

UN WOMEN

Country Portfolio Evaluation

EVALUATION EXECUTIVE SUMMARY

UGANDA 2016-2020

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

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Abbreviations and Acronyms



BPfA	Beijing Platform for Action
C4D	Communication for Development
CO	Country Office
COVID-19	Corona Virus Disease of 2019
CPE	Country Program Evaluation
CSOs	Civil Society Organizations
DLGs	District Local Governments
ESARO	East South African Regional Office
EVAWG	Elimination Violence Against Women and Girls
GBV	Gender Based Violence
GEWE	Gender Equality and Women Empowerment
GoU	Government of Uganda
HIV	Human Immunodeficiency Virus
IST	Institute for Social Transformation
JLOS	Justice, Law and Order Sector (JLOS)
LC	Local Council
LG	Local Government
LHIV	Living with HIV
LNob	Leaving No One Behind
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
NDP	National Development Plan
NGOs	Non-Governmental Organizations
NGP	National Gender Policy
OEC/DAC	Overseas Economic Commission/Development Assistance Council
OHCHR	Office of the High Commissioner Human Rights
OMT	Operations Management Team
POM	Programme and Operations Manual
PPDA	Public Procurement and Disposal of Assets Authority
PSEA	Prevention of Sexual Exploitation and Abuse
RBM	Result Based Management
SDGs	Sustainable Development Goals
SGBV	Sexual Gender Based Violence
SOPs	Standard Operating Procedures
SRHR	Sexual Reproductive Health and Rights
SSDP	Social Sector Development Plan
TORS	Terms of Reference
TV	Television
UAC	The Uganda AIDS Commission
UBOS	Uganda Bureau of Statistics
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
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children Fund
UNSCR	United Nations Security Council Resolution
USD	United States Dollar
UWEP	Uganda Women Entrepreneurship Programme

VAC	Violence Against Children
VAWG	Violence Against Women Girls
WBE	Women Business Enterprises
WEE	Women economic empowerment
WEP	Women Empowerment Program
WLHIV	Women Living With HIV
WPSHA	Women in 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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Overview of the evaluation object

i. 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 (on gender equity and women empowerment within UN System and with the national partners) and operational work (programs). Country offices are expected to support government and non-government actors to promote gender and address the challenges faced by women and girls in the development and humanitarian agenda. The Uganda SN is aligned to the UN Women Global Strategic Plan 2014-2017, National Development Plan (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 - 2020.¹

Evaluation objectives and intended audience

ii. The CPE primary purpose: Conduct a formative (forward-looking) evaluation to support the CO and national stakeholders' strategic learning and decision-making including informing the next SN. The second purpose was to conduct a summative (backward-looking) perspective, to support enhanced accountability for development effectiveness and learning from experience. This was a gender-responsive CPE which actively supported the achievement of GEWE.

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.

iii. The CPE will be used for learning and improved decision-making to support the development of new programmes; as well as for 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 include: UN Women, staff in targeted GoU ministries departments and agencies (MDAs), local government (LGs), and

¹ UNWomen, 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.

participating CSOs, as well as the beneficiary communities/groups. The report shall also be made accessible to staff from sister UN-agencies; the UNCT; UN-agency Headquarters; UN technical working groups; development partners, research, academia and the private sector.

Evaluation methods

iv. Guided by the Terms of Reference (TORs), United Nations Evaluation Group (UNEG) standards, 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 a national expert. The evaluation took theory of change based, cross-sectional, and mixed methodology approach and was conducted between September and October 2020. The period under review was 2016 to 2020.

v. The CPE was conducted in three phases: The inception phase, during which the evaluation team reviewed key documents, and prepared an inception report with a detailed methodology, evaluation matrix, 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 East South African Regional Office (ESARO).

vi. The data collection phase included a more robust document review. The full list of documents reviewed is annexed to this report (see annex 10.3). Primary data collection was conducted using a pre-designed interview guide/ data collection tool and was mostly key informer interviews and group discussions with sampled stakeholders via mostly virtual interviews using the zoom meeting tool. A pre-developed structured interview questionnaire (annex 10.5), 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. Nonetheless, close to 100 staff and partners from all regions of the country and from various project sites participated in the CPE.²

vii. The reporting phase adapted a mostly descriptive data analysis, and used themes in line with the evaluation objectives, and the OECD/DAC criteria of relevance, effectiveness, efficiency and coherence, sustainability and the human rights, gender equality analytical framework. 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.

viii. Further still, 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. Progress in women empowerment in relation to EVAWG used the framework developed by Sara Hlupekile Longwe. 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 getting more or better out of them in further programming cycles were analyzed as lessons learned. Recommendations for future SN were captured, considerations on alternate strategies to leverage past gains and lessons.

