights issues?	-		
	Outcome 1.2: Women are perceived as equally legitimate and effective political leaders as men	To what extent is community and civic understanding of gender equality and Women's right to political participation, increased	-		
		To what extent is the capacity of the media to promote positive portrayals of Women leaders and gender equality as a social goal, strengthened?	-		

Thematic Areas	Specific Questions/points		Answers	Supportive evidences	Other comments
		To what extent is capacity of Women candidates to engage in electoral processes, strengthened?	-		
<b>RESULT AREA 2:</b> <b>Women, especially the poorest and most excluded, are economically empowered and benefit from development</b>	Outcome 2.1: Perceptions and practices of communities on gender norms and relations that impact on Women's property rights and land rights are improved	To what extent is awareness among communities of gender norms and relations that promote Women's property and land right, increased?	-		
		To what extent is awareness among Women of their role and responsibility in wealth creation and sustainable development of their communities, increased?	-		
	Outcome 2.2: Climate smart agricultural policies are gender responsive and Women's land tenure security is increased.	To what extent has grown the number of rural Women has gained access, use and/or control over productive resources?	-		
		To what extent has grown the number of Women supported to access productive resources for sustainable agriculture	-		
		What is the number of government institutions and policy makers supported to analyze, plan, programme, budget and monitor gender responsive CSA programmes?	-		
What is the number of community leaders sensitized on the rights of Women to own land (dis-aggregate by category)?	-				

Thematic Areas	Specific Questions/points		Answers	Supportive evidences	Other comments
	Outcome 2.3: Women Business Enterprises (WBEs) have increased access to financing and markets (including public and private procurement)	To what extent have Women Business Enterprises (WBEs) increased capacity to run their enterprises profitably (Enterprise Development Assistance)?	-		
What is the number of social protections programmes strengthened to be gender responsive?		-			
What is the number of vulnerable girls provided with second chance education?		-			
What is the number of vulnerable girls provided with second chance education?		-			
<b>RESULT AREA 3: Women and Girls Live a Life Free from Violence</b>	Outcome 3.1: An enabling legislative and policy environment in line with international standards on EVAWG, Women's access to justice, and other forms of discrimination is in place and translated into action	To what extent did the programme provide support to Women's rights organizations for advocacy and mobilization for review and implementation of laws and policies on EAWW and Women's Access to Justice?	-		
		To what extent is capacity of Parliament and related JLOS institutions to review/ reform EVAWG and Women's access to Justice laws and provide oversight for implementation of these laws, strengthened?	-		
		To what extent is capacity of target JLOS institutions (police and judiciary) at national level and target districts to implement legislation on EVAWG, Women's access to justice and other forms of discrimination, strengthened?	-		

Thematic Areas	Specific Questions/points	Answers	Supportive evidences	Other comments
		To what extent systems for monitoring implementation of Women's rights legislation in targeted justice sectors, are strengthened?	-	
	Outcome 3.2: Reduced social tolerance for VAWG in select communities in Uganda	To what extent Women and girls especially the most at risk of VAWG are more knowledgeable on their rights, available GBV services and measures to protect themselves against violence?	-	
	Outcome 3.3: Increased use of available, accessible and quality essential services by Women and girls who experience violence	To what extent availability and accessibility of justice and referral services for Women and girls who were subject to Violence, are available?	-	
		To what extent is awareness by Women, girls and the community of available VAW services and how to access them, increased?	-	
<b>RESULT AREA 4: Peace and security and humanitarian action are shaped by Women leadership and participation</b>	Outcome 4.1.5 The capacity of Key justice institutions and Parliament to enact Policies and laws on Women peace and security is strengthened	To what extent is the capacity of Key justice institutions and Parliament to enact Policies and laws on Women peace and security strengthened?	-	

Thematic Areas	Specific Questions/points		Answers	Supportive evidences	Other comments
	Outcome 4.2.2A No. of institutions of the justice and security sectors with strengthened capacity to mainstream gender perspectives and promote the rights of Women and girls in conflict, post conflict and other crisis situations	To what extent are the justice and security sectors strengthened to be able to mainstream gender perspectives and promote the rights of Women and girls in conflict, post conflict and other crisis situations?	-		
	Output 4.3.3: The capacity of key actors in Humanitarian Action to plan and implement gender sensitive program in all phases of emergency preparedness, relief and recovery is strengthened	To what extent is the capacity of key actors in Humanitarian Action to plan and implement gender sensitive program in all phases of emergency preparedness, relief and recovery, strengthened?	-		

Thematic Areas	Specific Questions/points		Answers	Supportive evidences	Other comments
<b>RESULT AREA</b> <b>Governance and national planning fully reflect accountability for gender equality commitments and priorities</b>	Outcome 5.1: Strengthen the policy and financial environment to enable gender-responsive national adaptation and effective monitoring of the SDGs	To what extent are Gaps in legal frameworks, policies, and practices in the sustained production and use of gender statistics at all levels, identified to inform reviews and reforms?	-		
	Outcome 5.1: Strengthen the policy and financial environment to enable gender-responsive national adaptation and effective monitoring of the SDGs	To what extent is Gender perspective integrated in the National Strategy for the Development of Statistics (NSDS)?	-		
	Outcome 5.2: Strengthened production of gender statistics to enable the monitoring of national policies and reporting commitments under the SDGs.	To what extent is use of standardized methodological and technical tools and templates to produce the gender-related Tier I/ II SDGs indicators to address national data gaps, is increased?	-		
	Outcome 5.3: Improve the use of gender statistics by different players to inform advocacy,	To what extent are availability and reporting on national gender data, Increased?	-		
	Outcome 5.3: Improve the use of gender statistics by different players to inform advocacy,	To what extent, is institutionalization of dialogue between users and producers to enhance demand and relevance of gender statistics, increased?	-		



Thematic Areas	Specific Questions/points		Answers	Supportive evidences	Other comments
	research, policies and programs	To what extent are the analytical capacities of national statistical systems, government institutions, civil society and academia to use gender statistics, strengthened	-		
<b>RESULT AREA 6:</b> <b>Global Normative and Policy Framework for Gender Equality and Women's Empowerment strengthened and implemented</b>	Outcome 6: Increased accountability on spending for results on GEWE by Government	To what extent the is the capacity of Government (MFPED, EOC, Parliament, MGLSD) to operationalize the Gender Equity Certificate, strengthened?	-		
		What extent is the capacity of gender advocates and Women's groups to demand accountability and transparency on spending for GEWE (including for HIV/AIDS), enhanced?	-		
		To what extent is capacity of MFPED, target line ministries, and Local Governments to make strategic budget allocations for GEWE, enhanced?	-		
		To what extent is technical the capacity of Key line ministries to monitor and report progress on international commitments for gender equality, strengthened?	-		
		To what extent is the capacity of CSOs to participate in monitoring and accountability for global norms and standards on gender equality and Women's empowerment, strengthened?	-		
		To what extent is the Capacity of the MGLSD to lead and coordinate the monitoring and reporting of progress on	-		

Thematic Areas	Specific Questions/points	Answers	Supportive evidences	Other comments
		international commitments for gender equality, strengthened?		
<b>Coordination &amp; comparative advantage</b>	Coordination	Are the interventions achieving synergies within the UN Women portfolio and the work of the UN Country Team?	-	
		Is the balance and coherence between programming-operational, coordination and policy-normative work optimal?	-	
		What contribution is UN Women making to UN coordination on GEEW? Which roles is UN Women playing in this field?	-	
		To what extent has gender equality and Women's empowerment been mainstreamed in UN joint programming such as UNDAF?	-	
		To what extent have lessons learned been shared with or informed global normative work and other country offices?	-	
	Comparative advantage	What are UN Women's comparative advantage compared with other UN entities and key partners?	-	
<b>OEEF Results</b>	Outcome 1: More effective and efficient United Nations system coordination and strategic partnerships on gender equality	To what extent does UN-Women Uganda effectively lead, coordinate and promote accountability for the implementation of gender equality commitments across the UN system?	-	

Thematic Areas	Specific Questions/points		Answers	Supportive evidences	Other comments
	and Women's empowerment				
	Outcome 2: increased engagement of partners in support of UN Women's mandate	To what extent effective partnerships between UN-Women Uganda and major stakeholders, including civil society, private sector, and regional and international organizations, play a critical role in advancing the normative and implementation agenda?	-		
	Outcome 3: High quality programmes through knowledge, innovation, results-based management and Evaluation	To what extent is culture of Results-based management, reporting, and knowledge management, strengthened?	-		
	Outcome 4: Enhanced organizational effectiveness, with a focus on robust capacity and efficiency at country and Project levels	To what extent are all UN Women Country and field offices effectively housed and resourced, and meet the minimum UN security standards?	-		
		To what extent has UN-Women Uganda staff strengthened capacity for operational management of projects and programmes?	-		
		To what extent does UN-Women Uganda promote in its operations a culture of risk management, accountability and transparency?	-		

Thematic Areas	Specific Questions/points		Answers	Supportive evidences	Other comments
		To what extent does the Country office establish a more robust organizational structure and competent human resource base to efficiently and effectively deliver on the strategy and lead on GEWE within the UN system?	-		
		To what extent has stewardship of resources through Budget, Financial, Human Resources, and Information Technology management, improved?	-		
		To what extent does UN WOMEN Country Office promote costs optimization in projects design and implementation?	-		

### 1.13 List of persons interviewed/reviewers of deliverables

1.	Names	Organization	Title
<b>UN COORDINATION OFFICE</b>			
1	Rosa Malango	Resident Coordinator Office	UN Resident Coordinator
2	Kathryn Wilkes	UN Women CO/ Gender Mainstreaming and Coordination Team	Gender Adviser/ Team Lead
3	Nasib Kaleebu		RCO office/ERG member
<b>UN WOMEN (ESARO &amp; CO)</b>			
4	Dr Maxime Houinato	UN Women CO	Country Representative
5	Adekemi Ndieli	UN Women CO	Dep. Country Representative & Head of Programmes
6	Dan Bazira	UN Women CO/Planning Monitoring Evaluation and Reporting	Programme Specialist PMER/ Team Leader
7	Enock Mugabi	UN Women CO/ Women Economic Empowerment	Programme Specialist/ Team Lead
8	Patricia Elotu	UN Women CO/WEE	Programme Officer Climate Smart Agriculture
9	Job Lakal	UN Women CO/MER	Monitoring & Evaluation Associate
10	Benson Okech	UN Women CO/Operations	Operations Manager/Team Leader
11	Brian Mwinamura	UN Women CO/Operations	Finance Associate
12	Christine Nakacwa	UN Women CO/Operations	HR Associate
13	Fred Inga	UN Women CO/Operations	Finance Associate
14	Geoffrey Epila	UN Women CO/EVAWG	Programme Associate
15	Susan Akajo Oregede (RIP)	UN Women CO/EVAWG	Programme Management Specialist/ Team Leader
16	Beatrice Mulindwa	UN Women CO/EVAWG	Programme Specialist-Access to Justice
17	Evelyn Letiyo	UN Women CO/EVAWG	Programme Specialist-EU
18	Lillian Likicho	UN Women CO	Programme Analyst M&E
19	Martha Agaba	UN Women CO	Moroto Sub-Office

<b>1.</b>	<b>Names</b>	<b>Organization</b>	<b>Title</b>
20	Martin Orem	UN Women CO	Programme Specialist- EVAW-Gulu
21	Joanilah Akoyo	UN Women CO	Programme Analyst
22	Hadijja Namuddu	UN Women CO	Programme Officer
23	Allen Ankunda	UN Women CO	M&E and Communications Officer
24	Lillian Likicho	UN Women CO	M&E analyst
25	Louisa de Welt	UN Women CO	M&E officer
26	Pascal Byarugaba	UN Women CO	M&E officer/ OPM
27	Aidah Nanyonjo	UN Women CO	Communication and Advocacy Officer
28	Martin Ninsiima	UN Women CO	Communications Specialist
29	Primrose Kibirigi	UN Women CO	
30	Emmanuel M Achar	UN Women CO	
31	Elizabeth Mushabe	UN Women CO/Governance Team	Gender & HIV/AIDS Specialist/Team Lead
32	Agnes Kitembo	UN Women CO	
33	Barbara Mirembe	UN Women CO	
34	Pascal Byarugaba	UN Women CO	
35	Grace Gulere	UN Women CO/Governance Team	Program Specialist Gender Statistics/ Team Lead
36	Christine Nankubuge	UN Women CO	
38	Maria Magezi	UN Women CO/Governance Team	Gender Adviser/ Electoral Commission
39	Maureen Namuleeme	UN Women CO/Governance Team	Program Assistant
40	Agripinner Nandpego	UN Women CO/Governance Team	Program Specialist/ Team Leader
41	Lisa Dardis	UN Women CO/Gender Mainstreaming and Coordination Team	Coordination Analyst
42	Louisa de Wet	UN Women CO	
43	Yusrah Nagujja	UN Women CO/ Adjumani Sub Office	Program Specialist/ Team Leader
44	Jolly Acen	UN Women CO/ Gulu Sub Office	Program Specialist/ Team Leader