² The CO assessment of the risks and mitigation strategies under the COVID-19 crisis, informed the approach to beneficiary engagement.

Findings

Relevance

ix. **Finding 1:** *Strategic positioning on normative work.* Benefiting from good alignment to Uganda's Vision 2040, NDPII, the NDPIII in development, regional norms and standards; DLG and Sub- County Development plans, and contributing as well to SDG 1, the programme influenced the policies of Uganda on Gender Equality and Women Empowerment. However, while the country has articulated several GEWE relevant laws, norms and standards, a gap between legislation and implementation exists. Additionally, the majority DLGs, sub counties and community level lack capacity on gender analysis, gender mainstreaming and gender budgeting.

x. **Finding 2:** *Strategic positioning on coordination work:* The programme provided supportive GEWE coordination inputs, within the UN family as well as in the interface with the national institutions. As a challenge with the UN reform, there is increased need for all agencies to move from a mandate mentality to actualize the delivery as one mode; through complementarity, joint programming and partnership building. Additionally, the CO is a new player in promoting gender in humanitarian action; staff on ground must engage in multi-committees; and yet in some settings, the CO role and inputs needed to be re-negotiated, as uptake of GEWE leadership and technical support was deemed as overlapping other agencies' mandates. Cognizant of the fact that globally, UN Women is not a fully-fledged member of the humanitarian Inter Agency Qtanding Committee (IASC). The CO would benefit even more from UN Women presence on the global IASC, including signing agreements with different UN Agencies on the division of labour, UNHCR inclusive.

xi. **Finding 3:** *Strategic positioning on each thematic area covered in the strategic note:* The programme provided direct support to thousands of people, particularly women and girls. For example, 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. And 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. This support delivered through implementing partners, enabled refugees and persons living in humanitarian settings to build general resilience. As a challenge, the coverage of operational mandate remains very low, covering few districts in country. While initiatives such as the integration of Sexual Reproductive Health and Rights (SRHR) in the GBV training manuals for judicial officers are underway, there remains the need for the CO, to further leverage partnerships with UNFPA and UNICEF and MOGLSD, to strengthen the health ministry's role in response to VAWG.

xii. **Finding 4:** *Extent to which the portfolio addresses underlying causes of gender inequality and poverty:* Key underlying factors for gender inequality were documented in NDPII, the 2016 UDHS, the 2018 MTR reports, 7th and 8th CEDAW reports, and BPfA reports. The SN was informed by the gaps and needs. For example, it is mostly men in key positions within political parties; the women participation was limited. The CO strategically engaged key political parties, on the importance of human rights and the integration of gender in their structures. Another example, economically, 80% Ugandan women depend on the agricultural sectors. The COs Women Economic Empowerment (WEE) strategies included investment in Climate Smart Agriculture (CSA); to rural women in Nwoya and Gulu district. And for Aquaculture in Bugiri District, where fishing on the lake has hitherto traditionally been deemed a trade for men. The strategic support to over 5000 Market Women in 7 markets and promoting the engendering of the 1942 Markets Act, is another example. Police report stated that 20%, police cases were Violence Against Women and Girls (VAWG);

strategically, the SN invested in developing the capacities of Justice Law Order Sector (JLOS); advocacy in favor of free legal aid services, and the provision of legal aid and pro bono services to marginalized women and girls through partners. The response to vulnerable women and girls in refugee hosting districts, is another example of responding to causes of gender inequality

Effectiveness

xiii. **Finding 5: *Development effectiveness (achievement of DRF outcome)***: The programme reached key achievements spread over its four results areas and various program components; Women leading, participating in and equally benefiting from the governance systems; Gender Responsive budgeting; Gender Statistics Production and use; Women, especially the poorest and most excluded, being economically empowered and benefiting from development; Leaving No One Behind (a cross-cutting theme), gender and HIV; Women and Girls living lives free from violence; Women participating and benefiting from peace, security and humanitarian action; Gender Coordination; Partnership and collaboration to the benefit of GEWE; Promoting Result Based Management, Communication and Advocacy to the benefit of GEWE; Gender & Human Rights approaches.