<b>1.</b>	<b>Names</b>	<b>Organization</b>	<b>Title</b>
45	Caspar Merkle	UN Women ESARO	Regional Evaluation Specialist
46	Michael Francis Craft	UN Women Americas	Regional Evaluation Specialist- <i>(Covering for Caspar Merkel)</i>
47	Esther	(Reviewed the 1 <sup>st</sup> draft report)	M & E Consultant, reviewed the draft report
<b>Other UN Entity: UNFPA CO/Uganda</b>			
48	Edith Akiror	UNFPA CO/Uganda	Programme Specialist
<b>DONORS</b>			
49	Annelie Areskar	The Embassy of Sweden	
50	Ulrika L Labasauskas	The Embassy of Sweden	
51	Betty Ikanza Kasiiko	DFID	Social Development Adviser
52	Thomas Kamusiime	EU	Humanitarian Manager/ Focal Person EU Spotlight
<b>Government Implementing Partners</b>			
53	Wakoli Samali	Director of Public Prosecutions	Assistant Director of Public Prosecutions
54	Hellen Nambalirwa Nkabala	Makerere University Peace Centre	
55	Maragaret Kakande	Ministry of Finance, Population and Economic Development	
56	Angela Nakafeero	Ministry of Gender Labor and Social Development (MoGLSD)	Commissioner
57	Lydia Nabiryo	MoGLSD- Expanding Social programs	Senior Programme Officer
58	Joshua Kyalimpa Tasaaga	MoGLSD - Uganda Women Entrepreneurship Programme	
59	Geoffrey Akena	Nwoya District LG	District Community DO
60	Immaculate Were	Bugiri District Local Government	Project focal person, Bugiri Fish Farming
61	Sophia Masagaazi	Public Procurement and Disposal of Public Assets Authority.	Manager Advisory Services

<b>1.</b>	<b>Names</b>	<b>Organization</b>	<b>Title</b>
62	Senior Superintendent of Police Maureen Atuhaire	Uganda Police Force	Ag. Commissioner Child and Family Protection Dept.
63	Senior Superintendent of Police Julius Mugume	Uganda Police Force	Research, Planning and Development
64	Charles Otai	Uganda AIDS Commission	
65	Carol Namagembe	Civil Society Budget Advocacy Group	Program Manager
66	Dr Sarah Ssewanyana	Economic Policy Research Centre	(Reviewed the 1 <sup>st</sup> draft report)
67	Dr. Chris N Mukiza, PhD,	Executive Director UBOS	(Reviewed the 1 <sup>st</sup> draft report)
<b>Civil Society Implementing Partners</b>			
68	Bernadette Bakidde	LANDnet Uganda	Director Access to Land Justice
69	Alfred Oketch	War Child Canada	
70	Oroma Diana	Womens International Peace Centre	
71	James Odongo	CARE International	
72	Carol Shemeri	CECODEV	Program Officer
73	Tina Musuya	CECODEV	CEO
74	Harriet Namukenge	Cross-cultural Organisation of Uganda	
75	Barbara Babweteera	Cross-cultural Organisation of Uganda	
76	Geoffrey Ariong Ochieng	FIDA (U)	
77	Rita Ayleweo	FIDA (U)	
78	Lillian Byarugaba Adriko	FIDA (U)	
79	Atim Esther Mercy	FIDA Kotido	
80	Muwairwa Michael	TPO	
81	Rhona Kabweteera	UGANET	
82	Ahabwe Caleb	UGANET	



<b>1.</b>	<b>Names</b>	<b>Organization</b>	<b>Title</b>
83	Awori Christine	Uganda Law Society	
84	Leah Nassasira	Uganda Law Society	Ag. CEO
85	Michael Kalungu	Uganda Law Society	M&E officer
86	Moureen Wagubi	Institute for Social Transformation	Ag. CEO
87	Kyomuhendo Sylvia	Institute for Social Transformation	Program Officer
88	Kasande Josephine	Institute for Social Transformation	Senior Program Officer
89	Murungi Sarah	Forum for African Women Educationalists - Uganda	Program Officer-STEM
90	Joseph Adiamo Kitenge	Forum for African Women Educationalists - Uganda	Program Manager
91	Kirere Ben	Forum for African Women Educationalists – Uganda	MEAL Officer
92	Palma Marwas Nakoli	Action Africa Help	
93	Andrew Mwayi	Justice Centers/ERG member	Reviewed 1st draft
94	Anne Gamurorwa	CDFU/ERG Member	Reviewed 1st draft
95	Rita Atukwasa	Institute for Social Transformation/ ERG Member	Reviewed 1st draft
96	Robinah Rubimbwa	COACT/ ERG Member	Reviewed 1st draft
<b>Direct Beneficiaries</b>			
97	Babirye Mariam	Kalerwe Market	Beneficiary IST training
98	Wanyama Catherine	Nakawa Market	Beneficiary IST training (Mobilizer)
99	Namatovu Sophia	Kalerwe Market	Beneficiary IST training (Treasurer)
100	Nanyonjo Goretti	Kalerwe Market	Beneficiary IST training (Chairperson)
101	Milly Nakayenga	Kalerwe Market	Beneficiary IST training (Loan Officer)
102	Masitula Nambaasa	Kalerwe Market	Beneficiary IST training (Mobilizer)
103	Mbabaazi Kwebiha Esther	Ntinda Market	Beneficiary IST training (Chairperson)

<b>1.</b>	<b>Names</b>	<b>Organization</b>	<b>Title</b>
104	Ninsiima Mary	Ntinda Market	Beneficiary IST training (Mobilizer)
105	Adoch Anna Grace	Ntinda Market	Beneficiary IST training (Secretary)
106	Namatta Justine	Kalerwe Market	Beneficiary IST training (Chairperson)
107	Ayebale Susan	Nakawa Market	Beneficiary IST training (Member)
108	Misenya Joan	Nakawa Market	Beneficiary IST training (Member)

## 1.14 Evidence Table as per Prioritized evaluation questions

Table 8: Evidence Tables

Evaluation Questions	A. Portfolio Analysis	B. Country Visits interviews and observations	Overall finding (on balance of evidence)
Cluster 1: Strategic Alignment of the Portfolio (Relevance and Human Rights Based and Gender Responsiveness)			
1. Is the portfolio aligned with national policies?	<p>SN 2016-2020 was aligned to national priorities; Uganda’s Vision 2040, NDPII, and the draft NDPIII</p> <p>SN anchored in SDG</p>	<ul style="list-style-type: none"> <li>▪ All interviews state alignment of SN with national priorities: the government and civil society participated in formulation and are parts of annual co-programming exercises</li> <li>▪ But some interviewees mentioned need for adjustment in terms of greater focus on specific issues such as: Strategic coordination, Reproductive health, COVID- 19 negative impacts to women</li> </ul>	<p>The portfolio is well aligned with the national priorities, while light adjustments should enable better taking into account of key old and emerging areas</p>
2. Is the portfolio aligned with international gender equality human rights norms?	<p>The portfolio is aligned to the values and principles of human rights and gender equality and are committed to the principle of ‘leaving no-one behind’(LNoB). From program inception, partnerships, program implementation, monitoring, reviews and learning; respected, addressed and promoted</p>	<ul style="list-style-type: none"> <li>▪ Inclusiveness, considered minority marginalized groups, Poor women, Women with Disabilities, PLWHIV, and Sexual Minorities. The CO work was informed by</li> </ul>	<p>WWD need more to be included; increase reach on awareness creation on Domestic Violence at community level; inclusion of young women as beneficiaries of</p>

Evaluation Questions	A. Portfolio Analysis	B. Country Visits interviews and observations	Overall finding (on balance of evidence)
	women's rights and gender equality, ensuring the LNoB.	CEDAW, and BPfA and other international norms.	empowerment interventions, new vulnerable groups to look out for are COVID-19 widows or survivors; 'leaving no-one behind'(LNoB).
<b>Cluster 2: Management of the SN (Efficiency)</b>			
3. To what extent does the UN Women CO management structure support efficiency for implementation?	<ul style="list-style-type: none"> <li>▪ Number CO Staff increased from 31 to 61, distributed between Headquarter facility in Kampala and several districts sub-Offices to get closer to the ground</li> <li>▪ At Headquarters basic structure differentiates Programme and Operations</li> <li>▪ With regard to the portfolio, thematic units manage the different substantial contents of the portfolio</li> <li>▪ Crosscutting staff provide horizontal support: communication, coordination, RBM, Gender statistics, namely</li> <li>▪ Normally the Office has the tools and procedures practice oversight on its external implementing agencies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Internally, some staff consider that the Thematic Units function like silos (not enough inter relations)</li> <li>▪ Partners seen UN Women as very flexible to meet real needs and demands</li> <li>▪ Some partners think that there is massive use of implementing agencies which are not enough monitored by UN Women who may not be sufficiently present at ground level</li> </ul>	The organizational choice is very supportive to the implementation process, but more openness between Thematic Units and more presence to the ground for better IPs oversight should add value as well/
4. Has a Results Based Management system	<ul style="list-style-type: none"> <li>▪ Procedures and templates standardized in accordance with the Programme and Operations Manual (POM).</li> </ul>	<ul style="list-style-type: none"> <li>▪ National partners (governmental and CSO Implementers) report delays in releasing of</li> </ul>	The RMB culture is nurtured through right procedures tools and practices along the programming and

Evaluation Questions	A. Portfolio Analysis	B. Country Visits interviews and observations	Overall finding (on balance of evidence)
<p>been established and implemented?</p>	<ul style="list-style-type: none"> <li>▪ Business efficiency monitoring tools developed for regular oversight of IPs including Government, NGOs and Civil Society.</li> <li>▪ Office engaged in UN coordinating structures both in Kampala and in the field-based offices: UN Area Coordination Committees (UNAC), Operations Management Team (OMT) and its sub-working groups on Procurement, Finance, Information Communication Technology (ICT), Administration and Human Resources.</li> <li>▪ Monitoring, Evaluation and Research plan (MERP) developed</li> <li>▪ MERP capacity building process focuses on: (i) training staff and partners in RBM principles; (ii) training staff and partners in programme/project management; and (iii) building credible and robust routine data collection, analysis and reporting functions, mechanisms and tool</li> <li>▪ Technical capacity strengthened for Staff and implementing partners</li> <li>▪ The CO conducts joint quarterly monitoring visits with partner UN agencies, Government and donors: which</li> </ul>	<p>funds and subsequently on conduct of activities</p> <ul style="list-style-type: none"> <li>▪ Some Implementing partners are still in demand of skills to be more familiar with the UN Women procedures: poor knowledge of these procedures generates delays on fund release and activities</li> </ul>	<p>implementing chain, but enhancement is called on: combating certain delays and reinforcing the IPs knowledge of the UN Women internal procedures</p>

Evaluation Questions	A. Portfolio Analysis	B. Country Visits interviews and observations	Overall finding (on balance of evidence)
	<p>has led to a more effective and results based programme implementation. Bi-annual programme review meetings are held with implementing partners to inform delivery of programme. Annual retreat for the CO staff is held as the end-of-year review and planning.</p>		
<b>Cluster 3: Achievements of the SN</b>			
<p>5. What has UN Women's contribution been to the progress of the achievement of outcomes?</p>	<ul style="list-style-type: none"> <li>▪ At normative level</li> <li>- Norms and frameworks are brought close to final stage with support of the programme</li> <li>- Millions of people advocated on GEWE and to ease acceptance of pro GEWE reforms and emerging of mindsets respectful and protective to women and girls.</li> <li>▪ At programmatic level</li> <li>- Thousands of people, Ugandan or foreign refugees, enhanced their global human resilience as the programme supported them to access to services, rights and economic opportunities, from a development or humanitarian prospect</li> <li>- Deliveries are gender and human rights responsive: as majority of its targets are</li> </ul>	<ul style="list-style-type: none"> <li>▪ Interviewees globally confirm results at programmatic level</li> <li>▪ Interviewees point out the cultural resistances from the national environment as heavy constrains to programme effectiveness on normative mandate.</li> <li>▪ They also inform that under the coordination mandate, effectiveness is more remarkable at operational level and less at strategic level</li> </ul>	<p>In a context with heavy cultural resistance to pro gender evolution, the programme managed to have strong results under the programmatic mandate, operational coordination presence rather than strategic one, and weak normative achievements.</p>

Evaluation Questions	A. Portfolio Analysis	B. Country Visits interviews and observations	Overall finding (on balance of evidence)
	<p>women, and include the poorest and most disadvantaged</p> <ul style="list-style-type: none"> <li>- Duty bearers, the GoU MDAs, got their capacities developed (mainstreaming gender priorities, gender budgeting, Gender statistics, etc.) as well, for a more effective and efficient delivering of quality gender responsive services and goods to the rights holders, the women and girls.</li> <li>▪ At coordination level,</li> <li>- Supportive GEWE coordination provided within the UN family as well as in the interface with the national institutions: staff coordination positioned in the UN Coordination Office and at the Ministry of Gender</li> <li>▪ Visible and leading presence of CO on thematic platforms, physical or virtual</li> <li>▪ Adequate procedures, knowledge products developed and shared with partners to spread RBM and efficiency over GEWE</li> </ul>		
<p>6. What are the main enabling and hindering factors to achieving planned outcomes?</p>	<ul style="list-style-type: none"> <li>▪ Enabling factors <ul style="list-style-type: none"> <li>- Availability of important amount of resource thanks to effectiveness resource mobilization processes</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Enabling factors are confirmed by interviewees!</li> <li>▪ Interviews also globally confirm the</li> </ul>	<p>The programme's achievements are supported by internal factors such as important resource, organizational and managerial choices, while the</p>

Evaluation Questions	A. Portfolio Analysis	B. Country Visits interviews and observations	Overall finding (on balance of evidence)
	<ul style="list-style-type: none"> <li>- Organizational choices: significant increase in staffing: from 31 to 61; presence at ground level through field offices while subcontracting implementing partners who are monitored</li> <li>- Investing in RBM</li> <li>▪ Hindering factors <ul style="list-style-type: none"> <li>▪ Cultural context with its deep resistances to pro gender changes that delay reformation processes</li> <li>▪ COVID 19 since early 2020</li> <li>▪ Upcoming 2021 electoral race, since mid-2020</li> </ul> </li> </ul>	<p>hindering factors, but added that the agenda of renewal of the Senior Management, at middle of SN course, may not be fully supportive to the portfolio!</p>	<p>main hindering factor are from the context/</p>
<b>Cluster 4: Coordination and comparative advantages</b>			
<p>7. What is UN Women's comparative advantage compared with other UN entities and key partners?</p>	<ul style="list-style-type: none"> <li>▪ UN Women is a specialized entity on GEWE,</li> <li>▪ And UN WOMEN has the UN mandate on GEWE from a development prospect, and has mutual work relations with GoU and the civil society</li> <li>▪ Important country team, with staff having high technical competence.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Interviews confirm these comparative advantages, indicating as well that they could be more invested at strategic and political level to create more influence there and push on the reform's dynamics</li> </ul>	<p>The CO's comparative advantages build on the core UN WOMEN corporate mandate and enclose key assets specific to the Uganda Office: technical, human and budgetary capacities, good interfaces and work experience with the governmental and non-governmental bodies,</p>



Evaluation Questions	A. Portfolio Analysis	B. Country Visits interviews and observations	Overall finding (on balance of evidence)
	<ul style="list-style-type: none"> <li>▪ Strong work experience with JLOS sector and UPDF</li> <li>▪ UN WOMEN is flexible and works on getting the common ground with other actors and they don't work in silos.</li> <li>▪ UN WOMEN /Uganda has relatively important budgetary capacities as first UN WOMEN /COF budget worldwide</li> </ul>		flexibility and promptness on adjustment to meet emerging needs and demands; however, investing and making these assets effective at strategic level remains a challenge for the Office.
8. What contribution is UN Women making to UN coordination on GEEW? Which roles is UN Women playing in this field?	<ul style="list-style-type: none"> <li>▪ UN WOMEN coordination staff positioned as UN Coordinator Office, to support mainstreaming of gender in the UN Agencies interventions</li> <li>▪ UN WOMEN coordination staff based in the Ministry of Gender and support coordination of UN agencies supports to the country</li> <li>▪ UN WOMEN participates and lead some of them, to physical and virtual GEWE platform</li> </ul>	<ul style="list-style-type: none"> <li>▪ Interviewees confirm this coordination presence, while stressing on that it is strong in the field and needs to be strengthened to touch the strategic and political level</li> </ul>	The GWE coordination mandate is well assumed in the field, lesser at strategic and political level
<b>Cluster 5: Sustainability</b>			
9. To what extent was capacity of partners developed in order to ensure sustainability of efforts and benefits?	<ul style="list-style-type: none"> <li>▪ Programme uses existing structures which got additional capacities enabling them to hold and leverage the achievements</li> <li>▪ Hundreds of national staffs from the governmental bodies as well from civil</li> </ul>	<ul style="list-style-type: none"> <li>▪ Capacity development investments confirmed through interviews</li> </ul>	Capacity development is at the heart of the programme.

Evaluation Questions	A. Portfolio Analysis	B. Country Visits interviews and observations	Overall finding (on balance of evidence)
	<p>society organizations were provided with budgets, equipment, software, technical skills knowledge</p> <ul style="list-style-type: none"> <li>▪ Millions at community level were advocated for better adherence to GEWE achievements</li> </ul>		
<p>10. Is there national ownership and are there national champions for different parts of the portfolio?</p>	<ul style="list-style-type: none"> <li>▪ At planning/programming stage, deep national engagement and, at implementation stage the doctrine based on contracting national entities and inserting interventions within existing superstructures, accompanied with substantial capacity development, ease national ownership</li> <li>▪ Within the government, the Gender Ministry and the Ministry of Finance appear to be championing the mainstreaming of GEWE in the sectoral policy frameworks</li> </ul>	<ul style="list-style-type: none"> <li>▪ Fully confirmed through interviews</li> </ul>	<p>Deep national engagement from planning to implementing enable national ownership over the programme, with one classic champion as the Ministry of Gender, and an emerging one through the Ministry of Finance pushing for mainstreaming of gender in the planning and budgetary processes in the technical ministries</p>
<p><b>Cluster 6: Design of the Portfolio</b></p>			
<p>11. Is the thematic focus across the portfolio appropriate?</p>	<ul style="list-style-type: none"> <li>▪ Thematic focus of programme as below: <ul style="list-style-type: none"> <li>- Women leading, participating in and equally benefiting from governance systems; Gender Responsive budgeting; Gender Statistics</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Interviews confirm the appropriateness of such thematic coverage, while pledging for adjustment for better covering of ancient (Reproductive health for instance) and</li> </ul>	<p>The overall thematic focus of the programme is strong and respectful to the triple mandate, while light adjustments should enable better touching of issues such as Reproductive health and</p>

Evaluation Questions	A. Portfolio Analysis	B. Country Visits interviews and observations	Overall finding (on balance of evidence)
	<ul style="list-style-type: none"> <li>- Women, especially the poorest and most excluded, being economically empowered and benefiting from development;</li> <li>- Leaving No One Behind and gender and HIV;</li> <li>- Women and Girls living lives free from violence;</li> <li>- Women participating to and benefiting from Peace, security and humanitarian action; Gender Coordination;</li> <li>- Partnership and collaboration to the benefit of GEWE;</li> <li>- Gender and Statistics</li> <li>▪ Crosscutting themes complement substantial issues: <ul style="list-style-type: none"> <li>- Promoting Result Based Management</li> <li>- Communication and Advocacy to the benefit of GEWE</li> <li>- GEWE coordination</li> <li>- Gender &amp; Human Rights approaches.</li> </ul> </li> </ul>	<p>emerging ones (from the COVID 19 context)</p> <ul style="list-style-type: none"> <li>▪ Regarding specifically the GEWE coordination, interviewees recommend that it put more focus on the strategic and political level</li> </ul>	<p>economic impact of CODID 19 on women.</p>
<p>12. Was the technical design of the Strategic Note relevant?</p>	<ul style="list-style-type: none"> <li>▪ The results and resources framework is comprehensive and technically robust:</li> </ul>	<ul style="list-style-type: none"> <li>▪ No objection to the technical design of the SN out of the interviews.</li> </ul>	<p>The design of the Strategic Note is overall robust around a comprehensive logical framework. The theory of</p>

Evaluation Questions	A. Portfolio Analysis	B. Country Visits interviews and observations	Overall finding (on balance of evidence)
	<p>outcomes, outputs, indicators, baselines and targets well defined generally speaking</p> <ul style="list-style-type: none"> <li>▪ The programme is based on a theory of change displaying four assumptions, which are as well the basic levers the programme aims to weight on to get results.</li> <li>▪ Review of these four assumptions reveals however the absence of a critical factor: the cultural resistances the environment is known to be opposing to pro gender reform and changes: this cultural constrain on which the programme finally addressed advocacy inputs should have be better assessed and put among the basic assumptions of the ToC.</li> </ul>		change, however does not reflect through its basic assumptions what the programme does towards the cultural environment to combat atavist resistance to pro gender changes

### 1.15 Contribution Analysis Table

Table 9: Contribution analysis

Changes found by the evaluation	Link to UN Women (performance story)	Other contributing factors	Likely contributions of other factors	Plausible contribution of UN Women to this change	Summary of evidence	Gender and Human Rights implications
<b>1. Improvement in women participation</b>	Affirmative action promoted by UN Women to increase	Commitment of Judiciary/Security authorities	Political will from the national authorities were	High	15 judges of the Court of Appeal and the High Court appointed: out of them 9 were women.	Change sensitive to gender and human rights: the female police staff better equipped to deliver security services to

Changes found by the evaluation	Link to UN Women (performance story)	Other contributing factors	Likely contributions of other factors	Plausible contribution of UN Women to this change	Summary of evidence	Gender and Human Rights implications
	<p>participation of women</p> <p>UN Women partnered with Makerere University Business School to conduct a 3 weeks leadership training for 35 female police officers</p>	<p>Technical engagement of the University Business School</p>	<p>instrumental to this result</p> <p>Technical inputs from the University Business School was instrumental to this result, along with the funding and knowhow from UN Women</p>		<p>Female application requirements lowered to enable more women join the Uganda Police Force</p> <p>Out of the 35 female police officers conducted four (4) female officers were appointed to leadership positions and the number of female District Police Commanders (DPC) increased from 8 to 15 in the last 6 months.</p>	<p>women and disadvantaged people!</p>
<b>2. Improvement in compliance for gender and equity budgeting and planning in the public institutions</b>	<p>UN Women supported MGLSD and MoFPED and their respective services through training, methodology and tools development and dedicated equipment, to mainstream GEWE in national policies</p>	<p>Commitment of governmental entities: MGLSD MoFPED; and other partners: Equal Opportunities Commission (EOC)</p>	<p>Political will of Government enabled the change, while UN Women brought initial impulsion, resources and knowhow</p>	<p>High</p>	<p>In 2019 out of 148 MDAs assessed only 20 MDAs did not score above 50%, the rest, i.e. more than 80% of the MDAs were awarded the certificate of compliance for Gender Equality compliance</p> <p>A 2019 MoFPED Report covering 10 national sectors demonstrated good progress towards integrating GEWE.</p>	<p>The change is sensitive and profitable to Gender and Human rights: they can be better taken into account.</p>
<b>3. Increased availability and use</b>	<p>UN Women delivered strategic</p>	<p>Commitment of governmental</p>	<p>Political will of Government</p>	<p>High</p>	<p>The SDG reporting process integrated gender</p>	<p>The change is sensitive and</p>

Changes found by the evaluation	Link to UN Women (performance story)	Other contributing factors	Likely contributions of other factors	Plausible contribution of UN Women to this change	Summary of evidence	Gender and Human Rights implications
<p><b>of gender statistics to address GEWE and SDG requirements</b></p>	<p>support to GoU for Gender sensitive statics production: support channeled through Uganda Bureau of Statistics (UBOS) /The Economic Policy Research Centre (EPRC)/ National Statistical System (NSS) and the SDG Data Technical Working Group:</p>	<p>entities and supporting CSO organizations</p>	<p>enabled this change, while UN Women brought initial impulsion, resources and knowhow</p>		<p>disaggregated statistics which demonstrated that: Women presently constitute 34.7% of MPs and occupy 45.7% of Local Council seats.</p> <p>Six knowledge products produced and disseminated to inform reviews and reforms in the legal frameworks, policies, and practices</p> <p>JLOS sector strategic plan for statistics developed and finalized; it integrates gender statistics</p> <p>Local Governments have integrated gender perspectives in their development plans within the framework of the ongoing NDP III design process.</p> <p>Institutionalization of the production of Tier I, Tier II and Tier III gender indicators.</p> <p>National SDG Data Indicator framework reviewed, 197 indicators fall under Tier I and Tier II; there was an increase of indicators disaggregated by sex, age and region, at national level, from 41 to 46.</p>	<p>profitable to Gender and Human rights: they gain visibility.</p>

Changes found by the evaluation	Link to UN Women (performance story)	Other contributing factors	Likely contributions of other factors	Plausible contribution of UN Women to this change	Summary of evidence	Gender and Human Rights implications
					<p>Updated indicator list has been integrated into the National Standard Indicator (NSI) framework.</p> <p>An additional SDG 5 indicator, indicator 5.a.1 on the proportion of total agricultural population with ownership or secure land rights and the share of women among owners or rights bearers of agricultural land, by type of tenure was incorporated.</p>	
<p><b>4. Increased economic empowerment for women</b></p>	<p>Capacity building through UN Women/Public Procurement and Disposal of Assets Authority (PPDA) partnership: 562 Women Entrepreneurs empowered to increase their participation in public procurement, through confidence building and enhanced ability to fill and submit bid forms</p>	<p>Partnership with CSO and governmental entities</p>	<p>Technical engagement of partners was instrumental this change, while UN Women brought initial impulsion, resources and knowhow as well</p>	<p>High</p>	<p>10 women entrepreneurs registered their businesses, acquired PPDA certificate and are ready to start bidding for business opportunities with the GoU</p> <p>Near to 100 women (6 groups of about 15 members each) receiving interest free loans of about UGX 12m each, to be re-paid over a period of three years.</p> <p>10 Village Saving and Loan Associations</p>	<p>Targets include elderly and youthful women, particularly the single mothers)</p>