xiv. The low resource allocation to the Women Machinery, for GEWE work, and the subsequent limit of reach and coverage to the communities makes partners' efforts to be like a drop in the ocean. Government financial support for gender mainstreaming remains very low. The mainstreaming and integration of gender equality remains driven by champions. While the equal opportunities commission and MoGLSD guide the mainstreaming, GEWE institutionalization is failed by the lack of its full implementation. Social cultural changes take time. Moreover, the COVID-19 pandemic stalled program implementation from the first quarter of 2020 yet it is mostly the poor women negatively impacted, for example women market vendors lost work capital as merchandise perished in the absence of customers and refrigeration services.

xv. **Finding 6: *Relationships with Boundary Partners***; The programme benefits from a wide range of partnerships with government, donors, civil society, private sector and cultural and academic institutions. A partnership and resource mobilization plan were in place; and were complemented by the pragmatic approach of reaching to funding partners based on specific staff's partner intelligence. At the time of this evaluation, by September 2020, the portfolio funding was close to 43M USD. Whereas the implementing partners stated they worked side by side with CO staff throughout the program cycle; some funding partners decried that the CO team seemed to be thin on ground, leaving program execution to partners and experts. Additionally, most respondents stated that the CO had a limited core funding budget to cover the administrative overheads. Moreover, most program funding was short-term project moneys which is a risk to long term sustainability. Additionally, the technical teams seemed to be drawn from the thematic work and tended to focus more on resource mobilization and securing the next funding. Another concern raised was the frequent change of country representatives, midway the SN cycle, this seems to create gaps in continuity of concepts.

xvi. **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 is the one running the Development Results Framework (DRF) activities; while the Operations unit provides administrative and management inputs under the Organizational Efficiency and Effectiveness Framework (OEEF). The Country Office is headquartered in Kampala, Uganda's capital city; and sub-offices are located within shared compounds with other UN entities in in Moroto,

Gulu and Adjumani. At central level, to be at best supportive to the implementation of the SN, the Programme Unit is organized into thematic clusters corresponding to the different SN results areas and program components. This organization arrangement has made the Uganda CO one of the most prominent of UN Women country offices and the CO with the biggest budget³. It is noted that strategic results have been attained within a context of a very conservative patriarchal society that remains reluctant to accept the advancements of GEWE issues.

xvii. Additionally, while the rapid expansion of the country portfolio is a positive achievement, it raises challenges; and necessitates investment in stronger financial management and results-based management (RBM) systems and tools. Thus, internally, UN Women CO must continually work on risk management and a culture that upholds all UN management standards. Senior Management Team (SMT) global status might need to be revised upwards to be at par with other UN agencies, like UNDP and UNFPA, as SMT members manage bigger financial and human 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, and as fundraising has hitherto been on the shoulders of program leads, and with the 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 strengthened.

Efficiency and Coherence

xviii. **Finding 8: *Choice of approaches and synergies in programme design***: Key approach choices relate to building a result oriented programme articulated on specific and measurable achievements within a comprehensive results-resources framework. A visibility/communication strategy supported the resource mobilization as well as direct engagement with the partners. The organogram was aligned to the triple mandate. Operationally, the CO staff provided technical and supervisory backstop to the implementing partners and leveraged sister UN entities' mandates to optimize the cost benefit of interventions where this result could be achieved through joint programming.

xix. Implementing partners decried the prolonged planning process, which in some cases lasted one full quarter before resources were transferred. The causes of delay need to be addressed. Additionally, as resource mobilization depended on personal contacts and trust, or intelligence; it will need to be systematized with a strategy. The communication strategy was for increased visibility, and not oriented towards communication for development (C4D). There now is an increased need for social behavior change communication and C4D.

xx. **Finding 9: *Leveraging and managing resources***: As a strong basis for value for money, the Country Office (CO) is engaged in a multifaceted resource leveraging dynamic, which includes strong management tools procedures as well as 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. Core funding was minimal, yet program efficiency and coherence necessitate investment in strong program support personnel; with the value addition of innovative and enterprising leadership minds, grabbing opportunities, or turning challenges into opportunities.

³ Source : CO Management.

xxi. **Finding 10: *Culture of results and results-based management***: 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; local PSEA networks and Area Security Management Teams. A Monitoring, Evaluation and Research plan (MERP) is developed which guides internal monitoring, reporting and evaluation systems.

xxii. 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.