Changes found by the evaluation	Link to UN Women (performance story)	Other contributing factors	Likely contributions of other factors	Plausible contribution of UN Women to this change	Summary of evidence	Gender and Human Rights implications
	<p>UN Women / Uganda Women Entrepreneurship Programme (UWEP) enabled mentoring of 600 women entrepreneurs organized in 44 groups dealing in different enterprises.</p> <p>2000 and plus supported in digitalized business and/or linked to financial institutions</p>				<p>(VSLA) groups received capitol funds up to USD 14,320.00 (USD1,432 for each woman)</p> <p>Loan access among women entrepreneurs has grown from UGX129,000,000(USD34,864) in 2017 to UGX 580,000,000 (USD156,755) in 2019.</p> <p>Revenue of 7 groups of women increased from UGX63,974,500 (USD 17,290) in 2018 to UGX89,917,000 (USD 24,301) in 2019 in 2019</p>	
<b>5. Increased human resilience among left behind groups</b>	UN Women provided leadership and financial inputs to the result	Partnership with FAWE-U and the Federation of African Women Educationist	Technical inputs from the FAWE-U and the Federation of African Women Educationist, were instrumental to the result	High	1,425 girls and young women aged 5-24 years from 15 districts were provided with second chance education opportunities: at least four (04) vulnerable young women have been supported to complete tertiary education at various	Responsive to gender and human rights



Changes found by the evaluation	Link to UN Women (performance story)	Other contributing factors	Likely contributions of other factors	Plausible contribution of UN Women to this change	Summary of evidence	Gender and Human Rights implications
					<p>institutions of learning; the four (04) will complete their studies by December 2020.</p> <p>222 adolescent girls spread over the 15 districts returned to school and were scheduled to complete their ordinary level (UCE) certificate by December 2020</p> <p>55 girls who had dropped out of school were trained at the community learning centers set up by the women councilors.</p>	
<p><b>7. Increased institutional ability to address Gender based violence</b></p>	<p>UN Women brought leadership, financial inputs through partnerships with public and CSO entities</p>	<p>Partners with UNICEF/Uganda Police Force (UPF)/Judiciary entities/CSO organizations, etc. contributed to this result</p>	<p>Commitment and technical and financial inputs from UN Women partners enabled this result</p>	<p>High</p>	<p>Standard Operating Procedures for guidelines to the UPF and its Officers on steps to be followed when dealing with cases of GBV and VAC (they manage GBV and VAC cases; UPF Gender Policy (2019-2023) and the UPF Gender Strategy and Implementation Plan (2019-2023), developed and implemented</p> <p>PULIDAWO App to enhance access to legal aid services by linking clients with advocates within their locality,</p>	<p>Responsive to gender and human rights</p>

Changes found by the evaluation	Link to UN Women (performance story)	Other contributing factors	Likely contributions of other factors	Plausible contribution of UN Women to this change	Summary of evidence	Gender and Human Rights implications
					<p>developed and available on the Google store.</p> <p>155 advocates (99M, 56F) registered on the application across the country</p> <p>At least 54% (214) of the sensitized individuals have sought legal assistance through the PULIDAWO App.</p> <p>A total of 6,232 representations in courts of law: women and girls accessed legal and other essential services such as legal advice, court mediations as well as legal: Cases included physical violence, denial of access to resources, land related matters, sexual violence and maintenance; 30 acres of land in Kasese and 0.2 acres in Tororo were recovered on behalf of the clients; other recovered property includes animals (15 cows, 55 goats), 2 oxen ploughs, food items among others.; A widow accessed gratuity of her late husband valued at UGX 33 million. as a result, on UN</p>	

Changes found by the evaluation	Link to UN Women (performance story)	Other contributing factors	Likely contributions of other factors	Plausible contribution of UN Women to this change	Summary of evidence	Gender and Human Rights implications
					Women supported interventions.	
<p><b>8. Increased access to rights especially to legal services for refugees' populations</b></p>	<p>UN Women brought financial inputs and leadership to technical partners to enable the result</p>	<p>Engagement of technical partners: War Child Canada (WCC), the Refugee Law Project (RLP), Trans Psychosocial Organization (TPO) Uganda</p>	<p>Technical inputs from War Child Canada (WCC), the Refugee Law Project (RLP), Trans Psychosocial Organization (TPO) Uganda, was instrumental to this result</p>	<p>High</p>	<p>A total of 118,581 (90,745 refugee and 27,836 host) women and girls directly accessed justice through UN Women support, plus 8,856 (5,401 refugee and 3,455 host) men and boys.</p> <p>50,990 (39263 refugee and 11727 host) women and girl survivors of SGBV 4077 (3181 refugee and 896 host) men and boys and benefited from legal aid services.</p> <p>18,867 (14339 refugee and 4528 host) women and girls' survivors of SGBV and 3,666 (2823 refugee and 843 host) males benefited from services legal psychological services: 79% of reached women and girls improved social functioning physical and emotional aspects evidenced by ability to take care of themselves and their children, reduced household conflicts and ability to participate in livelihoods activities.</p>	<p>Responsive to gender and human rights</p>

## 1.16 Detailed table of findings

Table 10: Findings

Thematic Areas	Specific outcomes and outputs	Findings: UN Women Country Portfolio Evaluation Uganda
<p><b>Women lead, participate in and benefit equally from governance systems</b></p>	<p>Outcome 1.1: The Policy and/or Legal frameworks of target political institutions are reformed to advance women's rights and political participation</p>	<ul style="list-style-type: none"> <li>▪ Two essential legal instruments brought before Parliament Committees for scrutiny: Sexual Offences Bill which (consolidating of procedural and evidential means for all sexual offenses and harassment), and Employment Bill 2019 seeking amend the Employment Act 2006 to operationalize provisions of Article (Art.) 40 of the Uganda Constitution and align it to the International Labor Organisation (ILO) Convention No.190.</li> <li>▪ CSO, implementing partners lobbied the Government (GoU), to ratify and domesticate the ILO Convention No. 190 on ending of violence and sexual harassment in the workplace to ensure safety of women at work.</li> <li>▪ 30 male members of parliament (MPs) were supported/equipped/sensitized on key bills: the succession amendment bill, the marriage and divorce bill and employment amendment bill; these 30 male MPs then lobbied other male MPs, in favor of pro-gender lawmaking processes.</li> <li>▪ UN Women supported political parties to adopt gender responsive measures to promote women's leadership and participation.</li> <li>▪ The Electoral Commission (EC) gender strategy was launched: and it demands that political parties review their constitution and promote more women representation at leadership level.</li> <li>▪ 5,158,000 million people were reached through a civic education programme commonly known as ‘fasi-fasi’ Television (TV) programme (source: survey done by Geo poll, a digital research company)</li> </ul>

Thematic Areas	Specific outcomes and outputs	Findings: UN Women Country Portfolio Evaluation Uganda
		<ul style="list-style-type: none"> <li>▪ Community education/dialogues on the positive portrayal of women in politics and leadership were conducted annually, to decrease the negative social/cultural perceptions against women participating and leadership in politics</li> </ul>
	<p>Outcome 1.2: Women are perceived as equally legitimate and effective political leaders as men</p>	<ul style="list-style-type: none"> <li>▪ UNW trained female counselors on gender, women political representation, council proceedings and advocacy, with results:</li> <li>▪ 250 Sub-county female councilors facilitated to lobby and advocate for gender transformative legislation in the local council:</li> <li>▪ The trained councilors also lobbied to improve service delivery in their sub counties, the case of Kaberamaido District where female councilors succeeded to obtain renovation/construction of school and sanitation facilities.</li> <li>▪ Tailored transformative leadership and empowerment programme implemented: <ul style="list-style-type: none"> <li>- Support to 188 young women and adolescent girls 15-24years (108 YWGLHIV<sup>85</sup> 20-24yrs, 54 female sex workers, 05 female boxers, 12 gender advocates and 09 adolescent girls 15-18 yrs. Living with HIV (LHIV)).</li> <li>- Women leaders were trained and mentored in gender transformative leadership engagement and advocacy, promotion of SRHR and application of the community score card for a gender, equity and human rights responsive Human Immunodeficiency Virus (HIV) response.</li> <li>- As a result, this framework is very instrumental in advocating for a gender equity and human rights (HR) strategy upholding the principles of leaving no one behind (LNoB).</li> </ul> </li> </ul>

<sup>85</sup> YWGLHIV Young women and girls living with HIV

Thematic Areas	Specific outcomes and outputs	Findings: UN Women Country Portfolio Evaluation Uganda
		<ul style="list-style-type: none"> <li>▪ UN Women supported women led organizations, UWOPA and Akiina Maama Wa Africa and through joint programs with UNDP, working with UWONET, UWOPA and Women for Democracy (WFD) invested in strategies that promote women in leadership, with results as follows: <ul style="list-style-type: none"> <li>- An electoral candidate manual was developed with Head quarter (HQ) support, to train women political candidates.</li> <li>- Capacity building of over 1000 women leaders at national and local level</li> <li>- African Women Leaders network was launched, through which 25 leaders were mentored.</li> </ul> </li> </ul>
<b>Gender Responsive budgeting</b>	National and local plans and budgets are gender responsive: Strengthened capacity of governments to assess fiscal laws and policies and advocate for policy solutions in support of gender responsive revenue and budgetary allocations	<ul style="list-style-type: none"> <li>▪ Through the Ministry of Finance, Population and Economic Development (MoFPED): <ul style="list-style-type: none"> <li>▪ Gender Responsive Budgeting (GRB), was introduced into the public financial management act (PFMA).</li> <li>▪ With support from the Equal Opportunities Commission (EOC), the GRB certificate has been reinforced at MoFPED level; all Government of Uganda (GoU) Ministries Departments and Agencies (MDAs) must attain the GRB certificate, before the budgets are approved: <ul style="list-style-type: none"> <li>- 9 Ministries/ Sectors and 11 Local Governments received specific trainings on GRB, and Gender and Equity Monitoring and Reporting</li> <li>- Gender Equality and Women Empowerment (GEWE), tracking checklist was developed to track GEWE related budget allocations in the sectors: on this based the first report of its kind in the region on tracking allocations and expenditures for GEWE.</li> </ul> </li> </ul> </li> <li>▪ Ministry of Gender, Labor and Social Development (MGLSD): <ul style="list-style-type: none"> <li>- The Social Development Sector Plan (SDSP II) 2015-2019 emphasized: the scaling up of gender mainstreaming strategies in emerging development sectors of</li> </ul> </li> </ul>

Thematic Areas	Specific outcomes and outputs	Findings: UN Women Country Portfolio Evaluation Uganda
		<p>climate change, energy, oil and gas, trade and tourism, as well as in public procurement; as well as the expansion of access to credit and financial services and the provision of entrepreneurial skills to women; the prevention and response to sexual gender-based violence (SGBV), and the promotion of women’s participation in governance and development.</p> <ul style="list-style-type: none"> <li>- MGLSD received financial and technical support and backstop from UN women to advocate for gender responsive budgeting (GRB).</li> <li>- MGLSD worked in partnership with MoFPED and EOC to roll-out training on GRB; and the monitoring of the implementation/roll out of GRB by the various MDAs and District Local Governments (DLGs).</li> </ul> <ul style="list-style-type: none"> <li>▪ Through the Civil society organizations: <ul style="list-style-type: none"> <li>- The Civil Society Budget Advocacy Group (CSBAG) supported Women led Community Based Organizations (CBOs) to identify, assess and analyze, gender and equity issues to integrate into the CBOs planning and budgeting - right from the village (LC1) to the Sub-County level. Sub-County level plans inform district local government (DLG), plans and budgets.</li> <li>- 1,053 people including 5 persons with disability, 433 men, 620 women participated in community dialogues at sub-county level, to discuss emerging issues on GRB, prioritization of response and in the service delivery monitoring exercises.</li> </ul> </li> <li>▪ Emerging results: <ul style="list-style-type: none"> <li>- UN Women, MoFPED, EOC concur that there is improvement in compliance for gender and equity budgeting and planning: In 2019 out of 148 MDAs assessed only 20 MDAs did not score above 50%, the rest, i.e. more than 80% of the MDAs were awarded the certificate of compliance for Gender Equality compliance.</li> </ul> </li> </ul>

Thematic Areas	Specific outcomes and outputs	Findings: UN Women Country Portfolio Evaluation Uganda
		<ul style="list-style-type: none"> <li>- In 2019, MoFPED for the purpose of tracking of the MDAs on GRB, prepared a report on GEWE budget allocations in 10 key sectors, these included: Ministry of Agriculture Animal Industries and Fisheries (MAAIF), infrastructure (Energy and roads), industrialization, ICT, social services (Education Health and Water and Sanitation), Public Sector Management and Science and Technology and innovation. Key MDA investments in the gender equality commitments were documented. The report demonstrated good progress towards integrating GEWE. The support to MoFPED tracking and monitoring of GEWE implementation and accountability, should be sustained.</li> </ul>
<b>Gender Statistics Production and use</b>	Strengthened policy and financial environment to enable gender-responsive national adaptation and effective monitoring of the SDGs	<ul style="list-style-type: none"> <li>▪ UN Women delivered strategic support to GoU in terms of enabling environment and framework for production, increased availability and use of gender statistics to address GEWE and SDG requirements as evidenced in the national SDG progress report. Through Uganda Bureau of Statistics (UBOS) /The Economic Policy Research Centre (EPRC)/ National Statistical System (NSS) and the SDG Data Technical Working Group: <ul style="list-style-type: none"> <li>- The SDG reporting process integrated gender disaggregated statistics which demonstrated that: Women presently constitute 34.7% of MPs and occupy 45.7% of Local Council seats.</li> <li>- Six knowledge products were produced and disseminated to inform reviews and reforms in the legal frameworks, policies, and practices: <ul style="list-style-type: none"> <li>(i)The Extent of Women Empowerment in Uganda, a Multidimensional Approach"</li> <li>(ii) "Decision Making at Household Level: What do the trends reveal about women's participation?"</li> </ul> </li> </ul> </li> </ul>



Thematic Areas	Specific outcomes and outputs	Findings: UN Women Country Portfolio Evaluation Uganda
	Strengthen the production of gender statistics to enable the monitoring of national policies and reporting commitments under the SDGs	<p>(iii) Perceptions on Violence Against Women in Uganda: Implications for Policy;</p> <p>(iv) Women’s Economic Empowerment in Uganda: Inequalities and Implications,</p> <p>(v) Women’s Participation in Political processes in Uganda: evidence from national survey</p> <p>(vi) Abridged version of the Time Use Survey (TUS 2017/18) report.</p> <ul style="list-style-type: none"> <li>- Three policy briefs were developed and disseminated.</li> <li>- Two hundred seventy-one data producers and users (Female:132 Male: 139) were trained from Ministries, CSOs, Justice, Law and Order Sector (JLOS), Local Government, research institutions and UN Agencies.</li> </ul> <p>▪ Emerging Results:</p> <ul style="list-style-type: none"> <li>- The JLOS sector strategic plan for statistics was developed and finalized; it integrates gender statistics: implementation underway to ease the production and use of quality gender responsive JLOS sector data for policy and decision making.</li> <li>- Local Governments have integrated gender perspectives in their development plans within the framework of the ongoing NDP III design process.</li> <li>- There has been institutionalization of the production of Tier I, Tier II and Tier III gender indicators.</li> <li>- National SDG Data Indicator framework was reviewed, 197 indicators fall under Tier I and Tier II; there was an increase of indicators disaggregated by sex, age and region, at national level, from 41 to 46. The updated indicator list has been integrated into the National Standard Indicator (NSI) framework.</li> <li>- An additional SDG 5 indicator, indicator 5.a.1 on the proportion of total agricultural population with ownership or secure land rights and the share of</li> </ul>
	Improve the use of gender statistics by different players to inform advocacy, research, policies and programmes	

Thematic Areas	Specific outcomes and outputs	Findings: UN Women Country Portfolio Evaluation Uganda
		<p>women among owners or rights bearers of agricultural land, by type of tenure was incorporated.</p>
<p><b>Women, especially the poorest and most excluded, are economically empowered and benefit from development</b></p>	<p>Outcome 2.1: Perceptions and practices of communities on gender norms and relations that impact on women’s property rights and land rights are improved</p>	<ul style="list-style-type: none"> <li>▪ Strategic support/Improvement of policy, regulatory and institutional framework: <ul style="list-style-type: none"> <li>- Cabinet approved the amendment of the public procurement and disposal of assets act and sent it to the Parliamentary Council for review before presenting it to Parliament for the first reading, with provisions of: 30% preference and reservation scheme for Youth, Women and PWDs in all public procurements.</li> <li>- Strengthening of gender responsiveness of Expanding Social Protection Programme: A step by step guide was developed and adopted by the MGLSD to guide gender mainstreaming in all social protection programmes. This guide was informed by a regional assessment of social protection programmes, that determined the gaps in gender mainstreaming.</li> </ul> </li> <li>▪ UN WOMEN/LandNET partnership resulted into: sensitization of 12,556 community members (7,567 females &amp; 4,969 males) to commit to positive gender norms and relations that promote women’s property and land rights in Gulu and Moroto districts; a total of 106 Community Leaders in Gulu and Moroto were oriented on the women rights to security of land and property tenure. The oriented leaders have supported the safeguarding and promotion of women’s rights, voice and participation in community decision making. As a result, 12 land disputes were registered and referred to UN WOMEN partners, Uganda Law Society (ULS) for redress.</li> </ul>
	<p>Outcome 2.2: Climate smart agricultural policies are gender responsive and</p>	<ul style="list-style-type: none"> <li>▪ Capacity building through UN Women/Public Procurement and Disposal of Assets Authority (PPDA) partnership: <ul style="list-style-type: none"> <li>- The empowerment of 562 Women Entrepreneurs from all regions of the country, to increase their participation in public procurement, through confidence building</li> </ul> </li> </ul>

Thematic Areas	Specific outcomes and outputs	Findings: UN Women Country Portfolio Evaluation Uganda
	women's land tenure security is increased.	<p>and enhanced ability to fill and submit bid forms; cascading of the training to the local government (LG) levels through the 562 trainees, was anticipated.</p> <ul style="list-style-type: none"> <li>- As a result, 10 women entrepreneurs registered their businesses, acquired PPDA certificate and are ready to start bidding for business opportunities with the GoU.</li> <li>▪ The CO, through partnership with the Uganda Women Entrepreneurship Programme (UWEP): supported the mentoring of 600 women entrepreneurs organized in 44 groups dealing in different enterprises. This mentoring enabled the women entrepreneurs to access the Uganda Women Entrepreneurship Programme (UWEP) grant in order to run their businesses profitably and sustainably. <ul style="list-style-type: none"> <li>- This resulted in 6 groups (of about 15 members each) receiving interest free loans of about UGX 12m each, to be re-paid over a period of three years.</li> </ul> </li> <li>▪ Ten Village Saving and Loan Associations (VSLA) groups received capitol funds through the UN Women partnership, as seed fund to strengthen their financial capacity as well as make them eligible for funding by the mainstream financial institution. This funding was up to of UGX 53 million, (approximately USD 14,320.00), each woman farmer received about UGX5.3m (USD1,432).</li> </ul> <p>Gulu DLG.</p> <ul style="list-style-type: none"> <li>▪ Over two thousand (2000) rural women in Gulu DLG were supported to grow two acres each of organic chia seed<sup>86</sup> (a health and nutrition supplement); as an income generating enterprise.</li> <li>▪ UN Women enabled the farmers to link with a private company, to secure ready market for the chia seed, though they suffered unfair competition for markets, with crafty business men who flooded the market with cheaper, inorganic chia seeds.</li> </ul>

<sup>86</sup> <https://www.healthline.com/nutrition/11-proven-health-benefits-of-chia-seeds>.

Thematic Areas	Specific outcomes and outputs	Findings: UN Women Country Portfolio Evaluation Uganda
		<p>Nwoya DLG:</p> <ul style="list-style-type: none"> <li>▪ The partnership between UN WOMEN, Nwoya DLG and Delight Uganda Limited (a private service provider) provided support to women to grow one acre each of improved and climate smart mangoes and guavas as an income generating activity (targets include elderly and youthful women, particularly the single mothers); <ul style="list-style-type: none"> <li>- Results observation: 98 percent survival rate for the seedlings planted; guavas and mangoes take 3 years to mature.</li> <li>- Sustainability consideration: Delight Uganda Ltd continues to provide farm agricultural extension support to the farmers</li> </ul> </li> </ul> <p>Bugiri DLG</p> <ul style="list-style-type: none"> <li>▪ In Bugiri, UN WOMEN in partnership with the DLG and a private company, supported 1400 women in aquaculture and fish farming.</li> <li>▪ As a result: women in Bugiri DLG have entered a formerly male dominated area, fishing. All women participants are placed along the value-chain for fish farming, and they are already profiteering from the investment, earning a pay. Some men have been engaged in this fish farming process, more so the spouses of the women, to garner the support and minimize the potential conflict over resources.</li> <li>-</li> </ul>
	<p>Outcome 2.3: Women Business Enterprises (WBEs) have increased access to financing and markets</p>	<ul style="list-style-type: none"> <li>▪ The technological empowerment processes for WBEs <ul style="list-style-type: none"> <li>- UN WOMEN in partnership with the International Institute for Rural Reconstruction, developed a market garden app. that connects women who are mainly dealing in agro-products to the market. 1988 women entrepreneurs gained skills in business digitization, marketing, branding, packaging and quality management in the different enterprises.</li> </ul> </li> </ul>

Thematic Areas	Specific outcomes and outputs	Findings: UN Women Country Portfolio Evaluation Uganda
	(including public and private procurement)	<ul style="list-style-type: none"> <li>- 10 VSLAs (comprising 200 Women Entrepreneurs) were digitalized and are transacting business using the digital platforms particularly using the Point of Sale Machines (POS).</li> <li>- As a result: tremendously increase in sales; for instance, from the 7 groups supported by the International Institute for Rural Reconstruction, revenue was reported to have increased from UGX63,974,500 (USD 17,290) in 2018 to UGX89,917,000 (USD 24,301) in 2019.</li> <li>- 199 women entrepreneurs have been linked to nine formal Financial Institutions with women friendly financial products (saving accounts, VSLA account, group accounts, and loan products with low interest rates).</li> <li>- Loan access among women entrepreneurs has grown from UGX129,000,000(USD34,864) in 2017 to UGX 580,000,000 (USD156,755) in 2019.</li> <li>- Close to 4000 poor women in the informal sector supported to increase production and access to financing and markets (including public and private procurement)</li> <li>- UN Women in partnership with the Institute for Social Transformation (IST) empowered close to 5000 women market vendors in Kampala, Gulu and Nwoya districts, with leadership, self-confidence, financial literacy, business skills, record keeping, negotiation and conflict resolution, Prevention of Sexual Exploitation and Abuse (PSEA) and having a voice.</li> <li>- Women organized themselves into cooperatives or VSLAs; this resulted in multiplying savings, establishing diverse streams of income, access to banks, confidence and access to justice, women solidarity and voice, and women participation in leadership.</li> </ul>

Thematic Areas	Specific outcomes and outputs	Findings: UN Women Country Portfolio Evaluation Uganda
<p><b>Leaving No One Behind: Gender and HIV</b></p>	<p>Reducing HIV infections through collaborative projects with departments and agencies of government and civil society networks of women, gender and human Rights organizations, cultural Foundations, private sector and the academia.</p>	<ul style="list-style-type: none"> <li>▪ Work with women living with HIV, and other minority marginalized groups.</li> <li>▪ Financial/technical support was extended to networks of persons living with HIV /AIDS (PLWHIV), Women with Disabilities of Uganda, youth groups, indigenous people, commercial sex workers (CSWs) and Lesbian Gay Bisexual Transgender Intersex (LGBTIs).</li> <li>▪ UN Women supported CSOs to advocate for the rights of marginalized groups inclusion in legal reform and development processes, in the sexual offences bill for instance. For example, the sexual offenses bill, CSOs were major proponents of the bill.</li> <li>▪ The Uganda AIDS Commission (UAC), the national AIDS coordinating body received financial and technical assistance to enable the integration of gender-responsive actions into national HIV strategies.</li> <li>▪ Gender and women rights advocates were trained. Women and girls living with HIV to articulate their needs and priorities.</li> <li>▪ The partnership between UN WOMEN and UAC, pushed the integration of HIV prevention and AIDS management as a cross cutting issue in the National Development Plan (NDP) III.</li> </ul> <p>As a result</p> <ul style="list-style-type: none"> <li>- Uganda AIDS Commission won the bid to host the International Conference on AIDS and STIs in Africa (ICASA) 2021.</li> <li>- Working with FAWE-U, the Federation of African Women Educationist; 1,425 girls and young women aged 5-24 years from 15 districts were provided with second chance education opportunities. At least four (04) vulnerable young women have been supported to complete tertiary education at various institutions of learning; the four (04) will complete their studies by December 2020.</li> </ul>

Thematic Areas	Specific outcomes and outputs	Findings: UN Women Country Portfolio Evaluation Uganda
		<ul style="list-style-type: none"> <li>- 222 adolescent girls spread over the 15 districts returned to school and were scheduled to complete their ordinary level (UCE) certificate by December 2020</li> <li>- Cumulatively 1,068 people living with HIV (PLHIV) clustered in 77 enterprises were supported to improve their enterprise and financial management skills.</li> <li>- Inclusion of VSLA methodology in the training and mentorship modules resulted into raising interest in economic ventures as a source of livelihood for once impoverished households: testimonies and personal change stories shared by beneficiaries show marked improvements in HIV treatment adherence, adoption of HIV preventive behavior, appreciation of modern family planning practices, better nutritional practices, selfcare and education for their children.</li> </ul>
<p><b>Women and Girls Live a Life Free from Violence</b></p>	<p>Outcome 3.1: An enabling legislative and policy environment in line with international standards on End Violence Against Women and Girls (EVAWG), Women's access to justice, and other forms of discrimination is in place and translated into action</p>	<ul style="list-style-type: none"> <li>▪ Affirmative action promoted to increase participation of women; results as below; Results: <ul style="list-style-type: none"> <li>- For recruitment of police officers, female application requirements were lowered to enable more women join the Uganda Police Force</li> <li>- 15 judges of the Court of Appeal and the High Court were appointed: out of the 3 Justices of the Court of Appeal 2 were women; of the 12 Judges of the High Court, 50% i.e. 6 were women.</li> <li>- Following 3 weeks leadership training for 35 female police officers conducted by Makerere University Business School, four (4) female officers were appointed to leadership positions and the number of female District Police Commanders (DPC) increased from 8 to 15 in the last 6 months.</li> </ul> </li> <li>▪ UN WOMEN and UNICEF partnered with the Judicial Training Institute to develop a training manual for Judicial Officers on the effective management of Gender Based Violence (GBV) cases; the manual provides a comprehensive training program on gender-based violence for judicial officers and includes reflections on social norms and how they impact effective provision of services to women and girls, a detailed</li> </ul>