Sustainability

xxiii. **Finding 11: *National ownership***: To build and nurture national ownership, governmental and other national actors have been part of the programme design which is well aligned with the national development planning instruments such as the National Development Plan and other 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). These are some of the strategies to promote ownership through strong national ownership. The programme, as well, leverages government programmes such as UWEP, Youth Livelihoods Program (YLP) to capitalize the enterprises by WLHIV as a priority population. The programme seeks also 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.

xxiv. Sustainability remains a challenge. While the program design is very participatory with wide stakeholder participation; Uganda's Social Development Sector is underfunded. And 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 and the influencers. It also necessitates bringing boys and men on board as partners.

xxv. **Finding 12: *Supporting capacity development***: Capacity development is at the heart of the UN Women country programme in Uganda, to the benefit of beneficiaries and the implementing partners as well. Supporting capacity development is a pathway towards sustainability. Thousands of individuals in the government and nongovernmental sectors, and

beneficiaries were trained/equipped/sensitized on key skills related to gender issues⁴. At a wider scale, and to ease acceptance of gender equality, over 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). There was evidence that the capacity development is creating change in power dynamics, albeit, the changes are at a small scale and localized mostly in districts with UN Women program presence.

Human Rights and Gender Equality

xxvi. **Finding 13: *Alignment to UNEG GEEW norms and standards***: Over the period under review the SN and the UN system throughout the UN Women country programme 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). Sexual and Gender Based Violence 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 much less than the need. The women machinery remains under funded and with low capacity, and the civil society movement lacks ‘a 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 bridging the gap.

xxvii. **Finding 14: *Changes in intergroup power dynamics, including the participation of men***: The programme does invest in changing power dynamics. The changing power dynamics in families of the women market vendors engaged with the economic empowerment programme demonstrate this transformation well. Before UN Women and the Institute of Social Transformation (IST) partnership trained close to 5000 women market vendors, they lacked business skills, did not know women rights and issues on sexual harassment, and lacked solidarity and voice within the workplaces- the markets. They suffered conflict with spouses. This situation started being reversed according to the women testimonies. In Amudat, under the spotlight initiative Pillar 6, changes in power dynamics as testified by women, they can now stand for high political positions which were seen as a reserve for men in the past.

xxviii. **Finding 15: *Social inclusion and participation in the work on UN Women***: The programme commits to and implements social inclusion and participation. Though its main targets are women and the poor marginalized persons in Uganda, who are mostly women, women living with HIV, women with disabilities, and other socially excluded groups. Women represent over 50% of the population, yet they are socio-politically and economically very disadvantaged. In this regard, the programme develops and implements strategies with certain amounts of resource to contribute to the progressive decrease and elimination of the disadvantages that hinder women’s lives in the country. Targeting women gender equality and economic empowerment has progressively identified the need to, and has included men and boys as potential champions of change.

⁴ Some new changes in male dominated institutions like the Uganda Police Force; male champions are making a change and women are climbing up to senior management or leadership positions. GoU MDAs have gender focal persons or gender mainstreaming units, UNWomen placed staff to bolster gender technical capacity through accompaniment at MoGLSD on intergovernmental support and WPS, the Electoral Commission, and the SDG Secretariat.

Lessons learnt

xxix. Summary of lessons learnt is as follow, their extension discussion being done in a separate paper attached in annexes:

- 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 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.

Conclusions

xxx. **Conclusion 1: Relevance:** The portfolio is strategically positioned to deliver on the UN Women triple mandate, with a greater emphasis on the programmatic area.

xxxi. **Conclusion 2: Relevance:** Specific coordination positioning of the Office shows more operational presence within the UN family as well as beside the national stakeholder, governmental and nongovernmental, while the partnerships are set in a wide and balanced spectrum of actors.

xxxii. **Conclusion 3 Effectiveness:** 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.

xxxiii. **Conclusion 4: Efficiency:** *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.*

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

xxxv. **Conclusion 6: Human Rights and Gender Equality:** 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.

Recommendations

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

- Title: Further bridge the thematic Units for more synergy between them, Strengthen the fundraising coordination, reinforce finance management and operations; promote digitalization processes; continue negotiating core funding negotiating core funding with transactional partners and donors and long-term programme partnerships.

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

- Title: Step up the GEWE integration in all emergency response and impact mitigation for COVID-19 systems and implement strategies that leverage a broader program coverage without spreading so thin. In addition, communication for development and minimum community level package for GEWE.

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

- 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.

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

- Title: **Diversify funders, and build capacities of governmental and CSO partners.**

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

- 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, on the issue in the fundamental assumptions of the UN Women Theory of Change.**

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

- Title: **Lobby GoU to raise the funding level for the Social Development Sector.**