Thematic Areas	Specific outcomes and outputs	Findings: UN Women Country Portfolio Evaluation Uganda
		<p>analysis of the range of laws that criminalize gender-based violence acts and their application in Uganda, sensitization on the nature, causes and consequences of GBV and the more likely victims, as well as ways in which judicial officers can take action to improve their own response and the response of the justice system to the barriers, challenges and needs of GBV cases and victims.</p>
	<p>Outcome 3.2: Reduced social tolerance for VAWG in select communities in Uganda</p>	<ul style="list-style-type: none"> <li>▪ Social communication advocacy against social tolerance of violence against women resulted into: <ul style="list-style-type: none"> <li>- Approximately ten million - 9,504,616 people reached, (4,045,396 females and 5,459,220 males) in the communities through, community outreaches, radio talk shows including during the 16 Days of Activism Against</li> <li>- UN WOMEN technical and financial support resulted into Increased in implementation of community activities on gender equality, women's rights, and violence against women in 21 districts of Uganda. The partners mobilized women and men, girls and boys, members of parliament, leaders of religious and/or faith-based organizations, media, police, local authorities, private sector and civil society actors; to debate and act on the increasing cases of violence against women and girls, harmful practices and other related injustices.</li> <li>- UN WOMEN/Makerere University partnership implemented innovative and youth friendly approaches such as the Talent4change contest that involved music dance and drama to reach 35,000 students and raise their GBV awareness</li> <li>- Within Covid 19 response: Radio talk shows were held, to disseminate guidelines on handling Domestic Violence cases during lockdown.</li> </ul> </li> <li>▪ UN WOMEN in partnership with the Judicial Center for Uganda (JCU) and the Uganda Law Society (ULS) partnered to conduct VAWG and sexual harassment prevention education outreaches in schools.</li> </ul>



Thematic Areas	Specific outcomes and outputs	Findings: UN Women Country Portfolio Evaluation Uganda
		<ul style="list-style-type: none"> <li>- A total of 1,667 (M-638, F-948) students and 17 (M-4, F-13) teachers were reached with messages on Ending violence and sexual harassment in universities and schools. As a result, 15 girls registered cases with JCU for support.</li> <li>- At least 52 CSOs and 4,800 women rights advocates provided with technical and financial support and</li> <li>- engaged in advocacy activities on ERAW, SRHR and Harmful practices at national policy level and at district and</li> <li>- sub-county in all target districts.</li> <li>- As a result, the Sexual Offences Bill and the Employment Amendment Bill were gazetted, and for the first time, the Sexual Offences Bill 2019 was successfully read on the floor of Parliament.</li> <li>▪ UN WOMEN/UNICEF/Uganda Police Force (UPF) partnership brought development of Standard Operating Procedures for guidelines to the UPF and its Officers on steps to be followed when dealing with cases of GBV and VAC (they manage GBV and VAC cases; and development and implementation of the UPF Gender Policy (2019-2023) and the UPF Gender Strategy and Implementation Plan (2019-2023).</li> </ul>
	<p>Outcome 3.3: Increased use of available, accessible and quality essential services by women and girls who experience violence</p>	<ul style="list-style-type: none"> <li>▪ 3 institutions including selected government departments i.e. Judicial Training Institute, Uganda Police Force and the Office of the Director of Public Prosecutions – were equipped with tools and manuals to enhance their capacities to investigate, prosecute and adjudicate GBV and VAC cases in a gender responsive manner, survivor and trauma centered manner.</li> <li>▪ The tools include: The GBV training manual for judicial officers on effective adjudication of GBV and VAC cases, a draft prosecutor’s handbook on GBV developed, and the Standard Operating Procedures for Management of GBV and VAC cases in the UPF.</li> </ul>

Thematic Areas	Specific outcomes and outputs	Findings: UN Women Country Portfolio Evaluation Uganda
		<ul style="list-style-type: none"> <li>▪ Technology Innovation <ul style="list-style-type: none"> <li>- UN WOMEN/Uganda Law Society developed “the PULIDAWO”<sup>87</sup> App to enhance access to legal aid services by linking clients with advocates within their locality. The app is available on the Google store.</li> <li>- To-date, 155 advocates (99M, 56F) registered on the application across the country</li> <li>- 393 (163M, 230F) people were sensitized on availability of the PULIDAWO application and how to use it.</li> <li>- At least 54% (214) of the sensitized individuals have sought legal assistance through the PULIDAWO App.</li> </ul> </li> <li>▪ Provisions of free legal aid and referral services provided through UN WOMEN/Uganda Law Society/FIDA-U<sup>88</sup>/Justice Center Uganda partnership; as results: <ul style="list-style-type: none"> <li>- A total of 6,232 representations in courts of law: women and girls accessed legal and other essential services such as legal advice, court mediations as well as legal</li> <li>- Cases included physical violence, denial of access to resources, land related matters, sexual violence and maintenance.</li> <li>- 30 acres of land in Kasese and 0.2 acres in Tororo were recovered on behalf of the clients; other recovered property includes animals (15 cows, 55 goats), 2 oxen ploughs, food items among others.</li> </ul> </li> </ul>

<sup>87</sup> Luganda word that translates as: ‘Your Lawyer’

<sup>88</sup> Federation of International Lawyers, Uganda Chapter

Thematic Areas	Specific outcomes and outputs	Findings: UN Women Country Portfolio Evaluation Uganda
		<ul style="list-style-type: none"> <li>- A widow accessed gratuity of her late husband valued at UGX 33 million. as a result, on UN Women supported interventions.</li> <li>▪ Support to UPF for Prevention and response to COVID 19 pandemic through: <ul style="list-style-type: none"> <li>- Establishment of the GBV toll free number, procurement of laptop to enable working from home and the procurement of motorcycles to ease transport for the tollfree staff</li> </ul> </li> </ul>
<p><b>Women, Peace and security and humanitarian action</b></p>	<p>Outcome 4.1.5 The capacity of Key justice institutions and Parliament to enact Policies and laws on women peace and security is strengthened</p>	<ul style="list-style-type: none"> <li>▪ Strategic and policy influence</li> <li>- The draft gender responsive localization, and harmonized needs assessment tool developed by UN Women Humanitarian Action and Crisis Response Office (HACRO), to guide gender mainstreaming in needs assessment and in the localization agenda under the grand bargain was adapted locally. And the review of the draft technical guidelines developed by HACRO on the participation revolution, making recommendations for the Participation Revolution work stream of the Grand Global Bargain, was conducted, as well as a review of the draft research report on Gender-Transformative Humanitarian Action carried out in three four countries: Bangladesh, Colombia, Jordan and Uganda.</li> </ul> <p>At national level:</p> <ul style="list-style-type: none"> <li>- UN WOMEN and MoGLSD partnership secured a high-level commitment and involvement of MDAs and CSOs in the development of the humanitarian National Action Plan (NAP) III, whose operational plans shall guide the implementation of the Women Peace and Security (WPS) agenda under the different sectors.</li> <li>- Twenty-four justice and security sectors received financial and technical support to mainstream gender perspectives and promote the rights of women and girls in conflict, post conflict and other crisis situations;</li> </ul> <p>As a result:</p>

Thematic Areas	Specific outcomes and outputs	Findings: UN Women Country Portfolio Evaluation Uganda
		<ul style="list-style-type: none"> <li>- Institutions in the JLOS sector have drafted operational plans and MDA guidance papers for integration of WPS. The operational plans will guide implementation of the WPS agenda under the different sectors.</li> </ul>
	<p>Outcome 4.2.2A No. of institutions of the justice and security sectors with strengthened capacity to mainstream gender perspectives and promote the rights of women and girls in conflict, post conflict and other crisis situations</p>	<p>Access to justice:</p> <ul style="list-style-type: none"> <li>▪ UN WOMEN in partnership with War Child Canada (WCC), the Refugee Law Project (RLP) ensured refugee women’s access to justice.</li> </ul> <p>As a result:</p> <ul style="list-style-type: none"> <li>- A total of 118,581 (90,745 refugee and 27,836 host) women and girls directly accessed justice through UN Women support, plus 8,856 (5,401 refugee and 3,455 host) men and boys.</li> <li>- 50,990 (39263 refugee and 11727 host) women and girl survivors of SGBV 4077 (3181 refugee and 896 host) men and boys and benefited from legal aid services.</li> <li>- UN WOMEN and Trans Psychosocial Organisation (TPO) Uganda partnership enhanced access to psychosocial services to humanitarian targets;</li> <li>-</li> <li>- As a result:</li> <li>- 18,867 (14339 refugee and 4528 host) women and girls’ survivors of SGBV and 3,666 (2823 refugee and 843 host) males benefited from services</li> <li>- 79% of reached women and girls improved social functioning physical and emotional aspects evidenced by ability to take care of themselves and their children, reduced household conflicts and ability to participate in livelihoods activities.</li> </ul>
	<p>Output 4.3.3: The capacity of key actors in Humanitarian</p>	<ul style="list-style-type: none"> <li>▪ Capacity development of humanitarian actors for gender responsive programming:</li> </ul>

Thematic Areas	Specific outcomes and outputs	Findings: UN Women Country Portfolio Evaluation Uganda
	<p>Action to plan and implement gender sensitive program in all phases of emergency preparedness, relief and recovery is strengthened</p>	<ul style="list-style-type: none"> <li>- 60 refugee women were empowered to use participatory videos, photo taking and radio presentation to advocate for GEWE; this increased the voice of refugee women in influencing strategies in humanitarian programs.</li> <li>- UN WOMEN in partnership with Norwegian Capacity (NORCAP/Cash Cap) project and the Refugee Law Project enabled women to produce videos which were used by the cash working group to communicate the need for use of cash to support women as compared to in-kind support.</li> </ul> <p>As a result:</p> <ul style="list-style-type: none"> <li>- Two of the videos have been used as evidence in the research on Gender-Transformative Humanitarian Action carried out in Bangladesh, Colombia, Jordan and Uganda.</li> <li>- Under the EU-Spotlight initiative in Africa; five officials from the MGLSD, Tooro Kingdom and the Cross-Cultural Foundation of Uganda, were sponsored to attend the Conference of Traditional Leaders in Africa (COTLA/CONATA) in October 2019. The COTLA Steering Committee meeting brought together Kings and Queens from 12 African countries to review progress of the COTLA initiative and for UN Women to share opportunities for ending Child Marriage and Female Genital Mutilation (FGM) in 8 countries in Africa.</li> </ul> <p>As a result.</p> <ul style="list-style-type: none"> <li>- Uganda plans to launch a COTLA/CONATA chapter, as a partnership between MGLSD and cultural institutions: this is to support addressing negative social norms and harmful practices such as child marriage and FGM and for the promotion of gender equality.</li> <li>- Four refugee hosting districts of Arua, Kiryandongo, Kyegegwa and Yumbe District benefited from the humanitarian development nexus, under European Union Spotlight Initiative and the Joint Program on Gender Based Violence.</li> </ul>

Thematic Areas	Specific outcomes and outputs	Findings: UN Women Country Portfolio Evaluation Uganda
		<ul style="list-style-type: none"> <li>- 40 women led grassroots organizations were skilled to participate and contribute to humanitarian response and recovery programme;</li> </ul> <p>As a result</p> <ul style="list-style-type: none"> <li>- 55 girls who had dropped out of school were trained at the community learning centers set up by the women councilors.</li> <li>▪ Access to livelihoods skills <ul style="list-style-type: none"> <li>- At least 3,904 (3007 refugee and 897 host community) women benefited from livelihoods skills training and are participating in own income generating activities, which help to meet their basic needs such as food, medical care and scholastic materials for their children</li> <li>- 7,020 (5406 refugee and 1614 host) women and 1,113 (869 refugee and 244 host) men benefited from leadership and skills training.</li> </ul> </li> </ul>
<p><b>Cross-cutting themes (i):</b></p> <p><b>Gender Coordination/delivering as one</b></p>	<p>Coordinating and technically supporting required actions as well as progress made by member states and non-state actors in the realization of Gender Equality.</p>	<p>Beyond UN Agencies, UN WOMEN coordinative strategy touches civil society and private sector to ensure appropriate integration of women and girls' priorities into development processes. This has resulted in increase of joint initiatives at national and sub-regional level to promote coherence and synergy on gender related work/track the implementation of gender activities under the new UNDAF, for instance:</p> <ul style="list-style-type: none"> <li>- In collaboration with all UN agencies in Uganda, the development of this accountability framework and UN Wide PSEA Action Plan endorsed by all Heads of Agencies in Uganda.</li> <li>- Coordination of the dissemination of the PSEA action plan to all UN staff and implementing partners in Kampala and all field offices</li> <li>- Joint training of UN staff and partners (such as joint OMT training to vendors)</li> <li>- Joint Action Plan on Transparency and Accountability in the Refugee Response</li> </ul>

Thematic Areas	Specific outcomes and outputs	Findings: UN Women Country Portfolio Evaluation Uganda
		<ul style="list-style-type: none"> <li>- Joint position paper on the Sexual Offences Bill (presented to Parliament in 2019, and the development of the draft position paper on NDPIII.</li> <li>▪ With regard to CEDAW related coordination</li> </ul> <p>UN Women worked with Office of the High Commissioner Human Rights, (OHCHR) to support the MGLSD and Foreign Affairs in expediting the finalization of CEDAW 8th and 9th report; the report is now ready for Parliament approval before submission to Geneva.</p> <ul style="list-style-type: none"> <li>▪ Within UNCT <ul style="list-style-type: none"> <li>- Permanent UN WOMEN advocacy for UN combined efforts through joint programming to collectively support government to address legal, programmatic and policy related pending issues</li> <li>- A Gender Adviser has been placed at the MGLSD for the purpose of coordinating such UN synergy as well as accompanying national pro-gender initiatives.</li> </ul> </li> </ul>
<p><b>Cross-cutting themes (ii):</b></p> <p><b>Partnership and collaboration</b></p>	<p>Capitalizing on partnerships for programme implementation.</p>	<ul style="list-style-type: none"> <li>▪ Programme benefiting from a wide range of partnerships with government, civil society, private sector and cultural and academic institutions.</li> <li>▪ A partnership and resource mobilization plan were developed, and however, it has not been referred to as the systematic framework, guiding linkages with potential donors. The current approach has been more on individual intelligence and linkage with potential donors. <ul style="list-style-type: none"> <li>- As for December 2019, the programme funding amounted to 14,583,460 USD, (estimated at 20M USD at the time of the CPE)</li> <li>- The Uganda CO has the biggest CO budget world-wide within UN Women.</li> </ul> </li> <li>▪ Key and long-standing donors of the programme include <ul style="list-style-type: none"> <li>- The Embassy of Sweden</li> </ul> </li> </ul>

Thematic Areas	Specific outcomes and outputs	Findings: UN Women Country Portfolio Evaluation Uganda
		<ul style="list-style-type: none"> <li>- The Royal Norwegian Embassy</li> <li>- The Embassy of Ireland</li> <li>- The European Union</li> <li>- The Government of Austria</li> <li>- Standard Chartered Bank (SA)</li> <li>- Bill and Melinda Gates Foundation</li> <li>- And the Department for International Development (UK Aid) (DFID).</li> </ul> <ul style="list-style-type: none"> <li>▪ The CO has experienced a growing donor confidence; more so resulting from the CO strategies and the capacity to steer results on gender equality and women’s empowerment in Uganda. As results programmes received new funding from partners: <ul style="list-style-type: none"> <li>- EVAWG (Austria, SIDA<sup>89</sup> and EU-UN Spotlight Initiative)</li> <li>- Women Peace and Security (Norway)</li> <li>- Gender Statistics (DFID Central)</li> <li>- Humanitarian action, Central Emergency Response Fund (CERF); HIV and AIDS UNAIDS Unified Budget Results and Accountability Framework (UBRAF)</li> </ul> </li> <li>▪ Renewal and expansion of partners spectrum involves: <ul style="list-style-type: none"> <li>- Makerere University Gender Mainstreaming Dept</li> <li>- Refugee Law Project</li> </ul> </li> </ul>

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<sup>89</sup> Swedish International Development Assistance



Thematic Areas	Specific outcomes and outputs	Findings: UN Women Country Portfolio Evaluation Uganda
		<ul style="list-style-type: none"> <li>- CARE- Uganda<sup>90</sup></li> <li>- The Private sector has been brought on board on WEE and Kampala Capital City Authority (KCCA) on EVAWG</li> <li>▪ UN Women’s implementing partners include: <ul style="list-style-type: none"> <li>- GoU Ministries Departments and Agencies, at National and DLG levels</li> <li>- Non-governmental civil society organizations and grass-root women led CBOs.</li> </ul> </li> </ul>
<p><b>Cross-cutting themes (iii):</b></p> <p><b>Result Based Management</b></p>	<p>Result Based Management principles and concepts through training and provision of tools</p>	<ul style="list-style-type: none"> <li>▪ RBM oriented organization culture <ul style="list-style-type: none"> <li>- The CO has standardized procedures and templates in accordance with the Programme and Operations Manual (POM)</li> <li>- Business efficiency monitoring tools developed for regular oversight of IPs including Government, NGOs and Civil Society</li> <li>- Engagement in UN coordinating structures both in Kampala and in the field-based offices through active representation and engagement in the UN Area Coordination Committees (UNAC), Operations Management Team (OMT) and its sub-working groups on Procurement, Finance, Information Communication Technology (ICT), Administration and Human Resources.</li> <li>- Monitoring, Evaluation and Research plan (MERP) developed which guides internal monitoring, reporting and evaluation systems</li> <li>- MERP capacity building process focuses on: (i) training staff and partners in RBM principles; (ii) training staff and partners in programme/project management; and (iii) building credible and robust routine data collection, analysis and reporting functions, mechanisms and tools</li> </ul> </li> </ul>

<sup>90</sup> An International NGO

Thematic Areas	Specific outcomes and outputs	Findings: UN Women Country Portfolio Evaluation Uganda
		<ul style="list-style-type: none"> <li>- The RBM culture is nurtured by ensuring that monitoring and documentation of results achieved, and lessons become an integral part of program management cycle.</li> <li>▪ Technical capacity was strengthened over the whole programme through <ul style="list-style-type: none"> <li>- Staff training on result-based management principles, concepts and tools</li> <li>- The implementing partners have also been skilled on Result Based Management and the UN WOMEN program implementing procedures.</li> <li>- As a result, the reporting quality and timeliness improved (confirmed by donors' interviews)</li> </ul> </li> <li>▪ Monitoring the implementation process <ul style="list-style-type: none"> <li>- The CO conducts joint quarterly monitoring visits with partner UN agencies, Government and donors: which has led to a more effective and results based programme implementation.</li> </ul> </li> <li>▪ Review/planning agenda <ul style="list-style-type: none"> <li>- Bi-annual programme review meetings are held with implementing partners to inform delivery of programme.</li> <li>- Annual retreat for the CO staff is held as the end-of-year review and planning.</li> </ul> </li> </ul>
<p><b>Cross-cutting themes (iv):</b> <b>Communication and Advocacy</b></p>	<p>Developing and implementing UN WOMEN Communication and Advocacy Strategy</p>	<ul style="list-style-type: none"> <li>▪ Strategy and approaches <ul style="list-style-type: none"> <li>- A communication and advocacy strategy were developed, though it is more focused on visibility, and not communication for development or social behavior change.</li> <li>- Implementation of the strategy is underway and involves documentation of human-interest stories, media trainings, media coverage and the use of social media (Twitter).</li> </ul> </li> </ul>

Thematic Areas	Specific outcomes and outputs	Findings: UN Women Country Portfolio Evaluation Uganda
		<ul style="list-style-type: none"> <li>- As a result, the visibility of UN Women’s work and positioning as a lead agency in advocating for gender equality and women’s empowerment increased and resulted into attracting more funding from the development partners (including the embassy of Austria and Standard Bank Group of South Africa)</li> <li>▪ Media presence <ul style="list-style-type: none"> <li>- Increased media engagement such as media trainings, media coverage and the use of social media (Twitter)</li> <li>- During the 16 Days of Activism (DOA), UN Women had publicity in the media (both online and print) almost daily compared to before when UN Women could receive publicity once or twice in a quarter</li> <li>- UN Women Uganda twitter handle attracted mentions, replies and over 1000 new followers: growing from 2600 followers in 2018 to 3662 followers in 2019; this is attributed to active engagements whereby every activity including those organized by donors and implementing partners were tweeted.</li> </ul> </li> <li>▪ Communication/advocacy supporting knowledge products <ul style="list-style-type: none"> <li>- Knowledge management products tailored to the relevant stakeholders</li> <li>- Four quarterly newsletters generated (Q1-3)</li> <li>- UN Women Uganda Strategic Note was printed and shared</li> <li>- The 2018 popular version of the annual report was designed and made available as a digital copy.</li> <li>- Three (3) policy briefs were developed on EVAW and Women’s access to Justice for policy engagement; on perceptions on Violence Against Women in Uganda; Women’s Economic Empowerment in Uganda and Women participation in political processes in Uganda</li> </ul> </li> </ul>

Thematic Areas	Specific outcomes and outputs	Findings: UN Women Country Portfolio Evaluation Uganda
		<ul style="list-style-type: none"> <li>- Policy briefs were disseminated in a national policy dialogue attended by multi-stakeholders from Government agencies, Civil Society, academia and research institutions.</li> <li>▪ Operational communication/advocacy activities <ul style="list-style-type: none"> <li>- Through UN Women and Uganda Boxing Federation partnership: a total of 600 male boxers were oriented on the ‘HeForShe’ campaign principles and how to participate in campaign activities.</li> <li>- Through UN WOMEN and the International Association of Women in Radio and Television, (IAWRT)Uganda chapter partnership, 60 journalists, presenters and bloggers in Uganda were trained to understand VAWG and actively contribute to creating public awareness on ending violence against women and girls in Uganda.</li> </ul> </li> </ul> <p>As a result</p> <ul style="list-style-type: none"> <li>- Noted an increase in coverage of UN Women activities and GEWE issues in terms of number of articles written and Television and Radio programmes especially during the 16 Days of activism</li> <li>- Each media house designated a media focal person who is trained accordingly and reports on Gender Equality and Women Empowerment; this has improved reporting on GEWE issues in terms of numbers and quality. Though with the challenge that media focal persons expect monetary facilitation, when they attend training events.</li> </ul>
<b>Gender/Human Rights</b>	Interventions fully responsive to Gender and Human Rights	<ul style="list-style-type: none"> <li>▪ The overall focus of the country portfolio/programme is on women and girls, especially those among the poorest and most disadvantaged, hence it is gender and human rights focused.</li> <li>- Interventions enable women and girls to have more/better access to services and rights they are eligible to as rights bearers: the women economic empowerment</li> </ul>

Thematic Areas	Specific outcomes and outputs	Findings: UN Women Country Portfolio Evaluation Uganda
		<p>results area, as well as social support through humanitarian component are typical of this facet of programme; For instance:</p> <ul style="list-style-type: none"> <li>○ At least 3,904 (3007 refugee and 897 host community) women benefited from livelihoods skills training and are participating in income generating activities</li> <li>○ 7,020 (5406 refugee and 1614 host) women and 1,113 (869 refugee and 244 host) men benefited from leadership and skills training.</li> </ul> <p>- Interventions target and enable duty bearers, the GoU MDAs and DLGs to deliver quality gender responsive, human rights-based services that are due to Ugandan and refugee women and girls: economic empowerment services, social and political participation, protection against and response to violence. For instance, under justice support programme:</p> <ul style="list-style-type: none"> <li>○ A total of 118,581 (90,745 refugee and 27,836 host) women and girls directly accessed UN Women support, plus 8,856 (5,401 refugee and 3,455 host) men and boys.</li> <li>○ 50,990 (39263 refugee and 11727 host) women and girl survivors of SGBV 4077 (3181 refugee and 896 host) men and boys and benefited from legal aid services.</li> </ul> <ul style="list-style-type: none"> <li>▪ Follow-up of gender and human rights responsiveness <ul style="list-style-type: none"> <li>- The programme also supports national capacity to generate gender and human right responsive statistics, hence the framework is gender-responsive and has gender disaggregated indicators.</li> </ul> </li> <li>▪ Challenges: gender equality suffers from the national context setting: <ul style="list-style-type: none"> <li>- At policy and parliamentary level, there is slowness in normative shift and passing GEWE bills and acts.</li> </ul> </li> </ul>

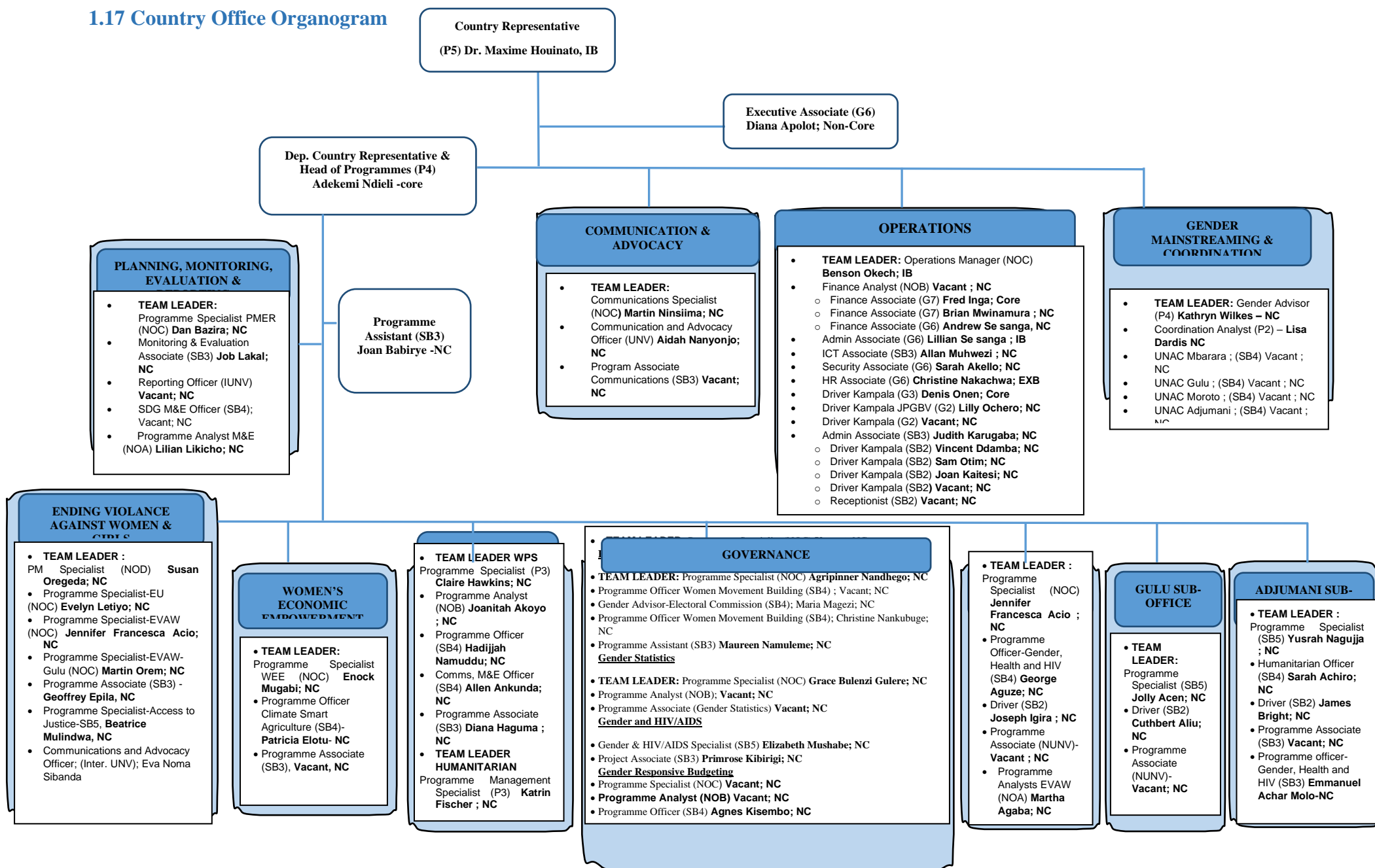
Thematic Areas	Specific outcomes and outputs	Findings: UN Women Country Portfolio Evaluation Uganda
		<ul style="list-style-type: none"> <li>- Yet where GE responsive bills and norms are in place, there is very low level of implementation of adopted norms. Real progress at community-level is like a drop in the ocean.</li> <li>- This is against deep entrenched cultural resistance to gender equality in a patriarchal society; ignorance of rights bearers around their rights and access to justice, persistent negative cultural norms including: domestic violence, widespread sexual harassment and SGBV; FGM, child marriages and teenage pregnancies.</li> </ul>
<b>Strategic Positioning</b>	Balanced handling of the tripartite mandate.	<ul style="list-style-type: none"> <li>▪ Normative mandate is delivered through: <ul style="list-style-type: none"> <li>- Accompanying the country in the preparation and development of norms: developing appropriate gender responsive frameworks or domestication of international and regional norms and standards, through the national legislature. Including supporting cross-country learning on key norms, like the women land-rights issues</li> <li>- Advocating for the development and implementation of gender sensitive bills.</li> <li>- Enabling key MDA staff to participate in regional and global GEWE events.</li> </ul> </li> <li>▪ Coordination mandate is achieved through: <ul style="list-style-type: none"> <li>- Presence within the UNCT and UNACS: The UN Women role under UNDAF include leadership and coordination of the mainstreaming of gender priorities in the 31 UN agencies’ workplaces, programs as well as participating in joint programmes.</li> <li>- UN Women strategically placed high-level staff at the UN Resident Coordinator Office, for sustained influence, presence and technical support.</li> </ul> </li> </ul>

Thematic Areas	Specific outcomes and outputs	Findings: UN Women Country Portfolio Evaluation Uganda
		<ul style="list-style-type: none"> <li>- UN Women staff provide technical backstop and accompany MDAs, and has staff positioned at MGLSD, the ministry in charge of gender mainstreaming in the National Development Plans and Sector Strategic Plans.</li> <li>- UN Women staff are positioned to coordinate UN interventions in support to the government as well accompanying the State in developing and implementing national gender policies, articulating norms and strategies.</li> <li>- There are physical and virtual technical working groups on Human Rights and Gender to further strengthen the leadership on GEWE coordination.</li> </ul> <ul style="list-style-type: none"> <li>▪ The Programmatic or Operational mandate: <ul style="list-style-type: none"> <li>- Provides the platform for the normative and coordination roles.</li> <li>- The CO commits to ensuring that GEWE programming and operations are evidence-based, credible and accountable to state and non-state actors as well as the direct beneficiaries.</li> <li>- The portfolio delivers strategies to achieve change in indicators for: women in governance and leadership, women economic empowerment, ending violence against women and girls, and linked to access to response services and justice; and women participation in peace, security and humanitarian action.</li> </ul> </li> <li>▪ The tripartite mandate is balanced through: <ul style="list-style-type: none"> <li>- Focus mostly on the programmatic and operational mandate, and the related partnerships.</li> <li>- The coordinative mandate is stronger at technical level, with presence and leadership of the CO at this level, within UN System as well as beside state and civil society actors; coordination is hindered by insufficient interest from donors</li> </ul> </li> </ul>

Thematic Areas	Specific outcomes and outputs	Findings: UN Women Country Portfolio Evaluation Uganda
		<p>and weak funding, what brought the CO to incorporate GEWE coordination component in each programme.</p> <ul style="list-style-type: none"> <li>- The normative mandate is hindered by a slow changing patriarchal society, the deep cultural and religious resistance to gender equality responsive reforms prevailing in the country.</li> </ul>



## 1.17 Country Office Organogram



## 1.18 Lessons learnt

1. **Intentional, concerted efforts and strategies to uproot conservative system are needed to gain more effectiveness on GEWE strategies, a path the SN has been on these five years:** Uganda is a very conservative country, respecting culture and religion, the submission of women to men is very rooted in society. Positively the GoU leadership is committed to help shifting people's minds towards progressive approaches. Uprooting patriarchal institutions is a delicate, sensitive, long term and challenging issue. There continues to be the need to be more deliberate, strategic and to sustain the momentum. The 1990 momentum on Beijing has changed, and must include men, boys, women and girls. Equality in leadership structures, and systems needs to be advocated for, the present situation for example, the JLOS sector, justice system, police, MoFPED, accounting officers are men, policy makers are mostly men, even parliament is not at 50:50.<sup>91</sup>

**Although the programme was fully invested and innovative on economic empowerment for women, the marginalized, rural and urban poor communities, results gained in this regard need to be intensified and widened through intensified investment, partnerships, coverage and reach.** The economic advancement of families and communities lies on the shoulders of women. Women are capable of creating wealth, albeit the marginalization, and lack of access to economically productive resources including land, employment, access to loans or grants, and the inability to secure GoU bids. Male engagement, awareness and knowledge on GEWE has the potential to enhance benefits for girls and women. The traditional and non-formal systems were not fully leveraged to enable women access to economic resources. The Ministry of Agriculture Animal Resources and Fisheries needs to be brought on board as a key GEWE partner; and its linkage with the MoGLSD, needs to be strengthened for effective integration, mainstreaming and institutionalization of GEWE in Agriculture, and Fisheries. UN Women should seek collaboration for women groups as suppliers to UNHCR, WFP, and FAO food supplies markets, i.e. tapping into the UN procurement systems. Value- addition is critical in propelling women agro-producers' trade from the farm gate to partner with industrialist and entrepreneurs<sup>92</sup>.

2. **SGBV persists in formal and informal workplaces, and in communities, yet there is a lack of knowledge by men and boys, women and girls.** SGBV continues to be experienced in public and in private spaces. Yet, girls and women's access to SGBV services is challenged by chronic underfunding. SGBV kits are insufficient and unavailable to all clients. The SGBV response referral pathway, needs to be systematized<sup>93</sup>. Leveraging UNFPA and UNICEF MoH partnership, would enable UN Women increased input in SRHR. On the normative aspects, the operating political environment in a country impacts effective engagement with parliament on women's rights. The example is the 2017 tabling and discussions on amendment of article 102(b) of the constitution on removing the age limit that made it impossible to table any other agenda for half of 2017. The Marriage and Divorce bill for example although initially on the order paper could not be tabled as Parliament was polarized along party lines<sup>94</sup>.

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<sup>91</sup> Key Informer interviews, UN Women Uganda CPE. September 2020.

<sup>92</sup> Ibid Key Informant Interviews. CPE 2020

<sup>93</sup> Ibid Key Informant Interviews. CPE 2020

<sup>94</sup> UN Women. 2017 Annual Report to the Embassy of Sweden. Page 56.

3. **The COVID 19 pandemic has shown need for redefining, repackaging and promoting the GEWE agenda in acute emergencies and in the humanitarian context.** The country suffered multi and competing disasters and emergencies; including: the COVID-19 pandemic, invasion by locusts, floods and all these made the GEWE agenda secondary. UN Women should influence the disaster preparation and response agenda, to ensure GEWE is factored in and mainstreamed. In refugee settlements, there is the need for UN Women to refine the niche area; it is an area of learning for UN Women and there is the need to document; ‘what works and what doesn’t work’. This includes learning on how to engage other agencies, and the division of labor. Humanitarian action necessitates a holistic approach; psychosocial, economic, livelihoods and gender responsive. The holistic approach might enable deepen the UN Women foot print. UNW livelihoods program is ending this year, and for continuity<sup>95</sup>.
  
4. **The SN framed the emerging of UN Women GEWE agenda in peace and security, to be refined, packaged and marketed.** Peace building is a process, that includes prevention of conflict and response to conflict. UN Women’s ‘women in peace and security agenda’ needs to be streamlined, effectively packaged and marketed, creating awareness among the various actors. For example, there is the need to involve cultural and religious leaders, as well as the family in peace building. There is the need to generate data on peace and security, through conducting studies. The bottom up approach whereby plans were generated from the district to national level were very appreciated within the refugee hosting districts. In the refugee districts, local women support groups, and enlisting women in security structures within the community, remained limited and should be improved on, more so knowing that security structures from the local council to UPF and UPDF are mostly male domains.<sup>96</sup>

### 1.19 Evaluators’ profiles

- Cheikh FAYE (Mr.), International Evaluator, Team Leader: Socioeconomist; Masters in Social Science; Masters in Economics-Projects Management; Former Permanent Secretary General-Vice Minister of Economy, Finance and Planning of the Republic of Senegal; As a consultant, he has more than twenty years of evaluation expertise with UN entities across Africa and the Caribbean; has already performed evaluation assignments with UN Women Eastern and Southern Africa region.
- Dr Harriet Kivumbi (Ms.), National Team member, is an expert on rights for Women, children and marginalized communities in Africa and other low-income countries in the sectors of sexual reproductive health, maternal newborn and adolescent health, gender, nutrition/food security, malaria, gender and HIV/AIDS. She presents proven progressive experience in Complex Program Coordination, Management, Innovation, Program, Technical and Fundraising writing, Policy and Research Analysis, and Evaluations in Sub-Saharan Africa. Harriet is a Medical Doctor with an M.B.A in Project Management and Master of Science in International Health. She has lead Program and Strategy Evaluations for UN agencies: UNICEF, UNFPA, WFP, UNHCR, UNECA, the African Union, ECOWAS, USAID, DFID, EU and International and Local NGOs.

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<sup>95</sup> Ibid Key Informant Interviews. UN Women CPE 2020.

<sup>96</sup> Ibid Key Informant Interviews. UN Women CPE 2020.

## 1.20 The Evaluation Reference Group - ERG

ORGANISATION		NAME
<b>UNCT Representatives</b>	DCR – UNFPA	Ms. Sibeso Mululuma
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	DCR – UNAIDS	Kiragu Gikonyo Karusa
	DRC- UNCDF	Jenifer.Bukokhe
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		Grace Gulere
		Enock Mugabi
		Claire Hawkins
<b>M&amp;E Joint Team</b>	RCO	Nasib Kaleebu
	UNICEF	Jonathan Gamusi
<b>Government Partners</b>	MGLSD	James Ebitu
	EOC	Sylvia Ntambi
	KCCA	Dorothy Kisaka
	UPF	Martin Okoth Ochola
	OPM	Gerald Menhya Simon
	UBOS	Chris Mukiza
	EPRC	Sarah Ssewanyana
<b>CSOs</b>	UWONET	Rita Aciro
	COACT	Gorett Kemirembe
	ICWEA	Lillian Mworeko
	IST	Rita Atukwasa
	LANDNET	Berna Bakkide
	JCU	Aron Besigye
	ULS	Leah Nasasira
	CDFU	Anne Gamurorwa

	ACFODE	Regina Bafaki
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